



## MESSAGE FROM THE GROUP CHIEF EXECUTIVE OFFICER

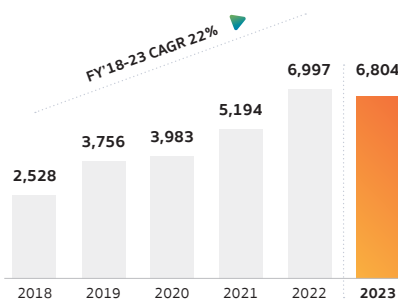


Dear Shareholders and all Stakeholders,



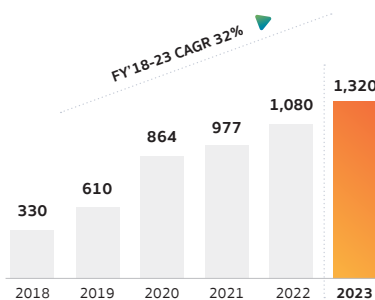
### SALES

Unit: THB Million



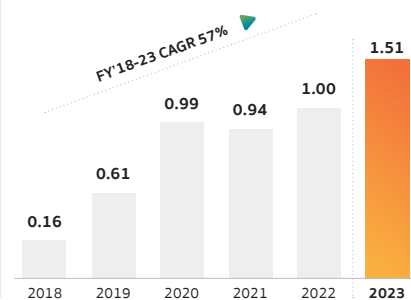
### CORE EBITDA

Unit: THB Million



### CORE EPS

Unit: THB



TPAC finished off 2023 with core EBITDA at THB 1,320 million, representing an increase of 22% compared to the previous year, while the core EPS showing an increase of 50% from THB 1.00 in 2022 to THB 1.51 in 2023. This marks an end of another great year with solid

performance and earnings growth as compared to the previous year. We spent the past year executing well and I thank my management team for their disciplined performance.

In our home of Thailand, we turned around Bang Na, made it profitable with a high teens EBITDA profile, and now operating with a young team that is eager for the challenge to make it a star within TPAC. There are ample learnings for us to absorb from our first ever acquisition, which has involved turning around a business with a long history of underperformance.

In India, we continue to grow, with our core EBITDA increasing steadily by 11% compared to the previous year. We also incorporated a new venture with 'TPAC Customs'. Today, as I write this, we have now commercialised production at TPAC Customs. Our first project has involved ophthalmic droppers developed for blue chip pharmaceutical customer. This is a first for TPAC, where we have developed a class 10,000 medical clean room infrastructure, readying us for our foray deeper into the exciting world of medical packaging. This is a new segment for us but well suited for our R&D foundation and systems given our 40-year history in serving the food and pharmaceutical segments.

India is doing well as a country. I am pleased we moved aggressively into India back in 2018. It was difficult for us to execute our first ever cross border acquisition back then. My A-team was not established, but we had to make this bold difficult move and we are glad we did. I said then in 2018, this move changes the equation for us in multiple ways, and as I look back, that certainly was a transformative turning point for our company. And it continues to be transformative every year. In 2018 our core EPS was THB 0.16 and today stands at THB 1.51. We got into India at a good time and have today established ourselves with a pan India presence and able management. India's best days are ahead and we are excited on what TPAC India will deliver in next few years. We will continue to evaluate exciting value enhancing strategies like potential listing of our India business, at the opportune time. TPACs India franchise is well positioned to deliver, as India soars this next decade.

The middle east, specifically the United Arab Emirates, is another geography that is progressing so well. What Dubai has achieved is inspirational and provides lessons in leadership for the entire world. The United Arab Emirates has performed well, coming out even stronger post Covid to a new level. We are lucky to have a presence on the ground there with a team that exemplifies customer obsession. That has resulted in 1 plant now becoming 2 doubling of our operations in Dubai, ever since our entry in 2019. As I pen this letter, plans for plant 3 are being finalised.

Malaysia, we entered in 2021 during the height of the covid pandemic. This decision was made complex with Malaysia borders shut and a bad pandemic year for the world. Nevertheless, we had our convictions and we moved forward. With this acquisition we brought into TPAC, Southeast Asia's leading In-mould labelling food packaging company. We are a market leader within the ASEAN region in this technology and are confident to continue our solid growth trajectory for this business. Note that since our acquisition in 2021, the core EBITDA for this business grown by more than 50% as of 2023.

Shortly after our Malaysian expansion in 2021, we made another acquisition in 2022 of Skypet Polymers. With this acquisition fully integrated, TPACs successful M&A journey continues with 5 acquisitions in the last 6 years executed and all performing well.

Our acquisitions are all growing at a faster pace under TPACs umbrella than they were prior. This has created a healthy double digit return on the capital employed for TPAC. Our strong organic growth built on these acquisitions is what has given us the title of Asia's fastest growing packaging company.

Looking ahead we have the conviction we will retain the title. TPAC is positioned where we want to be in terms of 1) segment focus 2) geographic focus and 3) packaging format.

By packaging format, I am referring to TPACs focus on a) primary packaging and b) rigid polymers. Primary packaging being packaging that is in direct contact with the product. TPAC works with rigid polymers, primarily monolayer, all with established mechanical recyclability (PET, PP, and PE).

