

# YE/2022 Highlights





- Total revenue and Net profit in 2022 was Baht 1,177.1 million and Baht 170.7 million
- Revenue from Growing More in 2022 increased Baht 127.7 million or +45.7% YoY
- Impressive gross profit margin at 77.2% increased +1.3% YoY



#### **NEW BRANCH IN KORAT**

- Open a new branch in Korat to increase footprint in the Northeast of Thailand (ISAN)
- NPK fertilizer as a new product to capture this segment



## INTRODUCE THE FIRST S.O.D. MORE PRESENTER

- Mario Maurer on as the first S.O.D.
   More presenter
- Increase brand awareness
- ✓ Increase overall product sales
- ✓ Increase the number of members

# SUCCESSMORE Inspiration for your Being

## **01** COMPANY OVERVIEW

Displays the business nature of the Company with breakdown of product and service portfolio

O2 Strategic Direction & Strategy

Illustrates the growth direction of the Company and how the Company is planning on achieving the target

**03** Financial Performance

Displays the Company's financial performance of the latest quarter

**04** 2023 Outlook

Outlines the Company's growth target and activities for the upcoming quarter and year

## **GETTING TO KNOW SCM**



1 Network Marketing Company Listed on SET

• Among the 32 Network Marketing Companies in Thailand, SCM is the only one that listed in SET

**Countries of Operation** 

• 7 countries in AEC including KH, MM, LA, VN, MY, SG, PH

INSPIRATION FOR YOUR BEING

▶184k Active Members

"We believe every change will lead to success in upgrading your status in terms of wealth, happiness and lifetime achievements"



## **HAPPINESS**

- Creating inspiration for the soul
- Health Conscious



## **WEALTH**

- Obtaining Income
- Better way of Living



## LIFETIME **ACHIEVEMENT**

- Prioritize the success of our SCM member
- Human development: mind-set and skill-set for members to create unity and be successful with the company through "SCM Leadership Academy (SLA)"

## **GROWING BUSINESS AS AN ECOSYSTEM**

**Leveraging Members** 

## **Consulting Services**

Operated by "SPT" and "SPM" to provide network business-related advice.

Service income







**Network Marketing** 

Distributing variety of products through branches and overseas distribution agents

- Local sales
- > Export to distributors
- Brand Using Fee

## **Leasing Business**

Operated by "CHL" to provide 2nd hand car hire purchase services.

Interest Income

(376)

## Manufacturing Business (OEM)

Operated by "SMI" to manufacture products for the company group's customers.

> Other income

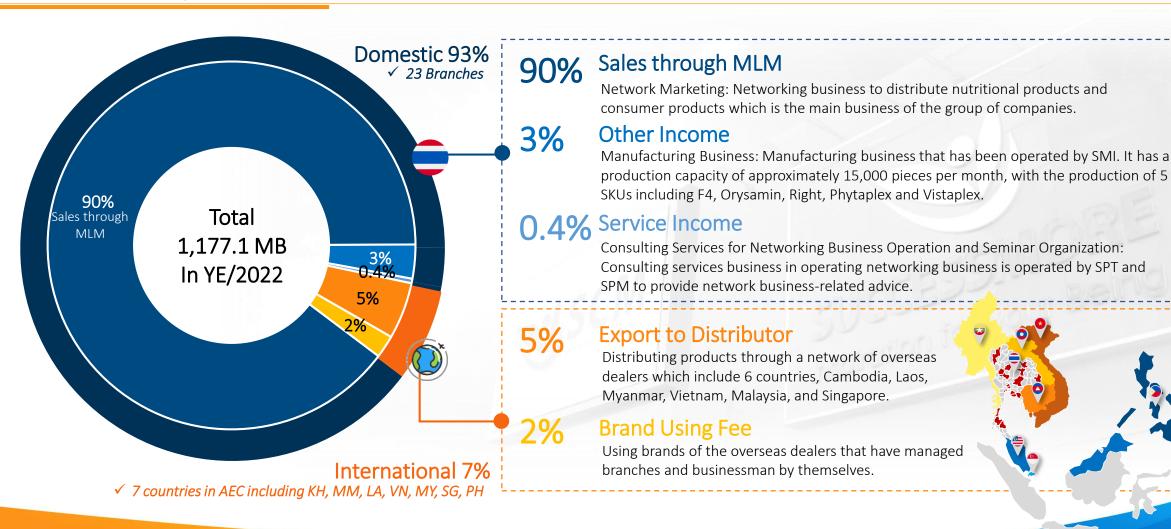


**SCM Core Values & Skill Sets** 

## **BUSINESS OVERVIEW BY BUSINESS UNIT**



#### Revenue Structure by Business Unit

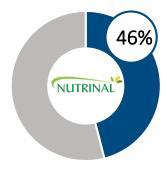


## SUCCESSMORE PRODUCT PORTFOLIO



1%

## Revenue Structure by Brand



**Nutrinal** 

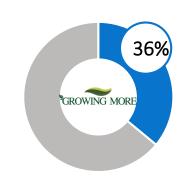
**Dietary Supplementary Products** 





Product Examples:





**Growing More** 

**Agricultural Products** 











**Body Cheer** 

**Daily Products** 



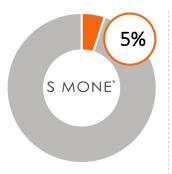












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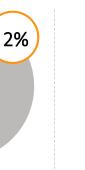
**Facial Skin Products** 











NEATLY\*

**Neatly Home** 

**Home Products** 





**Products** 



# **01** Company Overview

Displays the business nature of the Company with breakdown of product and service portfolio

# 02 STRATEGIC DIRECTION & STRATEGY

Illustrates the growth direction of the Company and how the Company is planning on achieving the target

# SUCCESSMORE Inspiration for your Being

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**04** 2023 Outlook

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# SCM STRATEGIC DIRECTION

Network to build success, happiness and goal achievement

CAGR + 25%

2025 Onwards

450K Members

2023

250K Members

STRENGHTENING OPERATIONS & EXPANDING PRESENCE IN ASIA



Expanding membership base domestically and internationally



Enter new countries in Asia (through suitable strategic marketing)



Focusing on quality of debtor and finding new potential business to drive more growth

A WELL-KNOWN ECOSYSTEM/
ONE-STOP SERVICE PLAYER IN ASIA



Strong membership base across Asia



Expanding into new potential businesses that have synergy with companies to fulfill SCM's ecosystem and generate additional income through collaboration with strategic partnerships

# SCM Strategy

#### 1. STRENGTHENING CORE BUSINESS

- Expanding membership base domestically and internationally
- Developing quality of members
- Maximizing order size



1. CORE BUSINESS



4. COMMUNITY



3. TECHNOLOGY

#### 4. CONTINUOUS CARE FOR COMMUNITY

- CSR activities
- Recognized as a sustainable Company

#### 2. SEEK FOR NEW BUSINESSES

- Leveraging existing customer base for new business
- Identify new investment opportunities for growth



#### 3. TECHNOLOGICAL INTELLIGENCE

 Applying Big Data to MLM business to expand market and penetrate tech-savvy customers





## 1. Strengthening Core Business Through 3 Core Pillars (1/2)

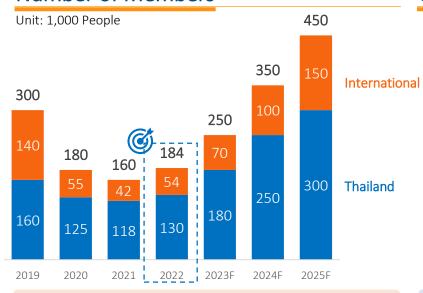


SCM plans to grow MLM business through expanding membership community as well as increasing performance per member

## X: EXPANDING MEMBERSHIP

01

#### **Number of Members**



- ✓ Achieve target in 2022 of total 184,000 members
  - ✓ Attractive Incentive Schemes
  - ✓ Increase Awareness of Brands
  - ✓ Retention schemes

#### Y: RELATIONSHIPS

02

#### Quality of Members



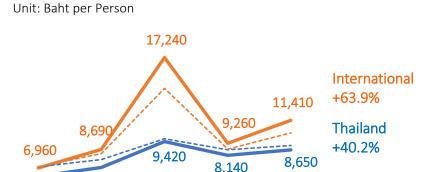
#### Human Development System

SCM has a leadership development institute called "Successmore Leadership Academy: SLA" to educate a correct mindset and strong leadership to our staff and businessmen

- ✓ Consistent Training
- ✓ Enhancing Leadership
- ✓ Digital Marketing Practices
- ✓ Increasing Quality of Members through Leadership Programs

## Z: MAXIMIZE ORDER SIZE

#### Average Sales Value per Member



2019 2020 2021 2022 2023F

7.010

✓ Introducing new products Increasing Product Mix: Expanding Agricultural and the Silver Age Market



## 1. Strengthening Core Business Through 3 Core Pillars (2/2)



## New product development

Launched new products under "Growing More" brand in February 2023







#### Transform N-P-K formula 20-6-6

Help accelerate growth, strengthen roots, and nourish plants to put forth leave-buds

#### Transform N-P-K formula 6-6-20

Helps create flower buds and fruit, accelerate the accumulation of starch and sugar, and increase the quality of the produce

#### **Opportunities**

Rising fertilizers price

#### SCM's actions



New products to serve farmer needs



Offline and online marketing



Provide agricultural training through SCM's businessmen across the country



On studying process to help farmers by giving credit term when ordering products from SCM

## Positioning corporate brand as a "Hero Brand"

Be a hero brand to grow and become top-of-mind for consumers, and do localized marketing to serve customer needs



Helps to increase farmers' production in both quality and quantity in order to have a sustainable income



Helps customers maintain their shape, build your confidence and enhance your personality with the BodiDesign products.



