



TACC-002/2026

February 27, 2026

Subject: Management Discussion and Analysis for the year ended December 31, 2025

To: President  
The Stock Exchange of Thailand

T.A.C. Consumer Public Company Limited (“the Company”) and its subsidiary (“the Group”) would like to clarify the operating results for the year ended December 31, 2025 as follows:

### **Business Overview**

In 2025, the Group reported consolidated revenue of THB 2,399.27 million and consolidated net profit of THB 298.86 million, which increase from previous year 22.80% and 22.70% respectively. The growth was primarily driven by higher sales of products in 7-Eleven stores, supported by expanding domestic consumption, the continued popularity of Thai tea and green tea beverages among consumers, and the launch of new products developed in collaboration with 7-Eleven and the Group’s key customers.

Despite this, the consolidated cost of sales increased due to the continuous rise in coffee bean prices since the prior year. Nevertheless, the Group effectively managed its operating expenses, and the subsidiary’s expenses declined significantly following its business discontinuation. As a result, the proportions of cost and expenses remained comparable to those of the previous year.

### **Sales and service income**

The Group reported total revenue of THB 2,399.27 million, an increase of THB 445.43 million, or 22.80%, from the previous year. The growth was mainly driven by: (a) higher sales of products in 7-Eleven stores, supported by continuous promotional activities throughout the year; (b) the sustained popularity of Thai tea and green tea beverages among consumers; and (c) increased sales from domestic customers due to the expansion of key customers’ retail networks and the launch of new products jointly developed with them.

### **Costs of Sales and services**

The Group’s total cost of sales and services amounted to THB 1,628.40 million, rising by THB 323.70 million, or 24.81%, from the previous year. The increase aligned with the Group’s sales growth, while the cost of key raw materials, particularly coffee, continued to rise from last year.

### **Gross profit**

The Group recorded a total gross profit of THB 770.87 million, representing a gross profit margin of 32.13%, a decrease of 1.09% from the previous year’s margin of 33.22%. This decline was attributable to higher cost of sales.

### **Selling and distribution expenses**

The Group’s total selling and distribution expenses amounted to THB 179.55 million, an increase of THB 10.01 million or 5.95% from the previous year. The increase was mainly due to higher sales support expenses in line with rising sales. The ratio of selling and distribution expenses to total revenue was 7.48%, representing a decrease of 1.19% from the previous year, primarily because the subsidiary no longer incurred expenses following the cessation of its operations.



### **Administrative Expenses**

The Group's total administrative expenses were THB 219.46 million, an increase of THB 42.78 million, or 24.21%, compared to the previous year. Administrative expenses accounted for 9.15% of total revenue, an increase of 0.15% from the previous year.

For the Company alone, administrative expenses rose by THB 23.11 million, or 11.36%, driven mainly by: higher depreciation and annual service fees related to the SAP software; increased employee-related expenses; and a provision for impairment of the Bloss Natura trademark amounting to THB 18.4 million.

### **Net Profit**

The Group reported a total net profit of THB 298.86 million, an increase of THB 55.28 million, or 22.70%, compared to the previous year. The net profit margin stood at 12.46%, a slight decrease of 0.01% from the prior year. This performance was attributable to the increase in total revenue during the year, the Company's effective management of costs and operating expenses, as well as the significant reduction in expenses of the subsidiary following the discontinuation of its operations.

### **Business Plan 2026**

The Group expects continuing growth of revenue for 2026 by strengthening its core business and enhancing the experience of the new generation of customers, including emphasizing efficient and sustainable cost management for both direct and indirect expenses.

### **Sustainability Management**

The Company driving the business towards sustainable growth as Business Purpose that "We commit to build compounding well-being quality value for sustainability across all". The Company has currently established a Sustainability Committee and a Sustainability Working Group, which are responsible for defining the corporate sustainability framework and strategy, encompassing Environmental, Social, and Governance dimensions. The Company has carried out sustainability activities as follows;

#### **Sustainability Management in the Environmental Dimension**

The Company has used innovative packaging "Forest Stewardship Council" By FSC Packaging, which is an environmentally friendly packaging made from used paper waste through the storage process and recycled starting from used the packaging including Cold Beverages Dispenser such as Iced Coffee and Milk Tea, and Non-Coffee Menu at All Café corner such as Green Tea, Milk Tea, Lemon Tea, and Taiwan Milk Tea. To show that the Company considers the importance of environmental protection to all the stakeholders. Moreover, The Company realizes the importance to Greenhouse gas management covering the value chain which has been certificate Standard TGO Guidance of the Carbon Footprint for Organization as continuously.

#### **Sustainability Management in the Social Dimension**

The Company operates its business by adhering to and emphasizing on duties and responsibilities to society and stakeholders, including, Shareholders, Customers, Business Partners, Employees, Communities and Surrounding Society. This is to create business sustainability, to be able to manage the business to stably grow and to be accepted in the society, as well as to plant these ideas among employees at all levels. There are guidelines for implementation such as:



- The Company values and respects human rights as it equitably, equally, and fairly treats employees regardless of differences in race, religion, gender, or physical condition.
- The Company's factory has been certified with the Food Safety System Certification (FSSC 22000), which is a standard for food safety management systems in the food and beverage manufacturing industry. This certification ensures that the production processes meet high-quality, health, and safety standards for consumers. Which is an international standard.
- The Company has organized community engagement activities to support and maintain areas surrounding its factory and head office. These initiatives aim to promote quality of life and overall well-being within the community, including the provision of drinking water dispensers, water filtration equipment, and educational scholarships, among others.

### **Sustainability Management in the Governance Dimension**

The Company has been assessed in the Corporate Governance Report of Thai Listed Companies for the year 2025 at the level of 5 stars or an Excellent CG Scoring, reflecting the continuous good corporate governance, and transparent information disclosure. Additionally, consider the impact on environment, society, and all stakeholders including the importance to operate sustainable business.

The Company realized the importance of doing business under governance by adhering to business activities with honesty, integrity, transparency, fairness, responsibility, and be cautious under the laws, regulations, rules, and relevant standards of Thailand. To show the spirit and determination against corruption on 20 June 2025, the Company, therefore, signed a declaration of intent joining “Thai Private Sector Coalition Against Corruption” and strictly adhere to the policy guidelines.

Sincerely yours,

*Chatchawe Vatanasuk*

Mr. Chatchawe Vatanasuk

Chief Executive Officer

T.A.C. Consumer Public Company Limited