



เคียงข้างคุณภาพชีวิตที่ดี

ESG Performance Report for Listed Companies in 2025

MOONG PATTANA INTERNATIONAL PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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ESG Performance

Company Name : MOONG PATTANA INTERNATIONAL PUBLIC COMPANY LIMITED

Symbol : MOONG

Market : mai

Industry Group : Consumer Products

Sector : SECTOR 0

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management

The Company is committed to conducting the business to achieve sustainable growth based on environmental responsibility along with effective environmental management. In recognition of reducing environmental impact arising from the business operation and its products and service, the Company therefore has implemented the policies that encourage the development in value chain management, creating innovations that reduce any potential impact, setting a target for consuming natural resources with the awareness of their value, as well as encouraging same-level subsidiaries, trading partners and stakeholders to acknowledge the policies so that they can behave in the same direction

Reference link for environmental policy and guidelines : <https://www.moongpattana.com/storage/content/cg/cg-report/20230223-moong-coc-en.pdf>

Page number of the reference link : 24

Information on review of environmental policies, guidelines, and/or objectives over the past years

Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals over the past year : No

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : BCG Model

Compliance with waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

Number of cases and incidents of legal violations or negative environmental impacts

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

The Board of Directors values the preservation of the environment and the conservation of natural resources by raising awareness of the employees through communication, encouraging the employees to learn the management of the environment, promoting and supporting the conservation of environment. In the past year, the management and the employees together had coordinated to express their support in the conservation of environment and energy as follows:

1. Promotion and support in the reduction of paper use, e.g., reduction of document printing, use of 2-sided paper, use of recycled paper, use of technologies to help manage the documentation, e-tax invoice, use of technologies to facilitate internal meetings, and to reduce the printing of meeting materials.
2. Promotion and support in the reduction of oil energy, e.g., use of technologies to facilitate remote conference meetings via teleconference in order to substitute face-to-face meetings.
3. Promotion and support in the saving of electrical energy, e.g., campaigns promoting the saving of electrical energy, turning off when not in use, unplugging devices when not in use. The Company has a project to reduce electricity consumption by turning off the air conditioning at 5:45 PM every day and at 5:00 PM every Friday. This encourages employees to appreciate the value of energy savings.

Moreover, the Company had improved and maintained all the air conditioning systems in 2024 so that the Company can use the electrical energy efficiently, and reduce the waste of energy, which are all the costs of business operation.

4. Promotion and support in saving water energy, e.g., regular inspection of leakages, campaigns promoting the turning off all water taps when not in use.
5. Promotion and support of waste segregation by providing clearly designated waste separation points for general waste, recyclable waste, and hazardous waste. This initiative aims to raise awareness and encourage participation in environmental responsibility.
6. Reducing foam container, single use plastic and plastic bag campaign and promote to use fabric bag instead.
7. Continue participating in the 3-rai forest planting activity with the Stock Exchange of Thailand under the Care the Wild: Plant & Protect Project at Rong Kwang District, Phrae Province, is considered a collaboration platform to raise funds to create real forests with partners in all sectors, i.e., business, government, and social sectors.
8. Expanded forested areas by planting trees over 8 rai under the community food bank forest project 2025, in collaboration with Thai Pigeon Co., Ltd., at Ban Khao Wong Community, Takhli District, Nakhon Sawan Province.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management : Yes

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased and fuel consumption	2023 : energy consumption 185,741.00 Kilowatt-Hours	2025 : Reduced by 0.00 Kilowatt-Hours

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : No

The Company set a performance target for electricity energy management to limit electricity consumption in 2025 to no more than 185,741 units. However, in 2025, the Companys total electricity consumption amounted to 190,513 units.

Information on electricity management

Companys electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	185,741.00	202,602.00	190,513.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	185,741.00	202,602.00	190,513.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	1,326.72	1,447.16	1,370.60

Additional explanation : ^(*) Exclude electricity consumption outside of the Company

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	153.34000000	167.26000000	157.28000000

Electricity Expense ^(*)

	2023	2024	2025
Total electricity expense (Baht)	1,666,952.73	1,024,900.35	930,157.32
Percentage of total electricity expense to total expenses (%) ^(**)	0.21	0.13	0.11
Percentage of total electricity expense to total revenues (%) ^(**)	0.21	0.12	0.10
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	11,906.81	7,320.72	6,691.78

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on fuel management

Company's fuel consumption

	2023	2024	2025
Diesel (Litres)	147,599.50	144,280.96	152,633.63
Gasoline (Litres)	69,827.50	80,381.72	88,983.42

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	7,730,736.79	7,656,132.07	7,248,511.39

	2023	2024	2025
Percentage of total fuel expense to total expenses (%) ^(**)	0.98	0.94	0.82
Percentage of total fuel expense to total revenues (%) ^(**)	0.95	0.93	0.80

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on total energy management (electricity + fuel)

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

The company has its office located in a office building managed by a building management entity, so it is unable to collect water usage data. However, the company promotes and encourages employees to work together in saving water by turning off taps after use and regularly checking for leaks.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : No

Details of setting goals for water management

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : No

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	0.00	0.00	0.00
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00	0.00	0.00

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water discharge by destinations

	2023	2024	2025
Total wastewater discharge (cubic meters)	0.00	0.00	0.00

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	0.00	0.00	0.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00000000	0.00000000	0.00000000

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water withdrawal expenses

	2023	2024	2025

	2023	2024	2025
Total water withdrawal expense (Baht)	2,100.00	2,780.00	1,860.00
Total water withdrawal expense from third-party water (Baht)	2,100.00	2,780.00	1,860.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.00	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	15.00	19.86	13.38

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

The company provides education and raises awareness about the importance and necessity of waste separation to facilitate recycling or reuse. The company has set a quantitative target for 2025 to increase the proportion of recyclable waste and reduce the proportion of general waste, measured by the number of plastic bottles or cups that can be recycled. Additionally, the company reuses product packaging cartons for further use.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Increase of waste recovery Waste type: Non-hazardous waste	-	2025 : Increased by 0% or 0.00 Kilograms	<ul style="list-style-type: none">• Reuse• Recycle

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste management : Yes

- The project involves reusing product packaging cartons;
- Separating plastic waste, increasing the proportion of recyclable waste, and reducing the proportion of general waste.

Information on waste management

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	10,842.00	3,569.00	4,466.00
Reused/Recycled non-hazardous waste (Kilograms)	10,842.00	3,569.00	4,466.00

Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	-
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The companys greenhouse gas management plan : Yes

The Company values the management of reduction of greenhouse gas emission. The Companys activities that may affect the greenhouse gas emission are the use of electricity from air conditioners in the office, use of electricity from lightings, and use of fuel from vehicles of the Company. In this regard, the Company has continuously implemented a measure to maintain the air conditioners in accordance with the environmental conservation plan. In 2025, the Company improved all the air conditioning systems in the area of the Companys office.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : No
goals

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : No
management

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	0.00	0.00	639.25
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	544.01
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	95.24

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*)	0.000000	0.000000	0.000707
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	0.00	0.00	4.60
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m ²)	N/A	N/A	0.53000000

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Information on verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas : No
emissions

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2023	2024	2025
Total reduced GHG (Metric tonnes of carbon dioxide equivalent)	0.00	0.00	0.00

Absorption and removal of Greenhouse Gas

	2023	2024	2025
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	0.00	0.00

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ESG Performance

Company Name : MOONG PATTANA INTERNATIONAL PUBLIC COMPANY LIMITED

Symbol : MOONG

Market : mai

Industry Group : Consumer Products

Sector : SECTOR 0

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination

It is the Company's policy to have the Board of Directors, management, employees and staff of the Company not to be involved in any human right violation. Our Company believes and aims to conduct business with ethics holding onto responsibility to society and all groups of stakeholder e.g. shareholders, customer, competitor, business partner, debtor, employee, society and environment based on Good Corporate Governance principle and our Code of Conduct. In respect of human rights protection, we have strictly complied with human rights as the most fundamental aspect of compliance is respect for basic human rights. We believe that the human rights will certainly build peaceful and harmonious community. It is to ensure that our business operations are engaged with prudence and without violating or affecting human rights, directly or indirectly and not promote or involve human right violation.

Information on review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year : No

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : The UN Guiding Principles on Business and Human Rights

Information on Human Rights Due Diligence : HRDD

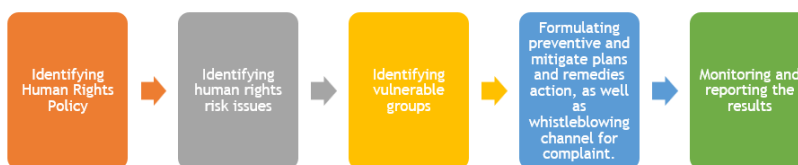
Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

1. Establish a Human Rights Policy.
2. Identify human rights risks in business operations.

3. Identify affected groups.
4. Define preventive measures, corrective actions, remediation, and mechanisms for addressing human rights complaints.
5. Monitor and report on the implementation results.

HRDD process diagram



Human Rights Policy	Evaluate impact and operational risk issues	<ul style="list-style-type: none"> • Employees • Suppliers • Customers • Social/Community 	<ul style="list-style-type: none"> • whistleblowing channel • Stakeholders engagement process • remedies action 	<ul style="list-style-type: none"> • Monitor operational performance • Report to management when negative impacts occur and implement remediation measure • Disclose information to stakeholders
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Human Rights Due Diligence Process

Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to consumer rights violations (cases)	0	0	0
Total number of incidents or complaints related to business partners rights violations (cases)	0	0	0

	2023	2024	2025
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases)	0	0	0
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Data disclosure coverage (%)	:	0.00

Information on employees and labor management plan

Employees and labor management plan

The company's employee and labor management plan	:	Yes
Employee and labor management plan implemented by the Company in the past year	:	Fair employee compensation, Employee training and development, Promoting employee relations and participation, Safety and occupational health at work

The Company recognizes that employees are its valuable assets and a vital contributing factor to the Company's goal. Therefore, the Company places importance on treating employees fairly by adhering to fair and equity without discrimination in respect of employee recruitment, remuneration, promotions, job rotations, as well as the development of employees skills and potential along with the development of morality and ethics by upholding the following guidelines:

1. Recruit and select employees fairly without discrimination, without regard to birthplace, nationality, sex, age, skin color, religion, class status, educational places, or any other status that are not related to work performance, by defining a clear procedure and criteria of employee selection, to enable the Company to acquire qualified employees in accordance with the Company's requirements.
2. Provide fair remuneration suitable for knowledge, capability, responsibility, and work performance on the basis of non-discrimination, and stimulate employees motivation through salary, special allowance or bonus.
3. Maintain work environment to be safe for the life of employees and their properties.
4. Appoint and rotate, as well as give a reward and punishment to employees in good faith based on their knowledge, capability, and appropriateness of the employees.
5. Place importance on employees knowledge and skill development by providing opportunities for the employees equally and constantly, appropriate for the requirement in each level position, and ensure that employees have opportunities to attend both short-term and long-term training.
6. Strictly follow laws and regulations associated with employees.
7. Be open to receiving any opinions and suggestions from all employees fairly and equitably, including their complaints involving works, and ensure that the complaints will be seriously considered and fixed for the utmost benefits of all parties, and to encourage good relationship during works.
8. Maintain and strengthen solidarity and harmony among colleagues. Cooperate and liaise with them in a manner beneficial for works and the Company.
9. Establish measures to protect employees who submit any complaints on the alleged unlawful actions or non-compliance with ethics, including protecting the employees who object to unlawful action or corruption, regardless of whether it causes an opportunity loss to the Company or not, by not degrading their job position, changing their workplace, ordering the work suspended, threatening, interfering their work, or conducting any acts leading to a negative impact to the employee.
10. Establish a company welfare committee to oversee the various welfare benefits of employees by creating an action plan and managing activities for employees in coordination with the relevant departments.

To ensure sustainability under the business operation meet which is the strategy of the Company and in compliance with good corporate governance, the Company has awareness on health, safety and quality of life of employees. Our Company has formalized the Occupational Health and Safety standards in workplaces, along with associated guidelines, to guide these practices throughout the organization. The goal is to create a safe and healthy workplace with a modern security system as well as to provide concrete guidelines on preventing any workplace accident, injury, disability or fatality.

Reference link for employee and labor management : <https://www.moongpattana.com/storage/content/cg/cg-plan-report/20230223-moong-coc-en.pdf>

Page number of the reference link : 6-7

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee : Yes
and labor management goals?

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> • Promoting employee relations and participation • Safety and occupational health at work 	<ol style="list-style-type: none"> 1. The Company has its policy to continuously measure employee engagement to ensure employees actively participate in supporting the organization in achieving the goals set by the company. 2. The goal for managing personal safety is to achieve a Lost-Time Injuries Frequency Rate (LTIFR) of zero cases. 3. The goal for managing personal safety is to achieve a Lost-Time Injuries Frequency Rate (LTIFR) of contractors or business partners working within the Company's premises of zero cases. 	-	2025: <ol style="list-style-type: none"> 1. The average employee engagement score is no less than 80%. 2. Lost-Time Injuries Frequency Rate (LTIFR) of zero cases. 3. Lost-Time Injuries Frequency Rate (LTIFR) of contractors or business partners working within the Company's premises of zero cases.