Helps to take care of customer's health by focusing on rehabilitation of cells, brain, eyesight and knee joints with our products.



Helps develop the growth mindset and skillsets by training members to be customers' advisors rather than salesmen. To be able to provide knowledge about product innovation to customers





## 2. Seek For New Businesses

SCM successfully launched leasing business as planned during Q3/2022



## **Leasing Profile**



234 cars were approved and delivered



**52%** of total customers are company employees receiving salary through bank account



105.7 Million Baht of total loan amount



35% of total customers had average income of 30,000-50,000 baht per month

## Explore other opportunity



- ✓ Operation management
- ✓ Focus on quality of debtor
- ✓ **Debt collection** for the existing loan outstanding amount
- Exploring other potential new businesses that have synergy with SCM by leveraging existing members and utilizing the skills of employees to generate an additional revenue stream
- ✓ Considering seeking collaboration with strategic partners in related business

Note: Data as of February 2023



## 3. Technological Intelligence



SCM developed a big data system and has used it in <u>sales planning and management</u> since 2021. This is an important factor that will boost SCM's sales value in 2021, including using a warehouse management system to increase SCM's long-term competitiveness



#### **Analytics for Marketing Strategies**

- ✓ Using big data for customer relationship management and analyzing marketing and sales, which allows the company to see the special demand for a particular type of product and set up competitive strategies to expand the market
- ✓ Using Big Data to analyze and create a good brand experience for customers







## Warehouse Management System (WMS)

✓ The system used for controlling goods entering and leaving the warehouse by using web application platform, handheld computer, and QR code tracking



- Plan product distribution and storage
- Reduce shipping problems
- Calculate the warehouse management cost
- Check inventory and shelf life of products



#### **Application Development**

"SCM CONNEXT", a sales platform on Mobile Application to increase convenience to members in purchasing products and receiving news

"My Success Shop", is an online store system that helps members boost sales through sharing on various social media and trading 24 hours a day.









4. Continuous Care for Community
SCM conducts business with transparency and accountability to the community and environment.



## Environmental •

✓ SCM conducts its business by **prioritizing the** environment and avoiding activities that can have a negative impact on the surrounding communities.



#### "reBox to School" project

• Joining with Thailand Post to donate 300 kilograms of unused cardboard boxes to produce table and chair sets for children

✓ SCM has a policy to encourage all stakeholders to be involved in being responsible for society and community through continuous CSR activities.





SCM focused on delivering value through personal **development** through the Successor Leadership Academy





## Governance



- ✓ SCM has been certified by various agencies as an anticorruption organization.
- ✓ SCM was assessed at the level of "Excellent" from the Good Corporate Governance Assessment.
- ✓ SCM obtained a **full score of 100 points** from the assessment of the quality of the 2022 Annual General Meeting of Shareholders by the Thai Investors Association.













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# Q4/2022 Financial Highlights

