



THE POST PUBLISHING PUBLIC COMPANY LIMITED



2008 ANNUAL REPORT



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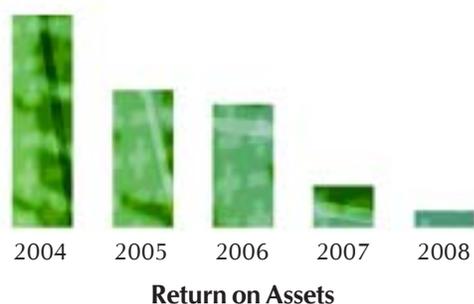
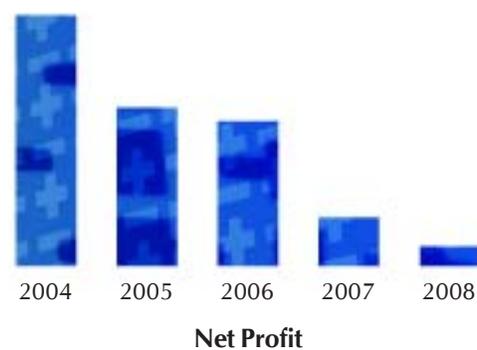
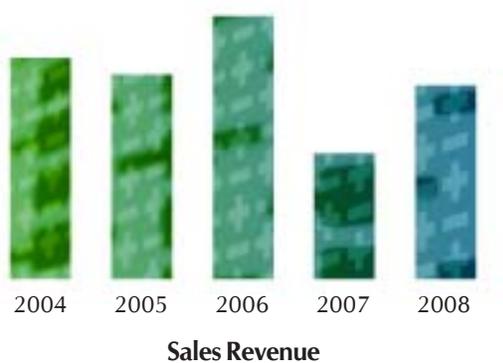
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CORPORATE INFORMATION

FINANCIAL HIGHLIGHTS

(Consolidated, Unit: Million Baht)	2004	2005	2006	2007	2008
Sales Revenue	1,839,171	1,825,310	1,876,650	1,757,966	1,817,183
Other Revenue	41,135	38,366	37,058	28,588	40,957
Total Revenue	1,880,306	1,863,676	1,913,708	1,786,554	1,858,140
Net Profit	194,188	122,815	110,990	37,008	13,242
Return on Sales (%)	10.3	6.6	5.8	2.1	0.7
Total Assets	1,348,797	1,652,368	1,889,386	1,823,076	2,024,581
Total Liabilities	402,095	722,851	958,879	905,561	1,123,824
Shareholders' Equity	946,702	929,517	930,507	917,515	900,757
Return on Assets (%)	14.4	7.4	5.9	2.0	0.7
Return on Equity (%)	20.5	13.2	11.9	4.0	1.5
Earnings per share (Baht)	0.39	0.25	0.22	0.07	0.03



REPORT TO SHAREHOLDERS

To: The Shareholders of The Post Publishing Public Company Limited

As the country bid farewell to Her Royal Highness Princess Galyani Vadhana Krom Luang Naradhiwas Rajanagarindra, Bangkok Post and Post Today produced a special publication to commemorate the event. Entitled *Tribute to a Royal Princess*, the publication profiled Her Royal Highness's life and achievements as well as the Royal Funeral Procession and Royal Cremation Ceremony and was published in Thai and English for our readers.

Also in the past year, printing of the Bangkok Post at our new Printing and Distribution Centre on Bang Na-Trat Road came into full operation using a state-of-the-art KBA Prisma press. Printing of Post Today was transferred to the new setup. This arrangement ensures the highest efficiency and printing quality, thereby enabling us to offer a better experience to our readers and a better service to our advertisers.

As for the newspapers themselves, Bangkok Post launched a redesign with easier news access and a new weekly lifestyle section called *MyLife* aimed at younger readers starting their careers and families. That was shortly followed by the introduction of a much expanded and enhanced Sunday edition, which was received very favourably.

Post Today, meanwhile, launched a new all-Thai-language masthead, removing some confusion conveyed by the previous bilingual version. In addition, a new economic and political analysis section was introduced with new columnists, together with a redesign that includes a more informative front page and more pointers to the content inside.

The highly popular Bangkok Post website was relaunched with a radical new look and comprehensive reorganisation towards the end of the year, thereby consolidating our clear position as the top English-language news portal in Thailand and helping to further expand our audience both in Thailand and internationally.

In another important development, the Company completed the acquisition of increased share stakes in Post-IM Plus Company Limited and Post International Media Company Limited, publishers of the Thai editions of *Marie Claire*, *Elle* and *Elle Decoration* magazines. These transactions were completed at the end of 2007 and in mid-2008, respectively. As a result, we now recognise an increased share of revenue and costs for consolidation from these businesses.

Due predominantly to the global financial crisis and local political unrest, consolidated net income was Baht 13.2 million compared to Baht 37 million in the previous year. Including dividend income received from Post International Media Company Limited, the Company's net income was Baht 32.7 million against Baht 32.2 million in the previous year.

The Company did not pay an interim dividend. The Board of Directors recommends that shareholders approve a full-year dividend of Baht 30 million or Baht 0.06 per share.

Mr Chavalit Thanachanan
Chairman of the Board of Directors

Mr Suthikiati Chirathivat
Chairman of the Executive Committee





PRODUCTS &
BUSINESS
OPERATIONS



NATURE OF BUSINESS

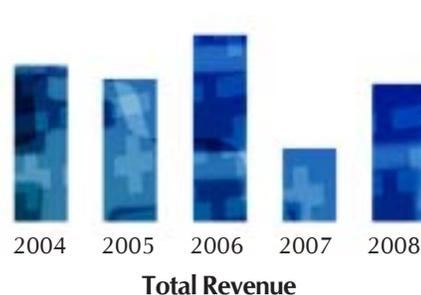
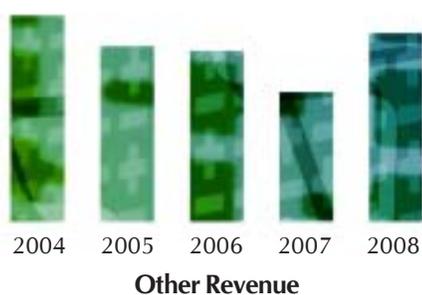
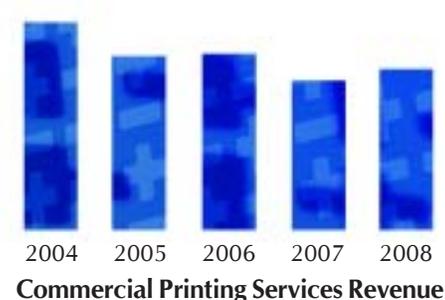
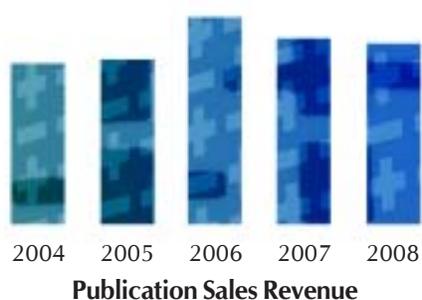
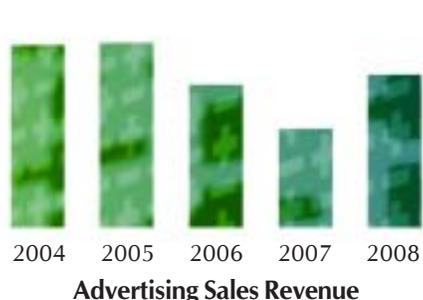
Summary

The Post Publishing Public Company Limited is the publisher and distributor of the *Bangkok Post* – an English-language newspaper, *Post Today* – a Thai-language business daily, and *Student Weekly* – an English-language magazine for high school and university students. The Company's news and information businesses in the last few years have been expanded to include electronic and digital media. Both bangkokpost.com and posttoday.com aim to be the world's window to Thailand. The Company has recently upgraded its jobjob.com job-matching programme to offer a Thai-language interface in addition to the original English-only version. The Company is also steadily expanding its multimedia presence through Thai-language TV and radio programmes. The Company's commercial printing operation offers general printing services for the Company and its subsidiaries as well as outside customers.

The Company's subsidiary companies — Post International Media Company Limited, Post-ACP Company Limited and Post-IM Plus Company Limited — all publish and distribute Thai-language editions of well-known international magazines, namely *Elle*, *Elle Decoration*, *CLEO* and *Marie Claire*.

REVENUE

(Consolidated, Unit: Million Baht)	2004	2005	2006	2007	2008
Advertising Sales Revenue	1,326.0	1,326.4	1,276.8	1,222.1	1,288.4
Publication Sales Revenue	399.9	408.1	508.2	457.1	444.7
Commercial Printing Services Revenue	109.2	90.8	91.7	78.7	84.1
Other Revenue	45.2	38.4	37.1	28.6	40.9
Total Revenue	1,880.3	1,863.7	1,913.8	1,786.5	1,858.1



MAJOR ACHIEVEMENTS IN 2008 AND OUTLOOK FOR 2009

The biggest event in terms of the internal development of the *Bangkok Post* in 2008 was a far-reaching redesign that was undertaken with a view to boosting both circulation and advertising revenue.

The newspaper was relaunched with a "brighter and better" new design and a more methodical approach to the way it delivers news and entertains. As part of the makeover, a new weekly section called *MyLife* was launched in March with a focus on practical aspects of the modern lifestyle, from health to home finances. Meanwhile, a complete rethinking of the Sunday edition of the *Post* resulted in a completely redesigned main section, a new current affairs section called *SPECTRUM*, a new lifestyle magazine called *BRUNCH*, and several new feature sections. All this was in addition to new pull-out sports sections on both Saturdays and Sundays launched in September.

As for *Post Today*, it too underwent some fairly radical changes. Most obvious of these was the creation of a new Thai-language-only masthead, launched in February, aimed at clarifying the newspaper's identity and loyalties to readers and advertisers alike. In addition, the content of the newspaper was redesigned and reorganised with clearer pointers to assist readers in finding their way around and more news briefs on the front page. On top of all this was the introduction of an entire new section with new columnists focused on in-depth business, economics and political analysis.

Meanwhile, in a bid to increase following and advertising revenue by expanding into new media, Post Publishing started producing TV news programmes on satellite TV. The main initial objective of this project was to introduce *Post Today* to a wider audience outside Bangkok. Last year, saw the project strengthen and achieve both of these objectives.

Post Publishing also joined a radio venture FM 98.0 Business Radio. The *Post Today* editorial team produces several programmes for the station. Feedback indicates that it has been very well-received by listeners.

In addition, we have been more active than ever in our pursuit of the Internet market and are becoming increasingly successful. Among the major developments in this arena in 2008 was the extension of our online job-matching service called *jobjob* to a Thai-language version.

Significant strides were also taken in the realm of print media. Our new printing and distribution centre at Bang Na-Trat, equipped with a state-of-the-art KBA Prisma press, came into full operation. Having started printing only the Bangkok Post, the operation went on to take over printing of Post Today also.

Last year also saw the Post continue to develop its business processes and information technology (IT) architecture. Both IT hardware and software will be significantly upgraded. At the same time, a data centre, including data recovery, is being improved so as to reduce risk and increase security of the business. The business process improvement and IT systems development is scheduled for launch in early 2009.

As for the continually evolving behaviour of our readers, as an obvious consequence of political events, there was a marked increase in interest in our political reporting and analysis last year. This trend was particularly apparent in the Bangkok Post and Post Today websites, which recorded a huge surge in both local and overseas visitors. And like other key aspects of the Post's business, its online presence also saw significant changes. Not least, the Bangkok Post launched a completely redesigned website with international-standard presentation of content and greater audience involvement. In so doing, the newspaper has consolidated its already entrenched position as the number-one English-language news portal in Thailand and significantly raised its profile internationally. Recognising the increasing importance of digital media in our readers' lives and our advertisers' strategies, the Post will continue to invest in this area and expects remarkable developments from it in the years to come.

BANGKOK POST



2008 was a year of challenges for the Bangkok Post, both in terms of news coverage and because of the impact of the global financial crisis ignited by the sub-prime mortgage-backed securities problems in the United States and domestic political unrest. Meanwhile, the Bangkok Post itself underwent several changes and improvements that built on the historic change in the newspaper's size in 2007.

In March 2008, we redesigned the main section of the newspaper, making it more attractive and easier to read by using more infographics to illustrate certain stories. In the same month, we launched a new weekly section, *MyLife*, which appears in tabloid-size every Thursday. The content of this new section focuses on family-related articles, ranging from personal finance to healthcare, education to career development.

The readership target is the younger generation, from first jobbers to families with children of school and university age.

Perhaps the biggest challenge in 2008 was the relaunch of our Sunday edition. Sunday editions of all newspapers in Thailand have tended to be smaller than weekday editions and to have less content. This is because of the perception that there are fewer readers on Sundays and that those who do read the Sunday editions spend less time over them.

However, we think differently. We strongly believe that Bangkok Post readers will spend more time reading their newspaper and more people will read their newspapers on Sunday if we make it interesting and attractive enough for them. With this in mind, we duly relaunched our Sunday edition with more sections and more

content, making it the biggest Sunday newspaper in Thailand. Following the relaunch in September, the response has been very positive, as indicated by favourable increases in both circulation and advertising.

In addition, we launched a new section called *MUSE* on Saturdays with content and advertising targeted at female readers.

With all these changes and improvements, we remain Thailand's No 1 English-language newspaper. What's more, we are as strongly committed as ever to maintaining our long-standing tradition of fair and balanced reporting based on the principles of honesty and integrity, thereby consistently living up to our ideal of being "The Newspaper You Can Trust".

First Prize for General Politics and Social News Photo, the Mass Media Photographers Association of Thailand by Mr Tawatchai Kemgumnerd, 4 July 2008.



First Prize in The Mental Health Week Media Competition, the Department of Mental Health by Mr Jetjaras Na Ranong, 6 November 2008.

First Prize for Economic News Photo, the Mass Media Photographers Association of Thailand by Mr Somchai Poomlad, 4 July 2008.



AWARDS AND PRESTIGIOUS PRIZES IN 2008

POST TODAY



Post Today achieved its highest ever level of success in 2008 as it not only maintained its status as the leading business newspaper in Thailand but turned its first annual profit on the initial investment by Post Publishing, this despite all the well-documented economic difficulties of the year.

In addition, Post Today picked up another 11 awards from both international and local organisations, on top of the nine awards it won in 2007. Among the most notable of these, an article entitled *Huay-Huai-Huay* (Bad lotto) won the award for the best economic article by the illustrious partnership of The Economic Reporters Association and the Bank of Thailand. In addition, our article entitled *CL and the true face of foreign drug companies* received an honourable mention at the Issara Amantakul Awards sponsored by the Thai Journalists Association.

Another strong contributor to the stellar performance was undoubtedly the overhaul of the format of the newspaper, which was

launched in February to a very positive response. As part of this, the change from a half-Thai, half-English logo (โพสต์ Today) to a purely Thai logo (โพสต์ทูเดย์) clarified and further underscored the credibility of our brand in the marketplace.

Meanwhile, ongoing content adjustments and improvements have been building further success. For example, a recently introduced four-page analysis section has become one of Post Today's strongest and most talked-about assets. Specialising in economic, political and international current affairs insights and commentaries, the section features high-profile homegrown and international columnists and is widely recognised as a must-read.

As for our Section B covering economic and business news, we have added extra depth to our analysis there too. And along similar lines, we have enhanced our Section C — The Magazine, with a wider variety of topics and more of the physical feel of a magazine than before.

2008 was also billed as our "Big Year Big Step" year when we reached out with our content to new media channels. In this connection, Post Today launched *Joh Khao Ron* (Hot News Focus), a news talk radio programme on FM 98.0 from Monday to Friday. Furthermore, with the cooperation of Next Step Television, we launched a TV news programme broadcast via satellite.

Post Today now has responsibilities for reporting at radio & TV as well as for the newspaper. The goal is to expose our brand in more media channels than just print, and the progress made to-date appears highly promising.

Having taken these steps, we remain confident of overcoming any and all challenges and consolidating our position as a major asset of Post Publishing as the leading business newspaper in Thailand.

Second Runner-up for General Politics and Social News Photo. Entitled *Royal farewell*, photo shows an elderly woman in tears while bidding final farewell to the late HRH Princess Galyani Vadhana at Siriraj Hospital. Taken by Natthiti Amphaiwan, 6 January 2008.



Post photographers won seven awards in various categories at the 2008 Thailand Mass Media Photographer Day at Sofitel Centara Grand Bangkok.



First Runner-up for Royal Family News Photo. The photo features Her Royal Highness Princess Maha Chakri Sirindhorn on a cart at the foundation stone-laying ceremony for Kasornkasiwit School — Thailand's first-ever school for buffaloes located in Sa Kaeo Province. Taken by Phongthai Watthanawanitchawut, 28 January 2008.



Second Runner-up for Economics News Photo entitled *Cleaner Markets*. Photo features a model poultry stall at an exhibition to celebrate the opening ceremony of "Clean, Safe and Hygienic Market" at Talaadthai. The new market system was introduced with an aim to upgrade the standards of Thai fresh markets. Taken by Weerawong Wongpreedi.



2008 Energy Award presented to Post Today for promoting energy and alternative energy conservation. This is the 10th award Post Today has received this year. Photo shows Pornpot Chaisriboonrueng, a representative of Post Today's editorial department, accepting the Award from Lieutenant-General Poonpirom Liptanlop, Minister of Energy, at Chulabhorn Research Institute.



Honourable mention for Outstanding News Report from the Issara Amantakul Foundation, Thai Journalists Association, for Post Today reporter Teerawut Satitpattarakul.



First Runner-up for Economics News Photo, entitled *Contrast*. Photo shows two very distinct urban lifestyles — one of luxury and one of poverty. Taken by Phrakrit Juntawong, 10 June 2008.

AWARDS AND PRESTIGIOUS PRIZES IN 2008

STUDENT WEEKLY



Celebrating its landmark 40th anniversary in 2009, Student Weekly is Thailand's only all-English entertainment and education magazine for teens. It continues to be a favourite, not just of young people, but also of readers of all ages who are looking for top-notch features.

With exciting cover photos, sharp design and highlighted vocabulary words throughout the magazine, Student Weekly has a unique and eye-catching image that's not only appealing, but also a standout out on book shop and newsstand shelves.

Every week, readers across the kingdom reach for Student Weekly to catch up with their favourite Thai and international celebrities, check their astrological charts, read reviews of the newest CDs and movies and keep up to date on all the latest concerts, contests and events.

Features like the celebrity profiles of Biographic, the action-packed Japanese-style comic *Tokyopop*, and the Student Weekly quiz are exclusives that won't be seen in any other Thai publication. Readers also know that Student Weekly is the place to turn for education content like *Karaoke Komer*, *University Tips*, and local and world news stories that are both informative and entertaining.

Student Weekly is also proud to present the continuing adventures of *Grammarman*, an exclusive monthly comic that combines the thrills and visual energy of a superhero cartoon with exercises and puzzles that actually make learning grammar exciting.

By giving readers the kind of fun and engaging content that they have wanted for the past 40 years, Student Weekly has become a fixture in the Land of Smiles. It is that commitment to encouraging learning and improving English-language skills that will continue the Student Weekly legacy well into the 21st Century and beyond.

INTERNATIONAL MAGAZINES



2008 was an eventful year for the magazines. With the acquisition of shares from joint-venture partners by Post Publishing, the companies' names changed to Post International Media Company Limited and Post-IM Plus Company Limited, respectively. *CLEO* remains a joint venture with ACP, with a name change to Post-ACP Company Limited.

Overall, the magazines did well in the slow and highly competitive market. In terms of operational performance, they showed net margin growth of 38% over 2007, with the biggest gainers being *ELLE* and *CLEO*. *Marie Claire* saw a great change with the recruitment of a new editor-in-chief who has already steered

the magazine into a clearer editorial positioning with an increasingly international look and feel. *Elle Decoration* was hardest hit by the economic slowdown, being the only title dependant on the building and decoration markets.

All titles spent 2008 creating new events and activities as well as developing original cover ideas to stay in touch with readers and advertisers and one step ahead of competitors.

CLEO's Biggest Makeover was a great success, with over 1,000 entrants vying for a place in the finals. *ELLE Fashion Week* again garnered great media attention and further confirmed *ELLE* as the sourcebook for fashion and beauty lifestyle in Thailand. *ELLE Decoration*'s Design Contest

saw five young designers win a chance to see the world's biggest decoration events in Paris and Milan. *Marie Claire* launched its first Expert's Choice editorial and event with Thailand's top personalities joining the magazine's relaunching.

The group also won the gold medal for the Asia Print Award for the print and visual quality of *ELLE* for the third year in a row.

In 2009, the magazines will forge ahead with plans for more changes in editorial and more new activities and events designed to keep them all one step ahead in this small and competitive market.

DIGITAL MEDIA



Post Digital Media comprises two main business lines — the news portal business and digital commerce. The goal of the news portal business is to attract more online readers in order to monetise page views into advertising revenue. The goal of the digital commerce operation is to expand the number of subscribers and license fees.

Web portals

Launched in 2005, Bangkok Post Online — www.bangkokpost.com is the leading English-language local news and lifestyle portal for Thailand, as measured by Alexa and Truehits. The website leverages the strength of Post Publishing in producing the most credible English-language news and content. This gives Bangkok Post — the world's window to Thailand — a unique positioning among Thai portals. The audience is diverse, ranging from well-educated readers to new generation Thai people, and from expatriates in Thailand to overseas foreigners and Thais. The Bangkok Post website has a new community portal in its network — Guru Bangkok online www.gurubangkok.com — which is the preferred online social service for English-speaking people in Bangkok.

Post Publishing also owns a local Thai-language news website — Post Today online www.posttoday.com. The website is the online focal point for Thai-language social news and the Thai business community in Thailand. To fulfil the needs of readers, the websites includes a breaking news section and RSS functionality.

jobjob websites — www.jobjob.co.th — is another portal of Post Publishing. This is a 'genius' job matching website with a large database involving many of the leading companies in Thailand.

Digital commerce

Digital commerce divides into two areas: Business-to-business (B2B) and business-to-consumer (B2C). B2B digital commerce includes newswires and digital archives www.bangkokpost.com/newswire in all forms, including text, photos and multimedia. International news agents and providers always quote Bangkok Post news.