PET as a raw material continues to make tremendous progress around its recycling ecosystem and is far ahead in terms of collection and recycling infrastructure allowing for recycled PET (rPET) usage in packaging to significantly increase in these past few years. Furthermore, availability and use of rPET for food grade applications, at competitive prices are now being made possible in more places around the world with every passing year. Thailand and India are 2 such examples where the regulators have recently given the green light for food grade rPET. Our business in Malaysia does not use PET, but instead uses PP. Here again the technology what we have, namely thin walled In-mould

labelling, is fantastic when it comes to its sustainability credentials. The injection process creates thin-walled packaging which as the name suggests, uses very little polymer. With fast cycle times, the energy used in the process is also minimized. This translates into low carbon footprint per unit packaging which is also 100% recyclable. The magic in this technology is a premium label that forms into the container and being the same material as the container itself. With this technology the label does not get separated from the packaging which would have polluted the environment, as no separation of the label is necessary at the recycling stream.

In our space there is ample creativity possible to further reduce the carbon footprint of our packaging and improve the overall sustainability characteristics. Rigid packaging, unlike a wrapper for example, is sturdy enough such that it is unlikely to disappear into the environment. With a reasonable level of collection infrastructure established within the geographies, in due course all rigids can and should be collected. Thankfully collection and recycling infrastructure is progressing nicely in many areas of our world, but yes, we need to accelerate this even more. With technology, the performance of rigids also continues to improve and today we are able to make the packaging a lot lighter (using less polymer) whilst still maintaining the same or even better functional properties. The work TPACs R&D teams have done here over the past few years continue to be appreciated by our customers and reflects in our long-standing relationships with them.

Therefore, I truly believe that the space we are in (rigid monolayer polymer packaging with a focus on polymers with proven mechanical recyclability), will continue to take share from other packaging formats and materials and grow healthily in the years ahead. And we look forward to the days when the polymers we work with are bio waste based. I think and hope we will see this bio revolution in plastics in the next decades.

Geographically, our focus is on geographies which we believe, will be the world's stand out economic regions this next decade. These 3 separate geographic clusters for us are ASEAN, India and the Middle East.

Cluster 1) ASEAN: Thailand our home base. Malaysia got added in 2021 with our Combi-pack acquisition and Philippines is a recent greenfield entry.

Cluster 2) India: We only had presence in North and West with 5 plants in 2018. Today presence extends to South of India also with 5 plants increasing to 9 plants in these 3 regions.

Cluster 3) Middle East: We started with 1 plant in 2019 with Sun Packaging acquisition, which are 2 plants today. As we speak, building plans are now being finalized for plant 3.

Our aspiration is to create a strong customer centric, and innovation led franchises in all of these markets, giving customers the sustainable design led solutions they need with speed, reliability, and cost efficiency.

At the core of TPAC, the common thread that links us all together is our Research and Development function. Here lies decades of experience in providing solutions to the food and pharmaceutical markets. In 2023 we did over 100 new product developments. We worked with a diverse range of polymer grades using a diverse range of molding technologies. We today have every rigid moulding technology in house, 5 diverse technologies to be precise, not to forget our paper packaging technology that we also recently introduced to cater to our food segment. Deep understanding and partnering with food and pharmaceutical customers are at our core. These are segments that demand the best-in-class quality systems. Innovation needs within these segments are immense and this suits us well.

So, in summary TPAC is today positioned to win In terms of geography, technology, packaging format, materials, segments served, we believe TPAC has all the right ingredients to thrive and succeed with a winning proposition.

On the financial front, we converted 83% of our core EBITDA into operating cash flow last year. As your CEO, I will be responsible custodian of the cash we are generating, and we will deploy this into transforming our company.

We have come some way in terms of transforming the size of our company from a THB 200 million + core EBITDA company to a company with a core EBITDA exceeding THB 1,300 million in 2023, translating into a 6x increase in core EBITDA over the past 8 years.

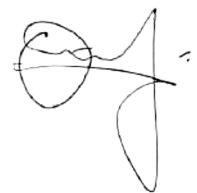
Size wise and growth wise, we will work very hard to continue this trajectory. We certainly don't want to lose the title of Asia's fastest growing packaging company and personally I am confident we will maintain this title for this upcoming decade as well.

But the distinction now as we embrace a new era will be a growth that is increasingly innovation led with more complex new product development at the forefront of this growth. The era is now beginning for us to embrace our deep precision moulding know how and deep segment understanding when it comes to the food and pharmaceutical space.

Our stock price performance has not been as exciting as our profitability growth. The market cap of our company has increased 2.5x since my tenure in 2016. Not quite satisfactory when measured against the EPS growth we have delivered. With the easing of our share liquidity and continued delivery of results, we will unlock immense value here.

Thank you again to all our dear customers and shareholders for your support and trust. Thank you to my wonderful partners and our bankers who have always believed in TPAC's story.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kevin Kumar Sharma', with a stylized flourish at the end.

Kevin Kumar Sharma  
Group Chief Executive Officer