**Operating Revenue** 

288.5

MB

34.7 MB (Q4/2021)

**Gross Profit** 

221.3 <sub>M</sub>

251.2 MB (Q4/2021)

**Net Profit** 

34.3

MB

74.1 MB (Q4/2021

**Gross Profit Margin** 

76.7%

75.1% (Q4/2021

**Net Profit Margin** 

11.4%

20.9% (Q4/2021

# YE/2022 Financial Highlights

**Operating Revenue** 

1,123.7 MB

1.208.3MB (YE/2021

**Gross Profit** 

867.2 MB

917.1 MB (YE/2021)

Net Profit

170.7 MB

223.8 MB (YE/2021

**Gross Profit Margin** 

77.2%

75.9% (YE/2021

Net Profit Margin

14.5%

17.4% (YE/202

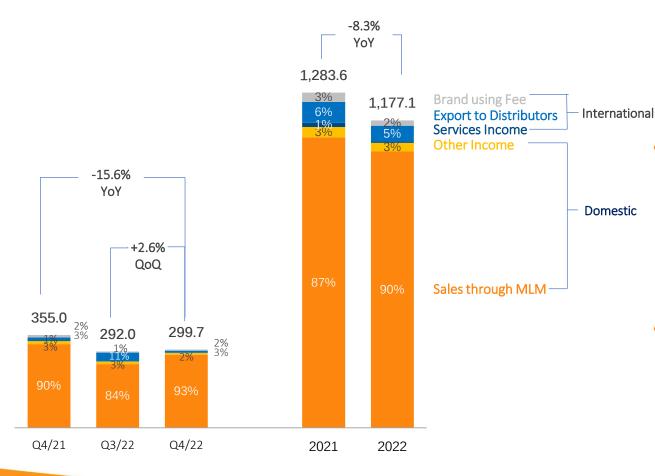
## Total Revenue Breakdown by Type of Income





## Revenue Breakdown by Type of Income

Unit: Million Baht



15.6%

YoY: Q4/2022 vs Q4/2021

Operating revenue was Baht 299.7 million, decreased by Baht 55.3 million or 15.6% mainly due to:

- **Domestic revenue:** decreased by Baht 47.2 million, mainly due to the decrease in revenue from supplement products such as aloe vera beverages, which were the best-selling product last year
- International revenue: decreased by Baht 8.2 million, mainly due to the decrease in export sales to distributors due to the COVID-19 situation and economy in each country, causing the number of new orders from Thailand to be reduced, and a decrease in brand using fee

+2.6%

QoQ: Q4/2022 vs Q3/2022

Operating revenue was Baht 299.7million, increased by Baht 7.7 million or 2.6% mainly due to:

- **Domestic revenue:** increased by Baht 32.4 million from the increased sales through MLM due to the seasonal effect
- International revenue: decreased by Baht 24.8 million, mainly due to the decrease in export sales to distributors, causing the number of new orders from Thailand to be reduced, and a decrease in brand using fee

-8.3%

YoY: 2022 vs 2021

Operating revenue was Baht 1,177.1 million, decreased by Baht 106.5 million or 8.3% mainly due to:

- **Domestic revenue:** decreased by Baht 71.9 million, mainly due to the decrease in revenue from supplement products such as aloe vera beverages, which were the best-selling product last year
- International revenue: decreased by Baht 34.6 million, mainly due to the decrease in export sales to distributors due to the COVID-19 situation and economy in each country, causing the number of new orders from Thailand to be reduced, and a decrease in brand using fee. While export sales to Myanmar recovered from the past two years

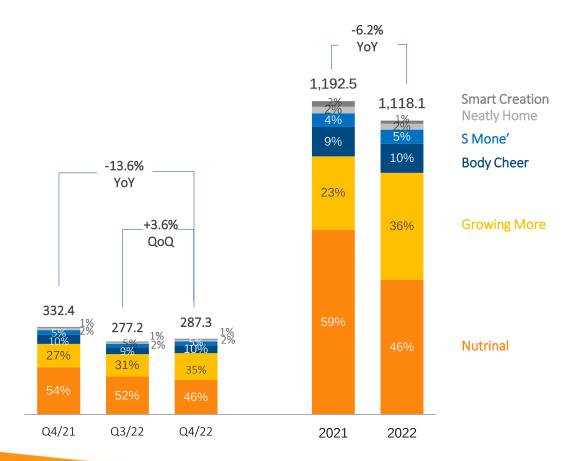
## Operating Revenue Breakdown by Brand





## Operating Revenue Breakdown by Brand

Unit: Million Baht



## -13.6% YoY: Q4/2022 vs Q4/2021

Operating revenue was Baht 287.3 million, decreased by Baht 45.1 million or 13.6% mainly due to:

- Nutrinal: decreased by Baht 48.6 million, mainly due to the decrease in revenue from aloe vera beverages, which were the best-selling product last year, as well as market competition
- Growing More: increased by Baht 13.3 million, due to the products getting more acceptance from customers who recommended it to others by word of mouth

QoQ: Q4/2022 vs Q3/2022

Operating revenue was Baht 287.3 million, increased by Baht 10.1 million or 3.6% mainly due to the increase in most product brands due to the seasonal effect of businessmen buying to reach sales targets, which mostly increased from:

• Growing More: increased by Baht 16.3 million, mainly due to the products getting more acceptance from customers who recommended it to others by word of mouth

YoY: 2022 vs 2021

Operating revenue was Baht 1,118.1 million, decreased by Baht 74.4 million or 6.2% mainly due to:

- Nutrinal: decreased by Baht 190.5 million, mainly due to the decrease in revenue from aloe vera beverages, which were the best-selling product last year, as well as market competition
- Growing More: increased by Baht 127.7 million, mainly due to customers recommended it to others by word of mouth, coupled with the rising price of fertilizers make the company's agricultural products able to enter the market