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

1. The results of the employee engagement and satisfaction survey show a score of 90.42%.
2. Lost-Time Injuries Frequency Rate: LTIFR of the Company's employees is zero case.
3. Lost-Time Injuries Frequency Rate: LTIFR of contractors or business partners working within the Company's premises is zero case.

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	140	140	139
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	140	140	139
Male employees (persons)	53	50	51
Percentage of male employees (%)	37.86	35.71	36.69
Female employees (persons)	87	90	88
Percentage of female employees (%)	62.14	64.29	63.31

Number of employees categorized by age

	2023	2024	2025
Total number of employees under 30 years old (Persons)	7	9	10
Percentage of employees under 30 years old (%)	5.00	6.43	7.19

	2023	2024	2025
Total number of employees 30-50 years old (Persons)	110	104	104
Percentage of employees 30-50 years old (%)	78.57	74.29	74.82
Total number of employees over 50 years old (Persons)	23	27	25
Percentage of employees over 50 years old (%)	16.43	19.29	17.99

Number of male employees categorized by age

	2023	2024	2025
Total number of male employees under 30 years old (Persons)	0	1	1
Percentage of male employees under 30 years old (%)	0.00	2.00	1.96
Total number of male employees 30-50 years old (Persons)	45	35	37
Percentage of male employees 30-50 years old (%)	84.91	70.00	72.55
Total number of male employees over 50 years old (Persons)	8	14	13
Percentage of male employees over 50 years old (%)	15.09	28.00	25.49

Number of female employees categorized by age

	2023	2024	2025
Total number of female employees under 30 years old (Persons)	7	8	9
Percentage of female employees under 30 years old (%)	8.05	8.89	10.23
Total number of female employees 30-50 years old (Persons)	65	69	67

	2023	2024	2025
Percentage of female employees 30-50 years old (%)	74.71	76.67	76.14
Total number of female employees over 50 years old (Persons)	15	13	12
Percentage of female employees over 50 years old (%)	17.24	14.44	13.64

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	94	89	85
Percentage of employees in operational level (%)	67.14	63.57	61.15
Total number of employees in management level (Persons)	41	46	48
Percentage of employees in management level (%)	29.29	32.86	34.53
Total number of employees in executive level (Persons)	5	5	6
Percentage of employees in executive level (%)	3.57	3.57	4.32

Number of male employees categorized by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	39	35	34
Percentage of male employees in operational level (%)	73.58	70.00	66.67
Total number of male employees in management level (Persons)	13	14	16
Percentage of male employees in management level (%)	24.53	28.00	31.37

	2023	2024	2025
Total number of male employees in executive level (Persons)	1	1	1
Percentage of male employees in executive level (%)	1.89	2.00	1.96

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	55	54	51
Percentage of female employees in operational level (%)	63.22	60.00	57.95
Total number of female employees in management level (Persons)	28	32	32
Percentage of female employees in management level (%)	32.18	35.56	36.36
Total number of female employees in executive level (Persons)	4	4	5
Percentage of female employees in executive level (%)	4.60	4.44	5.68

Significant changes in the number of employees

Significant changes in number of employees over the : No
past 3 Years

Number of male employees working in Thailand

	2023	2024	2025
Total male employees working in Thailand (Person)	N/A	N/A	51

	2023	2024	2025
Bangkok Metropolitan (Person)	N/A	N/A	31
Northern (Person)	N/A	N/A	5
Central (Person)	N/A	N/A	6
Northeastern (Person)	N/A	N/A	7
Southern (Person)	N/A	N/A	2
Eastern (Person)	N/A	N/A	0

Number of female employees working in Thailand

	2023	2024	2025
Total female employees working in Thailand (Person)	N/A	N/A	88
Bangkok Metropolitan (Person)	N/A	N/A	68
Northern (Person)	N/A	N/A	4
Central (Person)	N/A	N/A	6
Northeastern (Person)	N/A	N/A	6
Southern (Person)	N/A	N/A	4
Eastern (Person)	N/A	N/A	0

Number of employees working abroad

	2023	2024	2025
Total employees working abroad (Person)	N/A	N/A	0
Total male employees working abroad (Person)	N/A	N/A	0
Total female employees working abroad (Person)	N/A	N/A	0

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	2	2	2
Percentage of disabled workers to total employment (%)	1.43	1.43	1.44
Total number of employees with disabilities (Persons)	0	0	0
Total male employees with disabilities (persons)	0	0	0
Total female employees with disabilities (persons)	0	0	0
Percentage of disabled employees to total employees (%)	0.00	0.00	0.00
Total number of workers who are not employees with disabilities (persons)	2	2	2
Contributions to empowerment for persons with disabilities fund	No	No	No

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	129,901,395.17	127,629,148.63	125,344,818.31
Total male employee remuneration (baht)	40,933,065.36	40,606,323.56	38,561,325.53
Percentage of remuneration for male employees (%)	31.51	31.82	30.76
Total female employee remuneration (baht)	88,968,329.81	87,022,825.07	86,783,492.78
Percentage of remuneration for female employees (%)	68.49	68.18	69.24
Average of remuneration of employees (Baht/persons)	927,867.11	911,636.77	901,761.28

	2023	2024	2025
Average of remuneration for male employees (Baht/persons)	772,321.98	812,126.46	756,104.41
Average of remuneration for female employees (Baht/persons)	1,022,624.47	966,920.28	986,176.05
Rate of average of remuneration between female employees and male employees	1.32	1.19	1.30

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

A provident fund (PVD Fund) has been established for employees, with 125 employees participating, which accounts for 89.93% of the total number of employees.

Overview of methods for determining employee and employer contribution Rates

- Employees can join the Provident Fund after passing their probation period.
- Employees may contribute at rate of 3%, 5%, 10% or 15%.
- The employer contributes at a fixed rate of 3%.

Implementation of Investment Governance Code for : Yes

Institutional Investors ("I Code") by Company's
Provident Fund Committee

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	134	134	133

	2023	2024	2025
Number of employees joining in PVD (persons)	129	128	125
Number of PVD members / Total employees (%)	92.14	91.43	89.93
Number of PVD members / Total eligible employees (%)	96.27	95.52	93.98

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	2,997,700.00	2,775,808.00	2,868,909.00
Total amount of provident fund contributed by employee (baht)	5,541,125.00	5,703,061.00	6,650,596.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
MOONG PATTANA INTERNATIONAL PUBLIC COMPANY LIMITED	Yes	139	133	125	89.93	93.98

Information on employee development

Employee training and development

	2023	2024	2025
Employee development plans as part of annual performance reviews	Yes	Yes	Yes

	2023	2024	2025
Average employee training hours (Hours / Person / Year)	9.30	12.00	11.70
Total amount spent on employee training and development (Baht)	851,911.00	494,936.00	679,113.76
Percentage of training and development expenses (*) to total expenses (%)	0.001078	0.000606	0.000767
Percentage of training and development expenses (*) to total revenue (%)	0.001051	0.000600	0.000751

Additional explanation : (*) Total revenues and expenses from consolidated financial statement

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	1,968.00	1,984.00	1,968.00
Total number of hours worked by employees (Hours)	1,968.00	1,984.00	1,968.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	0	0	0
Total number of employees that lost time injuries for 1 day or more (Persons)	0	0	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.00	0.00	0.00

	2023	2024	2025
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours) ^(*)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) ^(**)	0.00	0.00	0.00

Additional explanation : ^(*) The company with the total number of employees over 100 or more

^(**) The company with the total number of employees less than or equal to 100

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	37	40	25
Total number of male employee turnover leaving the company voluntarily (persons)	16	22	13
Total number of female employee turnover leaving the company voluntarily (persons)	21	18	12
Proportion of voluntary resignations (%)	26.43	28.57	17.99
Percentage of male employee turnover leaving the Company voluntarily (%)	43.24	55.00	52.00
Percentage of female employee turnover leaving the Company voluntarily (%)	56.76	45.00	48.00

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
- Reference link for responsible sales and marketing policy and guidelines : <https://www.moongpattana.com/storage/content/cg/cg-report/20230223-moong-coc-en.pdf>
- Page number of the reference link : 5-6

Policy and guidelines on communicating the impact of products and services to customers / consumers

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications through digital channels
- Reference link to policy and guidelines on communicating the impact of products and services to customers / consumers : <https://www.moongpattana.com/storage/content/cg/cg-report/20230223-moong-coc-en.pdf>
- Page number of the reference link : 5-6

Information on customer management plan

Customer management plan

- Company's customer management plan : Yes
- Customer management plan implemented by the : Responsible production and services for customers,

company in the past year

Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

Treatment towards Customers and Consumer Policy

Reference link for company's customer management plan : <https://www.moongpattana.com/storage/content/cg/cg-report/20230223-moong-coc-en.pdf>

Page number of the reference link : 5-6

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Development of customer satisfaction and customer relationship	Emphasize the importance of customer relationships by providing consultancy through a product expert center to create the highest service standards, such as product care, answering inquiries, and offering comprehensive assistance. Customer satisfaction is no less than 90%.	-	2025: Customer satisfaction is no less than 90%.

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

- Award Winner 2025 : theAsianparent Awards 2025 Parent's Choice "Best Baby Bottle Pigeon PP Wide Neck Softouch"
- BAO Herbal Drink received the Cheewajit Awards, Natural Drink category award, reflecting the confidence of both the judging panel and consumers in the products quality and taste.

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from : Yes
customers/consumers

Telephone : 02-399-3399

Fax : -

Email : crm@moongpattana.com

Company's website : www.pigeonlittlemomentsclub.com

Address : -

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies	:	Yes
Reference link for community development and engagement policies	:	https://www.moongpattana.com/storage/content/cg/cg-report/20230223-moong-coc-en.pdf
Page number of the reference link	:	8

Information on community and social management plan

Community and social management plan

Company's community and social management plan	:	Yes
Community and social management plan implemented by the company over the past year	:	Employment and professional skill development, Forests and natural resources, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Reducing inequality
1. CSV Day at Ban Bung Toei School, Mu Si Subdistrict, Pak Chong District, Nakhon Ratchasima Province		
2. Donated <i>The Book for All Moms</i> to share knowledge on child care with incarcerated mothers who are pregnant and mothers raising their children in custody. The Company also donated its products, including baby bottles, breast milk storage bags, and other essential items at the Central Women Correctional Institution, Department of Corrections.		
3. Sharing knowledge from the heart to ensure accessibility for all, because valuable knowledge should not be confined only to the pages of a book.		
4. The Company also delivered the <i>The Book for All Mom</i> Braille edition as a knowledge resource for visually impaired mothers on how to care for their babies at the Benyalai Library, Christian Foundation for the Blind in Thailand. In addition, the Company had the opportunity to learn about the Braille book production process and participated as volunteers in recording audio for DAISY audiobooks, enabling visually impaired individuals to access knowledge more easily. We believe that when knowledge is shared, love is passed on.		
5. Doing Good Together Reforestation Project, the Company carried out a tree-planting initiative covering 8 rai under the Community Food Bank Forest Project at Ban Khao Wong Community, Takhli District, Nakhon Sawan Province, in collaboration with Pigeon (Thailand) Co., Ltd.		
6. Sharing Time, Spreading Happiness Project, employees volunteered to bring joy, create smiles, and contribute to improving the quality of life in the community at the Daycare Center of Public Health Service Center 8 Boonrod Rungrueang.		
7. Flood Relief Donation, the Company donated Pigeon products and essential supplies to support flood victims in southern Thailand at Bangkok Metropolitan Administration City Hall.		

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social	:	Yes
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Details of community and social management goal setting

Target(s)	Indicators(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> • Employment and professional skill development • Forests and natural resources • Sports and recreation • Occupational health, safety, health, and quality of life • Disadvantaged and vulnerable groups 	<ol style="list-style-type: none"> 1. Provide knowledge to consumers for better living through both online and offline media across all product categories. 2. Create breastfeeding rooms in hospitals and industrial factories to provide a space for mothers to study information and receive guidance from experts on breastfeeding. 3. Organize mom classes and mom expert talks, which are activities to educate expectant mothers and promote breastfeeding. This will be done with the support of a team of experts and medical personnel who provide knowledge to mothers, as well as through online channels, hospital channels, and various stores. 4. Plant forests to create green spaces for the community. 	-	<ol style="list-style-type: none"> 2024: 1. 500,000 persons/year 2. 76 Feeding rooms nationwide by 2037. 3. At least 1,500 mothers participate in the seminar each year. 4. 10 Rais

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

1. Provide knowledge to consumers for better living through both online and offline media across all product categories.
2. Create breastfeeding rooms in hospitals and industrial factories to provide a space for mothers to study information and receive guidance from experts on breastfeeding.

3. Organize mom classes and mom expert talks, which are activities to educate expectant mothers and promote breastfeeding. This will be done with the support of a team of experts and medical personnel who provide knowledge to mothers, as well as through online channels, hospital channels, and various stores.
4. Plant forests to create green spaces for the community.

Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits : No
from social development?

Non-financial benefits

Does the company measure the non-financial : Yes
benefits from social development?

