

# Message from the Chairman of the Board of Directors

The year 2025 marks a proud milestone for Nation Group, celebrating its 55th anniversary in the mass media industry. The Company has continuously evolved into a leading, comprehensive media organization, steadfast in its core mission to deliver accurate, reliable, and beneficial news to Thai society. From its origins in print and broadcasting to today's digital landscape, the Company encompasses all platforms through 10 affiliated brands: The Nation, Nation TV, Krungthep Turakij, Thansettakij, Post Today, Kom Chad Luek, Thai News, Spring, The People, and Khobsanam.

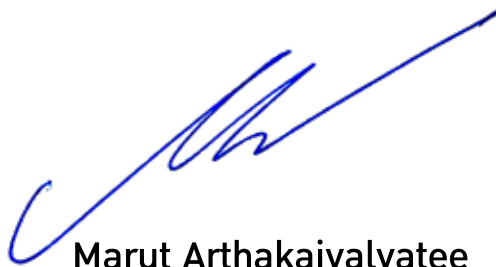
Over the past year, both domestic and global economies experienced volatility driven by various factors, including political uncertainty, international trade policies, geopolitical tensions, and unrest along the Thai-Cambodian border. Nevertheless, Nation Group successfully sustained year-over-year growth in sales and service revenue. This achievement reflects the Company's business resilience and adaptability in a challenging environment, supported by enhanced cost-efficiency measures.

Looking ahead to 2026, the Company acknowledges ongoing economic and political uncertainties that may impact all business sectors. Consequently, Nation Group's operational strategy prioritizes producing high-quality content tailored to all target audiences. This is coupled with the integration of Artificial Intelligence (AI) to optimize operational efficiency, eliminate internal redundancies, and manage costs effectively.

Furthermore, the Company is expanding into new revenue streams to diversify risks associated with the core business. These ventures include E-commerce, Affiliate marketing, and On-ground Events. The Company is also restructuring the organization to maximize agility and align with current economic conditions, strictly adhering to continuous cost control and driving long-term sustainable revenue growth.

Simultaneously, Nation Group remains deeply committed to operating responsibly toward the environment, society, and all stakeholders. The highest standards of corporate governance are upheld, ensuring transparent and accountable operations. The Company strives to build long-term trust among shareholders and investors, while continuously serving as a crucial medium to assist Thai society during times of disaster through the "Nation Foundation" and allied business partners.

On behalf of the Board of Directors, executives, and all employees, sincere appreciation and gratitude are extended to shareholders, business partners, and all stakeholders for their unwavering support and trust. The Company remains firmly committed to performing journalistic duties with ethics, responsibility, and transparency to create enduring value for society, the nation, and the people.



**Marut Arthakaivalvatee**

Chairman of the Board of Directors