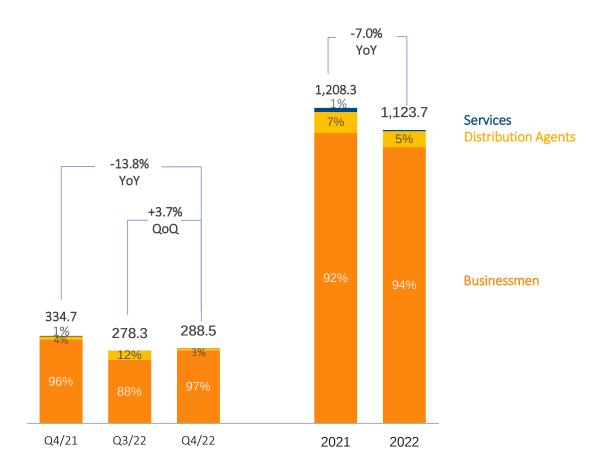
## Operating Revenue Breakdown





## Operating Revenue by Channel

Unit: Million Baht



-13.8%

YoY: Q4/2022 vs Q4/2021

#### Operating revenue was Baht 288.5 million, decreased by Baht 46.2 million or 13.8% mainly due to:

- Businessmen: decreased by Baht 40.7 million, mainly due to the decrease in domestic sales from supplement products such as aloe vera beverages, which were the best-selling product last year
- Distribution Agents: decreased by Baht 4.0 million due to the COVID-19 situation in each country, causing the number of new orders from Thailand to be reduced
- **Service:** decreased by Baht 1.5, mainly due to the company reduced service fee in 2022 to encourage overseas distributors to access more online marketing activities

+3.7%

QoQ: Q4/2022 vs Q3/2022

#### Operating revenue was Baht 288.5 million, increased by Baht 10.2 million or 3.7% mainly due to:

- Businessmen: increased by Baht 36.0 million, due to the seasonal effect of businessmen buying to reach sales target
- **Distribution Agents:** decreased by Baht 25.4 million due to the COVID-19 situation in each country, causing the number of new orders from Thailand to be reduce
- **Service:** slightly decreased by Baht 0.4 million due to the company reduced service fee to encourage overseas distributors to access more online marketing activities

-7.0%

YoY: 2022 vs 2021

#### Operating revenue was Baht 1,123.7 million, decreased by Baht 84.6 million or 7.0% mainly due to:

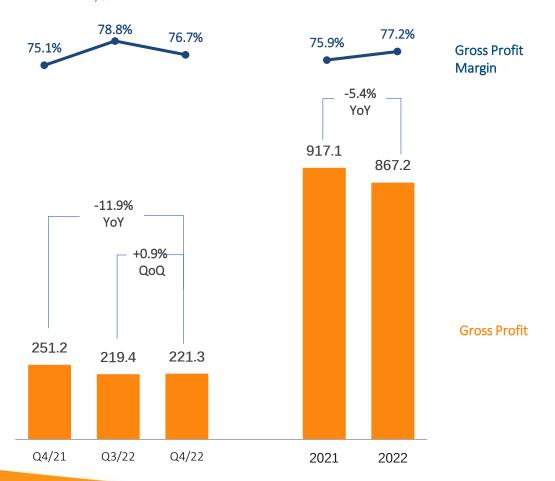
- Businessmen: decreased by Baht 54.1 million, mainly due to the decrease in domestic sales from supplement products such as aloe vera beverages, which were the best-selling product last year, as well as market competition and lower purchasing power of customers
- Distribution Agents: decreased by Baht 19.9 million, mainly due to the COVID-19 situation in each country, causing the number of new orders from Thailand to be reduced
- **Service:** decreased by Baht 10.6 million, mainly due to the company reduced service fee in 2022 to encourage overseas distributors to access more online marketing activities

## **Gross Profit**



## Gross Profit and Gross Profit Margin (GPM)

Unit: Million Baht, %



## -11.9% YoY : Q4/2022 vs Q4/2021

- Gross Profit was Baht 221.3million, decreased by Baht 29.9 million or 11.9% mainly due to the decrease in both domestic and export sales
- Gross Profit Margin was 76.7% increased from 75.1%, mainly due the Company provide lower discounts to big customers from Q4/2021

## +0.9% QoQ : Q4/2022 vs Q3/2022

- Gross Profit was Baht 221.3 million, increased by Baht 1.9 million or 0.9% mainly due to export sales to Myanmar, which have begun to recover after the political issue.
- Gross Profit Margin was 76.7% decreased from 78.8%, mainly due to the Company provide higher discounts to big customers from Q3/2022