Launched in 2005, Post B2C digital commerce comprises SMS news www.bangkokpost.com/sms in both English and Thai, including Bangkok Post SMS News and Post Today SMS news. The mobile news service reaches AIS, DTAC, True Move and Hutch mobile phone

subscribers. Instant SMS messages covering major business, political and international news events are pushed out everyday.

In 2006, Post Publishing and Newspaper Direct successfully launched Thailand's first electronic newspaper (E-paper) www.bangkokpost.com/e-paper at the Press Display website. Anyone with an Internet connection, anywhere in the world, can now read both the Bangkok Post and Post Today online, in exactly the same form and with the same look and feel as the printed newspaper delivered every morning. The smart edition has a range of special functions and features, including sound files, text translation into various languages, voice, photo galleries and blogs.

Another digital commerce product is digital front pages printing www.bangkokpost.com/frontpage. Newspaper readers can order front pages of the Bangkok Post and Post Today for any date since the newspapers were first printed. The copies are printed on high-quality paper, framed and delivered to the customer. The buyers include individuals, hotels, restaurants, etc, who often present the digital front pages as gifts to their friends and customers on their birthdays or other special occasions.

TELEVISION & RADIO BROADCASTING

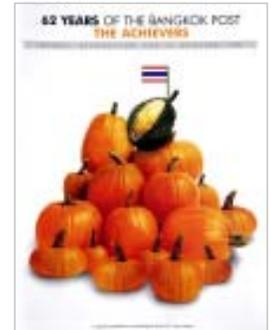
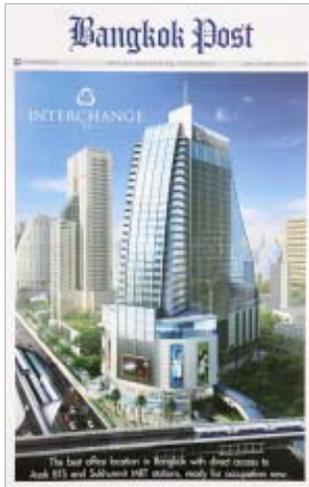
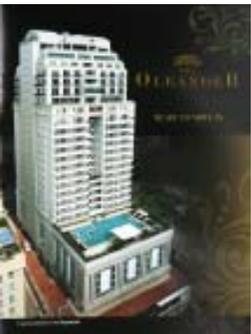


Post Publishing commenced television programming operations in October 2007 with the Post Variety programme, which focused on topical news issues sourced from Post Today. The two-hour programme, which ran from 20.00-22.00 hrs, Monday-Friday, was broadcast exclusively by the Next Step channel on the C-Brand satellite network. To expand the viewer demographic, the programme was also aired on an additional channel — TVTV, also on satellite.

In June 2007, major changes were made to the Post Variety show which included dividing the single two-hour programme into three separate segments — Post Today In-depth News, Post Today News Analysis, and Suranand Wan Nee (Suranand Today), a talk-show style segment hosted by Suranand Vejjajiva. This was broadcast exclusively on the Next Step channel.

In November 2007, Post Publishing made an investment in Flash News, operator of FM 98.0 Business Radio, a well established radio news channel. The Post Today editorial team also produces several radio programmes for the station.

ADVERTISING



Advertising and marketing expenditure in 2008 was curtailed by the domestic political situation and worsened by the advent of a global financial and economic crisis.

Annual advertising expenditure in all media declined by 2.8%, from Baht 92 billion in 2007 to Baht 89.4 billion in 2008, according to Nielsen Media Research. Newspaper advertising expenditure declined by 3%.

Nevertheless, display advertising in the Bangkok Post performed better than the market, registering only a small decline. This was despite its major clients in the real estate and tourism sectors being adversely affected by both the domestic and international situations. Display advertising

in the Bangkok Post benefited from the successful launch of a new section, *MyLife*, and the successful revamping of the Sunday edition of the newspaper. In particular, *MyLife* resulted in advertising revenue growth from the healthcare and education sectors.

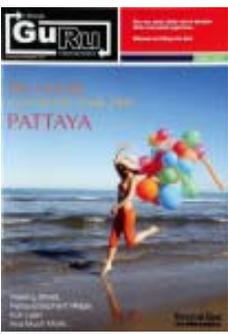
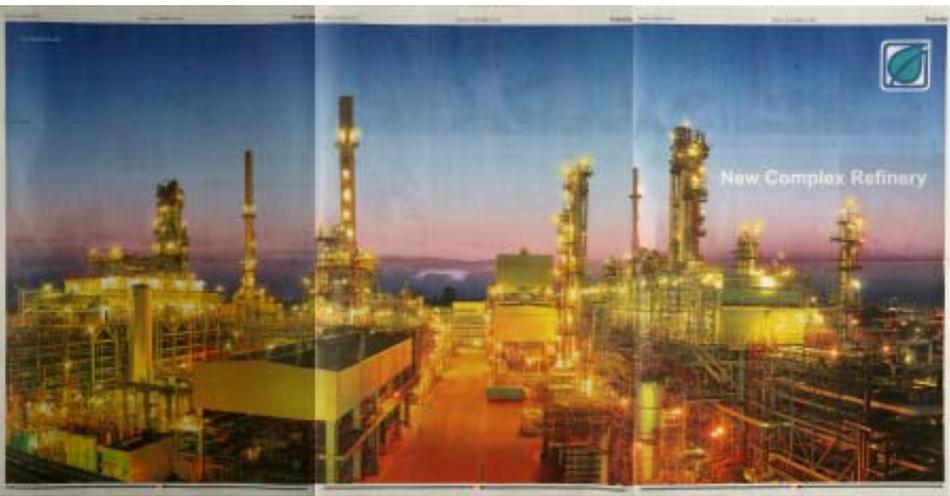
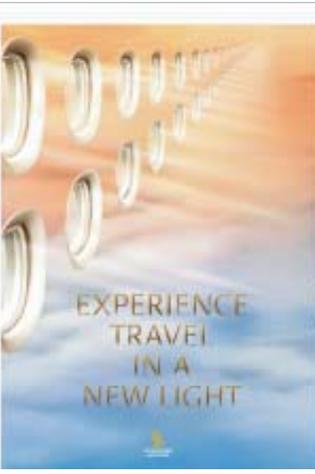
Meanwhile, Post Today display advertising continued to expand, with revenue from the financial services sector contributing the most to impressive double-digit growth.

In 2008, the display sales team successfully organised below-the-line activities to increase company revenue and provide more exposure for advertising clients. The *MyLife* fair was held in September and the Bangkok Post Green Rally in December.

Classified advertising experienced a difficult year, with the slowdown in the economy negatively impacting recruitment advertising. Property classifieds also faced a deteriorating environment in 2008.

Special publications declined in line with the market. However, the company compensated for this to some extent by being able to offer an eight-page super panorama format following the earlier introduction of new printing technology.

Online advertising continued to grow at a double-digit rate as redesigned online Bangkok Post and Post Today products were launched in 2008.



MARKETING & NEWSPAPER DISTRIBUTION



Despite the economic downturn in 2008, both Bangkok Post and Post Today have continued to develop. Partly as a result of a variety of marketing and distribution initiatives, both newspapers remain leaders in the news and information business in terms of the numbers of readers they reach, both in Thailand and around the world.

The Bangkok Post is the best-selling foreign-language newspaper in Thailand by far. Despite relatively flat distribution figures since 2007, we have still managed to increase our profitability. Among the major factors behind this are the launch of new sections and the expansion of the Sunday edition. These developments were accompanied by an increase in cover price from Baht 25 to 30 Monday-Saturday and to Baht 40 on Sunday. The new

look Bangkok Post launched on 1 September 2008 was well received by readers and sales of the Sunday edition, in particular, increased sharply.

The primary focus of Post Today remains business and economic issues and its success is reflected in the fact that it has the highest distribution of any business newspaper in Thailand.

Early in 2008, Post Today unveiled a new logo with a clearer Thai identity as part of a broad-based strategy to increase subscription and general readership levels.

Post also relaunched our book publishing venture "Post Books" focusing on Thai-language books. The *World CEO* series by Vikrom Kromdit, made an excellent showing at the

National Book Fair in March. At the same time, major marketing initiatives were launched for several other books.

Marketing and distribution continues to tightly focus on customer service provided to readers while driving to increase subscriber numbers. We are also committed to providing value-added benefits for current subscribers through marketing activities targeted at specific groups.

Additional privileges and benefits are offered to subscribers in cooperation with partner companies, including entertainment and sports events.

Finally, the effectiveness of marketing plans has been significantly expanded by utilising a range of media besides the newspapers themselves, including radio, events, mobile communications, and the internet.

COMMERCIAL PRINTING

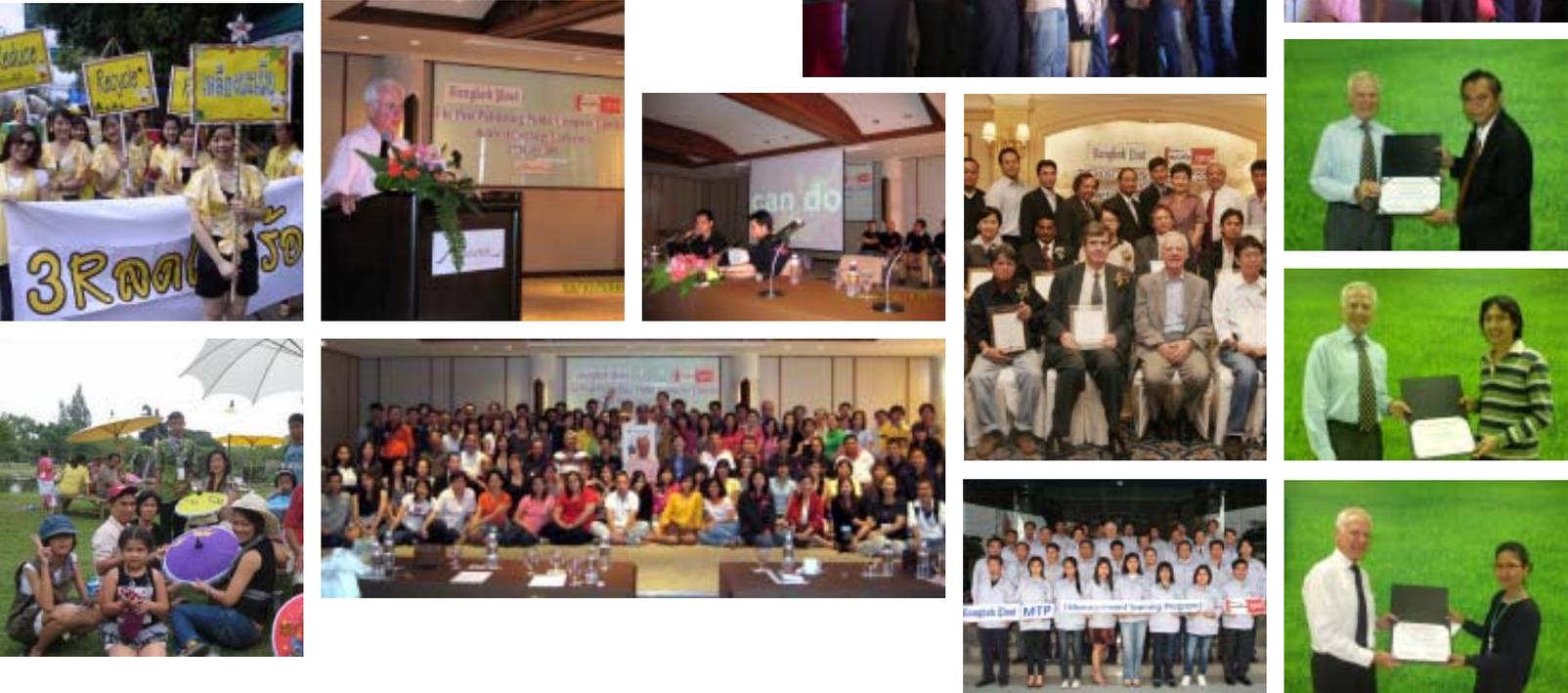


The commercial printing business did not escape the general economic downturn and was faced with declining orders from clients.

Due to this, the commercial printing department has had to look to new clients, both internally and overseas for additional sources of revenue. The department has also focused on personnel and production development in order to help control operating costs. The effects of the aforementioned moves have been that sales in 2008 rose by some Baht 5.4 million compared with 2007.

The commercial printing department has been successful in expanding its customer base to other provinces, especially tourist destinations. In preparation for the competition faced within the printing market, the department has paid special attention to refining and improving its products to make sure they are of the best possible quality, are reasonably priced, and continue to satisfy our customers' expectations.

HUMAN RESOURCES



The Post Publishing Public Company Limited calls on all staff and executives to work as a team using their vision and expertise to reach the Company's goals and overcome the current crisis. As Post employees are well aware, the Company's mission is "To be the best in the business of news and information in Thailand and the region, reaching out to the world".

The Company recognises the vital role its employees play in the success of the company and their importance in attaining its goals. As such, in 2008, the company has provided a number of training schemes and activities aimed at giving staff a chance to develop new skills. In order to reflect the company's appreciation of its employees, the company instigated "The Post Awards", which recognise and reward outstanding individual employees and teams who exemplify and reflect our attitude and quest for excellence. The Post Awards project has been

positively received by everyone at the Post, and has attracted considerable attention and input from all departments.

Despite Thailand's current economic crisis and political issues, we have remained devoted to staff advancement, reflected by the instigation of a number of new schemes. Such schemes are organised by the newly created Career Management System Committee, which will oversee the continued development of staff-focused courses. One such course already in place is the Training Road Map which provides for staff at every level, giving practical knowledge, management skills, and character-building programmes, including strategic meetings, safety awareness, productivity improvement, teamwork building, management training programmes, and a large number of other courses and programmes which take place outside of the Company. For management and executive-level staff, there is the Crestcom-Bullet Proof Manager Training, and also a Mini-MBA

course, which has received co-operation from the Trade & Commerce and Accounting departments of Chulalongkorn University. The 10-month course, starting in early 2009, is designed to develop talented employees' strategic skills to assist the continued growth of our organisation.

In order to encourage and keep our employees happy at work, we have made some significant changes to various facilities, including the new and beautiful staff canteen — "Front Page". Completely remodelled, both inside and out, the new canteen also has a large outdoor garden designed to give employees a relaxing and convenient environment where they can sit, eat and chat with their colleagues. Additionally, we have allocated several sports areas where employees of all levels can come together and exercise through sports such as badminton and table tennis, among others.

POST FORUM



In the rapidly changing world of news and information, spurred by the growth of the Internet, newspapers need to respond and change their role as the main and traditional gatherers and disseminators of news content. Realising this necessity, Post Publishing has adopted a measured, sustainable approach to the challenge.

In addition to becoming more involved in the Internet, Post Publishing, since 2000, embarked on a different platform of reporting and analysing events and developments affecting Thailand, supplementing its fundamental role as publishers of newspapers and magazines.

In 2000, the Bangkok Post, working with global exhibitors Reed Tradex, launched an Economic Forum, a one-day conference in which government leaders outlined their policies and plans of action to high-level participants from the Thai and expatriate business and diplomatic communities. At each session, participants could ask questions directly to government ministers and officials — enabling us to fulfil our role as facilitator of debate and discussion.

Over the course of five years, from 2000 to 2004, the Economic Forum developed into a key conference in which political, economic and social issues were raised for debate and review.

After a hiatus, this conference was revived in 2008, renamed as the Post Forum. On this occasion, the Bangkok Post, along with its sister Thai-language daily, Post Today, and Business Radio FM 98.0, jointly organised the conference. Prime Minister Samak Sundaravej outlined his government policies while his team of economic ministers followed with details of the government's plan of action.

During 2008, Post Forum organised other smaller conferences, specifically with the Information Ministry, and later with the Ministry of Finance. Towards the end of 2008, plans were underway to organise Post Forum 2009 with the new government headed by Mr Abhisit Vejjajiva.

POST FOUNDATION



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The SCG Siam Cement Group, in conjunction with the Bangkok Post Foundation, recently donated musical instruments and DVD players to blind children suffering multiple handicaps at the School of the Blind in Lop Buri province. The donation is part of the Smart Kids English Camp for needy children co-organised by the SCG and the Bangkok Post. Photo shows the children and their teachers receiving the musical instruments from Kusuma Bekenn (left), a representative of the Bangkok Post Foundation.



▲

Siam Cement Group and the Bangkok Post Foundation recently held the Smart Kids English Camp to provide language proficiency for disadvantaged children from various communities including Mercy Home, Ban Kru Noi, The Bangkok Noi Muslim Groups, the School for the Blind, Bangchanlong Nai and Rajvithi Homes. Representatives from the participating communities are pictured extending their appreciation to SCG and the Bangkok Post Foundation, represented by (from 8th left) Bangkok Post Editor Pattnapong Chantranontwong, SCG Associate Director Public Communications Pornpimol Marukatat and Bangkok Post Foundation committee member Kusuma Bekenn.

In contrast to previous years, 2008 was a sluggish year for donations to the Post Foundation. This was the result of political uncertainties and poor economic conditions. Donations clearly stalled in the final quarter of the year as the global financial crisis initially erupted in the US. In this climate, efforts to organise a number of special fund-raisers had to be postponed.

Nevertheless, despite this difficult period, the Post Foundation continued to provide scholarship support to about 140 students nationwide in 2008. This support is expected to continue in the years to come, regardless of the prevailing economic conditions.



BUSINESS STRUCTURE & OPERATING POLICIES



CORPORATE GOVERNANCE

The Company tries to practice the principles of good corporate governance as described in the Principles of Good Corporate Governance for Listed Companies 2006 — an updated version of the original 15 principles announced in March 2002, published by The Stock Exchange of Thailand. In the latest edition, new principles have been added to bring it in line with the principles of corporate governance of the Organisation for Economic Co-operation and Development 2004.

1. RIGHTS OF SHAREHOLDERS

The Company provided shareholders with advance information on the date, time, venue, and all agenda items of the Annual General Meeting of Shareholders, including election of directors and complete support data. The Notice of Meeting and support data were sent to shareholders at least seven days prior to the date of the meeting.

Five directors were due to retire by rotation at the 2008 Annual General Meeting of Shareholders. All five directors offered themselves for re-election. Details of the five directors nominated for re-election were sent to shareholders together with the Notice of Meeting. The Company posted the Notice of Meeting and support data on its website for shareholders to study prior to the distribution of the Notice of Meeting.

The Company facilitated shareholders' participation and voting in the meeting. The timing of the meeting was during office hours. The meeting took place at the Bangkok Post Building and sufficient parking space was provided for shareholders and their proxies who attended the meeting. Shareholders who could not attend the meeting or could not appoint a proxy had the option of appointing an independent director to attend the meeting as their proxy. The Company also provided a duty stamp to affix onto the proxy forms.

At the 2008 Annual General Meeting of Shareholders, the Chairman of the Board of Directors chaired the meeting. He allocated appropriate time for discussion and encouraged shareholders to express their opinions and ask questions about each agenda item. Over half the members of the Board of Directors attended the meeting, including the Chairman of the Executive Committee, Chairman of the Audit Committee, and Chairman of the Nomination and Remuneration Committee.

2. EQUITABLE TREATMENT OF SHAREHOLDERS

The Company facilitates shareholders who wish to propose additional appropriate agenda items to the Annual General Meeting of Shareholders and nominate candidates who have appropriate qualifications to be directors of the Company prior to each Annual General Meeting of Shareholders that shall normally be held in April. A shareholder or a group of shareholders who wishes to propose any appropriate additional agenda item for the Annual General Meeting of Shareholders and/or to nominate candidates who have appropriate qualifications to be directors of the Company, must possess the following qualifications:

- Hold a minimum of 100,000 shares in the Company
- Have held the said shares consecutively for at least one year prior to the proposed date
- Provide evidence of the said holding of shares to the Company, including copies of share certificates and confirmation letters issued by a securities brokerage company, Thailand Securities Depository Company Limited, and The Stock Exchange of Thailand
- Provide such identification papers as copies of identification card, passport, and all necessary corporate documents.

A qualified shareholder may submit a proposal for an additional agenda item for the Annual

General Meeting of Shareholders and/or a proposal to nominate a candidate to be a director of the Company, together with a resume of the candidate nominated for director of the Company, as the case may be, to the Company Secretary within a specific deadline in order to allow the Company, relevant sub-committees of the Board and the Board of Directors sufficient time to review and evaluate all proposals and to proceed with the necessary procedures of the Annual General Meeting of Shareholders.

The Company encourages the use of proxy forms on which shareholders are able to specify their vote. The Company provides shareholders with a list of proxies under the Announcement of the Business Development Department, Ministry of Commerce. Shareholders may appoint an independent director as their proxy. The election of directors utilises a process in which shareholders are able to vote for an individual nominee.

The Company provides voting cards for each agenda item. For transparency and future reference, the Company collects voting cards for disapprovals and abstentions.

The Company presents reports of shareholdings by directors, management, and independent auditors of the Company to each meeting of the Board of Directors for acknowledgement.

3. ROLE OF STAKEHOLDERS

The Company tries to promote cooperation among stakeholders to ensure the Company's financial stability and sustainability. Stakeholders include but are not limited to readers, advertisers, employees, agents, shareholders and lenders. The Company conducts readership surveys to find out the preferences of our readers so that we can adjust our design and content to make our newspapers and magazines more attractive to them.

The Company delegates the Audit Committee to review the Company's procedures for handling allegations, for example arrangements for Company staff to raise concerns about possible improprieties in matters of financial reporting, controls or any other matter in confidence. The Audit Committee also ensures that arrangements are in place for independent investigation, follow-up action and proper reports.

4. DISCLOSURES AND TRANSPARENCY

In addition to disclosing annual filings, annual reports and other information as specified in relevant regulations through The Stock Exchange of Thailand, the Company discloses information, both in Thai and English, via other channels, including the Company's website. For example, the Company has already posted its 1999 to 2007 annual reports on its website. The Company also posts procedures for shareholders or groups of shareholders who wish to propose any appropriate additional agenda item for the Annual General Meeting of Shareholders and/or to nominate candidates who have appropriate qualifications to be directors of the Company on the Company's website and encourages shareholders to fully exercise their rights.

The Company discloses the roles and responsibilities of the Board of Directors and its various sub-committees in the annual report under Structure of the Board of Directors. The Company also discloses the number of meetings attended by each director during 2008 in the annual report under Attendance Record Year 2008.