	2023	2024	2025
Community forest (Rais)	13.00	10.00	8.00
Beneficiaries of the company's community development projects (Persons)	62,127.00	27,302.00	37,712.00

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

ESG Performance

Company Name : MOONG PATTANA INTERNATIONAL PUBLIC COMPANY LIMITED

Symbol : MOONG

Market : mai

Industry Group : Consumer Products

Sector : SECTOR 0

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors has placed emphasis on corporate governance and established the CG Policy for the benefits of the Company, its shareholders, customers and the stakeholders may enjoy the benefits as well. Applying the principles of corporate governance and code of conduct will result in good business operation in the long run and it will be reliable in the eye of the shareholders and everyone around. Moreover, it is beneficial to create value for the purpose of sustainable business in line with the business prospects, investors, capital market and the society, in general.

Reference link for the full version of corporate governance policy and guidelines : <https://www.moongpattana.com/storage/content/cg/cg-report/20230223-moong-cg-en.pdf>

Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of directors : Yes

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies

Nomination of directors

The Nomination and Remuneration Committee, composed of 3 independent directors, will consider the selection of individuals to be appointed as directors to replace those who have vacated their positions, whether due to resignation before the term ends or the completion of their term, based on the following criteria:

1. Consideration of individuals who meet the qualifications of an independent director and/or the qualifications of a listed company director in accordance with the Public Companies Act, the Securities and Exchange Act, the regulations of the Securities and Exchange Commission (SEC), and the rules of the Stock Exchange.
2. The selection process will be transparent, considering the boards diversity policy, such as qualifications, education, professional skills, specialized expertise, knowledge, capabilities, and experience necessary to achieve the companys goals. This includes diversity in gender and age, aligning with the companys business strategy. Additionally, the selected individuals must not have any disqualifying characteristics according to the law or relevant regulations.
3. The selection will be based on the criteria of qualifications and suitability (Fit and Proper) to ensure diversity in the board structure, ensuring that the composition of the board is appropriate and beneficial, adding value to the company.

4. In the case of a director who has completed their term and is reappointed, it must be considered whether they have a history of performing their duties as a director with care, integrity, and the ability to fully dedicate their time and efforts.

5. The Nomination and Remuneration Committee will propose the names of selected individuals to the board of directors for consideration of appointment, or to be presented to the shareholders' meeting (as applicable), in accordance with the criteria and procedures for the appointment of directors as specified in the company's article of association.

Determination of director remuneration

The Company's Board of Directors determined the policy on directors' remuneration clearly and transparently by delegating the Nomination and Remuneration Committee to be responsible for considering the structure and the rate of the directors' remuneration to be at an appropriate level, reflecting the duties and responsibilities of the directors, as well as in line with the Company's operating results, including comparing the remuneration rates of directors in the same industries with a comparable size. Also, the directors' remuneration shall be subject to approval at the shareholders' meeting.

Independence of the board of directors from the management

The Company has clearly defined the roles and responsibilities of the Board of Directors and the Management. The Board of Directors shall be responsible for formulating policies and supervising the Management, while the Management's responsibility is in line with the policies. Furthermore, in order to clearly separate the roles and duties, the Chairman of the Board and the Chief Executive Officer are different persons, including separate roles of governance and management as well.

Director development

The Company's Board of Directors conducts the orientation for the new directors immediately after assuming their position covering all aspects of the business operations of the Company. The Company's Board of Directors has also encouraged directors, top management, and the Corporate Secretary to attend seminars that are useful for performing the duties of directors, top management, and Corporate Secretary such as DAP training course (Director Accreditation Program), DCP training course (Director Certification Program), including the course of Anti-Corruption: The Practical Guide (ACPG) organized by Thai Institute of Directors (IOD).

Besides, the Board of Directors fosters and facilitates directors, audit members, executives, company secretary and internal auditor to get training to improve their performances continuously.

Board performance evaluation

The Company's Board of Directors evaluates the performance of all committees, the individual directors, and the sub-committees at least once a year, to enable the Company's Board of Directors to jointly consider the evaluation results and the measures for improving work efficiency accordingly.

The Company's Board of Directors requires the Management to report the actual operating results in comparison of the target to the Company's Board of Directors regularly, to enable them to supervise the operating results of the Management to achieve the defined targets and objectives.

Corporate governance of subsidiaries and associated companies

The Company has a policy on entering into joint ventures in order to be a dealer for distribution of products and services in consumer product business which has potential to grow and opportunities to earn profits for the Company. In the event that the Company establishes its subsidiary, the Company shall control and determine the management policy, as well as appoint a representative(s) to be the director(s) in proportion to its shareholding and attend meetings in the capacity of the shareholder(s). Such representative(s) shall cast a vote at the meeting under the guideline or direction as determined by the Board of Directors. For the investment in joint ventures, the Company shall appoint a representative(s) to be the director(s)/executive(s) as it deems appropriate, subject to the agreement to be further executed. In order to operate and monitor the operation effectively and efficiently in line with the business

policy, the Board of Directors has directed its subsidiaries and joint ventures to report its performance on a monthly basis.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders	: Yes
Guidelines and measures related to shareholders and stakeholders	: Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Government agencies, Community and society

Shareholder

The Company has a policy to treat all shareholders equitably and conducts business in order to create utmost all shareholders interest with transparency not any parties involved. Then the Company shall disclose and report status of its performance correctly and completely with truth to the shareholders through various channels both Thai and English version at www.set.or.th, www.moongpattana.com or contact Investor Relations Tel 0 2020 8999 or ir@moongpattana.com.

The Company focuses on the profitable management in order to create the return to the shareholders. The Company has policy of dividend payment at the rate not less than 50% of its net profit after deduction of all reserves as specified by the Company. The Company support the shareholders right and fair and equal treatment to shareholders including receiving the updated information by disclosing at the Companys website continuously.

Employee

The Company has a policy to treat employees fairly, equally and impartially. These policies will be followed in the selection of employees, consideration for remuneration, appointments, transfers as well as capabilities and potention development along with their positions. The Company will provide its employees with relevant knowledge and build up their awareness of the crucially of safety, occupational health and good working environment works.

The Company establishes the Policy and procedure regarding the Occupational Health and Safety as well as the workplace. Moreover, the Company establishes the Policy regarding the remuneration and benefit for the employee fairly such as providing provident fund, ESOP, Staff training, encouraging staff to get proper training for their work and position. In 2025, the Company supports staff training totaling of 1,510.12 hours.

Customer

The Company strives for deliver quality and safety products according to the standards at fair prices including describe information of products and services with truth and clearly written. For more product details, the Company provided officers to give an advice how to use the products. In addition, the Company provided customer services process regarding to complaints, requests and evaluated customer satisfaction which was used to improve and development the Companys products and services. Contact channels as follows:

- Customer Service crm@moongpattana.com 02 020 8990
- Investor Relation ir@moongpattana.com 02 020 8902
- Company Secretary company.secretary@moongpattana.com 02 020 8999

Business competitor

The Company adheres to fair business operations under the framework of the law and business ethics without seeking the confidential information of a competitor in a dishonest or inappropriate manner. The Company does not ruin the reputation of its competitor with malicious accusations without any truth. This includes any other acts that violate the intellectual property of a competitor. The Companys Policy defined as follow:

1. Abide by the rules of good competition.
2. Do not harm the reputation of competitors with the accusation.

In 2025, the Company found no any case regarding this matter.

Business partner

The Company has a policy to treat business partners equally and fairly on the basis of fair return for both parties and to strictly comply with contract agreements or conditions that were agreed upon between the business partners. If the Company is unable to carry out the contract agreement, the Company would inform the business partners in advance. The Company did not request, take or give any benefits that were dishonest while negotiating business.

Creditor

The Company has a policy to ensure that creditors are treated fairly and equally, as well as strict compliance to the terms and conditions of contract, including repayment of principal, interest and monitoring various collaterals under the relevant contracts. In case of the Company is unable to carry out a contract, the Company would inform creditors in advance in order to find a way to solve the problem together.

Government agencies

The Company has conducts business operations strictly in compliance with the laws and relevant regulations issued by the regulatory agencies. Furthermore, the Company continues to associate with agencies for enhancing the Companys corporate governance practices along with national standards.

Community and society

The Company operates its business on community responsibility, society and environmental preservation. The Company is ready to strengthen and stabilize Thai society by supporting and holding activities that are always beneficial and creative for the community, society and the environment.

The Company promotes the efficient use of resources in all processes related to running a business, to reach maximum benefit. Whereby the Company considers the responsibility of executives and employees, which the Company will support the human resource budget, working time and training to participate in the proposed social and environmental development.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

The Board of Directors has established a written Code of Conduct and ensures that it is clearly communicated and understood by all directors, executives, and employees. Additionally, the Board of Directors considers this Code of Conduct as part of the companys Work Regulations, to serve as a guideline for directors, executives, and employees at all levels in their conduct. This includes ensuring clear and comprehensive practices in performing their duties with honesty, integrity, transparency, morality, and ethics. The goal is to ensure that the companys business operations grow sustainably and are recognized by all stakeholders involved.

Reference link for the full version of business code of conduct : <https://www.moongpattana.com/storage/content/cg/cg-report/20230223-moong-coc-en.pdf>

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Gift giving or

receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

The Company is committed to conducting its business with integrity, transparency, and accountability in accordance with good corporate governance principles. This is to ensure that directors, executives, and employees have clear guidelines for performing their duties honestly, without seeking personal gain and/or the benefit of related parties, and to avoid conflicts of interest. Therefore, the board has established a Conflict of Interest Policy.

Reference link for Prevention of Conflicts of Interest : <https://www.moongpattana.com/storage/content/cg/cg-report/20230223-moong-coc-en.pdf>

Page number of the reference link : 15

Anti-corruption

It is the Company's policy to have the Board of Directors, management, employees, and staff of the Company not to be involved in any form of fraud and corruption in exchange of direct or indirect benefit of themselves, their family, friends, or acquaintances, regardless of whether being a recipient, an offeror, or propose to be an offeror, whether in a monetary or non-monetary form, by acting towards the government authorities, or any private organization to which the Company conducts business or contact. In this regard, the Company shall adhere to the Anti-corruption Practices strictly.

Reference link for Anti-corruption : <https://www.moongpattana.com/storage/content/cg/cg-report/20250303-moong-anti-corruption-en.pdf>

Whistleblowing and Protection of Whistleblowers

The Company provides a channel for employee and any group of stakeholders to place queries or suggestion or file a complaint and inform any non-compliance with laws, code of conduct, fraud and corruption via the channel set in this Code of Conduct. In this regard, the whistleblower need to specify information relating those concerns as well as their name, address and telephone contact number.

Reference link for Whistleblowing and Protection of Whistleblowers : <https://www.moongpattana.com/en/corporate-governance/whistleblowing-channel>

Prevention of Misuse of Inside Information

The Board of Directors has adopted a preventive measure for insider trading for the Board of Directors, management, and relevant employees. In this regard, inside information means information related to the business operation or information that has a material effect on the change of price or value of the Company's securities, e.g. financial position, business performance, development of significant products, entering into contracts or termination of contracts, all of which are not yet disclosed to the general public.

Reference link for Prevention of Misuse of Inside Information : <https://www.moongpattana.com/storage/content/cg/cg-report/20230223-moong-coc-en.pdf>

Page number of the reference link : 11

Gift giving or receiving, entertainment, or business hospitality

The Company has set guidelines for giving and receiving gifts or other benefits for directors, executives and employees to be put into practice by prohibiting the directors, executives and employees at all levels, including their family, to receive or give gifts or other benefits from customers, suppliers, contractors, subcontractors or those who are involved

with the Company's business, unless it is a traditional gift to maintain good relationship between individuals only. If the gifts or other benefits are worth more than 3,000 Baht, they must report to their supervisor and a Report on Giving or Receiving Gifts or Other Benefits must be prepared as a report and deliver the gift delivered to the Human Resource Department.

Reference link for Gift giving or receiving, : <https://www.moongpattana.com/storage/content/cg/cg-entertainment, or business hospitality report/20230223-moong-coc-en.pdf>

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Compliance with laws, regulations, and rules

The company strictly adheres to the intentions of the law and regulations issued by regulatory authorities and collaborates with regulatory bodies by following internationally recognized best practices to enhance the company's corporate governance. In the past year, the company has had no disputes or lawsuits related to non-compliance with the law.

Reference link for Compliance with laws, regulations, : <https://www.moongpattana.com/storage/content/cg/cg-and rules report/20230223-moong-coc-en.pdf>

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Information and assets usage and protection

The Company recognizes the importance of internal data management by recording and reporting the data in accordance with the rules set forth by the Company and duly in compliance with the laws. As for the data retention, it shall be conducted in a safe environment and can be used as a reference or utilized as the Company desires.

The Company's properties shall mean tangible and intangible properties, e.g. movable properties, immovable properties, technologies, bill of materials, documents of titles, patents, copyrights, as well as confidential information of the Company which are not disclosed to the public, e.g. business plan, financial budget, human resources data, customer data, etc.

Reference link for Information and assets usage and : <https://www.moongpattana.com/storage/content/cg/cg-protection report/20230223-moong-coc-en.pdf>

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Anti-unfair competitiveness

The Company adheres to fair business operations under the framework of the law and business ethics without seeking the confidential information of a competitor in a dishonest or inappropriate manner. The Company does not ruin the reputation of its competitor with malicious accusations without any truth. This includes any other acts that violate the intellectual property of a competitor. The Company's Policy defined as follow:

- Abide by the rules of good competition.
- Do not harm the reputation of competitors with the accusation.

