



On the occasion of the New Year, I would like to extend my best wishes and invoke the blessings of the Triple Gem and all sacred beings to protect all shareholders and their families, wishing you good health, happiness, and prosperity throughout 2026.

Message from the Chairman

The overall economic conditions in 2025 experienced slower growth compared to the previous year, which adversely affected general business expansion and intensified market competition. In addition, the Thai–Cambodian border conflict had an impact on the Company’s operations in Cambodia, resulting in the decision to discontinue business operations in Cambodia toward the end of 2025.

Structural changes in the domestic business environment continued to reflect an increasing shift toward online distribution channels. The Company’s management closely monitored and continuously analyzed market developments in order to enhance operational efficiency and has begun investing in new business ventures deemed beneficial to the Company’s future development. Progress on such business developments will be reported to shareholders in due course.

Throughout the year, the management team held regular meetings to consider measures to improve workforce efficiency and to adjust the organizational structure to better accommodate changing market conditions. The effectiveness of these structural adjustments was closely monitored, enabling the Company to reduce its overall break-even point while maintaining consistent profitability.

Despite the challenging environment, the Company continued to achieve stable and sustainable growth. This is reflected in the Company’s accumulated retained

earnings, which increased to Baht 14,060 million in 2025, representing an approximate 6 percent increase from the previous year. I would like to express my sincere appreciation to the Board of Directors, the management team, and employees at all levels for their dedication and collective efforts in driving the Company’s continued stability and growth.

In addition to business operations, the Company remains committed to its ongoing social responsibility initiatives. During the past year, the Company provided assistance to those affected by flooding in Hat Yai District and other provinces in southern Thailand, as well as to individuals impacted by the Thai–Cambodian border conflict, through the donation of clothing, underwear, and essential supplies to help alleviate their hardship.

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(Mr. Boonkiet Chokwatana)

Chairman of the Board