The Annual General Meetings of Shareholders approved in advance to pay remuneration for the year to directors on a lump-sum basis and empowered the Board of Directors to consider the allocation of such remuneration to each director as it deems fit. The Company disclosed the 2008 remuneration of each director in its

annual report under Remuneration for Directors and Executives.

5. RESPONSIBILITIES OF THE BOARD

5.1 Board Structure

The Company has four independent directors equivalent to one-third of the Board size. Every year, one-third of the directors must retire from office at the Annual General Meeting of Shareholders. The directors who have been longest in office shall retire. A retiring director is eligible for re-election. The Company does not use stricter definition of independent directors than the minimum qualification specified by the Office of the Securities and Exchange Commission and The Stock Exchange of Thailand. An independent director should have the following qualifications:

- Not hold more than 5 per cent of total outstanding shares of the Company (reduced to not more than 1 per cent in 2009);
- Not be an executive, employee or advisor who receives compensation from the Company;
- Not have any family relationship with an executive, employee or advisor who receives compensation from the Company;
- Not have any material business relationship with the Company that might compromise the independent director's ability to express an independent opinion.

The Company discloses sufficient information about directors, including type of director, education and work experience, in the Annual Report under the heading Board of Directors.

The Company separates the roles and responsibilities of the Chairman of the Board of Directors and Chief Operating Officer in order to achieve a balance of power. The Board of Directors has appointed an independent director as the Chairman of the Board of

Directors. To ensure independence of each subcommittee of the Board of Directors, the Chairman of the Board of Directors does not serve as either chairman or a member of any committee of the Board of Directors.

The Company's Company Secretary serves the Board of Directors in areas of providing legal advice, taking care of Board of Directors' activities, and monitoring compliance with Board of Directors' resolutions.

5.2 Sub-Committees of the Board of Directors

In addition to the Audit Committee required by The Stock Exchange of Thailand's listing rules, the Company, in compliance with the practice of good corporate governance, has established a Nomination and Remuneration Committee, which is authorised to review, evaluate and make recommendations to the Board of Directors in relation to:

- The process for reviewing and evaluating the performance of the Board and members of the Board
- The appropriate number and qualifications of independent directors
- The selection process for independent directors and nomination of independent directors to the Board
- Remuneration and incentive policies for the Board and subcommittees of the Board
- Professional indemnity and liability insurance for members of the Board and senior executives
- The succession plan and selection process for the Chief Operating Officer and senior executives that shall be performed by the Executive Committee or the Chief Operating Officer, as the case may be.
- The process for evaluation of the Chief Operating Officer and senior executives that shall be performed by the Executive Committee or the Chief Operating Officer, as the case may be.

- Remuneration and incentive policies for the Chief Operating Officer and senior executives that shall be implemented by the Executive Committee or the Chief Operating Officer, as the case may be.

To ensure that it performs its duties transparently and independently, the Committee consists of two independent directors and one non-executive director. The Chairman of the Nomination and Remuneration Committee is an independent director. In order to ensure independence of the Nomination and Remuneration Committee, the Chairman of the Board of Directors does not serve either as the Chairman or as a member of the Nomination and Remuneration Committee.

5.3 Roles and Responsibilities of the Board of Directors

The Board of Directors has responsibilities to manage the operation of the Company in accordance with the Articles of Association of the Company and resolutions of Shareholders' Meetings. The Board of Directors reviews and approves key business matters and monitors implementation by the Management to ensure efficiency and effectiveness. The Board of Directors has a Code of Conduct in place so that all management and staff understand the business ethics standards of the Company.

5.4 Board Meetings

Meetings of the Board of Directors, the Executive Committee, and the Audit Committee are set in advance each year and each director is notified of the schedules so that directors can manage their time to attend the meetings.

Primarily, the Board of Directors meets every three months and the Executive Committee meets every month except the month in which the Board of Directors holds its meeting, so that the

Board of Directors can monitor management performance continuously and promptly.

The Chairman of the Executive Committee and Chief Operating Officer ensure that agendas for meetings of the Board of Directors include all-important issues. Each director is free to propose issues to the meetings.

The Company sends the Notice of Meeting and relevant documents to each director seven days in advance of the meeting date. Additional documents may be distributed during the meeting.

The Company allocates appropriate meeting time for the management to make a complete presentation and for comprehensive discussion by the directors. The Board of Directors encourages the Chief Operating Officer to invite the Management to attend the Board of Directors' meetings to present issues in which they are directly responsible. This gives the Board of Directors the chance to get to know senior managers better so that they are better prepared for succession planning.

The Company provides up-to-date contact information for each director, including telephone number and email address, so that all directors have access to necessary information via the Chief Operating Officer or the Company Secretary, and non-executive directors are able to conveniently contact each other directly.

5.5 Board Self-assessment

The Audit Committee has conducted a self assessment. The Board of Directors has not conducted a self-assessment.

5.6 Remuneration

The Annual General Meeting of Shareholders approves remuneration for the Board of

Directors on a lump-sum basis and empowers the Board of Directors to consider the allocation of such remuneration to each director as it deems fit. The Company disclosed the 2008 remuneration of each individual director in its annual report under Remuneration for Directors and Executives.

The Chief Operating Officer approves the remuneration of the Management, and the Executive Committee approves remuneration of the Chief Operating Officer. The remuneration is in accordance with the annual budget approved by the Board of Directors. Remuneration is in the form of salary and bonus and corresponds to the Company's performance and the performance appraisals of the Chief Operating Officer and each senior manager.

5.7 The Board of Directors and Management Training

The Company encourages training for directors, management and staff. Training may be in-house or arranged at other institutions.

Mr Suthikiati Chirathivat attended the Director Accreditation Program. This programme is organised by the Thai Institute of Directors.

The Company arranged seminars about leadership for all management levels and arranged training programmes for top management throughout the year.

The Management and the Company Secretary provides to new directors all necessary documents and useful introductory information concerning the Company.

The Company does not have a succession plan. However, the Chief Operating Officer encourages executive development and prepares training and development programmes for management and staff on a regular basis.

MANAGEMENT STRUCTURE

THE BOARD OF DIRECTORS

The Board of Directors consists of 13 persons as follows:

Independent Directors, four persons as follows:

1. Mr Chavalit Thanachanan, Chairman of the Board of Directors
2. Mr John Thompson
3. Mr Pichai Vasanasong
4. Dr Siri Ganjarerndee

Non-Executive Directors, seven persons as follows:

1. Mr Chai Nasyolvanta
2. Mr Chartsiri Sophonpanich
3. Mr Ek-Rit Boonpiti
4. Mr Kuok Khoon Ean
5. Ms Maria Nancy Valiente
6. Mr Suthikiati Chirathivat
7. Mr Worachai Bhicharnchitr

Executive Directors, two persons as follows:

1. Mr David John Armstrong
2. Mr Supakorn Vejajiva

Mr Puck Bhengsri, Company Secretary, serves as the secretary of the Board of Directors.

Authorities of the Board of Directors

The Board of Directors has responsibilities to manage the operation of the Company in accordance with the Articles of Association of the Company and resolutions of Shareholders' Meetings. The Board of Directors may delegate one or more directors or any other persons to carry out any task on behalf of the Board of Directors, and all such delegations shall be in writing signed by the authorised directors of the Company. At present, authorised directors of the Company comprise:

1. Mr Kuok Khoon Ean
2. Mr David John Armstrong
3. Mr Worachai Bhicharnchitr
4. Mr Supakorn Vejajiva
5. Mr Suthikiati Chirathivat

The Board of Directors has set up sub-committees in order to help it control and monitor the operation of the Company and report to the Board of Directors on a regular basis. These sub-committees are:

- The Executive Committee
- The Audit Committee
- The Nomination and Remuneration Committee

THE EXECUTIVE COMMITTEE

The Board of Directors appoints the Executive Committee, which should comprise no more than eight directors and no less than five directors (except the Chairman of the Board of Directors). The Executive Committee shall appoint one of its members as Chairman of the Executive Committee. The Chairman of the Executive Committee should not be a fulltime employee of the Company.

The Executive Committee comprises the following directors:

1. Mr Suthikiati Chirathivat, Chairman
2. Mr David John Armstrong
3. Mr Kuok Khoon Ean
4. Ms Maria Nancy Valiente
5. Mr Worachai Bhicharnchitr

Mr Puck Bhengsri, Company Secretary, serves as the secretary of the committee.

Authorities of the Executive Committee

The Executive Committee will delegate to and define the responsibilities and authorities of the Chief Operating Officer and will have authority and responsibility in the following matters:

1. To review the current business and all activities of the Company and its subsidiaries on a monthly basis.
2. To authorise other items of expenditure not presented for approval to the Board of Directors in the annual budget and not exceeding in aggregate Baht 20 million.
3. To approve contracts, open bank accounts, borrow or lend money by means of overdraft or otherwise as deemed fit and to report such actions forthwith to the Board of Directors.
4. To determine the Company's organisation, employment policies and signatory authorities.
5. To appoint senior members of the management team and fix their remuneration and employment terms, except the Chief Operating Officer of the Company and the Bangkok Post Editor.

THE AUDIT COMMITTEE

The Audit Committee consists of the following directors:

1. Dr Siri Ganjarerndee, Chairman
2. Mr John Thompson
3. Mr Pichai Vasanasong

Ms Chantana Suebsin, Chief Audit Executive, serves as the secretary of the committee.

Authorities of the Audit Committee

1. Risk Management

Evaluate on a regular basis the adequacy and the efficiency of the Company and its subsidiaries' risk management process.

2. Internal Controls

1) Evaluate whether management is performing adequately, providing strong leadership and setting the appropriate 'control environment' by communicating the importance of internal controls and the management of risks and ensuring that all employees have a proper understanding of their roles and responsibilities.

2) Consider the efficiency and the adequacy of the Company's internal controls over annual and quarterly financial reporting and internal audit reports, including information technology security and control.

3) Consider how management is held to account for the evaluation and coverage of losses and the security of computer systems and applications, and the contingency plans for the financial or operational information processing in the event of a systems breakdown.

4) Satisfy the committee whether and to what extent internal control recommendations made by internal and external auditors are implemented by management.

3. Financial Reporting

3.1 General

1) Gain an understanding of the current areas of the greatest financial risk and how management is managing these effectively.

- 2) Discuss with the internal and external auditors any potential or actual fraud, illegal acts, deficiencies in internal control or other similar issues.
- 3) Review significant accounting and reporting issues, including recent professional and regulatory pronouncements, and understand their impacts on the financial statements.
- 4) Ask management and the internal and external auditors about significant risks and exposures and plans to minimise such risks.
- 5) Review any legal matters, which could significantly impact the financial statements.

3.2 Annual Financial Statements

- 1) Review the annual financial statements and determine whether they are complete and consistent with the information known to the Committee members; assess whether the financial statements reflect appropriate accounting principles.
- 2) Pay particular attention to complex and/or unusual transactions.
- 3) Focus on judgmental areas, for example those involving valuation of assets and liabilities; warranty, product or environmental liability; litigation reserves; and other commitments and contingencies.
- 4) Meet with management and the external auditors to review the financial statements and the results of the audit, including any difficulties encountered.
- 5) Recommend to the Board whether or not to endorse the Accounts for the approval of shareholders.

3.3 Quarterly Financial Statements

Assess the fairness of quarterly statements and disclosures, and obtain explanations from management and internal and external auditors concerning actual financial results, changes in financial ratio in relation to changes in the Company's operations and financial practices, unusual events or transactions, financial and operating

controls, and adequate and appropriate disclosures.

4. Internal Audit

- 1) Review the activities and organisational structure of the internal audit function and ensure that no unjustified restrictions or limitations are imposed.
- 2) Review the qualifications of internal audit personnel and supervise the hiring, promotion, replacement, reassignment, remuneration or dismissal of the Chief Audit Executive.
- 3) Review the effectiveness of the internal audit function.
- 4) Meet separately with the Chief Audit Executive to discuss any matters that the Committee or the internal auditors believe should be discussed privately.
- 5) Ensure that significant findings and recommendations made by the internal auditors are received and discussed on a timely basis.
- 6) Ensure that management timely responds to recommendations of the internal auditors.
- 7) Ensure that internal audit shares information and coordinates activities with external service providers, eg external auditor, consultant etc, of relevant assurance or consulting services for proper coverage and minimising the duplication of efforts.

5. External Audit

- 1) Ensure the independence and objectivity of the external auditor.
- 2) Consider the independence of the external auditor, including reviewing the range of services provided in the context of all consulting services acquired by the Company.
- 3) Approve non-audit work performed by the external auditor.
- 4) Make recommendations to the Board regarding the appointment of the external auditors.
- 5) Review the external auditors' proposed audit scope and approach and ensure no unjustified restrictions or limitations have been placed on the scope.

- 6) Review the performance of the external auditors.
- 7) Monitor the external firm's compliance with applicable ethical guidance, and that the fees paid are reasonable.
- 8) Enquire as to the degree of coordination of work between the external auditor and internal audit function to ensure it is appropriate under the circumstances.
- 9) Meet separately with the external auditors to discuss any matters that the Committee or the external auditors believe should be discussed privately.
- 10) Ensure that significant findings and recommendations made by the external auditors are received and discussed on a timely basis.
- 11) Review the representation letters to the external auditor before signing by the management and give particular consideration to matters where representation has been requested relating to non-standard issues.
- 12) As part of the ongoing monitoring process, the Audit Committee shall review the management letter and ensure that management timely responds to recommendations of the external auditors.
- 13) Ensure that, in case that the external auditor discovers any suspicious circumstance that the director, manager or any person responsible for the operation of the Company commits an offence under the prescribed laws, the external auditor shall inform the fact relating to such circumstance to the Audit Committee of the Company in order to continue the investigation without delay.

6. Compliance with Laws and Regulations

- 1) Review the effectiveness of the system for monitoring compliance with laws and regulations and the results of management's investigation and follow-up (including disciplinary action) of any fraudulent acts or non-compliance with laws and regulations.
- 2) Obtain regular updates from management and or Internal Audit

regarding compliance matters.

- 3) Be satisfied that all regulatory compliance matters have been considered in the preparation of the financial statements.
- 4) Review the findings of any examinations by regulatory agencies.
- 5) Report the result of preliminary investigation of the suspicious circumstance involving the Company's director, manager, or any responsible person who commits the offence under the prescribed laws and regulations to the regulatory agency and the external auditor within the defined period.

7. Compliance with the Company's Policies, Procedures and Code of Conduct

- 1) Ensure that the Company's policies, procedures and the Code of Conduct are in writing and that arrangements are made for all employees to be aware of it.
- 2) Evaluate whether management is setting the appropriate 'tone at the top' by communicating the importance of the policies, procedures and the Code of Conduct and the guidelines for acceptable behaviour.
- 3) Review the process for monitoring compliance with the policies, procedures and the Code of Conduct.
- 4) Obtain regular updates from management regarding compliance with the above.

8. Whistle-blowing

- 1) The Audit Committee shall evaluate the effectiveness of the Company procedures for handling allegations from whistle-blowers.
- 2) The Audit Committee shall review arrangements by which staff of the Company may, in confidence, raise concerns about possible improprieties in matters of financial reporting, controls or any other matters.
- 3) The Audit Committee shall ensure that arrangements are in place for the proportionate and independent

investigation of such matters and for appropriate follow-up action, and that any matters relevant to its own responsibilities are brought to its attention.

9. Reporting Responsibilities

- 1) Regularly update the Board about the Committee's activities and make appropriate recommendations.
- 2) Ensure the Board is aware of matters, which may significantly impact the financial condition or affairs of the business.

10. Other Responsibilities

- 1) Perform other oversight functions as requested by the Board.
- 2) If necessary, institute special investigations and, if appropriate, hire special counsel or experts to assist.
- 3) Review and update this charter and propose changes for the approval from the Board.
- 4) Evaluate the Committee's own performance on a regular basis.

THE NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee consists of the following directors:

1. Mr Pichai Vasanang, Chairman
2. Dr Siri Ganjarerdee
3. Mr Worachai Bhicharnchitr

Mr Puck Bhengsri, Company Secretary, serves as the secretary of the committee.

Authorities of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee has responsibilities to review, evaluate, and make recommendation to the Board in relation to:

1. The process for the review of the performance and the evaluation of the Board and members of the Board.
2. The appropriate number and qualification of independent directors.
3. The selection process for independent directors.

4. The nomination of independent directors to the Board.
5. Remuneration and incentive policies for the Board and sub-committees of the Board.
6. Professional indemnity and liability insurance for members of the Board and senior executives.
7. The succession plan and selection process for the Chief Operating Officer and senior executives that shall be performed by the Executive Committee or the Chief Operating Officer.
8. The process for evaluation of the Chief Operating Officer and senior executives that shall be performed by the Executive Committee or the Chief Operating Officer.
9. Remuneration and incentive policies for the Chief Operating Officer and senior executives that shall be implemented by the Executive Committee or the Chief Operating Officer.
10. Other functions as requested by the Board.

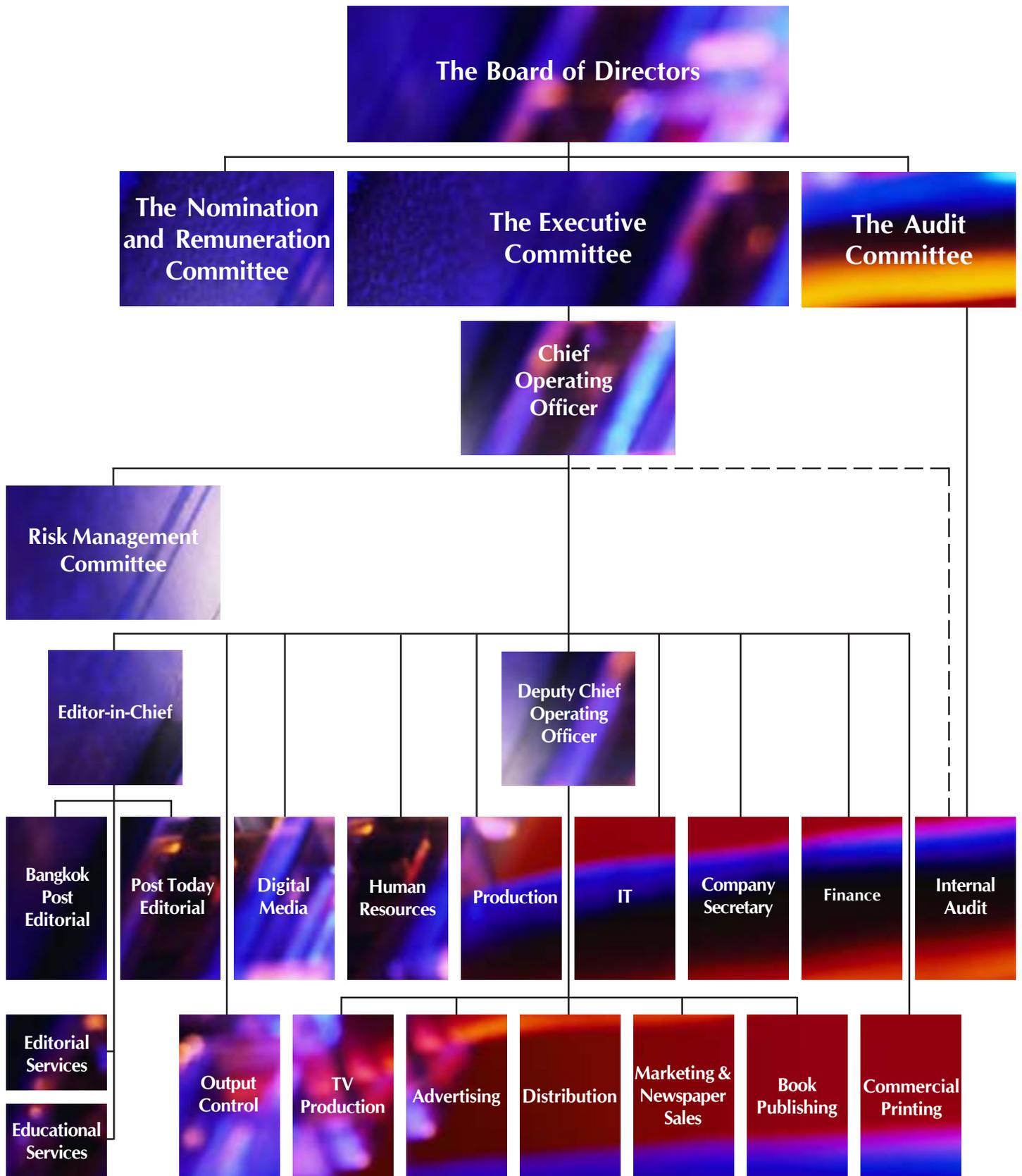
Risk Management Committee

The Management has set up a Risk Management Committee as a sub-committee of the Management with the following responsibilities:

1. Prepare the Company's Risk Management Policy for consideration and approval by the Company's Management
2. Determine corporate risk management strategies to assess risks and define a structure for risk management to reduce risks to acceptable levels.
3. Collect and analyse data.
4. Propose corporate risk management, control measures and implementation plans to the Company's Management.
5. Monitor corporate risk management.
6. Report to the Company's Management
7. Create a culture of personal responsibility to recognise and properly deal with risks among employees at all levels of the Company.