Reference link for Anti-unfair competitiveness : <https://www.moongpattana.com/storage/content/cg/cg-report/20230223-moong-coc-en.pdf>

Page number of the reference link : 7

Information and IT system security

To ensure that employees work efficiently and safely, the Board has established a policy for the use of information and communication technology, along with measures to safeguard the security of computer systems and information.

Reference link for Information and IT system security : <https://www.moongpattana.com/storage/content/cg/cg-report/20230223-moong-coc-en.pdf>

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Environmental management

The Company is committed to conducting the business to achieve sustainable growth based on environmental responsibility along with effective environmental management. In recognition of reducing environmental impact arising from the business operation and its products and service, the Company therefore has implemented the policies that encourage the development in value chain management, creating innovations that reduce any potential impact, setting a target for consuming natural resources with the awareness of their value, as well as encouraging same-level subsidiaries, trading partners and stakeholders to acknowledge the policies so that they can behave in the same direction.

Reference link for Environmental management : <https://www.moongpattana.com/storage/content/cg/cg-report/20230223-moong-coc-en.pdf>

Page number of the reference link : 24

Human rights

It is the Company's policy to have the Board of Directors, management, employees, and staff of the Company not to be involved in any human rights violation. Our Company believes and aims to conduct business with ethics holding onto responsibility to society and all groups of stakeholder e.g. shareholders, customer, competitor, business partner, debtor, employee, society and environment based on Good Corporate Governance principle and our Code of Conduct. In respect of human rights protection, we have strictly complied with human rights as the most fundamental aspect of compliance is respect for basic human rights. We believe that the human rights will certainly build peaceful and harmonious community. It is to ensure that our business operations are engaged with prudence and without violating or affecting human rights, directly or indirectly and not promote or involve human right violation. The Company shall adhere to the Human Rights Policy strictly.

Reference link for Human rights : <https://www.moongpattana.com/storage/content/cg/cg-report/20230223-moong-human-rights-policy-en.pdf>

Safety and occupational health at work

To ensure sustainability under the business operation meet which is the strategy of the Company and in compliance with good corporate governance, the Company has awareness on health, safety and quality of life of employees. Our Company has formalized the Occupational Health and Safety standards in workplaces, along with associated guidelines, to guide these practices throughout the organization. The goal is to create a safe and healthy workplace with a modern security system as well as to provide concrete guidelines on preventing any workplace accident, injury, disability or fatality. The Company establishes Safety Vision and Safety Mission

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of conduct : Yes

The Company has disclosed the principles of corporate governance on the Company's website for the purpose of publication to its shareholders. The investors have acknowledged that the Company has determined to carry out the business under the principles of corporate governance for transparency and accountability. As for the employees, the Company has prepared a written manual and emphasizes the employees to understand and deem it important, as well as to perform their tasks with ethics, in order to ensure that every employee has knowledge and understanding in business ethics, the results of which will be evaluated in order to improve the communication to assure the employees have thoroughly understood. The newly recruited employees shall attend an orientation on the topic of

business ethics and their business ethics will be evaluated annually. Besides, the Company has encouraged all employees to recognize the good corporate governance culture by stipulating it to be an indicator of performance evaluation.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks : Yes

Anti-corruption networks or projects the company has joined or declared intent to join : Thai Private Sector Collective Action Against Corruption (CAC)
CAC membership certification status : Certified
Certification document of CAC membership status : S__10371287_0.jpg

Information on material changes and developments in policy and corporate governance system over the past year

Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors charter

In the past year, did the company review the corporate governance policy and guidelines, or board of directors charter : Yes

Material changes and developments in policy and guidelines over the past year : No

The Board of Directors has established a policy to review the companys Good Corporate Governance practices (Good Corporate Governance Policy) annually. This includes monitoring the developments in corporate governance and best practices from leading organizations or companies, to analyze and adapt them appropriately to the companys business operations. For any practices that have not yet been defined as policies or implemented, the management will report to the corporate governance committee for regular annual review. The key developments in the past year are as follows:

- Review the implementation of the Corporate Governance Code for Listed Companies 2017 to apply to the Companys corporate governance. In 2025, the Board of Directors considered and reviewed 1 time and resolved to endorse in the meeting held on February 24, 2025.
- Review the revision of the Code of Conduct to be in line with the nowadays situation, which the Board of Directors resolved to endorse in the meeting held on February 24, 2025.
- Monitor the compliance with the Personal Data Protection Policy (PDPA).
- Directors, executives, and employees are provided with awareness and training on the Policy on the Use of Inside Information, Conflict of Interest Policy, Code of Business Conduct, ESG principles, Information Security, and the Anti-Corruption Policy.

Establish performance evaluation of the Board of Directors and the senior management.

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Fully implement

The company has reviewed CG Policy annually. In 2025 the Board has reviewed and refined the CG Policy to be in line with the current situation and the Policy has communicated to Board, executives and employees to acknowledge and comply with the CG Code, except the issue as follow:

Incomplete	Reasons
The Chairman should be an Independent Director	The Board of Directors appointed a non-executive director to chair as the Chairman due to their deep knowledge, expertise, and understanding of the company's business. Although not an independent director, they perform their duties with independence, overseeing and ensuring that the board's activities are carried out effectively, achieving the company's objectives and goals. The board provides opportunities for all directors to express their opinions freely and offer suggestions beneficial to the company and encourages every director to participate in fostering an ethical corporate culture and good corporate governance practices.

Other corporate governance performance and outcomes

- SET Awards 2025 : Outstanding Investor Relations Awards, Business Excellence in the category of mai market capitalization up to THB 1.5 billion.
- CG Rating of Excellence for the sixth consecutive years in the Corporate Governance Report of Thai Listed Companies 2025, compiled by the Thai Institute of Directors Association (IOD)
- A rating in the SET ESG Ratings 2025 from the Stock Exchange of Thailand for the third consecutive year.
- Thai Private Sector Collective Action Against Corruption (CAC) (3rd Renewal)
- AGM Checklist 100 scores for the sixth consecutive years.

Corporate Governance Structure

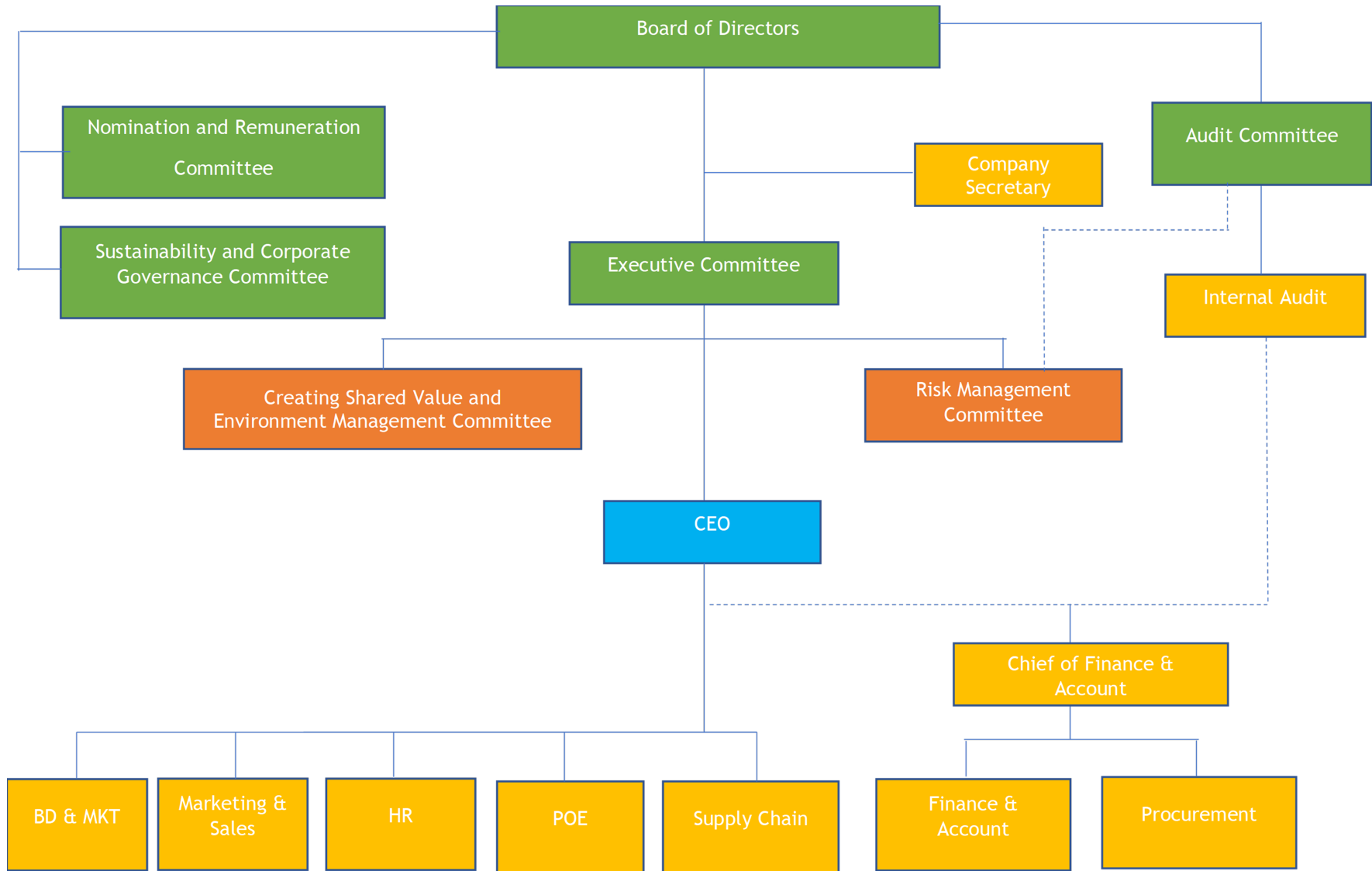
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2025

Corporate governance structure diagram



Organization Chart

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	9		8		9	
	6	3	5	3	5	4
Executive directors	3		2		2	
	1	2	1	1	1	1
Non-executive directors	6		6		7	
	5	1	4	2	4	3
Independent directors	3		3		4	
	2	1	2	1	2	2
Non-executive directors who have no position in independent directors	3		3		3	
	3	0	2	1	2	1

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	66.67	33.33	62.50	37.50	55.56	44.44
Executive directors	33.33		25.00		22.22	
	11.11	22.22	12.50	12.50	11.11	11.11
Non-executive directors	66.67		75.00		77.78	
	55.56	11.11	50.00	25.00	44.44	33.33
Independent directors	33.33		37.50		44.44	
	22.22	11.11	25.00	12.50	22.22	22.22
Non-executive directors who have no position in independent directors	33.33		37.50		33.33	
	33.33	0.00	25.00	12.50	22.22	11.11

Additional explanation : Displayed % (percentage) from proportion of total board of directors

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	62		62		63	
	62	63	62	62	63	63

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. SUMETH LERSUMITKUL Gender: Male Age : 75 years Highest level of education : Honorary degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 181,443,488 Shares (53.769754 %) 	<p>Chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	<p>23 Feb 2011</p>	<p>Sustainability, Corporate Management, Governance/ Compliance, Leadership, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>2. Mr. MANIT JEERADIT</p> <p>Gender: Male</p> <p>Age : 77 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	5 Nov 2010	Finance, Sustainability, Audit, Governance/ Compliance, Project Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. SONGTHAM PHIANPATTANAWIT Gender: Male Age : 67 years Highest level of education : Bachelor's degree Study field of the highest level of education : Computer Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 572,200 Shares (0.169568 %) • Shareholding by persons related to the directors, executives according to Section 59 ^(**) : 240,100 Shares (0.071152 %) 	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>1 Jun 2019</p>	<p>Information & Communication Technology, Sustainability, Audit, Governance/ Compliance, Strategic Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>4. Associate Professor CHADAPORN TEEKA- UTTAMAKORN Gender: Female Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	27 Apr 2020	Accounting, Sustainability, Audit, Governance/ Compliance, Risk Management
<p>5. Mrs. JAN YA THANA- ATHIPORN Gender: Female Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the companys certificate of registration : No Type of director : Newly appointed director not being replaced the ex-director</p>	22 Apr 2025	Transportation & Logistics, Human Resource Management, Corporate Management, Change Management, Risk Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>6. Mrs. SUREEPORN ANUVATUDOM Gender: Female Age : 75 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 12,693,878 Shares (3.761759 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	29 Jan 1981	Finance, Sustainability, Strategic Management, Governance/ Compliance, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. METHIN LERSUMITKUL Gender: Male Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : International Business Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 16,762,524 Shares (4.967479 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	24 Apr 2013	Food & Beverage, Home & Office Products, Personal Products & Pharmaceuticals, Digital Marketing, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mrs. SASITHON LERSUMITKUL Gender: Female Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : No</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 331,000 Shares (0.098090 %) 	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	19 Feb 2024	Finance, Human Resource Management, Sustainability, Data Analysis, Risk Management

