

## Report of the Executive Committee

**Dear Shareholders,**

In the past year 2023, although the overall performance of the group of companies incurred losses, considering the performance derived from the core business operations of the company, such as being a service provider, operating data centers and customer relationship centers (contact center), it is considered slightly improved compared to the previous year. However, due to increased competition from both large and small operators entering this business, the company's profit margin has remained relatively low. Consequently, the company has endeavored to adjust its business strategy with the key objective of venturing into new businesses and seeking opportunities to invest in other potential new s-curve businesses to diversify growth and ensure business sustainability. This includes restructuring the business by transferring the company's core businesses to its subsidiaries, investing in new businesses and establishing subsidiaries to support the company's new businesses. Additionally, to facilitate independent and efficient management, the company incurred higher sales and administrative expenses in the year 2023. Furthermore, the company also experienced losses from anticipated credit losses and losses from investments in securities.

However, as the company operates as a service provider, data center and contact center in the form of outsourced services, there continues to be a steady demand for these services from both the private and public sectors. This is because outsourcing helps reduce costs in self-investment and provides convenience and speed in expanding services to meet the changing consumer behavior, while requiring less effort in direct contact between parties. There is also a shift towards using more non-voice services. Additionally, the company provides equipment rental for contact centers and software rental services, including both off-the-shelf software and system software tailored to the organization's business. The company places continuous emphasis on technological development and rotates employees to various projects to enhance service skills and reduce costs in hiring new employees. This involves training employees to have multitasking skills. Moreover, the company prioritizes risk management and prudent investment management, including internal cost controls and improving operational processes for greater efficiency.

In addition, the company not only focuses solely on business objectives but also emphasizes social responsibility. This has led the company to be selected for the sustainable stock list for the fourth consecutive year, reflecting its commitment to operating its business with consideration for the environment, social responsibility and adherence to corporate governance principles. This demonstrates the company's Commitment to sustainable business practices.

- *Mr.Chirayu Chueyam* -  
(Mr.Chirayu Chueyam)  
Chairman of Executive Committee