ORGANISATION CHART

The Post Publishing Public Company Limited



BOARD OF DIRECTORS

MR CHAVALIT THANACHANAN
Independent Director &
Chairman of the Board of Directors

Post Director for 12 years
Thai, 79

SHAREHOLDING: None

RELATIONSHIP: None

EDUCATION:

- Honorary PhD in Commerce and Accountancy, Thammasat University, 1990
- BA Economics, University of Manchester, England, 1954

TRAINING:

Thai Institute of Directors:

- Directors Certification Program (DCP 0/2000)

POSITIONS:

In listed companies: None

In non-listed companies:

- Since 2002: Chairman, Professor Sangvian Indaravijaya Foundation
- Since 2001: Chairman, Thai Tinplate Mfg Co, Ltd
- Since 1991: Chairman, Bangkok Life Assurance Plc

In other companies which materially compete directly or have any related business with the Company (possible conflict of interest): None

CAREER:

- 2001-2003: Chairman, The Stock Exchange of Thailand
- 1999-2005: Chairman, Thai Institute of Directors
- 1997-2004: Chairman, Bank of Asia Plc
- 1990: Governor, Bank of Thailand
- 1984-1990: Deputy Governor, Bank of Thailand

MEETING ATTENDANCE IN 2008:

- The Board of Directors' Meetings: Attended 4/4
- Shareholders' Meeting: Attended 1/1

MR SUTHIKIATI CHIRATHIVAT
Director & Chairman of the
Executive Committee

Post Director for 27 years
Thai, 66

SHAREHOLDING: 12.99%

RELATIONSHIP: Daughter married to
Mr Supakorn Vejjajiva

EDUCATION:

- Honorary PhD in Mass Communications, Ramkhamhaeng University
- MA Political Science, Ramkhamhaeng University
- Diplomas in Mechanical Engineering, South-West Essex Technical College, UK
- National Defense College of Thailand (Joint Public and Private Sectors Class No 1)

TRAINING:

Thai Institute of Directors:

- Directors Accreditation Program (DAP 68/2008)

POSITIONS:

In listed companies:

- Chairman of the Executive Board, Central Plaza Hotel Plc
- Director, Central Pattana Plc

In non-listed companies:

- Executive Vice Chairman, Central Group of Companies
- Director, Post International Media Co, Ltd
- Director, Post-ACP Co, Ltd
- Director, Post-IM Plus Co, Ltd

In other companies which materially compete directly or have any related business with the Company (possible conflict of interest): None

CAREER:

- 1992-1996: Senator
- 1991-1992: Member of the National Legislative Assembly

MEETING ATTENDANCE IN 2008:

- The Board of Directors' Meetings: 2/4
- Shareholders' Meeting: 1/1
- The Executive Committee's Meetings: 6/6

DR SIRI GANJARERNDDEE

Independent Director, Chairman of the Audit Committee & Member of the Nomination and Remuneration Committee

Post Director for 9 years
Thai, 60

SHAREHOLDING: None

RELATIONSHIP: None

EDUCATION:

- PhD in Monetary Economics, Econometrics & Operations Research, Monash University, Australia
- M Economics (Economic Statistics and Monetary Economics), University of Sydney, Australia
- B Economics (Honours) Economic Statistics, University of Sydney, Australia

TRAINING:

Thai Institute of Directors:

- Audit Committee Program (ACP 6/2005)
- Directors Certification Program (DCP 60/2004)
- Directors Accreditation Program (DAP 4/2003)

POSITIONS:

In listed companies:

- Since 2007: Member of the following: Board of Directors, Audit Committee, Nomination Committee & Compensation Committee, Thoresen Thai Agencies Plc
- Since 2005: Vice Chairman & Chairman of the Executive Board, Prasit Patana Plc
- Since 2004: Independent Director and Audit Committee Member, Indorama Polymers Plc
- Since 2000: Vice Chairman & Audit Committee Member, The Thai Vegetable Oil Plc

In non-listed companies:

- Since 2008: Member, Financial Institutions Policy Board, Bank of Thailand
- Since 2003: Director and Audit Committee Member, TRIS Corporation Co, Ltd
- Since 2003: Performance Assessment Committee, State Enterprise Policy Office, Ministry of Finance
- Since 1999: Independent Director and Audit Committee Member, Bangkok Life Assurance Plc

In other companies which materially compete directly or have any related business with the Company (possible conflict of interest): None

CAREER:

- 2006-2007: Director & Chairman of The Finance Committee, Aeronautical Radio of Thailand Ltd
- 2005-2006: Vice Chairman of the Executive Board, British International School
- 2002-2003: President & Chief Executive Officer, Thai Military Bank Plc
- 2001-2008: Independent Director and Audit Committee Member, Land and Houses Plc
- 1996-2008: Advisor to the Board, TSFC Securities Ltd
- 1991-1998: Senior Assistant Governor, Bank of Thailand

MEETING ATTENDANCE IN 2008:

- The Board of Directors' Meetings: 4/4
- Shareholders' Meeting: 1/1
- The Audit Committee's Meetings: 4/4
- The Nomination and Remuneration Committee's Meetings: 1/1



MR PICHAI VASNASONG

Independent Director, Chairman of the Nomination and Remuneration Committee & Member of the Audit Committee

Post Director for 8 years
Thai, 79

SHAREHOLDING: None

RELATIONSHIP: None

EDUCATION:

- Honorary PhD in Communications, Sukhothai Thammathirat Open University
- Honorary PhD in Communications, Chulalongkorn University
- B Architecture, Chulalongkorn University

TRAINING:

Thai Institute of Directors:

- Directors Certification Program (DCP 2000);
- Chairman 2000

POSITIONS:

In listed companies:

- Since May 2008: Advisor of the Board of Directors, Samart Corp Plc

In non-listed companies:

- Member of the National Legislative Assembly
- Advisor to the Executive Board, Royal Thai Army Radio and Television Channel 5
- Advisor, Mc Thai Co, Ltd
- Academic Director, Rangsit University
- Academic Director, The University of the Thai Chamber of Commerce

In other companies which materially compete directly or have any related business with the Company (possible conflict of interest): None

CAREER:

- 2005-Apr 2008: Chairman of Corporate Governance Committee, Samart Corp Plc
- 1999-Apr 2008: Chairman of the Audit Committee, Samart Corporation Plc
- 1993-Apr 2008: Chairman, Samart Corporation Plc
- Director, Thai Institute of Directors
- Advisor to Prime Minister General Prem Tinsulanonda
- Advisor to Foreign Affairs Minister General Siddhi Savetsila
- Advisor to Minister of Finance Sommai Huntrakul
- Senator

MEETING ATTENDANCE IN 2008:

- The Board of Directors' Meetings: 4/4
- Shareholders' Meeting: 1/1
- The Audit Committee's Meetings: 3/4
- The Nomination and Remuneration Committee's Meetings: 0/1

MR JOHN THOMPSON

Independent Director & Member of the Audit Committee

Post Director for 4 years
Thai, 44

SHAREHOLDING: None

RELATIONSHIP: None

EDUCATION:

- BA (Honours), London University, England
- Associate Chartered Accountant (ACA), The Institute of Chartered Accountants in England & Wales (ICAEW), England

TRAINING:

Thai Institute of Directors:

- Directors Accreditation Program (DAP 57/2006)

POSITIONS:

In listed companies: None

In non-listed companies:

- Since 2007: Executive Director, NTAsset (Thailand) Co, Ltd

In other companies which materially compete directly or have any related business with the Company (possible conflict of interest): None

CAREER:

- 2005-2007: Managing Director, TMB Macquarie Securities
- 1999-2005: Head of Equities, ING Securities (Thailand) Co, Ltd; Managing Director, ING Securities (Thailand) Co, Ltd
- 1997-1999: Head of Equities, ABN Amro Asia Securities Plc
- 1996-1997: Head of Sales, Nava Standard Chartered Securities
- 1995-1996: Head of Equities, Seamico Securities Plc
- 1992-1995: Head of Research, Cazenove & Co
- 1988-1992: Chartered Accountant, PriceWaterhouse (UK)

MEETING ATTENDANCE IN 2008:

- The Board of Directors' Meetings: 4/4
- Shareholders' Meeting: 1/1
- The Audit Committee's Meetings: 4/4

MR CHAI NASYLVANTA

Director

Post Director for 3 years
Thai, 50

SHAREHOLDING: None

RELATIONSHIP: None

EDUCATION:

- MBA (Finance), University of Pennsylvania, USA
- B Electrical Engineering, Chulalongkorn University

POSITIONS:

In listed companies:

- Since 2005: Director, Total Access Communication Plc
- Since 2005: Member of the Nomination and Remuneration Committee, GMM Media Plc
- Since 2002: Independent Director and Chairman of the Audit Committee, GMM Media Plc
- Since 1999: Independent Director and Member of the Audit Committee, GMM Grammy Plc
- Since 1995: Independent Advisor, United Communication Industry Plc

In non-listed companies:

- Since 2006: Vice Chairman, Advance Aviation Co, Ltd
- Since 1992: Director, Aon (Thailand) Ltd
- Since 1991: Director, Marketing and Imaging Advertising Co, Ltd
- Since 1989: Director, Aon Group (Thailand) Ltd

In other companies which materially compete directly or have any related business with the Company (possible conflict of interest): None

CAREER:

- 1984-1995: Senior Vice President, Project Finance Department, Bangkok Bank Plc

MEETING ATTENDANCE IN 2008:

- The Board of Directors' Meetings: 3/4
- Shareholders' Meeting: 0/1



BOARD OF DIRECTORS

MR CHARTSIRI SOPHONPANICH Director

Post Director for 16 years
Thai, 49

SHAREHOLDING: None

RELATIONSHIP: None

EDUCATION:

- SM Management, Sloan School of Management, Massachusetts Institute of Technology, USA
- SM Chemical Engineering, Massachusetts Institute of Technology, USA
- BS Chemical Engineering, Worcester Polytechnic Institute, USA

TRAINING:

Thai Institute of Directors:

- Directors Accreditation Program (DAP TG/2004)
- The Rule of the Chairman Program (2/2001)
- Directors Certification Program (DCP 3/2000)

POSITIONS:

In listed companies:

- Since 1994: President, Bangkok Bank Plc

In non-listed companies: None

In other companies which materially compete directly or have any related business with the Company (possible conflict of interest): None

CAREER:

- 2001-2007: Director, Visa International (Asia Pacific)
- 2002-2006: Director, Thai Asset Management Corporation
- 2002-2006: Chairman, Thai Bankers' Association
- 2001-2008: Director, Thai Airways International Plc

MEETING ATTENDANCE IN 2008:

- The Board of Directors' Meetings: 2/4
- Shareholders' Meeting: Attended 0/1

MR EK-RIT BOONPITI Director

Post Director for 3 years
Thai, 46

SHAREHOLDING: 2.01%

RELATIONSHIP: None

EDUCATION:

- MS Marketing, Thammasat University, 1994
- B Business (Transport Economics), Royal Melbourne Institute of Technology (RMIT), Australia, 1988

TRAINING:

Thai Institute of Directors:

- Directors Accreditation Program (DAP 66/2007)

POSITIONS:

In other listed companies:

- Since 2005: Executive Director and Senior Executive Vice President, Thai Central Chemical Plc

In non-listed companies:

- Since 2004: Executive Director and Managing Partner, Crystal Jade Restaurant Co, Ltd, Crystal Jade-My Bread Co, Ltd, Crystal Jade Confectionery Co, Ltd and Crystal Jade La Mian Xiao Long Bao Co, Ltd.
- Since 1999: Executive Director, MC Broker Co, Ltd
- Since 1996: Managing Director, Metro Resources Plc

In other companies which materially compete directly or have any related business with the Company (possible conflict of interest): None

CAREER:

- 2004-2005: Senior VP, Corporate Planning & Internal Audit Department, Thai Central Chemical Plc
- 1988-2005: Executive Director, Metro Co, Ltd
- 2001-2004: Senior VP, Corporate Planning Dept, Thai Central Chemical Plc
- 1998-2003: Executive Director and Deputy Chairman, Mayne Transport Co, Ltd, Mayne Logistics Co, Ltd
- 1999-2001: Advisor to Corporate Planning Office, Thai Central Chemical Plc
- 1990-2000: Executive Director and Senior VP, Asia Pacific Potash Corp Ltd

MEETING ATTENDANCE IN 2008:

- The Board of Directors' Meetings: 4/4
- Shareholders' Meeting: 1/1

MR KUOK KHOON EAN Director & Member of the Executive Committee

Post Director for 9 years
Malaysian, 53

SHAREHOLDING: None

RELATIONSHIP: None

EDUCATION:

- B Economics, Nottingham University, United Kingdom, 1977

POSITIONS:

In other listed companies:

- Since April 2008: Executive Chairman, Shangri-La Asia Limited
- Since January 2008: Independent Non-executive Director of Bank of East Asia Limited
- Since 2007: Director of Wilmar International Limited (Singapore)
- Since 2000: Executive Chairman, South China Morning Post (SCMP) Group Ltd (Hong Kong)

In non-listed companies:

- Since 1978: Director, Kerry Holdings Ltd (Hong Kong)

In other companies which materially compete directly or have any related business with the Company (possible conflict of interest): None

CAREER:

- 2000: Executive Director, SCMP Group Ltd (Hong Kong)
- 1998: Chairman, SCMP Group Ltd (Hong Kong)

MEETING ATTENDANCE IN 2008:

- The Board of Directors' Meetings: 0/4
- Shareholders' Meeting: 0/1
- The Executive Committee's Meetings: 1/6



MS MARIA NANCY VALIENTE
Director & Member of the Executive Committee

Post Director for 4 years
Filipino, 44

SHAREHOLDING: None

RELATIONSHIP: None

EDUCATION:

- MBA, Wharton School, University of Pennsylvania, USA, 1993
- BS Business Administration and Accountancy, University of the Philippines, 1986

POSITIONS:

In other listed companies: None

In non-listed companies:

- Since March 2008: Director, Husband Retail Consulting Limited (Hong Kong)
- Since March 2008: Managing Director, NV International Limited (Hong Kong)

In other companies which materially compete directly or have any related business with the Company (possible conflict of interest): None

CAREER:

- 2005-September 2008: Director, Dymocks Franchise Systems (China) Limited
- 2005-February 2008: Managing Director, SCMP Publishers Limited
- 2003-February 2008: Chief Financial Officer, SCMP Group Limited
- 2000-February 2008: SCMP Group Ltd
- 1993-2000: Vice President, Merrill Lynch
- 1989-1991: Associate Corporate Finance Director, Jardine Fleming Exchange Capital (Philippines)
- 1986-1989: Senior Auditor, Arthur Andersen

MEETING ATTENDANCE IN 2008:

- The Board of Directors' Meetings: 3/4
- Shareholders' Meeting: 1/1
- The Executive Committee's Meetings: 2/6

MR WORACHAI BHICHARNCHITR

Director, Member of the Executive Committee & Member of the Nomination and Remuneration Committee

Post Director for 14 years
Thai, 54

SHAREHOLDING: 4.87%

RELATIONSHIP: None

EDUCATION:

- National Defense College of Thailand, 1998
- M Law, New York University, NY, USA, 1979
- B Law, Thammasat University, 1976

POSITIONS:

In listed companies:

- Chairman of the Audit Committee, Wiik & Hoeglund Plc

In non-listed companies:

- Since 1989: Managing Director, Vickery & Worachai Ltd

In other companies which materially compete directly or have any related business with the Company (possible conflict of interest): None

MEETING ATTENDANCE IN 2008:

- The Board of Directors' Meetings: 4/4
- Shareholders' Meeting: 1/1
- The Executive Committee's Meetings: 6/6
- The Nomination and Remuneration Committee's Meetings: 1/1

MR DAVID JOHN ARMSTRONG

Director, Member of the Executive Committee, President & Chief Operating Officer

Post Director for 5 years
Australian, 61

SHAREHOLDING: None

RELATIONSHIP: None

EDUCATION:

- BA History, University of New South Wales, Australia, 1971

TRAINING:

Thai Institute of Directors:

- The Characteristics of Effective Directors
- Directors Certification Program (DCP 83/2007)

POSITIONS:

In listed companies: None

In non-listed companies:

- Since 2007: Director, Post International Media Co, Ltd

In other companies which materially compete directly or have any related business with the Company (possible conflict of interest): None

CAREER:

- 2006-2008: President & Chief Operating Officer, The Post Publishing Plc
- 2005-2006: Deputy Chief Executive Officer, The Post Publishing Plc
- 2005-2006: Editorial Director of South China Morning Post, South China Morning Post Publishers Ltd (SCMP)
- 2003-2005: Editor-in-Chief of South China Morning Post, SCMP Publishers Ltd
- 2002-2003: Senior Corporate Executive, News Limited
- 1996-2002: Editor-in-Chief of The Australian
- 1993-1996: Editor, Editor-in-Chief of South China Morning Post, SCMP Publishers Ltd
- 1992-1993: Editor, Canberra Times

MEETING ATTENDANCE IN 2008:

- The Board of Directors' Meetings: 4/ 4
- Shareholders' Meeting: 1/ 1
- The Executive Committee's Meetings: 6/ 6

MR SUPAKORN VEJAJIWA
Director & Deputy Chief Operating Officer

Post Director for 3 years
Thai, 41

SHAREHOLDING: 0.4%

RELATIONSHIP:

- Wife is daughter of Mr Suthikiati Chirathivatt

EDUCATION:

- BA in International Relations (Honours), Gonville and Caius College, Cambridge University, England, 1988

TRAINING:

Thai Institute of Directors:

- The Characteristics of Effective Directors
- Directors Accreditation Program (DAP 66/2007)

POSITIONS:

In listed companies: None

In non-listed companies:

- Since 2008: Director, Post International Media Co, Ltd
- Since 2008: Director, Post-ACP Co, Ltd
- Since 2008: Director, Post-IM Plus Co, Ltd
- Since 2007: Director, Flash News Co, Ltd

In other companies which materially compete directly or have any related business with the Company (possible conflict of interest): None

CAREER:

- 2004-2007: Director, SKFM Securities Co, Ltd
- 2004-2005: Marketing Director, The Post Publishing Plc
- 2002-2004: Circulation & Marketing Communications Director, The Post Publishing Plc
- 2000-2002: Managing Director, Quamnet (Thailand) Co, Ltd
- 1998-2000: Investment Banking Executive, Lehman Brothers Thailand Co, Ltd
- 1994-1997: Director of Securities Department, SCB Securities Co, Ltd
- 1991-1994: Assistant Vice President of International Equity Sales Department, Phatra Thanakit Co, Ltd
- 1989-1991: Equity Research Analyst, Cazenove & Co, UK

MEETING ATTENDANCE IN 2008:

- The Board of Directors' Meetings: 4/4
- Shareholders' Meeting: 1/1





MR AIKHAMOL CHONGKHADIKIJ
EXECUTIVE VICE PRESIDENT – INFORMATION TECHNOLOGY

MR PORNCHEI SAENGAROON
EXECUTIVE VICE PRESIDENT – HUMAN RESOURCES

MR SURAT SINGSUKSAWAD
EXECUTIVE VICE PRESIDENT – DISTRIBUTION

MRS CHANTANA SUEBSIN
CHIEF AUDIT EXECUTIVE

MR DAVID JOHN ARMSTRONG
PRESIDENT & CHIEF OPERATING OFFICER

MR SUTHIKIATI CHIRATHIVAT
CHAIRMAN OF THE EXECUTIVE COMMITTEE

MR SUPAKORN VEJJAJIVA
DEPUTY CHIEF OPERATING OFFICER

MANAGEMENT



ML DHANAVISUTH VISUTHI
EXECUTIVE VICE PRESIDENT – MARKETING & CIRCULATION SALES

MR PATTANAPONG CHANTRANONTWONG
EDITOR – BANGKOK POST

MS SUTHIDA MALEIPAN
EXECUTIVE VICE PRESIDENT – DIGITAL MEDIA

MR NHA-KRAN LOAHAVILAI
EDITOR – POST TODAY

MRS SIRI USOMRITTHIRUJ
MANAGING DIRECTOR,
POST INTERNATIONAL MEDIA CO, LTD

MR PICHAJ CHUENSUKSAWADI
EDITOR-IN-CHIEF

MR PUCK BHENGSRJ
CHIEF FINANCIAL OFFICER AND COMPANY SECRETARY

MANAGEMENT

CHAIRMAN OF THE EXECUTIVE COMMITTEE

Mr Suthikiati Chirathivat
Thai, 66

SHAREHOLDING: 12.99%

RELATIONSHIP: Daughter married to

Mr Supakorn Vejajiva

EDUCATION:

- Honorary PhD in Mass Communications, Ramkhamhaeng University
- MA Political Science, Ramkhamhaeng University
- Diplomas in Mechanical Engineering, South-West Essex Technical College, UK
- National Defense College of Thailand (Joint Public and Private Sectors Class No 1)

TRAINING:

Thai Institute of Directors:

- Directors Accreditation Program (DAP 68/2008)

CAREER:

- Chairman of the Executive Board, Central Plaza Hotel Plc
- Director, Central Pattana Plc
- Executive Vice Chairman, Central Group of Companies
- Director, Post International Media Co, Ltd
- Director, Post-ACP Co, Ltd
- Director, Post-IM Plus Co, Ltd
- 1992-1996: Senator
- 1991-1992: Member of the National Legislative Assembly

PRESIDENT & CHIEF OPERATING OFFICER

Mr David John Armstrong
Australian, 61

SHAREHOLDING: None

RELATIONSHIP: None

EDUCATION:

- BA History, University of New South Wales, Australia, 1971

TRAINING:

Thai Institute of Directors:

- The Characteristics of Effective Directors
- Directors Certification Program (DCP 83/2007)

CAREER:

- Since 2007: Director, Post International Media Co, Ltd
- 2006-2008: President & Chief Operating Officer, The Post Publishing Plc
- 2005-2006: Deputy Chief Executive Officer, The Post Publishing Plc
- 2005-2006: Editorial Director of South China Morning Post, South China Morning Post Publishers Ltd (SCMP)
- 2003-2005: Editor-in-Chief of South China Morning Post, SCMP Publishers Ltd
- 2002-2003: Senior Corporate Executive, News Limited
- 1996-2002: Editor-in-Chief of The Australian
- 1993-1996: Editor, Editor-in-Chief of South China Morning Post, SCMP Publishers Ltd
- 1992-1993: Editor, Canberra Times

DEPUTY CHIEF OPERATING OFFICER

Mr Supakorn Vejajiva
Thai, 41

SHAREHOLDING: 0.4%

RELATIONSHIP:

- Wife is daughter of Mr Suthikiati Chirathivat

EDUCATION:

- BA International Relations (Honours), Gonville and Caius College, Cambridge University, England, 1988

TRAINING:

Thai Institute of Directors:

- The Characteristics of Effective Directors
- Directors Accreditation Program (DAP 66/2007)

CAREER:

- Since 2008: Director, Post International Media Co, Ltd
- Since 2008: Director, Post-ACP Co, Ltd
- Since 2008: Director, Post-IM Plus Co, Ltd
- Since 2007: Director, Flash News Co, Ltd
- 2004-2007: Director, SKFM Securities Co, Ltd
- 2004-2005: Marketing Director, The Post Publishing Plc
- 2002-2004: Circulation & Marketing Communications Director, The Post Publishing Plc
- 2000-2002: Managing Director, Quamnet (Thailand) Co, Ltd
- 1998-2000: Investment Banking Executive, Lehman Brothers Thailand Co, Ltd
- 1994-1997: Director of Securities Department, SCB Securities Co, Ltd
- 1991-1994: Assistant Vice President of International Equity Sales Department, Phatra Thanakit Co, Ltd
- 1989-1991: Equity Research Analyst, Cazenove & Co, UK