List of directors	Position	First appointment date of director	Skills and expertise
9. Mr. SUTHEE LERSUMITKUL Gender: Male Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Marketing Analysis Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes Shareholding in the company • Direct shareholding : 16,998,676 Shares (5.037462 %)	Director (Non-executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	27 Apr 2021	Marketing, Sustainability, Governance/ Compliance, Human Resource Management, Change Management

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of board of directors who resigned / vacated their position during the year

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. SUMETH LERSUMITKUL	Chairman of the board of directors		✓		✓	✓
2. Mr. MANIT JEERADIT	Director		✓	✓		
3. Mr. SONGTHAM PHIANPATTANAWIT	Director		✓	✓		
4. Associate Professor CHADAPORN TEEKA-UTTAMAKORN	Director		✓	✓		
5. Mrs. JANYA THANATHIPORN	Director		✓	✓		
6. Mrs. SUREEPORN ANUVATUDOM	Director		✓		✓	✓
7. Mr. METHIN LERSUMITKUL	Director	✓				✓
8. Mrs. SASITHON LERSUMITKUL	Director	✓				✓
9. Mr. SUTHEE LERSUMITKUL	Director		✓		✓	✓
Total (persons)		2	7	4	3	5

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)

Skills and expertise	Number (persons)	Percent (%)
1. Food & Beverage	1	11.11
2. Home & Office Products	1	11.11
3. Personal Products & Pharmaceuticals	1	11.11
4. Transportation & Logistics	1	11.11
5. Information & Communication Technology	1	11.11
6. Marketing	1	11.11
7. Accounting	1	11.11
8. Finance	3	33.33
9. Human Resource Management	3	33.33
10. Sustainability	7	77.78
11. Data Analysis	1	11.11
12. Digital Marketing	1	11.11
13. Project Management	1	11.11
14. Corporate Management	2	22.22
15. Change Management	2	22.22
16. Leadership	2	22.22
17. Strategic Management	3	33.33
18. Risk Management	3	33.33
19. Audit	3	33.33
20. Governance/ Compliance	6	66.67
21. Business Administration	1	11.11

Information about the other directors ^{(*)(**)}

	2023	2024	2025
The chairman of the board and the highest-ranking executive are from the same person	-	No	No
The chairman of the board is an independent director	-	No	No
The chairman of the board and the highest-ranking executive are from the same family	No	Yes	Yes
Chairman is a member of the executive board or taskforce	-	Yes	Yes
The company appoints at least one independent director to determine the agenda of the board of directors meeting	No	No	No

Additional explanation :

(*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

(**) If a remark is specified, the remark from the most recent year will be displayed

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board of directors and the Management : Have

Methods of balancing power between the board of directors and Management : Others : Separation of roles and responsibilities between the Board of Directors and Management

Main Roles and Responsibilities of the Board of Directors:

- Define the vision, mission, objectives, and main goals of the business in alignment with creating sustainable value for the organization.
- Review and approve the operational policies, resource allocation, and annual budget prepared by the management team, and oversee the management team to ensure they operate according to the policies and plans effectively and efficiently.

Main Roles and Responsibilities of the Management:

- Implement and/or manage operations in line with the vision, mission, values, and goals as assigned by the Board of Directors, the Executive Committee, and the resolutions of the company's shareholders' meetings.

Information on the roles and duties of the board of directors

Board charter : Have

1. Carry out business operation under the Company's article of association, laws, board of directors and shareholders resolutions (Duty of Obedience) with responsibilities, prudent and cautiously (Duty of Care), honest,

trustworthy (Duty of Loyalty) and oversee the disclosure of financial and non-financial precisely in time (Duty of Disclosure).

2. Recognizing the role and responsibility in creating sustainable value for the business, the board of directors should oversee governance to achieve at least the following outcomes:
 - 2.1 Being competitive and achieving good performance while considering long-term impacts.
 - 2.2 Conducting business ethically, respecting rights, and being responsible towards shareholders and stakeholders.
 - 2.3 Being beneficial to society and developing or minimizing negative environmental impacts.
 - 2.4 Being adaptable to changing factors.
3. Monitor and follow-up that management has operated to the best interest and fairly of majority and minority shareholders including other stakeholders such as customers, partners, creditors, competitors, employees, community, social and environment to protect their legal rights.
4. Define the Companys vision, mission, objectives and goals in steering business operations according to building sustainable value and review its regularly, at least annually.
5. Consider and approve operation policies, allocation of resources and budget as provide by the Companys management. In addition, monitor and ensure policies and plans implementation efficiency and effectiveness as goal setting. The outcomes shall report to the Board of Directors and Executive Committee quarterly as well as problems and impediments that occur and adaptation plans.
6. Supporting, promoting and instilling values, moral and ethics in all levels of the Company under the Good Corporate Governance Policy, Code of Conducts and Anti-corruptions Practices.
7. Foster and support to create value-added to the Company with innovation and technology as well as using information technology to develop and improve the Companys business operations.
8. Promoting and supporting the creation of added value for the company by incorporating innovation and technology, including information technology, that aligns with the organization's needs. This should be used to develop and improve operations and risk management, enabling the company to achieve its objectives and core goals.
9. Appointing and defined role, duties and responsibilities of the Committees
10. Appointing directors or executives to be directors in the associate, subsidiary or affiliate of its company.
11. Set a written corporate governance policy and review its regularly, at least annually.
12. Set a written Code of Conduct for directors, executives and employees to understand the business ethical standards of the Companys business besides employees regulations that along with labor law. Monitor compliance to the Code of Conduct strictly.
13. Consider any conflict of interest thoroughly under clear guidelines for the best interest of the Company and all shareholders. Excluding any conflicted persons to participate in decision making. Monitor compliance with regulations relating to procedures transactions with conflict of interests.
14. Disclose a report on securities holding by each of them and related persons under the Securities and Exchange Act B.E. 2535 Section 59, and shall submit the report to company secretary for gathering and propose the report to the Board of Directors including disclose to the shareholders in annual report.
15. Ensure that an internal control system is in place. Assign internal control department, an independently unit to perform an internal control duties as above.
16. Establish a risk management policy to cover all activities of the Company. Assign management to implement the policy and report to the Board of Directors regularly, at least quarterly.

Information on subcommittees

Information on subcommittees

Roles of subcommittees

Board of Directors

Role

- Climate-related risks and opportunities governance
- Others
- Risk Management, Nomination Directors/ Top Management/ Remuneration, Governance, Sustainability

Scope of authorities, role, and duties

1. Carry out business operation under the Companys article of association, laws, board of directors and shareholders resolutions (Duty of Obedience) with responsibilities, prudent and cautiously (Duty of Care), honest, trustworthy (Duty of Loyalty) and oversee the disclosure of financial and non-financial precisely in time (Duty of Disclosure).
2. Recognizing the role and responsibility in creating sustainable value for the business, the board of directors should oversee governance to achieve at least the following outcomes:
 - 2.1 Being competitive and achieving good performance while considering long-term impacts.
 - 2.2 Conducting business ethically, respecting rights, and being responsible towards shareholders and stakeholders.
 - 2.3 Being beneficial to society and developing or minimizing negative environmental impacts.
 - 2.4 Being adaptable to changing factors.
3. Monitor and follow-up that management has operated to the best interest and fairly of majority and minority shareholders including other stakeholders such as customers, partners, creditors, competitors, employees, community, social and environment to protect their legal rights.
4. Define the Companys vision, mission, objectives and goals in steering business operations according to building sustainable value and review its regularly, at least annually.
5. Consider and approve operation policies, allocation of resources and budget as provide by the Companys management. In addition, monitor and ensure policies and plans implementation efficiency and effectiveness as goal setting. The outcomes shall report to the Board of Directors and Executive Committee quarterly as well as problems and impediments that occur and adaptation plans.
6. Supporting, promoting and instilling values, moral and ethics in all levels of the Company under the Good Corporate Governance Policy, Code of Conducts and Anti-corruptions Practices.
7. Foster and support to create value-added to the Company with innovation and technology as well as using information technology to develop and improve the Companys business operations.
8. Promoting and supporting the creation of added value for the company by incorporating innovation and

technology, including information technology, that aligns with the organization's needs. This should be used to develop and improve operations and risk management, enabling the company to achieve its objectives and core goals.

9. Appointing and defined role, duties and responsibilities of the Committees
10. Appointing directors or executives to be directors in the associate, subsidiary or affiliate of its company.
11. Set a written corporate governance policy and review its regularly, at least annually.
12. Set a written Code of Conduct for directors, executives and employees to understand the business ethical standards of the Company's business besides employees regulations that along with labor law. Monitor compliance to the Code of Conduct strictly.
13. Consider any conflict of interest thoroughly under clear guidelines for the best interest of the Company and all shareholders. Excluding any conflicted persons to participate in decision making. Monitor compliance with regulations relating to procedures transactions with conflict of interests.
14. Disclose a report on securities holding by each of them and related persons under the Securities and Exchange Act B.E. 2535 Section 59, and shall submit the report to company secretary for gathering and propose the report to the Board of Directors including disclose to the shareholders in annual report.
15. Ensure that an internal control system is in place. Assign internal control department, an independently unit to perform an internal control duties as above.
16. Establish a risk management policy to cover all activities of the Company. Assign management to implement the policy and report to the Board of Directors regularly, at least quarterly.

Reference link for the charter

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Audit Committee

Role

- Audit of financial statements and internal controls
- Risk management

Scope of authorities, role, and duties

1. Ensure the Company's financial statements are accurate and sufficient by reviewing its proper and effectiveness of internal control, management control and internal audit.
2. Reviewing the Company comply with the laws related securities and exchange as well as the SET regulations and law related to the Company's business.
3. Report on internal control system and its sufficient in the annual report.
4. Perform any other duties as the assignment of the Board of Directors in the Charter of the Audit Committee that concurred the Audit Committee and under related legislations.

Reference link for the charter

<https://www.moongpattana.com/storage/content/cg/cg-report/20240229-moong-audit-committee-charter-en.pdf>

Executive Committee

Role

- Others
- Manage the business in accordance with the objectives, policies, and regulations of the company.

Scope of authorities, role, and duties

The Executive Committee has roles and responsibilities in operating the business according to the Company's objectives, the Company's policies, the Company's articles of association, the resolutions of the Board of Directors meeting, as well as the resolutions of the Shareholders meeting. The Executive Committee shall also cooperate with the Company's Board of Directors to establish and review policies, objective, goal, strategies, annual action plans, including resource management and the annual budget of the Company.

Reference link for the charter

-

Risk Management Committee

Role

- Others
- Risk Management

Scope of authorities, role, and duties

The Risk Management Committee has roles and responsibilities in analyzing the risks of the Company, prioritizing the risks, laying down the management guidelines in response to the risks potentially affecting the Company to mitigate the impact of the risks, and following up and overseeing the work to concisely ensure the fulfillment of the defined risk management guidelines to prevent the occurrence of such risks in the future.

Reference link for the charter

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Nomination and Remuneration Committee

Role

- Director and executive nomination
- Remuneration

Scope of authorities, role, and duties

1. Review with the Board the Criteria for membership which are set forth in the Company's Corporate Governance Policy.
2. Identify evaluate and recruit individuals qualified for membership of the Board.
3. Nominate candidates to be proposed for election by the shareholders or the Board to fill vacancies or newly-created directorships.
4. Determine the guideline or specify remuneration for nomination of Company's directors, Chief Executive Officer by ensuring the procedure are made on fairness and transparent basis to propose to the Board of Directors and/ or Shareholder meeting.
5. Conduct any activities in compliance with the rules and regulations regarding the details about allocation of securities to directors, executives and employees.
6. Perform other tasks requested by the Board of Directors.

Reference link for the charter

<https://www.moongpattana.com/storage/content/cg/cg-report/20240229-moong-charter-nrc-en.pdf>

Sustainability and Corporate Governance Committee

Role

- Corporate governance
- Sustainability development

Scope of authorities, role, and duties

1. Determine good corporate governance principles and professional conducts of directors, executives and employees.
2. Proposing governance practices, policies related to anti-corruption and anti-bribery, and sustainability management to the board of directors.
3. Monitor, evaluate the result of conformance with good corporate governance principles and professional conducts of directors, executives and employees and provide any suggestions regarding such matters.
4. Arrange any activities to encourage directors, executives and employees to understand more about good corporate governance principles and realize the necessity to conform to specified professional conduct.
5. Ensure full and fair disclosure of conformance with good corporate governance principles in the Company's Annual Report.
6. Perform other tasks requested by the Board of Directors.

Reference link for the charter

<https://www.moongpattana.com/storage/content/cg/cg-report/20240229-moong-charter-sustain-and-cg-en.pdf>

Creating Shared Value and Environmental Management Committee

Role

- Others
- Contribute to creating value for society and manage environmental aspects.

Scope of authorities, role, and duties

1. Define directions, policies, and guidelines to carry out the Creating Shared Value (CSV) of the Company.
2. Proceed to communicate with the employees at all levels, business partners, and all involved parties to enable them to acknowledge, understand, and recognize the Creating Shared Value (CSV).
3. Create a budget and follow up, evaluate performance, and report the Creating Shared Value result of each division and department, as well as review the work plan and the budget to maintain their continuous efficiency.
4. Carry out the work as planned and in accordance with the budget approved, or may define other responsible person or department, or assign external specialists to carry out each item of the work.
5. Encourage the exchange of knowledge, achievement, and experiences with respect to Creating Shared Value (CSV) among internal and external departments regularly.
6. Hold a meeting of the Committee and report the performance results of Creating Shared Value to the Chief Executive Officer continuously.
7. Draw up plans to drive achievement of the objectives and goals according to the Company's environmental policy.
8. Promote and support activities that help reduce the use of resources, reduce waste and greenhouse gas emissions generated from all activities.
9. Raise awareness and understanding among employees at all levels of the company in respect of resource

management, such as electricity, water, waste management, including reduction of greenhouse gas emission.