## <sup>5.4%</sup> YoY : 2022 vs 2021

- Gross Profit was Baht 867.2 million, decreased by Baht 49.9 million or 5.4% mainly due to the decrease in domestic sales, and the decreased in the number of new orders from distribution agents
- Gross Profit Margin was 77.2% increased from 75.9%, mainly due to the gross profit margin growth of agricultural sales more than relative to supplement sales, resulting in an increase in gross profit margin

## Selling and Distribution Expenses





## Selling and Distribution Expenses

Unit: Million Baht, %



Selling and Distribution
Expenses to Total Revenue

Selling and Distribution Expenses

-0.6% YoY: Q4/2022 vs Q4/2021

- Selling and Distribution Expenses was Baht 156.4 million, decreased by Baht 1.0 million or 0.6% due to the commissions that the company paid to businessmen declining in line with the sales value.
- Selling and Distribution Expenses to Total Revenue was 52.2%, increased from 44.3%, mainly due to the increase in commission fees, mainly from product mix which requires higher commission, as well as the seminar organization expenses

QoQ : Q4/2022 vs Q3/2022

- Selling and Distribution Expenses was Baht 156.4 million, increased by Baht 12.1 million or 8.4% mainly from the increase in commission fees, marketing expenses to boot sales, , coupons and rewards provided to qualified customers, as well as the seminar organization expenses
- Selling and Distribution Expenses to Total Revenue was 52.2%, increased from 49.4%, mainly due to the increased in marketing, and the seminar organization expenses

4.3% YoY: 2022 vs 2021

- Selling and Distribution Expenses was Baht 582.2 million, decreased by Baht 26.0 million or 4.3%, mainly due to the commissions that the company paid to businessmen declining in line with the sales value
- Selling and Distribution Expenses to Total Revenue was 49.5%, increased from 47.4%, mainly due to the increased in marketing, and the seminar organization expenses

## **Administrative Expenses**





#### **Administrative Expenses**

Unit: Million Baht, %



## Administrative Expenses to Total Revenue

**Administrative Expenses** 

## +51.0% YoY: Q4/2022 vs Q4/2021

- Administrative Expenses was Baht 30.5 million, increased by Baht 10.3 million or 51.0% as a result of the company's budget using to develop IT systems for management and customer service, public relations expenses and hired famous actor and celebrities to be presenters for the company's products, and the addition of human resources for Chadhai Leasing Co., Ltd., which starts business in Q4/2022
- Administrative Expenses to Total Revenue was 10.2%, increased from 5.7%, mainly due to the increase in expenses mentioned above

## QoQ : Q4/2022 vs Q3/2022

- Administrative Expenses was Baht 30.5 million, decreased by Baht 1.1 million or 3.5%, mainly due to the decrease in employee-related expenses, and rental fee from the negotiation
- Administrative Expenses to Total Revenue was 10.2%, improved from 10.8%, mainly due to the decrease in employee-related expenses, and rental fee

## +17.1% YoY: 2022 vs 2021

- Administrative Expenses was Baht 116.2 million, increased by Baht 17.0 million or 17.1% as a result of the company's budget using to develop IT systems for management and customer service, public relations expenses and hired famous actor and celebrities to be presenters for the company's products, and the addition of human resources for Chadhai Leasing Co., Ltd., which starts business in Q4/2022
- Administrative Expenses to Total Revenue was 9.9%, increased from 7.7%, mainly due to mainly due to the increase in expenses mentioned above

## **Net Profit**

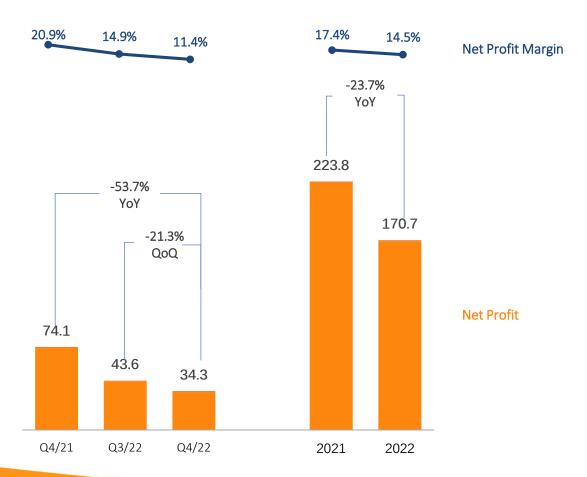




## Net Profit and Net Profit Margin



Unit: Million Baht, %



## 3.7% YoY: Q4/2022 vs Q4/2021

- Net Profit was Baht 34.3 million, decreased by Baht 39.8 million or 53.7%, mainly due to the decrease in sales and the increase in administration expenses from hiring famous actors and celebrities to be presenters for the company's products
- Net Profit Margin was 11.4%, decreased from 20.9%, mainly due to the decrease in sales, and increase in administration expenses