**CHIEF FINANCIAL OFFICER AND
COMPANY SECRETARY**
Mr Puck Bhengsi
Thai, 49

SHAREHOLDING: 0.08%
RELATIONSHIP: None

EDUCATION:

- MS Investment Mgmt, Pace University, NY, USA, 1985
- MBA, Long Island University, NY, USA, 1984
- Cert for Tax Administration, University of Southern California, USA, 1982
- B Accountancy, Chulalongkorn University, 1981

TRAINING:

Thai Institute of Directors:

- Role of the Compensation Committee Program (RCC 1/2006)
- DCP Refresher Course 1/2005
- Directors Certification Program (DCP 16/2002)

CAREER:

- Since 2008: Director, Post International Media Co, Ltd
- Since 2008: Director, Post-IM Plus Co, Ltd
- Since 2007: Director, Flash News Co, Ltd
- Since 1997: Executive Director, Siam City Insurance Co, Ltd
- 1985-2006: Director, Bangkok First Investment & Trust Plc
- 2004-2006: Director, Tawana Hotel Co, Ltd
- 2004-2005: Managing Director, Finansa Asset Management Co, Ltd
- 2000-2004: Director and Deputy Managing Director, BFIT Securities Co, Ltd
- 2001-2004: Director, The Thai Bond Dealing Centre
- 2000-2003: Director, Investment Banking Club, Association of Securities Companies



EDITOR-IN-CHIEF
Mr Pichai Chuensuksawadi
Thai, 52

SHAREHOLDING: None
RELATIONSHIP: None

EDUCATION:

- B Journalism, Queensland University, Australia, 1979
- B Pol Science, James Cook University of North Queensland University, Australia, 1976

CAREER:

- 1994-2002: Editor, Bangkok Post, The Post Publishing Plc
- 1993-1994: Special Assistant to the ASEAN Secretary General Dato'Ajit Singh

OTHERS:

- Board Member, IFRA
- Chairman of the Organising Committee, IFRA Asia Pacific
- Chairman, The Bangkok Post Foundation
- Chairman, Phud Hong Leper Foundation
- Chairman, The Bangkok Post Provident Fund
- Member, The Press Council of Thailand



EDITOR - BANGKOK POST
Mr Pattnapong Chantranontwong
Thai, 55

SHAREHOLDING: 0.01%
RELATIONSHIP: None

EDUCATION:

- BA Economics, Thammasat University, 1978

TRAINING:

- Diploma for Justice Management, The Juridical Institute, The Judiciary

CAREER:

- 2002-2006: Editor, Post Today, The Post Publishing Plc
- 1999-2002: Business Editor, Bangkok Post, The Post Publishing Plc



MANAGEMENT COMMITTEE

EDITOR – POST TODAY
Mr Nha-Kran Loahavilai
Thai, 43

SHAREHOLDING: None
RELATIONSHIP: None

EDUCATION:

- MS Computer Science, Rangsit University, 1997
- BA Journalism, Chulalongkorn University, 1985

TRAINING:

- Capital Market Academy 7, 2008

CAREER:

- 2003-2006: News Editor, Post Today, The Post Publishing Plc
- 1998-2002: Columnist & Assistant Chief, News, Daily News Newspaper

EXECUTIVE VICE PRESIDENT – MARKETING & CIRCULATION SALES
ML Dhanavisuth Visuthi
Thai, 38

SHAREHOLDING: None
RELATIONSHIP: None

EDUCATION:

- BS Finance, Elon University, North Carolina, USA, 1994

TRAINING:

- The 7 Habits of Highly Effective People

CAREER:

- 2007-2008: Senior Vice President, Marketing and Circulation Sales, The Post Publishing Plc
- 2006-2007: Senior Vice President, Marketing, The Post Publishing Plc
- 2005-2006: Vice President, Marketing, The Post Publishing Plc
- 2001-2005: Senior Manager, Product Marketing, Hutchison CAT Wireless Multimedia Co, Ltd
- 2000-2001: Head of Dealing, International Division, Kiatnakin Securities Co, Ltd
- 1998-2000: Head of Institutional Dealing, Seamico Securities Plc
- 1996-1998: Institutional Equities Sales & Trader, SCB Securities Co, Ltd
- 1994-1995: Management Trainee, The Siam Commercial Bank Plc, New York Branch, NY, USA

EXECUTIVE VICE PRESIDENT – DISTRIBUTION
Mr Surat Singsuksawad
Thai, 43

SHAREHOLDING: None
RELATIONSHIP: None

EDUCATION:

- MS Finance & Investment, Georgia State University, Atlanta, Georgia, USA, 1991
- B Business Administration (Finance), Georgia State University, Atlanta, Georgia, USA

CAREER:

- 2001-May 2008: Senior Vice President, Distribution, The Post Publishing Plc
- 1999-2000: Senior Analyst, Telecom, Asset Plus Securities Co, Ltd
- 1997-1999: Senior Analyst, Clarion Co, Ltd
- 1992-1997: Analyst, Securities One Plc

MANAGING DIRECTOR, POST INTERNATIONAL MEDIA CO, LTD
Mrs Siri Udomritthiruj
Thai, 43

SHAREHOLDING: None
RELATIONSHIP: None

EDUCATION:

- BA Biology, Goucher College, Towson, Maryland, USA 1985

CAREER:

- Since 2008: Managing Director, Post International Media Co, Ltd
- 2005-2007: Group Publishing & Editorial Director, Hachette Filipacchi Post Co, Ltd
- 2001-2005: General Manager, Hachette Filipacchi Post Co, Ltd
- 1997-2001: Editor-in-Chief, Elle Magazine, Hachette Filipacchi Post Co, Ltd
- 1996-1997: Public Relations Manager, Planet Hollywood Bangkok
- 1993-1996: Public Relations Manager, Human Resources Manager, Gaysorn Plaza
- Jan 1993-July 1993: Deputy Editor, Thailand Tatler Magazine
- Jan 1986-September 1986: Writer, The Nation Newspaper



**EXECUTIVE VICE PRESIDENT –
DIGITAL MEDIA**
Ms Suthida Maleipan
Thai, 36

SHAREHOLDING: None
RELATIONSHIP: None

EDUCATION:

- BFA Graphic Design (1st Class Honours), Chulalongkorn University, 1995

CAREER:

- 2003-2008: Assistant Vice President, Product Development, Sanook Online Ltd
- 1999-2003: Special Projects Manager, MWEB (Thailand) Ltd
- 1997-1999: Creative Website Designer, Samart Corporation Plc
- 1996-1997: Art Director, Mixtrack Co, Ltd
- 1995-1996: Jr Art Director, Triplet & August Advertising Co, Ltd

**EXECUTIVE VICE PRESIDENT –
HUMAN RESOURCES**
Mr Pornchai Saengaroon
Thai, 55

SHAREHOLDING: None
RELATIONSHIP: None

EDUCATION:

- MBA (Executive Programme) Kasetsart University, 1999
- BA Political Science, Chulalongkorn University, 1974

TRAINING:

- HR Management, Toyota Corp and Mitsubishi, Japan
- The Boss Programme, Management and Psychology Institute
- KOILAF 2008 Tripartite Leaders Invitation Program, Korea

CAREER:

- 2000-2004: Sr Vice President, HR, Kiatnakin Bank Plc
- 1995-1999: Sr Vice President, HR, IFCT
- 1979-1995: HR Manager, Michelin Siam, Siam Kubota Ind Co, Ltd, The Siam Cement Group

**EXECUTIVE VICE PRESIDENT –
INFORMATION TECHNOLOGY**
Mr Aikhamol Chongkhadikij
Thai, 54

SHAREHOLDING: 0.01%
RELATIONSHIP: None

EDUCATION:

- BS Electrical Engineering, University of London, UK, 1977

TRAINING:

- Thai Oil Plc

CAREER:

- 1980-1996: Computer Manager, The Post Publishing Plc
- 1979-1980: Engineer, National Semiconductor Co, Ltd
- 1978-1979: Engineer, Alcom Research Co, Ltd

CHIEF AUDIT EXECUTIVE
Mrs Chantana Suebsin
Thai, 56

SHAREHOLDING: None
RELATIONSHIP: None

EDUCATION:

- Certified Internal Auditor (CIA), USA, 2001
- M Accountancy (Finance), Chulalongkorn University, 1979
- B Accountancy (Finance), (2nd Class Honours), Chulalongkorn University, 1974

TRAINING:

- Endorsed Internal Auditing Programme, Chulalongkorn University, 2000

CAREER:

- 1992-1999: Vice President, Internal Audit Department, Asia Credit Plc
- 1974-1992: Section Head, Internal Audit Department, Bangkok Bank Plc



BOARD OF DIRECTORS AND MANAGEMENT NOMINATION AND SELECTION

The Articles of Association of the Company state that the directors of the Company shall be elected at the Shareholders' Meeting in accordance with the following rules and procedures:

1. Each shareholder shall have one vote for each share for which the shareholder is the registered holder.
2. A shareholder or proxy may vote only for as many persons as there are vacancies on the Board of Directors to be filled. A shareholder or proxy may not cast more than one vote for any person in respect of each share that the shareholder holds or that their proxy represents, and may not allot any portion of their votes to other persons.
3. After the vote, the candidates shall be ranked in descending order from the highest number of votes received to the lowest, and shall be appointed as directors in that order until all of the director positions are filled. Where the votes cast for candidates in descending order are tied in such a way as the number of directors is exceeded, drawing lots shall make the remaining appointments.

At each Annual General Meeting, one-third of the directors, or if the number is not a multiple

of three, then the number closest to one-third, must retire from office. The directors who have been longest in office shall retire. A retiring director is eligible for re-election.

Any vacancy occurring in the Board of Directors otherwise than by completion of a vacating director's term of office shall be filled by resolution of the Board of Directors, unless the remaining period of the vacating director's term of office is less than two months. The resolution of the Board of Directors to such effect shall be adopted by the affirmative votes of at least three-fourths of the remaining directors. However, in the event that the number of vacancies in the Board of Directors is such that the number of remaining directors does not constitute a quorum, the remaining directors may act on behalf of the Board of Directors only to summon a General Meeting solely for the purpose of electing replacement directors. The said General Meeting must be held within one month from the date on which the number of vacancies resulted in the number of remaining directors being less than a quorum. Any person appointed or elected as a replacement director shall retain his or her office only during such time as the vacating director was entitled to retain the same.

The Nomination and Remuneration Committee

has responsibilities to make recommendations to the Board of Directors in relation to the selection process for independent directors and nomination of independent directors.

The Company shall facilitate shareholders who hold a minimum of 100,000 shares of the Company, provide evidence of the said holding of shares to the Company such as copies of share certificates and a confirmation letter issued by a securities brokerage company, Thailand Securities Depository Company Limited, and The Stock Exchange of Thailand, and provide identification papers such as copies of identification card, passport and all necessary corporate documents to nominate candidates who have appropriate qualifications and possess no prohibited characteristics for directors of the Company. Details of the procedure are posted on the Company's website.

Except for the positions of Chief Operating Officer of the Company and the Bangkok Post Editor, where the Board of Directors must approve the appointments, the Executive Committee is authorised to approve the appointment of senior members of the Management and fix their remuneration and employment terms.

REMUNERATION FOR DIRECTORS AND EXECUTIVES

a) Cash compensation for directors in 2008

Name	Position	(Bht '000) Director's Fee
1 Mr Chavalit Thanachanan	Independent Director & Chairman of the Board of Directors	1,973
2 Mr Chai Nasyvanta	Director	389
3 Mr Chartsiri Sophonpanich	Director	328
4 Mr Ek-Rit Boonpiti	Director	449
5 Mr John Thompson	Independent Director & Member of the Audit Committee	828
6 Mr Kuok Khoon Ean	Director & Member of the Executive Committee	836
7 Ms Maria Nancy Valiente	Director & Member of the Executive Committee	1,077
8 Mr Pichai Vasnasong	Independent Director, Chairman of the Nomination & Remuneration Committee & Member of the Audit Committee	768
9 Dr Siri Ganjarende	Independent Director, Chairman of the Audit Committee & Member of the Nomination and Remuneration Committee	1,318
10 Mr Suthikiati Chirathivat	Director & Chairman of the Executive Committee	1,591
11 Mr Worachai Bhicharnchitr	Director, Member of the Executive Committee & Member of the Nomination and Remuneration Committee	1,439
12 Mr David John Armstrong	Director, Member of the Executive Committee & President & Chief Operating Officer	0
13 Mr Supakorn Vejajiva	Director & Deputy Chief Operating Officer	0
		10,997

b) Cash compensation for senior executives in 2008 = Baht 57.0 million

c) Other compensation i.e. contribution to provident fund = Baht 2.6 million

INDEPENDENT DIRECTOR NOMINATION AND SELECTION

The Company does not use a stricter definition of "independent director" than the minimum qualification specified by the Office of the Securities and Exchange Commission and The Stock Exchange of Thailand. An independent director should have the following qualifications: hold not more than 5 per cent of total outstanding shares of the Company (reduced to not more than 1 per cent in 2009); not be an executive, employee or advisor who receives compensation from the Company; not have any family relationship with an executive, employee or advisor who receives compensation from the Company, and; not have any material business relationship with the Company that might compromise the independent director's ability to express an independent opinion.

It is the responsibility of the Nomination and Remuneration Committee to make recommendations to the Board of Directors in relation to the appropriate number of independent directors to be nominated to the Board, their qualifications and the process by which they are selected.

ATTENDANCE RECORD

Name	Board of Directors	Executive Committee	Audit Committee	Nomination and Remuneration Committee
1. Mr Chavalit Thanachanan – Independent Director & Chairman of the Board of Directors	4/4			
2. Mr Chai Nasylvanta – Director	3/4			
3. Mr Chartsiri Sophonpanich – Director	2/4			
4. Mr David John Armstrong – Director & Member of the Executive Committee	4/4	6/6		
5. Mr Ek-Rit Boonpiti – Director	4/4			
6. Mr John Thompson – Independent Director & Member of the Audit Committee	4/4		4/4	
7. Mr Kuok Khoon Ean – Director and Member of the Executive Committee	0/4	1/6		
8. Ms Maria Nancy Valiente – Director & Member of the Executive Committee	3/4	2/6		
9. Mr Pichai Vasnasong – Independent Director, Chairman of the Nomination and Remuneration Committee & Member of the Audit Committee	4/4		3/4	0/1
10. Dr Siri Ganjarerndee – Independent Director, Chairman of the Audit Committee and Member of the Nomination and Remuneration Committee	4/4		4/4	1/1
11. Mr Supakorn Vejajiva – Director	4/4			
12. Mr Suthikiati Chirathivat – Director & Chairman of the Executive Committee	2/4	6/6		
13. Mr Worachai Bhicharnchitr – Director, Member of the Executive Committee & Member of the Nomination and Remuneration Committee	4/4	6/6		1/1

INTERNAL CONTROL AND INTERNAL AUDIT

As laid down in the Audit Committee Charter, the Audit Committee discharges its duties and responsibilities within its authority delegated from the Board of Directors. The Audit Committee Charter is in accordance with the Audit Committee Best Practices and Good Corporate Governance guidelines set out by The Stock Exchange of Thailand and related laws and regulations. The Committee performs its duties through the Internal Audit Division, which directly reports to the Committee.

To uphold efficiency and standardisation of the Internal Audit works, the Internal Audit Division provides services to all departments in conformance with the Internal Audit Charter and the Internal Audit Professional Practices Framework, which includes the Code of Ethics and International Standards for the Professional Practice of Internal Auditing.

The Company emphasises ensuring adequate and appropriate internal control systems in its operations in order to effectively prevent potential losses. Internal Audit conducts evaluations of the internal controls of various units and activities, including finance, operations, risk management and good governance, and regularly reports to the Audit Committee and the executive management. In addition, the Company places a high value on continuous monitoring of its control processes and systems with a view to ensuring constant improvement in its efforts to be consistently efficient, effective and in tune with the changing environment.

The Company realises the importance of the continuous improvement of internal auditors' knowledge and proficiency. To maintain the quality of internal audit services, the Company gives full support to the adequate development of the Internal Audit Division by encouraging the auditors to attend appropriate professional training courses and seminars.

The Company's Internal Control System and Internal Audit can be summarised as follows:

- The Audit Committee determines the adequacy and appropriateness of the Company's internal control systems in close consultation with the Internal Audit Division and Independent External Auditor, so as to ensure that the Company's financial reporting is reliable and that the business operations are efficient and in accordance with relevant laws, regulations and related policies. Senior executives are invited to attend Audit Committee meetings to discuss various issues. When the Audit Committee finds material deficiencies and makes recommendations, it reports to the Board of Directors to ensure prompt corrective actions.
- The Internal Audit Division performs the review of the Company's operations using risk-based prioritisation. In performing its duties, Internal Audit applies a systematic and disciplined approach to reviewing, evaluating and improving the effectiveness of the risk management, control and governance processes. It also provides consultations to management when appropriate. Audit reports are presented to the executive management. The Audit Committee is also regularly reported to. In the event that any material development emerges, the Chief Audit Executive will report to the Audit Committee and the Chief Operating Officer for urgent corrective actions to be taken.
- In the audit operation, the Internal Audit Division sets policies and measures for the ongoing quality assurance of the auditing operation. Close supervision is provided and meetings are held with the head of related divisions at the end of each audit. Questions regarding the performance of the auditor will be discussed with a view to making improvements in audit practices.
- As a regular activity, the Internal Audit Division monitors corrective actions. Where such actions may take time, the Internal Audit Division will follow up and regularly report to the Audit Committee and senior executives for acknowledgement and further guidance.



INVESTOR INFORMATION



MAJOR SHAREHOLDERS

The top ten major shareholders of The Post Publishing Public Company Limited as of 25 April 2008 are as follows:

	Name	Number of Shares	Percentage
1	GMM Media Public Company Limited	118,000,000 shares	23.60%
2	South China Morning Post Publishers Limited	106,375,750 shares	21.28%
3	Mr Suthikiati Chirathivat	63,428,150 shares	12.69%
4	Bangkok Bank Public Company Limited	18,463,480 shares	3.69%
5	Mr Worachai Bhicharnchitr	17,150,900 shares	3.43%
6	Vacharapol Company Limited	13,911,790 shares	2.78%
7	Sea-Yong Partnership Limited	13,307,510 shares	2.66%
8	Mrs Nijaporn Charanajit	12,620,620 shares	2.52%
9	Shangri-La Hotel Public Company Limited	10,892,730 shares	2.18%
10	Mr Ek-Rit Boonpiti	10,040,000 shares	2.01%

Source: Thailand Securities Depository Company Limited

PAYMENT OF DIVIDEND POLICY

The Post Publishing Public Company Limited is to maintain approximately 60% of its net profits for the payment of dividends each year. The fluctuation of payment will depend on capital spending commitment and liquidity of the company's cash flows.

INSIDE INFORMATION USAGE CONTROL

The Company presented reports of shareholdings submitted to them by the directors, management, and independent auditors of the Company to each Meeting of the Board of Directors for acknowledgement.

RISK FACTORS

Risk factors that are significant for the Company are namely:

1. Raw materials shortage and price fluctuation

The Company's business is essentially publishing, for which newsprint is the most essential raw material. Newsprint prices vary depending on supply and demand in the world market. The Company follows a careful purchasing plan and maintains a reasonable stock to reduce risk of raw material shortage.

2. Foreign currency risk

The Company's exposure to foreign currency risk relates primarily to its purchases of certain products, services and machinery, which are denominated in foreign currency. To avoid foreign currency fluctuation risk, the Company periodically utilises forward exchange contracts, as it deems appropriate.

3. Interest rate risk

Interest rate risk derived from fluctuations in the money market will affect the Company's operating results and cash flow. The Company's exposure to interest rate risk relates primarily to deposits with financial institutes, advances for related businesses and short-term and long-term loans from banks. However, the interest rate risk is minimal since interest rates on deposits and loans fluctuate following the current market rates or are fixed at or similar to the current market rates.

4. Credit risk

The Company is exposed to credit risk primarily with respect to trade accounts receivable and the subsidiary's lending to related businesses. However, the Management has exercised several prudent credit policies to control the risk. Besides, the Company has a diversified customer base, with a lot of trade accounts spread across many fields of businesses. The Company does not anticipate significant losses from collection of trade accounts receivable. In addition, the Company has set aside an approximate allowance for doubtful or actual deficit accounts that might occur from a failure to collect billings from debtors that are no longer on the Company's paying list.

5. Risks from not receiving returns from investment

The Company has invested in subsidiaries, and associated companies. Therefore, there is some risk that investment returns may not be received from any such investment as per the set target. In order to reduce such risk, the Company closely follows up the performances of its subsidiaries and associated companies. It also analyses and compares the results of its investments with the set target and reports its findings to the Management and Board as scheduled. In so doing, any necessary improvements or amendments can be made in good time.

LEGAL DISPUTES

The company is a defendant in several libel and labour court cases arising from the normal cause of business. Although the final results of these cases are not known, the management believes that they will not have any material adverse effect to the operation and the financial position of the company.