10. Follow up on the performance according to the environmental policy and report to the Chief Executive Officer.

Reference link for the charter

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Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. MANIT JEERADIT^(*) Gender: Male Age : 77 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	12 May 2021	Finance, Sustainability, Audit, Governance/ Compliance, Project Management
<p>2. Associate Professor CHADAPORN TEEKA-UTTAMAKORN^(*) Gender: Female Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	27 Apr 2020	Accounting, Sustainability, Audit, Governance/ Compliance, Risk Management

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Mr. SONGTHAM PHIANPATTANAWIT ^(*) Gender: Male Age : 67 years Highest level of education : Bachelor's degree Study field of the highest level of education : Computer Science Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director	12 May 2021	Information & Communication Technology, Sustainability, Audit, Governance/ Compliance, Strategic Management

Additional explanation :

(*) Directors with expertise in accounting information review

List of audit committee members who resigned / vacated their position during the year

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. SUMETH LERSUMITKUL Gender: Male Age : 75 years Highest level of education : Honorary degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	25 Feb 2020

List of committee members	Position	Appointment date of executive committee member
<p>2. Mrs. SUREEPORN ANUVATUDOM Gender: Female Age : 75 years Highest level of education : Master's degree Study field of the highest level of education : Management Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>31 Mar 2008</p>
<p>3. Mr. METHIN LERSUMITKUL Gender: Male Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : International Business Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>25 Feb 2013</p>
<p>4. Mrs. Sasithon Lersumitkul Gender: Female Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>10 May 2022</p>
<p>5. Mrs. Pornpimon Suwankajit Gender: Female Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Information System Thai nationality : Yes Residence in Thailand : Yes</p>	<p>Member of the executive committee</p>	<p>1 Apr 2019</p>

List of committee members	Position	Appointment date of executive committee member
6. Mr. SUTHEE LERSUMITKUL Gender: Male Age : 46 years Highest level of education : Master's degree Study field of the highest level of education : Marketing Analysis Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	19 Feb 2024
7. Ms. Maylada Kiatkanokchai Gender: Female Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	25 Feb 2025
8. Ms. Anothai Suwannapuech Gender: Female Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	25 Feb 2025

List of executive committee members who resigned / vacated their position during the year

Other Subcommittees

Subcommittee name	Name list	Position
Risk Management Committee	Mr. METHIN LERSUMITKUL	Member of the subcommittee

Subcommittee name	Name list	Position
	Mrs. Sasithon Lersumitkul	Member of the subcommittee
	Mrs. Pornpimon Suwankajit	Member of the subcommittee
	Mr. SUTHEE LERSUMITKUL	Member of the subcommittee
	Mrs. JANYA THANA-ATHIPORN	The chairman of the subcommittee (Independent director)
	Ms. Maylada Kiatkanokchai	Member of the subcommittee
	Ms. Anothai Suwannapuech	Member of the subcommittee
Nomination and Remuneration Committee	Mr. SONGTHAM PHIANPATTANAWIT	The chairman of the subcommittee (Independent director)
	Mr. MANIT JEERADIT	Member of the subcommittee (Independent director)
	Associate Professor CHADAPORN TEEKA-UTTAMAKORN	Member of the subcommittee (Independent director)
Sustainability and Corporate Governance Committee	Associate Professor CHADAPORN TEEKA-UTTAMAKORN	The chairman of the subcommittee (Independent director)
	Mr. MANIT JEERADIT	Member of the subcommittee (Independent director)
	Mr. SONGTHAM PHIANPATTANAWIT	Member of the subcommittee (Independent director)
Creating Shared Value and Environmental Management Committee	Mr. METHIN LERSUMITKUL	The chairman of the subcommittee
	Mrs. Sasithon Lersumitkul	Member of the subcommittee
	Mrs. Pornpimon Suwankajit	Member of the subcommittee
	Mr. Teerapong Songkrowh	Member of the subcommittee
	Ms. Weraporn Worawiwat	Member of the subcommittee
	Mr. SUTHEE LERSUMITKUL	Member of the subcommittee

Subcommittee name	Name list	Position
	Ms. Chananya Vilamard	Member of the subcommittee

List of subcommittees who resigned / vacated their position during the year

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
1. Mr. METHIN LERSUMITKUL Gender: Male Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : International Business Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	CEO (The highest-ranking executive)	1 Mar 2024	Food & Beverage, Home & Office Products, Personal Products & Pharmaceuticals, Digital Marketing, Leadership

List of executives	Position	First appointment date	Skills and expertise
<p>2. Mrs. Sasithon Lersumitkul^(*) Gender: Female Age : 50 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No</p>	CFO	19 Feb 2024	Finance, Data Management, Strategic Management, Risk Management, Budgeting
<p>3. Mrs. Pornpimon Suwankajit Gender: Female Age : 54 years Highest level of education : Master's degree Study field of the highest level of education : Information System Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	POE Director	1 Jan 2023	Food & Beverage, Home & Office Products, Personal Products & Pharmaceuticals, IT Management, Change Management

List of executives	Position	First appointment date	Skills and expertise
<p>4. Ms. Maylada Kiatkanokchai Gender: Female Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Marketing & MT Director	1 Jan 2024	Business Administration, Food & Beverage, Home & Office Products, Personal Products & Pharmaceuticals, Marketing
<p>5. Ms. Anothai Suwannapuech Gender: Female Age : 49 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	GT Sales Director	1 Sep 2024	Business Administration, Food & Beverage, Home & Office Products, Personal Products & Pharmaceuticals, Marketing

List of executives	Position	First appointment date	Skills and expertise
6. Mrs. Saovakhon Somabot ^(**) Gender: Female Age : 58 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : Yes	Senior Accounting Manager	1 Apr 2025	Business Administration, Food & Beverage, Home & Office Products, Accounting, Budgeting

Additional Explanation :

() Highest responsibility in corporate accounting and finance*

*(**) Accounting supervisor*

*(***) Appointed after the fiscal year end of the reporting year*

Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure diagram of the highest-ranking executive and the next four executives from the top executive

Remuneration policy for executive directors and executives

Executive Compensation Policy

The company has established an executive compensation policy for both the short term and long term, linking it to individual performance and the overall performance of the company.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	34,018,601.00	22,756,085.17	21,494,320.81

Other remunerations of executive directors and executives

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	670,641.00	452,981.00	407,355.00
Employee Stock Ownership Plan (ESOP)	No	No	-
Employee Joint Investment Program (EJIP)	No	No	-

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past year : 0.00

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mrs. Saovakhon Somabot	Saovakhon@moongpattana.com	02 020 8999

List of the company secretary

General information	Email	Telephone number
1. Ms. Chananya Vilamard	chananya@moongpattana.com	02 020 8999

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Mrs. Pavadee Udomsritanakorn	Pavadee@moongpattana.com	02 020 8999

List of the head of the compliance unit

Head of investor relations

Does the Company have an appointed head of : Have
investor relations

List of the head of investor relations

General information	Email	Telephone number
1. Mrs. Sasithon Lersumitkul	sasithon@moongpattana.com	02 020 8999

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED NO. 179/74-80 BANGKOK CITY TOWER BUILDING, 7TH, 11TH, 13TH-16TH FLOOR, SOUTH SATHORN ROAD, THUNG MAHA MEK SATHON Bangkok 10120 Telephone number +66 2844 1000	1,700,000.00	Types of non-audit service : Product Destruction Observation Fee Details of non-audit service : Product Destruction Observation Fee Total non-audit fee 15,000.00 baht	1. Ms. VARAPORN VORATHITIKUL Email: varaporn. vorathitikul@pwc.com License number: 4474 2. Ms. SUKHUMAPORN WONG-ARIYAPORN Email: sukhumaporn. wongariyaporn@pwc.com License number: 4843 3. Ms. NOPANUCH APICHATSATIEN Email: nopanuch. apichatsatien@pwc.com License number: 5266

Assigned personnel in case of a foreign company

Does the company have any individual assigned to : No
be representatives in Thailand

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

Information about the summary of duty performance of the board of directors over the past year

Summary of duty performance of the board of directors over the past year

Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Associate Professor CHADAPORN TEEKA-UTTAMAKORN	Director	27 Apr 2020	Accounting, Sustainability, Audit, Governance/ Compliance, Risk Management
Mr. METHIN LERSUMITKUL	Director	24 Apr 2013	Food & Beverage, Home & Office Products, Personal Products & Pharmaceuticals, Digital Marketing, Leadership
Mrs. SASITHON LERSUMITKUL	Director	19 Feb 2024	Finance, Human Resource Management, Sustainability, Data Analysis, Risk Management

List of newly appointed director to replace the ex-director

List of newly appointed director not being replaced the ex-director

List of directors	Position	First appointment date of director	Skills and expertise
Mrs. JAN YA THANA-ATHIPORN	Director	22 Apr 2025	Transportation & Logistics, Human Resource Management, Corporate Management, Change Management, Risk Management

Selection of independent directors

Criteria for selecting independent directors

The board of directors determined the qualifications of independent directors to be more stringent than the minimum requirements of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand as follows:

- Not hold shares exceeding zero point five (0.5) percent of the total number of voting shares of the Company, its parent company, subsidiary, affiliate, major shareholder or controlling person, including shares held by related persons of such independent director.
- Not be nor used to be an executive director, employee, officer, advisor who receives a salary, or controlling person of the Company, its parent company, subsidiary, affiliate, same-level subsidiary, major shareholder or controlling person, unless the foregoing status has ended not less than one (1) years. This restriction shall not apply to an independent director who has been a government officer or an advisor to a government authority that is a major shareholder or controlling person of the Company.
- Not have nor used to have a business relationship with the Company, its parent company, subsidiary, affiliate, major shareholder or controlling person, in the manner which may interfere with his/her independent judgement, and neither being nor used to be a substantial shareholder or controlling person of any person having a business relationship with the company, its parent company, subsidiary, affiliate, major shareholder or controlling person.
- Not being a person who has any legal registered relationship in the form of close relatives, major shareholders or controlling persons of the Company, its associated companies, persons with potential conflict of interest, or person who are nominated to take care of the interest of major shareholders.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors over the past year : No

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee : Yes

Method for selecting persons to be appointed as the highest-ranking executive through the nomination committee : Yes

Number of directors from major shareholders

Rights of minority shareholders on director appointment

The company has granted shareholders the right to propose individuals they deem qualified to be elected as directors of the company, as announced on the company's website. However, in 2025, no shareholders proposed any individuals to the company.

Method of director appointment : Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
--	---------------------

Qualifications, knowledge, or experience	Skill and expertise
<p>1. Consideration of individuals who meet the qualifications of an independent director and/or the qualifications of a listed company director in accordance with the Public Companies Act, the Securities and Exchange Act, the regulations of the Securities and Exchange Commission (SEC), and the rules of the Stock Exchange.</p> <p>2. The selection process will be transparent, considering the boards diversity policy, such as qualifications, education, professional skills, specialized expertise, knowledge, capabilities, and experience necessary to achieve the companys goals. This includes diversity in gender and age, aligning with the companys business strategy. Additionally, the selected individuals must not have any disqualifying characteristics according to the law or relevant regulations.</p> <p>3. The selection will be based on the criteria of qualifications and suitability (Fit and Proper) to ensure diversity in the board structure, ensuring that the composition of the board is appropriate and beneficial, adding value to the company.</p> <p>4. In the case of a director who has completed their term and is reappointed, it must be considered whether they have a history of performing their duties as a director with care, integrity, and the ability to fully dedicate their time and efforts.</p> <p>5. The Nomination and Remuneration Committee will propose the names of selected individuals to the board of directors for consideration of appointment, or to be presented to the shareholders' meeting (as applicable), in accordance with the criteria and procedures for the appointment of directors as specified in the companys article of association.</p>	<p>Food & Beverage, Human Resource Management, Leadership, Strategic Management, Governance/ Compliance</p>

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. SUMETH LERSUMITKUL (Chairman of the board of directors)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2013: Role of the Chairman Program (RCP) • 2008: Director Accreditation Program (DAP) • 2008: Director Certification Program (DCP)
2. Mr. MANIT JEERADIT (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2014: Director Certification Program (DCP) • 2011: Director Accreditation Program (DAP)
3. Mr. SONGTHAM PHIANPATTANAWIT (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2005: Director Certification Program (DCP) Other <ul style="list-style-type: none"> • 2005: EXAM
4. Associate Professor CHADAPORN TEEKA-UTTAMAKORN (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Advanced Audit Committee Program (AACP) • 2022: Director Certification Program (DCP) • 2020: Director Accreditation Program (DAP)
5. Mrs. JANYA THANA-ATHIPORN (Director, Independent director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Director Accreditation Program (DAP) • 2024: Director Certification Program (DCP) • 2023: Strategic Board Master Class (SBM)

List of directors	Participation in training in the past financial year	History of training participation
6. Mrs. SUREEPORN ANUVATUDOM (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2013: Director Certification Program (DCP) • 2008: Director Accreditation Program (DAP)
7. Mr. METHIN LERSUMITKUL (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2023: Director Certification Program (DCP) • 2015: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2013: How to Develop a Risk Management Plan (HRP)
8. Mrs. SASITHON LERSUMITKUL (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2025: Director Accreditation Program (DAP) Other <ul style="list-style-type: none"> • 2016: Board Reporting Program (BRP) • 2016: Effective Minutes Taking (EMT) • 2015: Company Reporting Program (CRP) • 2015: Company Secretary Program (CSP) • 2013: How to Develop a Risk Management Plan (HRP)
9. Mr. SUTHEE LERSUMITKUL (Director)	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Director Certification Program (DCP) • 2021: Director Accreditation Program (DAP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The Company used the evaluation form of the Stock Exchange of Thailand for self-assessment of the Board of Directors and subcommittees that consists of 6 main topics: 1) Structure and qualifications of the board of directors 2) Duties, roles, and responsibilities 3) Board meetings 4) Operations of the board of directors 5) Relationships with management and 6) Self-development of directors and executives. Then the company secretary collected the results of the assessment and prepared the summary of the evaluations for further consideration to the board of directors. The board of directors will consider the evaluation results, analyze and find a conclusion to determine any measures that will improve the performance of the board further.