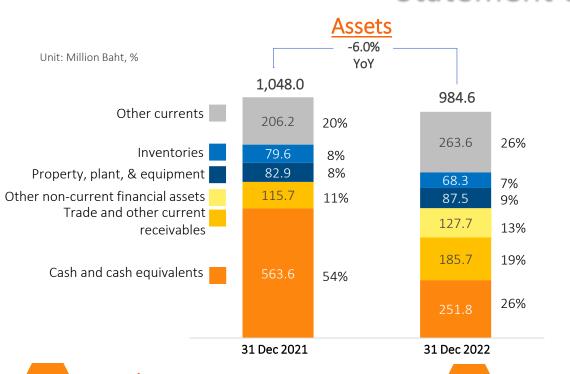
## -21.3% QoQ : Q4/2022 vs Q3/2022

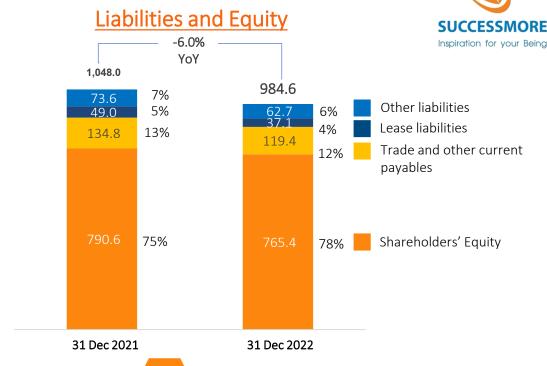
- Net Profit was Baht 34.3 million, decreased by Baht 9.3 million or 21.3% mainly due to the decrease in export sales, and the increase in commission fees which in line with domestic sales value
- Net Profit Margin was 11.4%, decreased from 14.9%, mainly due to the decrease in export sales, and the increase in commission fees

## <sup>23.7%</sup> YoY : 2022 vs 2021

- Net Profit was Baht 170.7 million, decreased by Baht 53.1 million or 23.7% mainly due to
  the decrease in sales and the increase in administration expenses. However, in 2023, the
  company had a plan to control expenses such as rental fees from the negotiation, as well
  as not renewing rental contracts in some branches and finding new places at a lower
  rental fee
- **Net Profit Margin** was 14.5%, decreased from 17.4%, mainly due to the decrease in sales, and increase in administration expenses.

## Statement of Financial Position





-6.0%

## **Total Assets**

As of 31 December 2022, the total assets were Baht 984.6 million, decreased by Baht 63.4 million from 31 December 2021, mainly due to:

- Cash and cash equivalents: decreased by Baht 311.8 from the dividend payment of Baht 102.0 million in May 2022
- Other non-current financial assets: increased by Baht 127.7 million from the investment in debentures
- Trade and other current receivables increased by Baht 70.0 million from overseas account receivables

-14.8%

#### **Total Liabilities**

As of 31 December 2022, the total liabilities were Baht 219.2 million, decreased by Baht 38.2 million from 31 December 2021, mainly due to:

- Lease liabilities: decreased by Baht 11.9 million from the shorter tenure of property lease contracts for both head office and branches
- Trade and other current payables: decreased by Baht 15.4 million, in correspondence with lower revenue
- Other liabilities: decreased by Baht 10.9 million from the reduction of corporate income tax payable

