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February 20, 2026

Subject: Management Discussion and Analysis: MD&A The Operating Results of the 4th Quarter and Year 2025

Attention: Director and Manager of the Stock Exchange of Thailand

Operating Results

In 2025, the Company recorded total revenue from sales and services of Baht 8,337 million, representing a decrease of 5% compared to the previous year. The decline was primarily attributable to continued fragility in consumer purchasing power and intensified price competition across the market. Despite the reduction in revenue, the Company reported gross profit of Baht 2,546 million, increasing by 7% compared to the previous year. The improvement in gross profit reflects the effectiveness of the Company's cost management initiatives, including enhanced control over cost of sales and services, portfolio optimization with greater emphasis on higher-margin products, discontinuation of underperforming and low-return brands, and stricter management of trade discounts. EBITDA for the year amounted to Baht 1,071 million, decreasing by 18% from the prior year. Profit attributable to owners of the parent totaled Baht 796 million, also declining by 19% from the previous year. The decrease in profitability was mainly attributable to higher distribution and administrative expenses. Such increases were driven by sales promotion activities, investments in technology systems, higher logistics and transportation costs, improvements in inventory management, and expanded spending on online marketing and promotional campaigns. These investments were undertaken to maintain and strengthen the Company's customer base amid intense competition, particularly in the e-commerce and mass (FMCG) segments. Management considers such expenditures to be strategic and necessary to enhance the Company's long-term competitiveness and operational capabilities.

For the fourth quarter of 2025, revenue from sales and services totaled Baht 2,266 million, representing a decrease of 9% compared to the same period of the previous year. However, revenue increased by 14% compared to the third quarter of 2025, reflecting seasonal factors and year-end sales activities. EBITDA for the fourth quarter amounted to Baht 16 million, declining by 86% compared to the same period of the previous year and by 84% compared to the preceding quarter, primarily due to intensified promotional campaigns and marketing expenditures during the peak sales season. Profit attributable to owners of the parent for the fourth quarter totaled Baht 13 million, equivalent to 16% of the profit recorded in the same period last year. Nevertheless, profit increased by 526% compared to the third quarter of 2025, reflecting improved sales momentum and a partial recovery in operating performance toward the year-end.

Operating Result of 2025 and Q4/2025

In 2025, the Company reported revenue from sales and services of Baht 8,337 million, representing a decrease of 5% from the previous year. The decline was primarily attributable to intensified price competition across the market.

Nevertheless, the Company continued to benefit from its strong recurring customer base, supported by well-established and reputable brands with long-standing market presence. Revenue by product category comprised Cosmetics toiletries & perfumeries of Baht 704 million; women's apparel of Baht 2,165 million; men's apparel of Baht 2,937 million; Household products of Baht 1,206 million; and others of Baht 1,325 million.

For the fourth quarter of 2025, revenue from sales and services totaled Baht 2,266 million, representing a decrease of 9% from the same period of the previous year, but an increase of 14% compared to the third quarter of 2025, in line with seasonal factors and the year-end high season. Revenue by product category consisted of Cosmetics toiletries & perfumeries of Baht 186 million; women's apparel of Baht 583 million; men's apparel of Baht 859 million; Household products of Baht 333 million; and others of Baht 305 million.

Distribution Costs and Administrative Expenses

In 2025, the Company recorded distribution costs and administrative expenses totaling Baht 3,258 million, representing an increase of 6% from the previous year. The increase was mainly attributable to sales promotion activities, as well as continued investments in marketing initiatives and technology systems to strengthen the Company's competitiveness and support long-term growth.

For the fourth quarter of 2025, distribution costs and administrative expenses amounted to Baht 796 million, decreasing by 7% from the same period of the previous year and by 3% compared to the third quarter of 2025, reflecting cost control measures implemented during the period.

EBITDA Margin and Profit Margin attributable to the owners of parent

In 2025, the Company reported EBITDA of Baht 1,071 million, representing a decrease of 18% from the previous year. The EBITDA margin stood at 11%, 11%, remaining at a level comparable to that of the corresponding period of the prior year. Profit attributable to owners of the parent totaled Baht 796 million, representing a decrease of 19% from the same period of the previous year., primarily due to higher operating expenses incurred to support competitive positioning and business sustainability.

For the fourth quarter of 2025, EBITDA amounted to Baht 16 million, declining by 86% from the same period of the previous year and by 84% compared to the third quarter of 2025. As a result, the EBITDA margin was 1%, decreasing from 4% in the fourth quarter of 2024 and from 5% in the third quarter of 2025.

Profit attributable to owners of the parent for the fourth quarter of 2025 totaled Baht 13 million, representing an increase of 526% compared to the third quarter of 2025 and equivalent to 16% of the profit recorded in the same period of the previous year.