OBLIGATIONS IN ISSUING NEW SHARES

None

OUTSTANDING DEBENTURES OR BILLS OF EXCHANGE

None

RELATED PARTY TRANSACTIONS

The Company engaged in significant business transactions with four related parties in 2008. These transactions arose in the ordinary course of business and were concluded on commercial terms as agreed upon between the Company and the related parties concerned. The transfer pricing policy is based on market price or by comparison with other businesses conducting similar transactions. Details are as shown below:

1. Post International Media Co, Ltd

Type of Business: Publishing and distribution of magazines *Elle*, *Elle Decoration*.
Relationship: The Company held 51 per cent of Post International Media's shares, which it increased to 100 percent from June 2008 onwards.
Transaction: Sale of magazines to the Company worth Baht 23.5 million.
Purchase of advertising space from the Company worth Baht 7.4 million. Rental of office space from the Company worth Baht 5.3 million.
Loan to the Company of Baht 77 million. (The Company repaid the loan in its entirety during the year.)
Transfer Pricing Policy: Market price

2. Post-IM Plus Co., Ltd

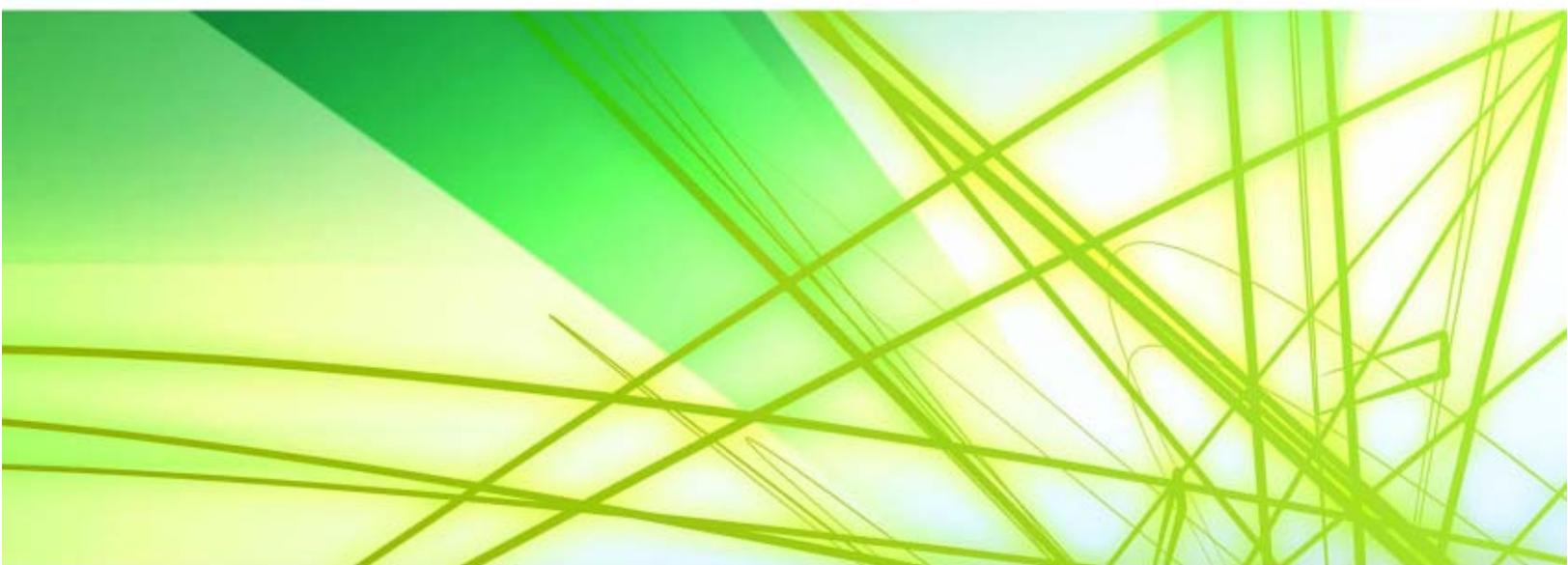
Type of Business: Publishing and distribution of *Marie Claire* magazine.
Relationship: The Company directly holds 49 per cent of Post- IM Plus's shares and Post International Media holds the other 51 per cent.
Transaction: Magazine sales to the Company worth Baht 6 million.
Purchase of advertising space from the Company worth Baht 0.4 million.
Transfer Pricing Policy: Market price

3. Post-ACP Co, Ltd

Type of Business: Publishing and distribution of *CLEO* magazine.
Relationship: Post International Media holds 51 per cent of Post-ACP's shares.
Transaction: Magazine sales to the Company worth Baht 37.3 million.
Transfer Pricing Policy: Market price

4. Flash News Co, Ltd

Type of Business: Radio station management
Relationship: The Company holds 40 per cent of Flash News's shares.
Transaction: Purchase of advertising space from the Company worth Baht 0.2 million. Loan from the Company worth Baht 2.4 million.
Transfer Pricing Policy: Market price





REPORT &
CONSOLIDATED
FINANCIAL STATEMENTS

MANAGEMENT DISCUSSION, ANALYSIS, AND OPERATING RESULTS

Overall Picture

The Thai economy in 2008 performed poorly. Negative factors that affected the overall situation throughout the year included local political uncertainties, high fuel prices and inflation, and problems in the US and Europe. The global financial crisis, protests on the streets of Bangkok and the airport closure at year-end together led to a sharp drop in business activity, with export and tourism industries particularly badly affected. The expectation is that a full recovery in the world's major economies, and therefore in Thailand, will take at least two years.

Net Sales

The Company reported total revenue of Baht 1,577.9 million in 2008, down by Baht 56 million or 3.43 per cent from 2007. This was mainly due to lower Classified sales, in line with the general slowdown in the economy.

However, consolidated revenue increased by Baht 59.2 million to Baht 1,817.1 million in 2008. This was due mainly to higher advertising sales of subsidiary companies. The Company has booked an increased share of revenue for consolidation following its decision to increase its investment in Post-IM Plus Company Limited and Post International Media Company Limited.

Operating Costs

Newsprint prices increased gradually during the second and third quarters of the year. The price of newsprint averaged US\$641 per tonne in 2008 compared to US\$589 per tonne in 2007.

However, cost of sales and services remained around the same level as the previous year, at Baht 1,071.2 million. This was due to better control of print runs and pagination and all-round increased production efficiency. The value of raw materials usage decreased from Baht 464.5 million in 2007 to Baht 413.8 million in 2008.

Both selling and administrative expenses declined slightly, from Baht 288.1 million and Baht 238.7 million in 2007 to Baht 286.9 million and Baht 220.4 million in 2008, respectively.

Consolidated costs of sales and services increased Baht 100.5 million to Baht 1,222.3 million. This is due to the Company recognising its increased share of costs for consolidation, following its increase in its investments in Post-IM Plus Company Limited and Post International Media Company Limited.

Net Earnings

Net income for 2008 was Baht 32.7 million compared to Baht 32.2 million in 2007. Consolidated net income for 2008 was Baht 13.2 million compared to Baht 37.0 million in 2007. Included in the 2008 net income was a full Baht 12.4 million allowance for loss from loans to and investment in Flash News Company Limited, Baht 10.3 million in profit from the sale of assets including an old press, and Baht 40.8 million in dividend income from Post International Media Company Limited.

Liquidity

The Company's investment in its new printing facilities was completed in 2007 and caused an increase in net borrowings at the end of 2007 to Baht 645 million. The Company acquired additional shares in Post International Media Company Limited that it had not already owned for Baht 140 million in June 2008. Newsprint inventory was increased gradually amidst rising prices and faced with the possibility of shortages in the second and third quarters of the year. Net borrowings therefore increased to Baht 811.7 million at end 2008. The Company will reduce its level of newsprint inventory in 2009 and borrowings should therefore start to decline.

STATEMENT OF RESPONSIBILITIES OF THE BOARD OF DIRECTORS ON FINANCIAL STATEMENTS

The Board of Directors is responsible for the preparation of the financial statements of the Company, and the consolidated financial statements of the Company and its subsidiaries, and for having them audited by the independent auditor prior to submission to the Annual General Meeting of Shareholders.

The Board of Directors supports the practice of good corporate governance within the Company to increase efficiency, transparency and credibility. The Audit Committee was established as a sub-committee of the Board of Directors, consisting of three independent, non-executive directors. Their primary responsibilities are to review the financial reporting, internal control and internal audit functions. The Audit Committee's report on these matters is published in the Company's annual report.

It is the opinion of the Board of Directors that the Company's internal controls are adequate for its business and operation and that the financial statements for the year ended 31 December 2008 are fairly presented with adequate disclosure in accordance with generally accepted accounting principles.

The Board of Directors

STATEMENT OF THE AUDIT COMMITTEE

To: The Shareholders of The Post Publishing Public Company Limited

The Audit Committee of The Post Publishing Public Company Limited comprises of three Committee members who are independent directors, namely Dr Siri Ganjarende, the Committee Chairman, Mr Pichai Vasanong and Mr John Thompson. Mrs Chantana Suebsin, the Chief Audit Executive, serves as Secretary of the Committee.

The Audit Committee performed its duties as empowered by the Board in accordance with the requirements of The Stock Exchange of Thailand, the Principles of Good Corporate Governance and relevant laws and regulations. These include the reviews of annual and interim financial statements, internal control procedures and possible conflict of interests. It also recommends the appointment and fees of the external auditors.

The Committee reviewed the Annual Financial Statements for the year 2008, based on the information provided to the Committee. Preparation of the related statements complies in all material respects with the Generally Accepted Accounting Principles, and the regulatory requirements. To comply with the Thai Accounting Standard no. 36, the management has decided to set up the allowance for loss of investment in and loan to Flash News at a full amount.

Based on the review of the 2008 Annual Financial Statements, the Company's net profit decreased from that of the last year mainly from the lack of revenue from the TV Project and the share of loss from Flash News. The management's continuous efforts have been taken to address these issues.

Due to the rising prices and the potential difficulties in acquiring newsprint, the Newsprint Committee decided to increase the newsprint stock level for the Company continual operations.

Regarding the conflict of interest issue, the Committee is of the opinion that the Company's transactions are fair in terms of conditions and value for the optimum benefit of the Company.

The Committee therefore recommends that the Board present the Consolidated and Company Financial Statements for the year ended 31 December 2008 to the Shareholders for their approval.

The Committee, in collaboration with both the internal auditors and external auditors, reviewed the efficiency and adequacy of the Company's internal controls. In the Committee's opinion, overall controls were generally appropriate for the current business operations.

The Committee oversees the compliance with the applicable laws and regulations through the review of Internal Audit Division with the support from the Company Secretary. The Committee reports to and discusses its activities with the Board in the quarterly Board of Directors meetings. There has been no noncompliance that could have a material effect on the Financial Statements.

The Committee reviewed and approved the scope of work and the audit plan for the Internal Audit Division, and reviewed its reports and recommendations.

Progress in the implementation of recommendations of the Internal Audit Division is being monitored on a regular basis. The Committee also promoted the proficiency, the effectiveness and the quality of internal audit services by giving appropriate advice and encouraging internal auditors to have appropriate development and training courses.

The Committee and the Internal Audit Division gained full co-operation from the Management as well as full access to information relevant to

the Company's operation necessary for them to effectively discharge their duties as laid down in the Audit Committee Charter.

According to the past records, the external auditors had shown the satisfactory performance, thus, the Committee recommended that the Board proposes to Shareholders that Mrs Saifon Inkaew, Certified Public Accountant Registration No. 4434, and/or Ms Siraporn Ouaanunkun, Certified Public Accountant Registration No. 3844, and/or Mr Supachai Phanyawattano, Certified Public Accountant Registration No. 3930 of Ernst & Young Office Limited be appointed as the Company's auditors for the year 2009. The Committee also considered the proposed audit fee for the year 2009, taking into account the market rate along with the workload and the costs development of the services provider projected for the coming year, the proposed audit fee is deemed reasonable.

During the year 2008, the Committee held four official meetings to review the quarterly and annual financial statements and discuss matters arising with the management. The Committee continued its efforts to enhance the roles of the Good Corporate Governance and the Risk Management as parts of corporate management.

Attendance Record of the Audit Committee Members for the year 2008 is as follows:



Dr Siri Ganjarende
The Audit Committee Chairman
13 February 2009

MEETING	1	2	3	4	TOTAL	%
Attendant \ Date	25 FEB	6 MAY	7 AUG	6 NOV		
Dr Siri Ganjarende	1	1	1	1	4	100
Mr Pichai Vasanong	-	1	1	1	3	75
Mr John Thompson	1	1	1	1	4	100

REPORT OF INDEPENDENT AUDITOR

To the Shareholders of The Post Publishing Public Company Limited

I have audited the accompanying consolidated balance sheets of The Post Publishing Public Company Limited and its subsidiaries as at 31 December 2008 and 2007, the related consolidated statements of income, changes in shareholders' equity and cash flows for the years then ended, and the separate financial statements of The Post Publishing Public Company Limited for the same periods. These financial statements are the responsibility of the Company's management as to their correctness and the completeness of the presentation. My responsibility is to express an opinion on these financial statements based on my audits.

I conducted my audits in accordance with generally accepted auditing standards. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. I believe that my audits provide a reasonable basis for my opinion.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial positions of The Post Publishing Public Company Limited and its subsidiaries and of The Post Publishing Public Company Limited as at 31 December 2008 and 2007, the results of their operations and cash flows for the years then ended in accordance with generally accepted accounting principles.



Saifon Inkaew
Certified Public Accountant (Thailand) No. 4434

Ernst & Young Office Limited
Bangkok: 17 February 2009

BALANCE SHEETS

AS AT 31 DECEMBER 2008 AND 2007

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2008	2007	2008	2007
ASSETS					
CURRENT ASSETS					
Cash and cash equivalents		71,437,837	46,056,721	14,332,192	7,133,203
Trade accounts receivable	6				
Unrelated parties		375,069,059	332,219,785	293,427,758	294,196,936
Less: Allowance for doubtful accounts		(11,636,273)	(11,851,339)	(9,000,000)	(10,000,000)
Allowance for sales returns		(11,375,582)	(6,901,677)	(11,375,582)	(6,349,161)
Trade accounts receivable – net		352,057,204	313,466,769	273,052,176	277,847,775
Amount due from related parties	7	9,486	102,349	35,505	27,706
Inventories – net	8	234,962,961	61,960,128	230,231,728	58,637,160
Other current assets					
Prepaid corporate income tax		32,942,787	15,874,506	32,300,700	15,874,506
Others		13,245,062	13,100,514	10,415,324	12,528,570
TOTAL CURRENT ASSETS		704,655,337	450,560,987	560,367,625	372,048,920
NON-CURRENT ASSETS					
Loans to related parties – net	7	–	3,579,517	–	–
Investments in subsidiaries	9	–	–	113,577,450	25,000
Investment in joint venture	10	–	–	–	12,750,000
Investments in associates – net	11	–	10,000,000	–	10,000,000
Other long-term investment	12	16,124	16,124	16,124	16,124
Property, plant and equipment – net	13	1,184,784,828	1,284,920,189	1,182,558,725	1,283,432,894
Intangible assets – net	14	63,125,099	66,606,446	61,882,680	65,937,679
Other non-current assets					
Goodwill	9	59,335,502	–	–	–
Deferred tax assets	20	10,970,923	6,819,357	10,970,923	6,819,357
Others		1,693,437	573,083	443,936	153,615
TOTAL NON-CURRENT ASSETS		1,319,925,913	1,372,514,716	1,369,449,838	1,379,134,669
TOTAL ASSETS		2,024,581,250	1,823,075,703	1,929,817,463	1,751,183,589

The accompanying notes are an integral part of the financial statements.

BALANCE SHEETS (Continued)

AS AT 31 DECEMBER 2008 AND 2007

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2008	2007	2008	2007
LIABILITIES AND SHAREHOLDERS' EQUITY					
CURRENT LIABILITIES					
Short-term loans from banks	15	561,782,666	395,000,000	561,782,666	395,000,000
Trade accounts payable					
Related parties	7	4,973,134	12,714,695	19,690,554	19,331,845
Unrelated parties		81,428,341	55,450,771	37,898,834	47,622,317
Current portion of long-term loans	16	100,000,000	100,000,000	100,000,000	100,000,000
Other current liabilities					
Accrued expenses		58,548,240	40,714,770	54,699,708	38,649,124
Other accounts payable		22,891,740	35,927,069	22,827,925	35,837,028
Corporate income tax payable		6,155,770	2,163,497	–	–
Unearned subscription fee		79,420,700	60,300,391	75,627,838	58,663,794
Others		58,623,669	53,289,365	47,721,667	49,293,353
Total other current liabilities		225,640,119	192,395,092	200,877,138	182,443,299
TOTAL CURRENT LIABILITIES		973,824,260	755,560,558	920,249,192	744,397,461
NON-CURRENT LIABILITIES					
Long-term loans, net of current portion	16	150,000,000	150,000,000	150,000,000	150,000,000
TOTAL NON-CURRENT LIABILITIES		150,000,000	150,000,000	150,000,000	150,000,000
TOTAL LIABILITIES		1,123,824,260	905,560,558	1,070,249,192	894,397,461
SHAREHOLDERS' EQUITY					
Share capital					
Registered					
505,000,000 ordinary shares of Baht 1 each		505,000,000	505,000,000	505,000,000	505,000,000
Issued and fully paid up					
500,000,000 ordinary shares of Baht 1 each		500,000,000	500,000,000	500,000,000	500,000,000
Retained earnings					
Appropriated – statutory reserve	17	50,500,000	50,500,000	50,500,000	50,500,000
Unappropriated		350,256,990	367,015,145	309,068,271	306,286,128
		400,756,990	417,515,145	359,568,271	356,786,128
TOTAL SHAREHOLDERS' EQUITY		900,756,990	917,515,145	859,568,271	856,786,128
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		2,024,581,250	1,823,075,703	1,929,817,463	1,751,183,589

The accompanying notes are an integral part of the financial statements.

INCOME STATEMENTS

FOR THE YEARS ENDED 31 DECEMBER 2008 AND 2007

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2008	2007	2008	2007
Sales and service income	18	1,817,183,373	1,757,965,650	1,577,947,511	1,633,964,596
Costs of sales and services		(1,222,363,822)	(1,121,806,831)	(1,071,271,793)	(1,070,516,854)
Gross profit		594,819,551	636,158,819	506,675,718	563,447,742
Selling expenses		(342,910,803)	(337,847,878)	(286,996,290)	(288,111,378)
Administrative expenses		(223,028,101)	(245,050,172)	(220,441,048)	(238,798,811)
Other expenses					
Allowance for loss from loan to and investment in associate	7, 11	(4,799,842)	–	(12,400,000)	–
INCOME (LOSS) FROM SALES AND RENDERING OF SERVICES		24,080,805	53,260,769	(13,161,620)	36,537,553
Other income		40,956,762	28,587,512	39,026,452	25,073,006
INCOME BEFORE FINANCE COST AND INCOME TAX		65,037,567	81,848,281	25,864,832	61,610,559
Finance cost		(27,973,427)	(25,725,724)	(28,532,261)	(25,724,598)
Dividend income from subsidiary	9	–	–	40,800,000	–
Dividend income from jointly controlled entity	10	–	–	–	5,100,000
Share of loss from investments in associates	11	(6,024,358)	(3,329,983)	–	–
INCOME BEFORE INCOME TAX		31,039,782	52,792,574	38,132,571	40,985,961
Income tax	20	(17,797,937)	(15,784,714)	(5,350,428)	(8,715,473)
NET INCOME FOR THE YEAR		13,241,845	37,007,860	32,782,143	32,270,488
Basic earnings per share	21				
Net income		0.03	0.07	0.07	0.06

The accompanying notes are an integral part of the financial statements.

STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY

FOR THE YEARS ENDED 31 DECEMBER 2008 AND 2007

(Unit: Baht)

	CONSOLIDATED FINANCIAL STATEMENTS			
	Issued and fully paid-up share capital	Retained earnings		Total
		Appropriated	Unappropriated	
Balance as at 31 December 2006	500,000,000	50,500,000	380,007,285	930,507,285
Net income for the year	-	-	37,007,860	37,007,860
Dividend paid (Note 22)	-	-	(50,000,000)	(50,000,000)
Balance as at 31 December 2007	500,000,000	50,500,000	367,015,145	917,515,145
Net income for the year	-	-	13,241,845	13,241,845
Dividend paid (Note 22)	-	-	(30,000,000)	(30,000,000)
Balance as at 31 December 2008	500,000,000	50,500,000	350,256,990	900,756,990

(Unit: Baht)

	SEPARATE FINANCIAL STATEMENTS			
	Issued and fully paid-up share capital	Retained earnings		Total
		Appropriated	Unappropriated	
Balance as at 31 December 2006	500,000,000	50,500,000	324,015,640	874,515,640
Net income for the year	-	-	32,270,488	32,270,488
Dividend paid (Note 22)	-	-	(50,000,000)	(50,000,000)
Balance as at 31 December 2007	500,000,000	50,500,000	306,286,128	856,786,128
Net income for the year	-	-	32,782,143	32,782,143
Dividend paid (Note 22)	-	-	(30,000,000)	(30,000,000)
Balance as at 31 December 2008	500,000,000	50,500,000	309,068,271	859,568,271

The accompanying notes are an integral part of the financial statements.

CASH FLOW STATEMENTS

FOR THE YEARS ENDED 31 DECEMBER 2008 AND 2007

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2008	2007	2008	2007
Cash flows from operating activities				
Net income before tax	31,039,782	52,792,574	38,132,571	40,985,961
Adjustments to reconcile net income before tax to net cash provided by (paid from) operating activities:				
Allowance for doubtful debts (reversal)	3,825,633	(157,553)	3,865,579	(2,500,000)
Reversal of allowance for sales returns	(4,564,788)	(2,309,573)	(5,026,421)	(4,376,271)
Allowance for diminution in value of inventories (reversal)	(2,614,326)	(272,888)	(156,065)	(1,636,238)
Share of loss from investment in associate	6,024,358	3,329,983	-	-
Provision for loss on loan to and investment in associate	4,799,842	-	12,400,000	-
Dividend received from subsidiary	-	-	(40,800,000)	-
Dividend received from jointly controlled entity	-	(5,100,000)	-	(5,100,000)
Depreciation and amortisation	128,811,303	111,282,375	126,547,557	110,017,239
Gain on disposal of equipment	(10,355,708)	(1,257,768)	(10,378,674)	(1,257,768)
Allowance for impairment of equipment	3,382,363	-	3,382,363	-
Reversal of accrued expenses	-	(1,957,160)	-	(1,957,160)
Interest expenses	27,973,427	25,725,724	28,532,261	25,724,598
Income from operating activities before changes in operating assets and liabilities	188,321,886	182,075,714	156,499,171	159,900,361
Operating assets (increase) decrease				
Trade accounts receivable	8,627,523	(1,365,209)	5,956,442	95,323
Amounts due from related parties	125,149	(17,363)	(7,800)	106,096
Inventories	(165,038,878)	94,113,643	(170,596,769)	94,988,943
Other current assets	2,485,766	12,630,895	1,271,512	14,762,646
Other non-current assets	3,901,046	414,765	(290,319)	424,915
Operating liabilities increase (decrease)				
Trade accounts payable	4,962,683	(50,028,646)	(9,364,774)	(47,741,485)
Amounts due to related parties	(585,061)	(3,961,894)	-	(1,404,180)
Accrued expenses	14,174,079	(5,811,826)	15,096,014	(6,770,005)
Unearned subscription fee	16,993,086	(8,763,876)	16,964,044	(8,909,831)
Other current liabilities	(10,144,368)	878,235	(11,475,852)	1,171,468
Cash flows from operating activities	63,822,911	220,164,438	4,051,669	206,624,251
Cash paid for interest expenses	(27,003,836)	(25,324,813)	(27,577,692)	(25,323,687)
Cash paid for corporate income tax	(37,251,248)	(32,783,193)	(25,928,188)	(27,839,543)
Net cash flows from (used in) operating activities	(432,173)	162,056,432	(49,454,211)	153,461,021

The accompanying notes are an integral part of the financial statements.