.2%

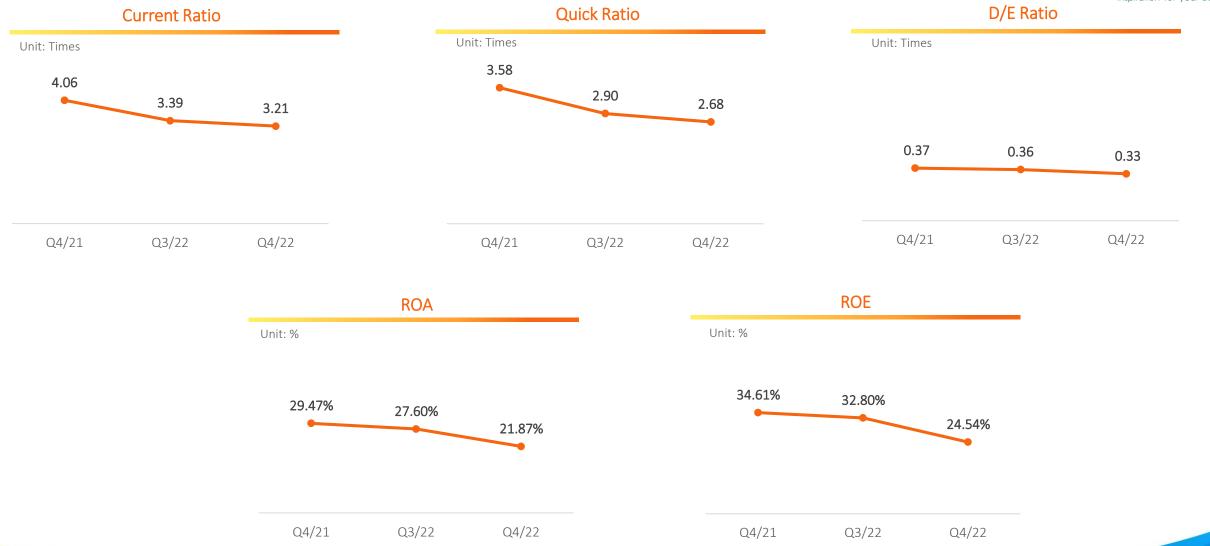
#### Total Shareholders' Equity

As of 31 December 2022, the total shareholders' equity were Baht 765.4 million, decreased by Baht 25.2 million from 31 December 2021, mainly due to:

• **Dividend payment**: The Company paid the dividend by cash in May 2022 in the amount of Baht 102.0 million

## **Key Financial Ratios**







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# O2 Strategic Direction & Strategy

Illustrates the growth direction of the Company and how the Company is planning on achieving the target

# O3 Financial Performance

Displays the Company's financial performance of the latest quarter

# **04** 2023 OUTLOOK

Outlines the Company's growth target and activities for the upcoming quarter and year

## SCM 2023 Outlook

SCM targets 15% growth in 2023



Branch & Network Expansion

## TEAM/ NETWORK EXPANSION (INTANGIBLE GROWTH)

- Generating 500 team leaders with high capabilities to support business growth and culture in all regions in Thailand
- Develop and train members to be customers' advisors rather than salesmen to provide knowledge about products to customers



**Product Mix** 

## CONTINUOUS LAUNCH OF NEW PRODUCTS

#### Q1/23

- NPK 2 formulas
- B4 (Burn Build Boost Balance)
- Multi Vitamin and Mineral
- Fiber
- All Pro XS (Whey Protein)

#### Q2/23

- Square Plus (Dietary supplement)
- T-Chloro plus (supplement)
- Sweet Night
- S MONE' (foundation and powder)

#### Q4/23

Collagen



#### **New Country**

## CONTINUOUS EXPAND TO NEW COUNTRIES

- Expand dealerships into Philippines
- Plans to expand to another middle east country (Dubai) while the team is also exploring opportunities in other major countries in Asia



## **SCM Group Structure**





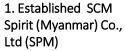
## History and Key Milestones

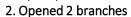






Khon Kaen





- Chonburi
- Lard Krabang



2. First day of trading in SET

1. Invest in **SCM Innovative** Co., Ltd. (SMI)







#### Launched 3 new product group:

- Nutrinal
- Body Cheer
- Neatly Home



 Established the head **office** at Ratchayothin

 Established Successmore being laboratory Co., Ltd (SML)



product group:

## GROWING MORE

Launched a new

**GROWING MORE** 

Chumphon Narathiwat Phitsanulok

Ravong

Ubon Ratchathani

2016

Nakhon Sawan



#### Expanded to

- Myanmar
- Laos
- Cambodia
- Vietnam



2020

2021 2022

2017

2018

2013

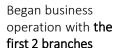
2014



Company

Registration





- Ratchayothin
- Hatyai



Launched a new product group: SKIN & COSMETIC (S Mone')

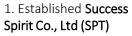


2015

#### Opened 8 branches

- Chiang Mai
- Navanakorn
- Ayutthaya
- Chanthaburi
- Mahachai
- Surat Thani
- Nakhon Si Thammarat
- Udon Thani





- 2. Opened 4 branches
  - Bang Bo
  - Kanjanapisek
  - Pattaya
  - Kamphaeng Phet



Converted to a public company on 6 March 2019 with registered capital of 300 MB



1. Launched a new product group: **SMART CREATION** 



- 2. Expanded to
  - Malaysia
  - Singapore



Performance soared by 20% compared to 2020



1. Renamed Successmore being laboratory Co., Ltd (SML) to Chadhai Leasing Co., Ltd.

2. Opened 1 branch: Korat