Criteria for evaluation from full of 100%, 85-100% is Excellent, 75-84% is Very Good, 65-74% is Good, 50-64% is Satisfactory, below 50% is Poor.

Evaluation of the duty performance of the board of directors over the past year

For 2025 Annual Performance evaluation, the Board of Directors conducted self-evaluation and reported to the Board of Directors on February 24, 2026 are as follows:

- The Board of Directors evaluation result is 95.00%
- The individual boards evaluation result is 95.25%

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Risk Management Committee	Group assessment	96.67	100
	Self-assessment	95.86	100
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	96.83	100
	Self-assessment	96.67	100
	Cross-assessment (assessment of another director)	None	None
Nomination and Remuneration Committee	Group assessment	96.22	100
	Self-assessment	97.33	100

List of directors	Assessment form	Grade / Average score received	Grade / Full score
	Cross-assessment (assessment of another director)	None	None
Sustainability and Corporate Governance Committee	Group assessment	96.22	100
	Self-assessment	96.67	100
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

The Company assessed the performance of the Company's Chief Executive Officer by referring the performance evaluation criteria in the operating result form used for the Chief Executive officer of the Stock Exchange of Thailand, the main criteria of which consist of; 1) Leadership 2) Strategy determination 3) Strategy execution 4) Planning and financial outcome 5) Relationship with the Board of Directors 6) Relationship with the outsiders 7) Work administration and relationship with personnel 8) Knowledge in products and services, and 9) Personal attributes. The Company then appointed the company secretary to gather and finalize the performance evaluation in order to propose to the Nomination and Remuneration Committee for its consideration, as well as to enable them to find the way to improve the work efficiency of the Chief Executive Officer accordingly.

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the : 4
past year (times)

Date of AGM meeting : 22 Apr 2025

EGM meeting : No

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. SUMETH LERSUMITKUL (Chairman of the board of directors)	4	/	4	1	/	1		/	
2. Mr. MANIT JEERADIT (Director, Independent director)	4	/	4	1	/	1		/	
3. Mr. SONGTHAM PHIANPATTANAWIT (Director, Independent director)	4	/	4	1	/	1		/	
4. Associate Professor CHADAPORN TEEKA-UTTAMAKORN (Director, Independent director)	4	/	4	1	/	1		/	
5. Mrs. JAN YA THANA-ATHIPORN (Director, Independent director)	3	/	3	0	/	0		/	
6. Mrs. SUREEPORN ANUVATUDOM (Director)	4	/	4	1	/	1		/	
7. Mr. METHIN LERSUMITKUL (Director)	4	/	4	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
8. Mrs. SASITHON LERSUMITKUL (Director)	4	/	4	1	/	1		/	
9. Mr. SUTHEE LERSUMITKUL (Director)	4	/	4	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. SUMETH LERSUMITKUL (Chairman of the board of directors)	4/4 (100.00%)	1/1 (100.00%)	N/A
2. Mr. MANIT JEERADIT (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
3. Mr. SONGTHAM PHIANPATTANAWIT (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
4. Associate Professor CHADAPORN TEEKA-UTTAMAKORN (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
5. Mrs. JANAYA THANA-ATHIPORN (Director)	3/3 (100.00%)	N/A	N/A
6. Mrs. SUREEPORN ANUVATUDOM (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
7. Mr. METHIN LERSUMITKUL (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
8. Mrs. SASITHON LERSUMITKUL (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
9. Mr. SUTHEE LERSUMITKUL (Director)	4/4 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	100.00%	100.00%	N/A

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

Remuneration of the board of directors

Types of remuneration of the board of directors

The Board of Directors has assigned the Nomination and Remuneration Committee to review and determine the remuneration of directors in a fair and reasonable manner, considering the directors' duties and responsibilities, the company's financial status, and comparisons with companies in the same industry and of similar size. The company has determined that directors will receive compensation only in the form of meeting fees, and directors who are assigned to serve on subcommittees will receive additional compensation based on the increased responsibilities. The Board will ensure that the remuneration determination process is transparent and will present it to the shareholders' meeting for approval of the directors' compensation.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. SUMETH LERSUMITKUL (Chairman of the board of directors)			93,500.00		N/A
Board of Directors (Chairman of the board of directors)	93,500.00	0.00	93,500.00	No	
Executive Committee (The chairman of the executive committee)	0.00	0.00	0.00	No	
2. Mr. MANIT JEERADIT (Director, Independent director)			97,000.00		N/A
Board of Directors (Director)	33,000.00	0.00	33,000.00	No	
Audit Committee (Chairman of the audit committee)	44,000.00	0.00	44,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	10,000.00	0.00	10,000.00	No	
Sustainability and Corporate Governance Committee (Member of the subcommittee)	10,000.00	0.00	10,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
3. Mr. SONGTHAM PHIANPATTANAWIT (Director, Independent director)			91,000.00		N/A
Board of Directors (Director)	33,000.00	0.00	33,000.00	No	
Audit Committee (Member of the audit committee)	33,000.00	0.00	33,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	15,000.00	0.00	15,000.00	No	
Sustainability and Corporate Governance Committee (Member of the subcommittee)	10,000.00	0.00	10,000.00	No	
4. Associate Professor CHADAPORN TEEKA-UTTAMAKORN (Director, Independent director)			91,000.00		N/A
Board of Directors (Director)	33,000.00	0.00	33,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit Committee (Member of the audit committee)	33,000.00	0.00	33,000.00	No	
Sustainability and Corporate Governance Committee (The chairman of the subcommittee)	15,000.00	0.00	15,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	10,000.00	0.00	10,000.00	No	
5. Mrs. JANYA THANA-ATHIPORN (Director, Independent director)			48,000.00		N/A
Board of Directors (Director)	33,000.00	0.00	33,000.00	No	
Risk Management Committee (The chairman of the subcommittee)	15,000.00	0.00	15,000.00	No	
6. Mrs. SUREEPORN ANUVATUDOM (Director)			33,000.00		N/A
Board of Directors (Director)	33,000.00	N/A	33,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Executive Committee (Member of the executive committee)	0.00	N/A	0.00	No	
7. Mr. METHIN LERSUMITKUL (Director)			33,000.00		N/A
Board of Directors (Director)	33,000.00	N/A	33,000.00	No	
Executive Committee (Member of the executive committee)	0.00	N/A	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Creating Shared Value and Environmental Management Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
8. Mrs. SASITHON LERSUMITKUL (Director)			33,000.00		N/A
Board of Directors (Director)	33,000.00	0.00	33,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
9. Mr. SUTHEE LERSUMITKUL (Director)			33,000.00		N/A
Board of Directors (Director)	33,000.00	N/A	33,000.00	No	
Executive Committee (Member of the executive committee)	0.00	0.00	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Creating Shared Value and Environmental Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
10. Mrs. Sasithon Lersumitkul (Member of the executive committee)			33,000.00		N/A
Executive Committee (Member of the executive committee)	33,000.00	N/A	33,000.00	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Creating Shared Value and Environmental Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
11. Mrs. Pornpimon Suwankajit (Member of the executive committee)			0.00		N/A
Executive Committee (Member of the executive committee)	0.00	N/A	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Creating Shared Value and Environmental Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
12. Ms. Maylada Kiatkanokchai (Member of the executive committee)			0.00		N/A
Executive Committee (Member of the executive committee)	0.00	N/A	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	N/A	0.00	No	
13. Ms. Anothai Suwannapuech (Member of the executive committee)			0.00		N/A
Executive Committee (Member of the executive committee)	0.00	N/A	0.00	No	
Risk Management Committee (Member of the subcommittee)	0.00	N/A	0.00	No	
14. Mr. Teerapong Songkrowh (Member of the subcommittee)			0.00		N/A

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Creating Shared Value and Environmental Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
15. Ms. Weraporn Worawiwat (Member of the subcommittee)			0.00		N/A
Creating Shared Value and Environmental Management Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
16. Ms. Chananya Vilamard (Member of the subcommittee)			0.00		N/A
Creating Shared Value and Environmental Management Committee (Member of the subcommittee)	0.00	N/A	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	357,500.00	0.00	357,500.00
2. Audit Committee	110,000.00	0.00	110,000.00
3. Executive Committee	33,000.00	0.00	33,000.00
4. Risk Management Committee	15,000.00	0.00	15,000.00
5. Nomination and Remuneration Committee	35,000.00	0.00	35,000.00
6. Sustainability and Corporate Governance Committee	35,000.00	0.00	35,000.00
7. Creating Shared Value and Environmental Management Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	1,785,000.00	1,951,000.00	585,500.00
Other monetary remuneration (Baht)	0.00	0.00	0.00
Total (Baht)	1,785,000.00	1,951,000.00	585,500.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the : 0.00
board of directors over the past year
(Baht)

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and : Yes
associated companies

Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors : The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding

The Company has a policy on entering into joint ventures in order to be a dealer for distribution of products and services in consumer product business which has potential to grow and opportunities to earn profits for the Company. In the event that the Company establishes its subsidiary, the Company shall control and determine the management policy, as well as appoint a representative(s) to be the director(s) in proportion to its shareholding and attend meetings in the capacity of the shareholder(s). Such representative(s) shall cast a vote at the meeting under the guideline or direction as determined by the Board of Directors. For the investment in joint ventures, the Company shall appoint a representative(s) to be the director(s)/executive(s) as it deems appropriate, subject to the agreement to be further executed. In order to operate and monitor the operation effectively and efficiently in line with the business policy, the Board of Directors has directed its subsidiaries and joint ventures to report its performance on a monthly basis.

Information on the monitoring of compliance with corporate governance policy and guidelines

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year : Yes

The Company has implemented the Conflict of Interest Policy in which the directors and the management with conflict of interest shall be prohibited to participate in any consideration for approval of any related agenda or shall be required to disclose transactions with a potential conflict of interest or related party transactions. In this regard, all of the board members has disclosed the directorship or shareholder who is controlling person in any companies before holding the directorship, including inform the changes in case of any changes of directorship in other companies.

Moreover, any mentioned transaction must to execute in line with the procedure and relevant regulations.

In 2025, the Company provided training to the Board of Directors on the policy for preventing conflicts of interest and the use of inside information on November 11, 2025. The Company also reinforced communication of the policy on preventing conflicts of interest and the use of inside information through email and intranet to executives and employees. Additionally, employees were required to take a knowledge test on the policy. Furthermore, the Company tracked and ensured that relevant executives and employees submitted annual reports on the disclosure of conflicts of interest, including when there were changes.

In 2025, the company did not identify any violations related to conflicts of interest.

Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of : Yes
inside information to seek benefits over the past year

The Company has established a policy to prevent the misuse of inside information for personal gain, in accordance with the law and good corporate governance principles. This is documented in the business Code of Conducts to prevent the use of information for trading the companys securities. The Company Secretary will notify directors, executives, and relevant departments with access to important information about the period during which securities trading is prohibited, in advance. Specific periods are defined, such as a 30-day trading suspension before financial statements are published, with trading allowed after one business day following the publication. In 2025, the company did not identify any violations related to the misuse of inside information.

Number of cases or issues related to the use of inside information to seek benefits

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over : Yes
the past year

Form of operations in anti-corruption : The participation in anti-corruption projects, Assessment

and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Company is a member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC). The Company has policies and practices in place to combat corruption and bribery, and it has renewed its membership in the Thai Private Sector Collective Action Coalition Against Corruption (for the second time). Additionally, all directors, executives, and employees have undergone training on anti-corruption and anti-bribery practices. The training was attended by 100% of the directors, executives, and employees.

The Company has disclosed the details of its policies and practices to prevent involvement in corruption and bribery on the company's website at www.moongpattana.com under the corporate governance section. The company has also sent emails to communicate to employees about the risks that may lead to corruption and bribery, as well as preventive measures, such as refraining from accepting gifts during festive seasons No Gift Policy.