CASH FLOW STATEMENTS (Continued)

FOR THE YEARS ENDED 31 DECEMBER 2008 AND 2007

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2008	2007	2008	2007
Cash flow from investing activities				
Loans to associates	(2,400,000)	(5,610,000)	(2,400,000)	–
Cash paid for investment in associate	–	(10,000,000)	–	(10,000,000)
Dividend received from subsidiary	–	–	80,000,000	–
Dividend received from jointly controlled entity	–	5,100,000	–	5,100,000
Net cash paid for acquisition of subsidiaries	(85,520,658)	–	(140,002,450)	–
Proceeds from sales of equipment	10,522,234	1,393,124	10,533,234	1,393,124
Cash paid for purchase of building and equipment	(19,735,731)	(121,928,759)	(19,030,165)	(120,998,764)
Cash paid for purchase of computer software	(13,835,222)	(2,645,111)	(9,230,085)	(2,362,447)
Net cash flows used in investing activities	(110,969,377)	(133,690,746)	(80,129,466)	(126,868,087)
Cash flows from financing activities				
Short-term loans from banks	166,782,666	125,000,000	166,782,666	125,000,000
Long-term loan from bank	100,000,000	–	100,000,000	–
Repayment of long-term loan	(100,000,000)	(50,000,000)	(100,000,000)	(50,000,000)
Loan from subsidiary	–	–	77,000,000	–
Repayment of loan from subsidiary	–	–	(77,000,000)	–
Dividend paid	(30,000,000)	(100,000,000)	(30,000,000)	(100,000,000)
Net cash flows from (used in) financing activities	136,782,666	(25,000,000)	136,782,666	(25,000,000)
Net increase in cash and cash equivalents	25,381,116	3,365,686	7,198,989	1,592,934
Cash and cash equivalents at beginning of year	46,056,721	42,691,035	7,133,203	5,540,269
Cash and cash equivalents at end of year	71,437,837	46,056,721	14,332,192	7,133,203
Supplemental cash flows information:				
Non-cash item				
Decrease in accounts payable from purchase of equipment	3,104,938	2,268,462	3,104,938	2,268,462

The accompanying notes are an integral part of the financial statements.

CONSOLIDATED NOTES TO FINANCIAL STATEMENTS

FOR THE YEARS ENDED 31 DECEMBER 2008 AND 2007

1. CORPORATE INFORMATION

The Post Publishing Public Company Limited ("the Company") is a public company incorporated and domiciled in Thailand. The Company is principally engaged in the publishing and distribution of newspapers, magazines and books and its registered address is 136 Sunthorn Kosa Road, Kwang Klong Toey, Khet Klong Toey, Bangkok.

2. BASIS OF PREPARATION

2.1 The financial statements have been prepared in accordance with accounting standards enunciated under the Accounting Profession Act B.E. 2547, except for the early adoption of Accounting Standard No. 56 "Accounting for Income Tax" which is in line with International Accounting Standard (IAS) No. 12 "Income Taxes" (revised 1996).

The presentation of the financial statements has been made in compliance with the stipulations of the Notification of the Department of Business Development dated 14 September 2001, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from such financial statements in Thai language.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

2.2 Basis of consolidation

a) The consolidated financial statements include the financial statements of the Company and the following subsidiaries and jointly controlled entities.

Company's name	Nature of business	Percentage of shareholding		Country of incorporation	Assets as a percentage to the consolidated total assets as at 31 December		Revenues as a percentage to the consolidated total revenues for the year ended 31 December	
		2008	2007		2008	2007	2008	2007
		Per cent	Per cent		Per cent	Per cent	Per cent	Per cent
Subsidiaries								
Job Job Company Limited	Dormant	100	100	Thailand	0.01	0.01	-	-
Post International Media Company Limited (Formerly known as "Hachette Filipacchi Post Company Limited")	Publishing and distribution of magazines	100	-	Thailand	5.70	-	7.63	-
Post-IM Plus Company Limited (Formerly known as "HFPost-MC Company Limited") (49% owned by the Company and 51% owned by Post International Media Company Limited)	Publishing and distribution of magazines	100	-	Thailand	0.79	-	1.74	-
Jointly controlled entities								
Post International Media Company Limited (which became a subsidiary in the current year)	Publishing and distribution of magazines	-	51	Thailand	-	3.41	-	4.97

Company's name	Nature of business	Percentage of shareholding		Country of incorporation	Assets as a percentage to the consolidated total assets as at 31 December		Revenues as a percentage to the consolidated total revenues for the year ended 31 December	
		2008	2007		2008	2007	2008	2007
		Per cent	Per cent		Per cent	Per cent	Per cent	Per cent
Hachette Filipacchi Post-ACP Company Limited (51% owned by Post International Media Company Limited)	Publishing and distribution of magazines	51	26	Thailand	2.07	1.20	3.79	2.16

- b) Subsidiaries are fully consolidated as from the date of acquisition, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.
- c) The financial statements of the subsidiaries and jointly controlled entities are prepared for the same reporting period as the parent company, using consistent significant accounting policies.
- d) Material balances and transactions between the Company, its subsidiaries and jointly controlled entities have been eliminated from the consolidated financial statements.
- e) Investments in the subsidiaries and jointly controlled entity as recorded in the Company's books of account are eliminated against the equity of the subsidiaries and jointly controlled entity.

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

3. ADOPTION OF NEW ACCOUNTING STANDARDS

3.1 Accounting standards which are effective for the current year

The Federation of Accounting Professions has issued Notifications No. 9/2550, 38/2550 and 62/2550 mandating the use of new accounting standards as follows:-

TAS 25 (revised 2007)	Cash Flow Statements
TAS 29 (revised 2007)	Leases
TAS 31 (revised 2007)	Inventories
TAS 33 (revised 2007)	Borrowing Costs
TAS 35 (revised 2007)	Presentation of Financial Statements
TAS 39 (revised 2007)	Accounting Policies, Changes in Accounting Estimates and Errors
TAS 41 (revised 2007)	Interim Financial Reporting
TAS 43 (revised 2007)	Business Combinations
TAS 49 (revised 2007)	Construction Contracts
TAS 51	Intangible Assets

These accounting standards become effective for the financial statements for fiscal years beginning on or after 1 January 2008. The management has assessed the effect of these accounting standards and believes that TAS 49 is not relevant to the business of the Company, while the other TASs do not have any significant impact on the financial statements for the current year.

3.2 Accounting standards which are not effective for the current year

The Federation of Accounting Professions has issued Notifications No. 86/2551 mandating the use of the following new accounting standards.

TAS 36 (revised 2007)	Impairment of Assets
TAS 54 (revised 2007)	Non-current Assets Held for Sale and Discontinued Operations

These accounting standards will become effective for the financial statements for fiscal years beginning on or after 1 January 2009. The management has assessed the effect of these accounting standards and believes that they will not have any significant impact on the financial statements for the year in which they are initially applied.

4. SIGNIFICANT ACCOUNTING POLICIES

4.1 Revenue recognition

Sales of goods

Sales of goods are recognised when the significant risks and rewards of ownership of the goods have passed to the buyer. Sales are the invoiced value, excluding value added tax, of goods supplied after deducting discounts and allowances.

Newspaper subscription income

Newspaper subscription income is recognised on the time-proportion basis over the subscription period.

Rendering of services

Service income is recognised when services have been rendered taking into account the stage of completion.

Advertising service income is recognised when the service has been rendered. The service is generally considered to be rendered when the publication carrying the advertisement is issued.

Interest income

Interest income is recognised on an accrual basis based on the effective interest rate.

Dividends

Dividends are recognised when the right to receive the dividends is established.

4.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand, cash at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

4.3 Trade accounts receivable

Trade accounts receivable are stated at the net realisable value. Allowance for doubtful accounts is provided for the estimated losses that may be incurred in collection of receivables which is generally based on collection experience and analysis of debt aging and allowance for sales return which is based on past experience and prevailing market condition.

4.4 Inventories

Finished goods is valued at the lower of cost (determined on the first-in, first-out method) and net realisable value. Such cost include all production costs which consist of cost of materials, labour and production overheads.

Raw materials, chemicals, spare parts and factory supplies are valued at the lower of cost (determined on the first-in, first-out method) and net realisable value and are charged to production costs whenever consumed.

The Company and subsidiaries set aside allowance for diminution in value of inventories for obsolete and slow-moving inventories.

4.5 Investments

- a) Investments in associates are accounted for in the consolidated financial statements using the equity method.
- b) Investments in subsidiaries, joint venture and associate are accounted for in the separate financial statements using the cost method.
- c) Investments in non-marketable equity securities, which the Company classifies as other investments, are stated at cost net of allowance for loss on diminution in value (if any).

4.6 Property, plant and equipment and depreciation

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets.

Depreciation of plant and equipment is calculated by reference to their costs, on the straight-line basis over the following estimated useful lives:

Buildings	20	years
Machinery and equipment	3-15	years
Office furniture, equipment and vehicles	5	years

Depreciation is included in determining income.

No depreciation is provided for land, and machinery and equipment under installation.

4.7 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective assets. All other borrowing costs are expensed in the period they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

4.8 Intangible assets

Intangible assets acquired from a non-business combination are measured on initial recognition at cost. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses.

Intangible assets with finite lives are amortised on a systematic basis over the useful economic life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to the income statement.

A summary of the intangible assets with finite useful lives is as follow:

	Useful lives
Computer software	5 - 10 years

4.9 Goodwill

Goodwill is initially measured at cost, which is the excess of the cost of the business combination over the Company's share in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities. If the cost of acquisition is less than the fair value of the net assets of the subsidiary acquired, the difference is recognised directly in the income statement.

Goodwill is carried at cost less any accumulated impairment losses. Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the Company's cash generating units (or group of cash-generating units) that are expected to benefit from the synergies of the combination. The Company estimates the recoverable amount of each cash-generating unit (or group of cash-generating units) to which the goodwill relates. Where the recoverable amount of the cash-generating unit is less than the carrying amount, an impairment loss is recognised. Impairment losses relating to goodwill cannot be reversed in future periods.

4.10 Deferred income tax

Deferred income tax is calculated based on temporary differences at the balance sheet date between the tax bases of assets and liabilities and their carrying amounts, by using the enacted tax rate at the balance sheet date.

The Company recognises deferred tax liabilities for taxable temporary differences and recognises deferred tax assets for deductible temporary differences and tax losses carried forward. The Company recognises deferred tax assets 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 utilised.

At each balance sheet date, the Company reviews and reduces 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 utilised.

4.11 Related party transactions

Related parties comprise enterprises and individuals that control, or are controlled by, the Company, whether directly or indirectly, or which are under common control with the Company.

They also include companies and individuals which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors and officers with authority in the planning and direction of the Company's operations.

4.12 Foreign currencies

Foreign currency transactions are translated into Baht at the exchange rates ruling on the transaction dates. Monetary assets and liabilities denominated in foreign currencies outstanding at the balance sheet date are translated into Baht at the exchange rates ruling on the balance sheet date.

Gains and losses on exchange are included in determining income.

4.13 Impairment of assets

At each reporting date, the Company performs impairment reviews in respect of the property, plant and equipment and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. The Company also carries out annual impairment reviews in respect of goodwill [and intangible assets with indefinite useful lives]. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount. In determining value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, an appropriate valuation model is used. These calculations are corroborated by a valuation model that, based on information available, reflects the amount that the Company could obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the costs of disposal.

An impairment loss is recognised in the income statement.

4.14 Employee benefits

Salaries, wages, bonuses and contributions to the social security fund and provident fund are recognised as expenses when incurred.

4.15 Provisions

Provisions are recognised when the Company 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.

4.16 Income tax

Income tax is provided for in the accounts based on the taxable profits determined in accordance with tax legislation.

5. SIGNIFICANT ACCOUNTING JUDGMENTS AND ESTIMATES

The preparation of financial statements in conformity with generally accepted accounting principles at times 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. The significant accounting judgments and estimates are as follow:

Allowance for doubtful accounts

In determining an allowance for doubtful accounts, the management needs to make judgment and estimates based upon, among other things, debt collection experience, aging profile of outstanding debts and the prevailing economic condition.

Allowance for sales return

In determining an allowance for sales return, the management needs to make judgment and estimates based upon past experience and prevailing market condition.

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 plant and equipment and to review estimate useful lives and salvage values when there are any changes.

Goodwill and intangible assets

The initial recognition and measurement of goodwill and other intangible assets, 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.

Deferred tax assets

Deferred tax assets are recognised in respect of temporary differences only to the extent that it is probable that taxable profit will be available against which these differences can be utilised. Significant management judgment is required to estimate the future profits.

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 believes that no loss will result. Therefore no contingent liabilities are recorded as at the balance sheet date. However, actual results could differ from the estimates.

6. TRADE ACCOUNTS RECEIVABLE

The balances of trade accounts receivable as at 31 December 2008 and 2007 aged on the basis of due date, are summarised below.

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2008	2007	2008	2007
Age of receivables				
Not yet due	187,091,815	162,540,297	132,441,045	138,664,931
Past due				
Up to 3 months	168,901,795	155,489,354	144,373,380	141,673,685
3-6 months	8,915,176	4,445,801	7,215,895	4,319,814
7-12 months	4,522,969	1,389,312	3,906,048	1,301,275
Over 12 months	5,636,764	8,355,021	5,491,390	8,237,231
Total accounts receivable	375,069,059	332,219,785	293,427,758	294,196,936
Less : Allowance for doubtful accounts	(11,636,273)	(11,851,339)	(9,000,000)	(10,000,000)
Allowance for sales returns	(11,375,582)	(6,901,677)	(11,375,582)	(6,349,161)
Trade accounts receivable - net	352,057,204	313,466,769	273,052,176	277,847,775

7. RELATED PARTY TRANSACTIONS

During the years, the Company and its subsidiaries had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Company and those related parties.

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements		Transfer Pricing Policy
	2008	2007	2008	2007	
Transactions with subsidiaries (eliminated from the consolidated financial statements)					
Purchase of goods	-	-	18.8	-	Market price
Rental income	-	-	3.4	-	Market price
Advertising income	-	-	4.8	-	Market price
Interest income	-	-	0.6	-	Average rate of 12-month fixed deposit of four commercial banks

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements		Transfer Pricing Policy
	2008	2007	2008	2007	
Transactions with jointly controlled entities (eliminated from the consolidated financial statements at the Company's proportionated interest)					
Purchase of goods	27.4	40.7	47.9	63.2	Market price
Rental income	1.0	2.4	2.1	4.8	Market price
Advertising income	1.5	1.5	3.0	3.0	Market price
Transactions with associates					
Purchase of goods	-	6.2	-	6.2	Market price
Advertising income	0.1	0.2	0.2	0.5	Market price
Interest income	0.1	-	0.1	-	Minimum Overdraft Rate

The balances of the accounts as at 31 December 2008 and 2007 between the Company and those related companies are as follows:

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2008	2007	2008	2007
Amount due from related parties				
Subsidiaries				
Jointly controlled entities and associate	-	-	24,356	-
Total amount due from related parties	9,486	102,349	11,149	27,706
	9,486	102,349	35,505	27,706
Loans to related parties				
Associates				
Post-IM Plus Co., Ltd. (Provided by Post International Media Co., Ltd.)	-	11,107,800	-	-
Less: Allowance for loss from loan	-	(7,528,283)	-	-
	-	3,579,517	-	-
Flash News Co., Ltd.	2,400,000	-	2,400,000	-
Less: Allowance for loss from loan	(2,400,000)	-	(2,400,000)	-
	-	-	-	-
Total loans to related parties - net	-	3,579,517	-	-

During 2007, movements of loan to related party was as follows:

(Unit: Baht)

	Balance as at 1 January 2007	Increase during the year	Balance as at 31 December 2007
Loan to related party			
Associate			
Post-IM Plus Co., Ltd.	5,497,800	5,610,000	11,107,800
Less: Allowance for loss from loan	(1,499,827)	(6,028,456)	(7,528,283)
Total loan to related party - net	3,997,973	(418,456)	3,579,517

Following the share sale agreement between the Company and Marie Claire Album S.A., France, as discussed in Note 9 to the financial statements, during the first quarter of the current year, Marie Claire Album S.A., Post-IM Plus Company Limited and Post International Media Company Limited entered into a memorandum of understanding relating to intercompany loans, whereby Marie Claire Album S.A. and Post International Media Company Limited agreed to surrender their rights of claim over loan to Post-IM Plus Company Limited amounting to Baht 11,220,000 and Baht 10,780,000, respectively.

During the current year, Post-IM Plus Company Limited received additional loans amounting to Baht 10.0 million from Post International Media Company Limited. The loans are repayable on demand and carry interest at the rate reference to the average rate of 12-month fixed deposit of four commercial banks.

During the third quarter of the current year, Flash New Company Limited received a loan of Baht 2.4 million from the Company. The loan is repayable on demand and carries interest at the rate with reference to Minimum Overdraft Rate the commercial banks charge to their prime customers.

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2008	2007	2008	2007
Trade accounts payable – related parties				
Subsidiaries				
Post International Media Co., Ltd.	–	–	7,912,438	–
Post-IM Plus Co., Ltd.	–	–	1,628,864	–
Total trade accounts payable – subsidiaries	–	–	9,541,302	–
Jointly controlled entities				
Post International Media Co., Ltd.	–	3,843,831	–	7,844,585
Post-ACP Co., Ltd.	4,973,134	7,442,582	10,149,252	10,058,979
Total trade accounts payable – jointly controlled entities	4,973,134	11,286,413	10,149,252	17,903,564
Associate				
Post-IM Plus Co., Ltd.	–	1,428,282	–	1,428,281
Total trade accounts payable – associate	–	1,428,282	–	1,428,281
Total trade accounts payable – related parties	4,973,134	12,714,695	19,690,554	19,331,845

During the current year, the Company received loans totalling Baht 77.0 million from Post International Media Company Limited. The loans are repayable on demand and carries interest at the average rate of twelve-month fixed deposit of four commercial banks. During the current year, the Company repaid all the loans.

Directors and management's remuneration

In 2008 the Company paid salaries, bonus, meeting allowances and gratuities to their directors and management totaling Baht 70.6 million (2007: Baht 90.5 million).

8. INVENTORIES

(Unit: Baht)

	Consolidated financial statements					
	Cost		Allowance of diminution in value of inventory		Inventory-net	
	2008	2007	2008	2007	2008	2007
Finished goods	10,526,924	6,232,892	(8,846,148)	(4,445,725)	1,680,776	1,787,167
Raw materials	222,688,808	52,193,456	(537,058)	(460,579)	222,151,750	51,732,877
Raw materials in transit	11,333	1,254,460	–	–	11,333	1,254,460
Others	11,935,869	7,185,624	(816,767)	–	11,119,102	7,185,624
Total	245,162,934	66,866,432	(10,199,973)	(4,906,304)	234,962,961	61,960,128

(Unit: Baht)

	Separate financial statements					
	Cost		Allowance of diminution in value of inventory		Inventory-net	
	2008	2007	2008	2007	2008	2007
Finished goods	7,225,778	6,232,892	(3,810,000)	(4,445,725)	3,415,778	1,787,167
Raw materials	222,662,179	52,182,022	(537,058)	(460,579)	222,125,121	51,721,443
Raw materials in transit	11,333	1,254,460	–	–	11,333	1,254,460
Others	5,082,677	3,874,090	(403,181)	–	4,679,496	3,874,090
Total	234,981,967	63,543,464	(4,750,239)	(4,906,304)	230,231,728	58,637,160

9. INVESTMENTS IN SUBSIDIARIES

(Unit: Baht)

Company's name	Separate financial statements					
	Paid-up capital		Shareholding percentage		Cost	
	2008	2007	2008 (Per cent)	2007 (Per cent)	2008	2007
Job Job Company Limited	25,000	25,000	100	100	25,000	25,000
Post-IM Plus Company Limited (Another 51% owned by Post International Media Company Limited)	50,000,000	50,000,000	49	49	2,450	–
Post International Media Company Limited	25,000,000	–	100	–	113,550,000	–
Total					113,577,450	25,000

Post-IM Plus Company Limited

Post-IM Plus Company Limited has paid-up capital of Baht 50 million, consisting of Baht 25.5 million in ordinary shares (255,000 ordinary shares of Baht 100 each) and Baht 24.5 million in preference shares (245,000 preference shares of Baht 100 each). Post International Media Company Limited (a subsidiary of the Company) holds all of the ordinary shares of this company which represents 51 per cent of this company's paid-up capital. Post International Media Company Limited has 34.2 per cent voting rights in this company and is entitled to dividend payment at the rate of 49 per cent of the declared dividend.

On 29 December 2007, the Company entered into an agreement to purchase all preference shares of this company from Marie Claire Album S.A., France, at the price of Baht 2,450. As a result of such investment, the Company directly holds 49 per cent of the paid-up capital of this company. Currently, after the share purchase, the Company's direct and indirect interest through the subsidiary represents 100 per cent of the paid-up capital of this company.

The above share sale agreement was effective in the first quarter of the current year after the sale and transfer of the shares has been completed. The Company therefore recorded the transactions in the first quarter of the current year.

The value of the assets and liabilities of the subsidiary at the purchase date was as follows:

	Baht
Cash and cash equivalents	3,861,067
Trade accounts receivable – net	8,535,364
Inventories – net	2,187,194
Other current assets	1,434,339
Equipment – net	634,715
Other non-current assets	371,481
Trade accounts payable	(3,545,459)
Other current liabilities	(1,846,081)
Long-term loans from shareholder	(11,000,000)
Net assets	632,620

	Baht
Purchase price	(2,450)
Less: Cash and cash equivalents of subsidiary as at the purchase date	3,861,067
Net cash flows received from purchase of subsidiary	<u>3,858,617</u>

Post International Media Company Limited

During the second quarter of the current year, the Company acquired an additional 122,500 ordinary shares of Post International Media Company Limited at a total price of Baht 140 million or equivalent to approximately Euro 2.7 million. This represents 49 per cent of the paid-up capital of that company, and as a result of this investment, the Company's shareholding in that company increased to 100 per cent of the paid-up capital of this company.