Table 1 – Operating Results*

Operating Result	unit	Q4		Q3	change		January-December		change
		2025	2024	2025	% YoY	% QoQ	2025	2024	% YoY
Revenue from sales and rendering of services	MB	2,266	2,493	1,990	-9%	14%	8,337	8,735	-5%
Total income	MB	2,392	2,668	2,168	-10%	10%	9,824	10,449	-6%
Costs of sales and rendering of services	MB	1,649	1,775	1,325	-7%	24%	5,792	6,351	-9%
Gross profit	MB	617	718	665	-14%	-7%	2,546	2,384	7%
Distribution costs and Administrative expenses	MB	796	860	821	-7%	-3%	3,258	3,068	6%
EBITDA ⁽¹⁾	MB	16	117	104	-86%	-84%	1,071	1,306	-18%
Net (Loss) Profit	MB	4	(2)	(7)	284%	-155%	797	995	-20%
Profit (Loss) attributable to owners of parent	MB	13	(3)	(16)	526%	-180%	796	983	-19%

Remark

(1) EBITDA is calculated as profit before finance costs, income tax, depreciation, and amortization. It excludes Distribution and Share of (profit) loss of investments in associates accounted for using equity method.

Table 2 – Key Financial Ratios

Key Financial Ratio	unit	Q4		Q3	January -	
		2025	2024	2025	2025	2024
EBITDA Margin	%	1%	4%	5%	11%	13%
Net Profit Margin ⁽¹⁾	%	0%	0%	0%	8%	10%
Profit Margin which attributable to owners of parent ⁽²⁾	%	1%	0%	-1%	10%	11%
Return on Equity ⁽³⁾	%	0%	0%	3%	3%	3%
Return on Total Assets ⁽⁴⁾	%	0%	0%	2%	2%	3%

Remark

(1) Net Profit Margin is calculated by dividing profit (or loss) for the period/year by total revenue.

(2) Profit Margin which attributable to owners of parent is calculated by dividing the profit

(3) Return on Equity (ROE) is calculated by dividing the profit for the period/year by the shareholders' equity.

(4) Return on Total Assets (ROA) is calculated by dividing net profit attributable to owners of the parent by total assets.

Total Assets

As of 31 December 2025, the Company had total assets of Baht 34,815 million, including cash and cash equivalents of Baht 2,642 million.

Total Liabilities and Shareholders' Equity

The Company maintained a strong financial position. As of 31 December 2025, total liabilities amounted to Baht 5,063 million, while total shareholders' equity stood at Baht 29,751 million. Capital expenditures and investments during 2025 totaled Baht 1,052 million. The Company has plans to utilize funds to support business expansion, as well as to continue implementing efficiency enhancement initiatives.

Table 3 – Financial position

Financial Status	unit	Q4		Q3	change	
		2025	2024	2025	% YoY	% QoQ
Total Assets	MB	34,815	35,522	34,957	-2%	0%
Total liabilities	MB	5,063	5,794	5,043	-13%	0%
Net Debt	MB	2,421	3,600	2,544	-33%	-5%
Total equity	MB	29,751	29,729	29,914	0%	-1%
Net Debt to Equity ⁽¹⁾	times	0.08	0.12	0.09		
Net Debt to EBITDA ⁽²⁾	times	2.26	2.76	2.17		

Remark

(1) Net Debt-to-Equity Ratio is calculated by dividing net debt by total shareholders' equity.

(2) Net Debt-to-EBITDA Ratio is calculated by dividing net debt by EBITDA over the past 12 months.

Sustainable Development

In the fourth quarter of 2025, the Company continued to implement its sustainability strategy by integrating environmental, social, and governance (ESG) considerations into its business operations. These efforts aim to support stable and sustainable long-term growth and reflect the commitment of the management team, as well as the active participation of employees at all levels.

Environmental Aspect the Company places importance on systematic environmental management to mitigate operational impacts and enhance resource efficiency. During the quarter, the Company monitored and reviewed its greenhouse gas management performance based on the established base-year data, to support environmental planning in subsequent periods. In addition, the Company continued to promote waste and waste management practices by encouraging employee participation in proper waste segregation and facilitating the reuse and recycling of materials through relevant organizations, contributing to a reduction in operational waste.

Social Aspect In the fourth quarter of 2025, the Company continued to undertake social responsibility initiatives with a focus on supporting public health and education. The Company provided support to King Chulalongkorn Memorial Hospital, Bangkok, for building renovation and maintenance, contributing to the enhancement of medical services for the public. The Company also supported charitable activities organized by the Major Care Foundation to promote educational opportunities for children and youth. In addition, the Company donated supplies to Chalermprakiat 48th Anniversary School under the Royal Patronage, Lamphun Province, to support student learning and development. These activities reflect the Company's ongoing contribution to social development alongside responsible business operations.

Governance Aspect the Company emphasizes good corporate governance, transparency, and ethical business conduct. During the quarter, the Company monitored and reviewed the progress of its sustainability strategic plan, including the appropriateness of its governance framework and implementation guidelines, to ensure alignment with business direction and relevant standards. The Company also continued to promote compliance with business ethics and anti-corruption policies among employees at all levels, supporting stakeholder confidence and the Company's sustainable growth.

The Management believes that the Company will continue to achieve stable growth despite challenging economic conditions and intense competition. The Company benefits from strong competitive advantages, including an extensive distribution network, well-established brands, and a solid financial position. Accordingly, the Company represents an attractive investment for shareholders seeking long-term dividend income, while offering continued growth opportunities driven by its full digital transformation and ongoing business adaptation initiatives.

Thank you for your attention and please kindly disseminate this information to all shareholders and investors accordingly.

Yours Sincerely,



(Mr. Thamarat Chokwatana)

President and Executive Chairman