The investment cost of Euro 2.7 million is repayable in 3 installments every 90 days at Euro 0.9 million each, commencing 12 June 2008.

The excess of the investment cost over the fair value of the identifiable assets and liabilities of the subsidiary as at the purchase date is Baht 59 million. The amount was presented as goodwill in the consolidated balance sheet as at 31 December 2008.

During the third quarter of the current quarter, the Company received dividend from the subsidiary totaling Baht 80.0 million. The Company recorded the dividend of Baht 39.2 million as a deduction against investment in subsidiaries since such amount is considered to be a recovery of additional investment as discussed above which the remaining balance of Baht 40.8 million was recorded as dividend income in the separate income statement for the current year.

The value of the assets and liabilities of the subsidiary at the proportion of 49% invested by the Company at the purchase date was as follows:

	Baht
Cash and cash equivalents	50,620,725
Trade accounts receivable – net	37,943,439
Inventories – net	3,162,435
Other current assets	1,228,261
Equipment – net	1,124,100
Other non-current assets	7,538,571
Trade accounts payable	(9,727,867)
Other current liabilities	(11,225,165)
Net assets	<u>80,664,499</u>
Cash paid for share purchase	(140,000,000)
Less: Cash and cash equivalents of subsidiary as at the purchase date	50,620,725
Net cash flows paid for purchase of subsidiary	<u>(89,379,275)</u>

10. INVESTMENT IN JOINT VENTURE

10.1 Details of investment in joint venture:

Investments in joint ventures represent investments in entities which are jointly controlled by the Company and other companies. Details of this investment is as follows:

(Unit: Baht)

Jointly controlled entity	Nature of business	Separate financial statements					
		Shareholding percentage		Cost		Dividend received during the year	
		2008 Per cent	2007 Per cent	2008	2007	2008	2007
Post International Media Company Limited	Publishing and distribution of magazine	–	51	–	12,750,000	–	5,100,000
Total				–	12,750,000	–	5,100,000

As discussed in note 9 to the financial statements, during the current year, the Company purchased additional ordinary shares of Post International Media Company Limited and the status of that company therefore changed from a jointly controlled entity to a subsidiary of the Company.

10.2 Summarised financial information of jointly controlled entity

The Company's proportionate shares of the assets, liabilities, revenue and expenses of Post International Media Company Limited, according to proportion under joint venture agreement, is as follows:

	(Unit: Million Baht)
	As at 31 December 2007
Current assets	167
Non-current assets	12
	179
Current liabilities	(35)
Net assets	144
	(Unit: Million Baht)
	For the year ended 31 December 2007
Revenue	302
Cost of sales	(151)
Selling and administrative expenses	(118)
Income before income tax	33
Income tax	(14)
Net income	19

11. INVESTMENT IN ASSOCIATES

11.1 Details of associate:

Company's name	Nature of business	Country of incorporation	Consolidated financial statements					
			Shareholding percentage		Cost		Carrying amounts based on equity method – net	
			2008	2007	2008	2007	2008	2007
			Per cent	Per cent				
Post-IM Plus Company Limited (Owned by Post International Media Co., Ltd.)	Publishing and distribution of magazine	Thailand	–	26	13,005,000	13,005,000	–	–
Flash News Company Limited	Radio station management	Thailand	40	40	10,000,000	10,000,000	2,704,142	10,000,000
Less: Allowance for loss from investment					(10,000,000)	–	(2,704,142)	–
Total					13,005,000	23,005,000	–	10,000,000
								(Unit: Baht)

Company's name	Nature of business	Country of incorporation	Separate financial statements			
			Shareholding percentage		Cost – net	
			2008	2007	2008	2007
			Per cent	Per cent		
Flash News Company Limited	Radio station management	Thailand	40	40	10,000,000	10,000,000
Less: Allowance for loss from investment					(10,000,000)	–
Total					–	10,000,000

11.2 Share of income/loss

During the year, the Company has recognised its share of net income/loss from investments in associate companies in the consolidated financial statements as follows:

(Unit: Baht)

Company's name	Consolidated financial statements	
	Share of income (loss) from investments in associated during the year	
	2008	2007
Post-IM Plus Company Limited	1,575,800	(3,329,983)
Flash News Company Limited	(7,600,158)	–
Total	(6,024,358)	(3,329,983)

11.3 Summarised financial information of associate

Financial information of the associated companies is summarised bellows:

(Unit: Million Baht)

Company's name	Paid-up capital as at 31 December		Total assets as at 31 December		Total liabilities as at 31 December		Total revenues for the year ended 31 December		Net income (loss) for the year ended 31 December	
	2008	2007	2008	2007	2008	2007	2008	2007	2008	2007
	Post-IM Plus Company Limited	50	50	17	17	30	38	60	35	8
Flash News Company Limited	23	15	19	35	15	24	51	53	(19)	0.3

Post-IM Plus Company Limited

As discussed in note 9 to the financial statements, during the first quarter of the current year, the Company purchased all of the preference shares of Post-IM Plus Company Limited and the status of that company therefore changed from an associated company to a subsidiary of the Company.

Flash News Company Limited

The meeting of the Board of Directors of the Company held on 9 November 2007 approved the resolutions to acquire new 100,000 ordinary shares of Baht 100 per share of Flash News Company Limited, or a total of Baht 10,000,000. Such company will increase its share capital from Baht 15,000,000 (150,000 ordinary shares of Baht 100 each) to Baht 25,000,000 (250,000 ordinary shares of Baht 100 each) and following the share capital increase, the Company's shareholding will represent 40 per cent of the registered capital of such company. The Company paid for the investment on 25 December 2007 and the above company registered the increase of its capital with the Ministry of Commerce on 3 January 2008.

12. LONG-TERM INVESTMENT

Long-term investment represents investment in ordinary shares of the following company:-

(Unit: Baht)

	Paid-up capital	Equity interest Per cent	Cost	
			2008	2007
			Singapore Press Holdings Limited	27,393,300,000

13. PROPERTY, PLANT AND EQUIPMENT

(Unit: Thousand Baht)

Consolidated financial statements						
	Land	Buildings	Machinery and equipment	Office furniture, equipment and vehicles	Machinery and equipment under installation	Total
Cost						
As at 31 December 2007	202,076	859,355	1,161,436	141,595	10,505	2,374,967
Purchases	–	141	9,789	3,275	6,510	19,715
Disposals	–	–	(66,562)	(3,871)	(26)	(70,459)
Increase from acquisition of subsidiaries	–	–	3,804	2,332	–	6,136
Transfer in (transfer out)	–	–	5,663	3,355	(9,018)	–
Transfers out to intangible assets	–	–	–	–	(1,846)	(1,846)
As at 31 December 2008	202,076	859,496	1,114,130	146,686	6,125	2,328,544
Accumulated depreciation						
As at 31 December 2007	–	455,718	509,722	124,607	–	1,090,047
Depreciation for the year	–	42,975	65,520	7,718	–	116,213
Increase from acquisition of subsidiaries	–	–	2,889	1,489	–	4,378
Accumulated depreciation of disposals	–	–	(66,511)	(3,781)	–	(70,292)
As at 31 December 2008	–	498,693	511,620	130,033	–	1,140,346
Allowance for impairment loss						
As at 31 December 2007	–	–	–	–	–	–
Record during the year	–	–	–	–	3,382	3,382
As at 31 December 2008	–	–	–	–	3,382	3,382
Net book value						
31 December 2007	202,076	403,637	651,714	16,988	10,505	1,284,920
31 December 2008	202,076	360,803	602,510	16,653	2,743	1,184,785
Depreciation for the year						
2007 (Baht 79.1 million included in manufacturing cost, and the balance in selling and administrative expenses)						99,784
2008 (Baht 90.7 million included in manufacturing cost, and the balance in selling and administrative expenses)						116,213

(Unit: Thousand Baht)

Separate financial statements						
	Land	Buildings	Machinery and equipment	Office furniture, equipment and vehicles	Machinery and equipment under installation	Total
Cost						
As at 31 December 2007	202,076	859,354	1,158,805	140,515	10,505	2,371,255
Purchases	–	141	9,139	3,264	6,510	19,055
Disposals	–	–	(65,906)	(3,870)	(26)	(69,802)
Transfer in (transfer out)	–	–	5,663	3,355	(9,018)	–
Transfers out to intangible assets	–	–	–	–	(1,846)	(1,846)
As at 31 December 2008	202,076	859,495	1,107,701	143,264	6,125	2,318,661
Accumulated depreciation						
As at 31 December 2007	–	455,718	508,172	123,932	–	1,087,822
Depreciation for the year	–	42,975	64,433	7,138	–	114,546
Accumulated depreciation of disposals	–	–	(65,867)	(3,781)	–	(69,648)
As at 31 December 2008	–	498,693	506,738	127,289	–	1,132,720

(Unit: Thousand Baht)

	Separate financial statements					Total
	Land	Buildings	Machinery and equipment	Office furniture, equipment and vehicles	Machinery and equipment under installation	
Allowance for impairment loss						
As at 31 December 2007	-	-	-	-	-	-
Record during the year	-	-	-	-	3,382	3,382
As at 31 December 2008	-	-	-	-	3,382	3,382
Net book value						
31 December 2007	202,076	403,636	650,633	16,583	10,505	1,283,433
31 December 2008	202,076	360,802	600,963	15,975	2,743	1,182,559
Depreciation for the year						
2007 (Baht 79.1 million included in manufacturing cost, and the balance in selling and administrative expenses)						98,880
2008 (Baht 90.7 million included in manufacturing cost, and the balance in selling and administrative expenses)						114,546

During 2007, the Company capitalised borrowing costs of Baht 6.1 million as cost of building under construction, machinery and equipment under installation. The capitalisation rate is approximately 5% per annum.

As at 31 December 2008, the Company, subsidiaries and jointly control entity had certain equipment items which have been fully depreciated but are still in use. The original cost, of those assets amounted to approximately Baht 466 million (2007: Baht 518 million) (the Company only: Baht 462 million, 2007: Baht 514 million).

14. INTANGIBLE ASSETS

Details of intangible assets which is computer software is as follows:-

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	2008	2007	2008	2007
Cost at beginning of year	144,333	129,382	138,904	124,236
Add: Purchase	6,431	2,645	6,100	2,362
Transfer from assets under installation	1,846	12,306	1,846	12,306
Increase from acquisition of subsidiaries	839	-	-	-
Cost at of end of year	153,449	144,333	146,850	138,904
Less: Accumulated amortisation	(90,324)	(77,727)	(84,968)	(72,966)
Intangible asset – net	63,125	66,606	61,882	65,938
Amortisation expenses included in the income statements for the year	12,597	11,498	12,002	11,138

The current year's amortisation of Baht 10.6 million (2007: Baht 10.4 million) has been charged to manufacturing cost, with the remaining Baht 1.4 million (2007: Baht 1.9 million) charged to selling and administrative expenses.

As at 31 December 2008, the remaining useful life of the intangible assets is 1-10 years.

15. SHORT-TERM LOANS FROM BANKS

(Unit: Baht)

	Interest rate (per cent per annum)	Consolidated financial statements		Separate financial statements	
		2008	2007	2008	2007
Short-term loans from banks	MMR	550,000,000	395,000,000	550,000,000	395,000,000
Bank overdrafts	MOR	11,782,666	-	11,782,666	-
Total		561,782,666	395,000,000	561,782,666	395,000,000

16. LONG-TERM LOANS

(Unit: Baht)

	2008	2007
Long-term loans	250,000,000	250,000,000
Less: Current portion	(100,000,000)	(100,000,000)
Long-term loans – net of current portion	150,000,000	150,000,000

The balance represents the Company's long-term Baht loans from two local banks as follows:

1. The loan from the first bank, amounting to Baht 400 million, is repayable in eight semi-annual installments commencing August 2006. The loan carries the interest rate at the fixed rate for the first two years and thereafter at a rate referenced to the Minimum Loan Rate. As at 31 December 2008, the loan balance was Baht 150 million (2007: Baht 250 million).
2. The loan from another bank that the Company obtained during the current year amounts to Baht 100 million. It is repayable in four semi-annual installments, commencing February 2010 and carries interest at a fixed rate as stipulated in the loan agreement.

17. STATUTORY RESERVE

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside to a statutory reserve at least 5 per cent of its net income after deducting accumulated deficit brought forward (if any), until the reserve reaches 10 per cent of the registered capital. The statutory reserve is not available for dividend distribution.

18. SALES AND SERVICE INCOME

These include sales and advertising revenues of approximately Baht 93.4 million (2007: Baht 78.9 million) arising from exchanges of dissimilar goods or services with other companies.

19. EXPENSES BY NATURE

Significant expenses by nature are as follows:

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2008	2007	2008	2007
Salary, wages and other employee benefits	644,309,092	631,734,609	588,368,254	601,216,976
Depreciation and amortisation	128,765,240	111,376,441	126,547,557	110,016,959
News service expenses	50,049,298	38,223,905	50,049,298	38,223,905
Travelling expenses	50,509,634	44,943,834	45,189,808	41,869,315
Advertising expenses	177,913,938	161,311,746	155,961,625	154,963,841
Raw materials and consumables used	488,122,126	505,945,331	413,885,199	464,530,258
Changes in inventories of finished goods and work in progress – increase (decrease)	4,374,066	(2,185,099)	2,201,473	(2,654,734)

20. DEFERRED TAX ASSETS/INCOME TAX

The income tax expenses for the years 2008 and 2007 consist of the following.

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2008	2007	2008	2007
Current income tax	21,949,504	13,032,148	9,501,995	5,962,907
Decrease (increase) in deferred tax assets	(4,151,567)	2,752,566	(4,151,567)	2,752,566
Income tax as included in income statements	17,797,937	15,784,714	5,350,428	8,715,473

Reconciliation between tax expense and the product of accounting profit multiplied by the applicable tax rate for the year ended 31 December 2008 and 2007 is as follows:

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2008	2007	2008	2007
Accounting profit	31,039,782	52,792,574	38,132,571	40,985,961
Applicable tax rate - 25% (2007: 30%)	7,759,945	15,837,772	9,533,143	12,295,788
Tax effect of net non-deductible income (expenses)	10,037,992	(53,058)	(4,182,715)	(3,580,315)
Income tax as included in income statements	17,797,937	15,784,714	5,350,428	8,715,473

As at 31 December 2008 and 2007 the components of deferred tax assets were summarised as follows:

(Unit: Baht)

	2008	2007
Deferred tax assets		
Allowance for loss from loan to and investment in associate	3,100,000	–
Allowance for doubtful accounts	2,250,000	2,999,957
Allowance for sales returns	1,646,823	1,063,857
Allowance for stock obsolescence	1,187,560	1,471,891
Accrued expenses	1,832,076	987,402
Others	954,464	296,250
Total deferred tax assets	10,970,923	6,819,357

21. BASIC EARNINGS PER SHARE

Basic earnings per share is calculated by dividing the net income for the year by the weighted average number of ordinary shares in issue during the year.

22. DIVIDENDS

Dividends	Approved by	Total dividends (Baht)	Dividend per share (Baht per share)
Final dividends for 2006	Annual General Meeting of the shareholders on 20 April 2007	50,000,000	0.10
Total for 2007		50,000,000	
Final dividends for 2007	Annual General Meeting of the shareholders on 11 April 2008	30,000,000	0.06
Total for 2008		30,000,000	

23. FINANCIAL INFORMATION BY SEGMENT

The Company and its subsidiaries' business operations involve a single industry segment, the publishing and distribution of newspapers, magazines and books. These operations are mainly carried on only in Thailand. As a result, all the revenues, operating profits and assets as reflected in these financial statements pertain to the aforementioned industry segment and geographic area.

24. PROVIDENT FUND

The Company and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. Both employees and the Company contributed to the fund monthly at the rates of 7 per cent to 8 per cent of basis salary. The fund, which is managed by The Bangkok Bank Public Company Limited, will be paid to employees upon termination in accordance with the fund rules. During 2008, the Company contributed Baht 25.1 million (2007: Baht 25.0 million) to the fund.

25. COMMITMENTS AND CONTINGENT LIABILITIES

25.1 Capital commitments

As at 31 December 2008, the Company had capital commitments relating to the purchase of equipment of approximately Baht 12.4 million, (2007: Baht 5.3 million).

25.2 Purchase newsprint commitments

As at 31 December 2008, the Company has outstanding commitments totaling USD 0.2 million or equivalent to Baht 6.0 million in respect of the purchase of newsprint (2007: USD 0.4 million or equivalent to Baht 15.5 million).

25.3 Service commitment

As at 31 December 2008, the Company has no commitment relating to service agreement which is payable in the future (2007: Baht 4.7 million repayable in 2008).

25.4 Long-term service commitments

- a) A subsidiary entered into a trademark agreement under which a foreign company granted its permission to use a trademark, effective from 1 March 2007. The subsidiary is obliged to pay the counterparty service fees, which are calculated in accordance with the conditions and at rates stipulated in the agreement.
- b) Another subsidiary entered into a trademark agreement under which a foreign company granted its permission to use a trademark, effective from 1 January 2008. The agreement period is 7 years and can be renewed for another 7 years, under the stipulated conditions. The subsidiary is obliged to pay the counterparty service fees, which are calculated in accordance with the conditions and at rates stipulated in the agreement.

25.5 Guarantees

As at 31 December 2008, there were outstanding bank guarantees of approximately Baht 4.7 million (2007: Baht 4.5 million) issued in the normal course of business of the Company. These represent letters of guarantee amounting to Baht 3.4 million to guarantee electricity use and Baht 1.3 million to guarantee others (2007: Baht 3.2 million to guarantee electricity use and Baht 1.3 million to guarantee others).

25.6 Litigation

The Company has been named a defendant in 2 libel suits and 2 labour suits arising in the ordinary course of its business. Although the final outcome of the suits cannot be determined at this stage, it is the management's opinion that the resolution of these matters will not have any material adverse effect on the Company's financial statements as a whole.

26. FINANCIAL INSTRUMENTS

26.1 Financial risk management

The Company and its subsidiaries' financial instruments, as defined under Thai Accounting Standard No. 48 "Financial Instruments: Disclosure and Presentations", principally comprise cash and cash equivalents, trade accounts receivable, loan to related party, investments, trade accounts payable, other current assets, short-term loans, other current liabilities and long-term loan. The financial risks associated with these financial instruments and how they are managed is described below.

Credit risk

The Company and its subsidiaries are exposed to credit risk primarily with respect to trade accounts receivable and loan to related parties. The Company and its subsidiaries manage the risk by adopting appropriate credit control policies and procedures and therefore do not expect to incur material financial losses, except for the amount provided by an allowance for doubtful debts. In addition, the Company and its subsidiaries do not have high concentration of credit risk since they have a large customer base. The maximum exposure to credit risk is limited to the carrying amounts of receivables and loans to related parties as stated in the balance sheets.

Interest rate risk

The Company and its subsidiaries' exposure to interest rate risk relates primarily to their cash at banks, loans to related companies, short-term loans from banks and long-term borrowings. However, since most of the Company and its subsidiaries' financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate, the interest rate risk is expected to be minimal.

Significant financial assets and liabilities as at 31 December 2008 classified by type of interest rates are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

	Fixed interest rates less than 5 years	Floating interest rate	Non-interest bearing	Total	Interest rate
	(Million Baht)				(% p.a.)
Financial Assets					
Cash and cash equivalents	-	56.5	14.9	71.4	0.75%
Trade accounts receivable	-	-	352.1	352.1	-
Other current assets	-	-	46.2	46.2	-
Loan to related company	-	2.4	-	2.4	Reference to MOR
Investment	-	-	10.0	10.0	-
	-	58.9	423.2	482.1	
Financial liabilities					
Short-term loans from banks	-	561.8	-	561.8	MOR and MMR
Trade accounts payable	-	-	81.4	81.4	-
Other current liabilities	-	-	225.6	225.6	-
Long-term loans	100.0	150.0	-	250.0	Fixed rate and MLR-fixed rate
	100.0	711.8	307.0	1,118.8	

Foreign currency risk

The Company and its subsidiaries' exposure to foreign currency risk arises mainly from purchase of goods, services and equipment that are denominated in foreign currencies. The Company and its subsidiaries seek to reduce this risk by entering into forward exchange contracts when it considers appropriate.

No forward contracts outstanding as at 31 December 2008 and 2007.

26.2 Fair values of financial instruments

Since the majority of the Company and its subsidiaries' financial instruments are short-term in nature or bear floating interest rates, their fair value is not expected to be materially different from the amounts presented in the balance sheets.

A fair value is the amount for which an asset can be exchanged or a liability settled between knowledgeable, willing parties in an arm's length transaction. The fair value is determined by reference to the market price of the financial instrument or by using an appropriate valuation technique, depending on the nature of the instrument.

27. CAPITAL MANAGEMENT

The primary objectives of the Company and its subsidiaries' capital management are to ensure that they have appropriate financial structure and preserve the ability to continue their business as a going concern.

According to the balance sheet as at 31 December 2008, the Company and its subsidiaries have debt to equity ratio in the consolidated financial statements of 1.25:1 (the separate financial statements: debt to equity ratio is 1.25:1).

28. APPROVAL OF FINANCIAL STATEMENTS

These financial statements were authorised for issue by the Company's authorised directors on 17 February 2009.

CORPORATE INFORMATION

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CORPORATE DATA

The Post Publishing Public Company Limited publishes and distributes the *Bangkok Post*, an English-language daily newspaper, *Post Today*, a Thai-language business daily newspaper, *Student Weekly*, a weekly English-language newspaper and three English-language lifestyle magazines namely *The Magazine*, *Guru*, and *BRUNCH* inserted in the Bangkok Post. The Company's news and information businesses in the last few years have already expanded to include electronic and digital media and a job matching engine on line, www.jobjob.co.th. The Company also engages in commercial printing and book publishing. It has continually expanded the multimedia coverage with a TV programme production and an investment in a company managing Business Radio FM 98.0, an FM radio station in Bangkok and vicinity.

- The ordinary shares of the company are traded in The Stock Exchange of Thailand (SET) under the symbol "POST".
- Share capital registered: 505,000,000 ordinary shares at Baht 1 each
- Share capital issued and fully paid: 500,000,000 ordinary shares at Baht 1 each

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