Additionally, the company evaluates the risks of corruption and bribery and has reviewed the adequacy of the anti-corruption process. The Audit Committee has assigned the internal audit department to carry out this task. In 2025, no cases of corruption or bribery violations were found within the company.

Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes
procedures over the past year

The Company has provided channels for whistleblowing and complaint available to any stakeholder via email or telephone. Detailed information can be found in the section Corporate Governance Policy >> Whistleblowing, Complaints, Concerns, and Whistleblower Protection and follow up, review and evaluation. The Audit Committee shall be responsible for this matter. In 2025, the Company received no whistleblowing or complaint.

Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

The monitoring of compliance with other corporate governance policy and guidelines

Report on the Performance of the Audit Committee during the Past Year

Further information can be found under the section Committee and Management Structure >> Board and Sub-Board Meeting Schedule for year 2025 >> Audit Committee and Attachment 6 Report of the Audit Committee

Information on report on the results of duty performance of the audit committee in the past year

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 5

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. MANIT JEERADIT (Chairman of the audit committee)	5	/	5	5/5 (100.00%)
2 Associate Professor CHADAPORN TEEKA-UTTAMAKORN (Member of the audit committee)	5	/	5	5/5 (100.00%)
3 Mr. SONGTHAM PHIANPATTANAWIT (Member of the audit committee)	5	/	5	5/5 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of the audit committee

In 2025, the Audit Committee held a total of five meetings, with all members attending every meeting. The meetings were conducted jointly with the external auditor, the Company's senior management, and the Internal Audit Manager, who attended the relevant agenda items to provide useful information and opinions for the Company's management. One meeting was held without the presence of management in order to discuss and obtain the independent views of the external auditor. The Audit Committee placed importance on reviewing the financial statements, internal control and internal audit, corporate governance practices, compliance with the Securities and Exchange laws and regulations,

as well as other laws relevant to the Company's business operations. The Committee also reviewed related party transactions, acquisition or disposal of assets, and transactions that may give rise to conflicts of interest. In addition, the Committee promoted and supported compliance with the Company's anti-fraud and anti-corruption policies in order to enhance transparency within the organization. The Audit Committee reported its findings to the Board of Directors on a quarterly basis, or on an ad hoc basis when necessary.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 6

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SUMETH LERSUMITKUL (The chairman of the executive committee)	6	/	6	6/6 (100.00%)
2 Mrs. SUREEPORN ANUVATUDOM (Member of the executive committee)	6	/	6	6/6 (100.00%)
3 Mr. METHIN LERSUMITKUL (Member of the executive committee)	6	/	6	6/6 (100.00%)
4 Mrs. Sasithon Lersumitkul (Member of the executive committee)	6	/	6	6/6 (100.00%)
5 Mrs. Pornpimon Suwankajit (Member of the executive committee)	6	/	6	6/6 (100.00%)
6 Mr. SUTHEE LERSUMITKUL (Member of the executive committee)	6	/	6	6/6 (100.00%)
7 Ms. Maylada Kiatkanokchai (Member of the executive committee)	6	/	6	6/6 (100.00%)

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
8 Ms. Anothai Suwannapuech (Member of the executive committee)	6	/	6	6/6 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Executive Committee

The Executive Committee (EXCOM) is responsible for managing the Company's operations in accordance with the Company's objectives, policies, regulations, resolutions of the Board of Directors, and resolutions of the shareholders meetings. The Executive Committee also works together with the Board of Directors in formulating and reviewing the Company's policies, objectives, targets, strategies, and annual business plans, including the allocation of resources and the Company's annual budget.

The Executive Committee performs its duties and responsibilities by considering and approving matters, as well as supervising the Company's operations within the scope of authority delegated by the Board of Directors. In addition, the Executive Committee acts as a screening body for matters to be proposed to the Board of Directors for consideration and approval.

In 2025, the Executive Committee held a total of six meetings. For each meeting, at least two-thirds of the committee members were present, constituting the required quorum.

Meeting attendance of Risk Management Committee

Meeting Risk Management Committee (times) : 4

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. METHIN LERSUMITKUL (Member of the subcommittee)	4	/	4	4/4 (100.00%)
2 Mrs. Sasithon Lersumitkul (Member of the subcommittee)	4	/	4	4/4 (100.00%)
3 Mrs. Pornpimon Suwankajit (Member of the subcommittee)	4	/	4	4/4 (100.00%)

List of Directors	Meeting attendance of Risk Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
4 Mr. SUTHEE LERSUMITKUL (Member of the subcommittee)	4	/	4	4/4 (100.00%)
5 Mrs. JAN YA THANA-ATHIPORN (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
6 Ms. Maylada Kiatkanokchai (Member of the subcommittee)	4	/	4	4/4 (100.00%)
7 Ms. Anothai Suwannapuech (Member of the subcommittee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Risk Management Committee

The Risk Management Committee performs its duties as assigned by the Board of Directors, as outlined in the Corporate Governance Policy, in accordance with the scope and details of the Risk Management Committees Terms of Reference (TOR). The committee reviews the companys significant risks in various aspects, including strategic risks, operational risks, financial risks, regulatory compliance risks, crisis management, emerging risks, risks from pandemics and contagious diseases, risks from emergencies, climate change risks and human rights risks. The committee reports the results of its work to the Audit Committee and the Board of Directors.

Meeting attendance of Nomination and Remuneration Committee

Meeting Nomination and Remuneration : 2
Committee (times)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. SONGTHAM PHIANPATTANAWIT (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)

List of Directors	Meeting attendance of Nomination and Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
2 Mr. MANIT JEERADIT (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
3 Associate Professor CHADAPORN TEEKA-UTTAMAKORN (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Nomination and Remuneration Committee

The Nomination and Remuneration Committee performs its duties as assigned by the Board of Directors, as outlined in the Corporate Governance Policy and the Nomination and Remuneration Committee's charter, before presenting proposals to the Board of Directors for approval or consideration prior to submission to the shareholders' meeting for approval.

Meeting attendance of Sustainability and Corporate Governance Committee

Meeting Sustainability and Corporate Governance Committee : 1
(times)

List of Directors	Meeting attendance of Sustainability and Corporate Governance Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Associate Professor CHADAPORN TEEKA-UTTAMAKORN (The chairman of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
2 Mr. MANIT JEERADIT (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
3 Mr. SONGTHAM PHIANPATTANAWIT (Member of the subcommittee, Independent director)	1	/	1	1/1 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Sustainability and Corporate Governance Committee

The Sustainability and Corporate Governance Committee performs its duties as assigned by the Board of Directors, as outlined in the Corporate Governance Policy and the Sustainability and Corporate Governance Committees charter,

before presenting proposals to the Board of Directors for approval or consideration, and reports the meeting outcomes to the Board of Directors.

Meeting attendance of Creating Shared Value and Environmental Management Committee

Meeting Creating Shared Value and Environmental Management Committee (times) : 3

List of Directors	Meeting attendance of Creating Shared Value and Environmental Management Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. METHIN LERSUMITKUL (The chairman of the subcommittee)	3	/	3	3/3 (100.00%)
2 Mrs. Sasithon Lersumitkul (Member of the subcommittee)	3	/	3	3/3 (100.00%)
3 Mrs. Pornpimon Suwankajit (Member of the subcommittee)	3	/	3	3/3 (100.00%)
4 Mr. Teerapong Songkrowh (Member of the subcommittee)	3	/	3	3/3 (100.00%)
5 Ms. Weraporn Worawiwat (Member of the subcommittee)	3	/	3	3/3 (100.00%)
6 Mr. SUTHEE LERSUMITKUL (Member of the subcommittee)	3	/	3	3/3 (100.00%)
7 Ms. Chananya Vilamard (Member of the subcommittee)	3	/	3	3/3 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Creating Shared Value and Environmental Management Committee

The Creating Shared Value and Environmental Management Committee performs its duties as assigned by the Board of Directors, as outlined in the Corporate Governance Policy, before presenting proposals to the Board of Directors or the Executive Committee for approval or consideration, and reports the meeting outcomes to the Board of Directors.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The Company aims to excel in marketing and distribution of consumer products that are of high quality, safe, and up to standard throughout our supply chains. We relentlessly uplift our good corporate governance and pursue a strategy of creating shared value between business and society by means of building awareness and developing our personnel to perform efficiently under the legal framework, morals, ethics, and responsibility for business operation. We also drive our business under the principles of good corporate governance and take into consideration the issues of environment, society, and human rights, with our values and excellent corporate culture in order to grow together with the Company's stakeholders, i.e., business partners, customers, shareholders, investors, employees, including societies, communities, and environment. In this regard, the Company conducts the business in line with our vision Striving for excellence in products and service with business ethic and integrity of the business operation, fulfilling customer and investor expectations whilst achieving an utmost relationship with business partners

The Company aims for sustainable development with our determination to a better quality of life for everyone in the family. We select the best for every generation for your loved and cared ones by adhering to the Sustainable Development Goals United Nations

Reference link for sustainability policy : <https://www.moongpattana.com/en/sustainability/sustainability-overview>

Sustainability management goals

Does the company set sustainability management goals : Yes

The Company aims for sustainable development with our determination to a better quality of life for everyone in the family. We select the best for every generation for your loved and cared ones by adhering to the Sustainable Development Goals United Nations.

United Nations SDGs that align with the organization's sustainability management goals : Goal 2 Zero Hunger, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 11 Sustainable Cities and Communities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

Information on review of policy and/or goals of sustainable management over the past year

Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals : Yes

of sustainable management over the past year

Has the company changed and developed the : No
policy and/or goals of sustainable management over
the past year

Information on impacts on stakeholder management in business value chain

Business value chain

The Company aims to create strategies and connections among the stakeholders in the business value chain by conducting our business with responsibility and continuous growth, not to create any impact on the societies, communities, and environment throughout the value chain. Therefore, the Company has established a guideline for the treatment of stakeholders in the Code of Conduct and the Code of Conduct for Business Partners, as well as has monitored our directors, the management, and the employees to strictly comply with such Code of Conduct in order to drive the management of the value chain efficiently. In this regard, the Company has set out rules for procurement in the Procurement Guideline, which it covers from, the selection and audit of the business partners, potential assessment, negotiation, to the decision of product/service procurement.

Product sourcing/ manufacturing according to the Procurement Guideline, the Company shall select the business partners which possess good standing and stability, modern manufacturing innovation, concerning to the green materials and technologies with capacities to manufacture and deliver products/services that are of good quality and up to the required standards, at a fair price, on-time delivery, including capacities to deliver products/services regularly and to support the changes in demands and supplies. Furthermore, the Company has created a profile register for our business partners with high trading volume (Main business partners). We also audit and assess the risks by assessing every aspect of the parties involved at least once a year, including on-site visits, considering the manufacturing capacity, transportation, occupational health & safety, and industrial standards. After that, we prepare assessment results for our further improvement. Overall, the Company expects the business partners to conduct the business with responsibilities in 3 aspects, i.e., Environmental, Social, and Governance (ESG).

By prioritizing our business partners based on the trading volume of products/services, our main business partner is Thai Pigeon Company Limited, a joint venture between the Company and Pigeon Corp (Japan). Since the Company also procures Pigeon products from other manufacturers in Thailand and overseas, our main business partner is, in fact, Pigeon Corp, a reputable mother & children care product manufacturing company in Japan with global networks, including Europe, Americas, Africa, Middle East, and Asia-Pacific. Currently, Pigeon Corp manufactures and distributes baby and child products, mother and woman products, household health care products, as well as medical tools.

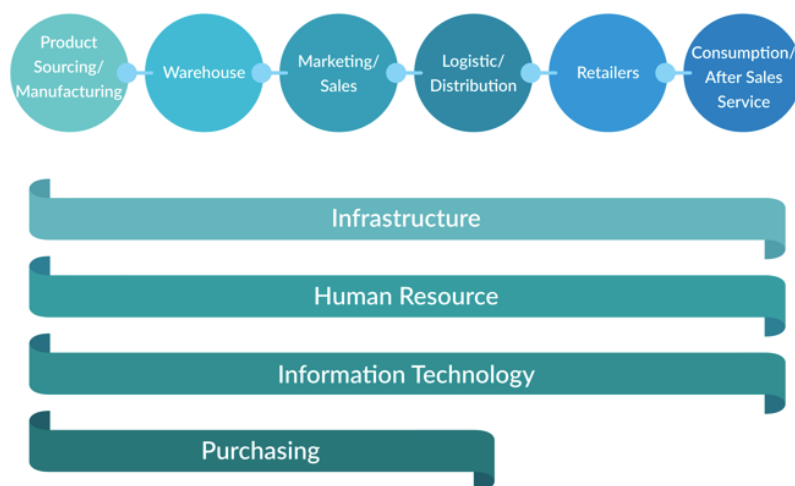
For Sales and Marketing, the Company has various sales channels, namely, Modern Trade, Traditional Trade, Online channels via Marketplace, e.g., Moongshop.com, Shopee, Lazada, LineOA, tiktok etc.

The Company has warehouse management, transportation, and distribution of products. The Company works with standard third-party business partners to maximize the benefits of such warehouse management, transportation, and distribution of products to customers, by using innovation to support its warehouse management and product transportation and distribution system.

In addition, the Company values and takes into account all of its stakeholders, especially the customers of the Company for them to receive excellent products and services. The Company has various channels for its after-sales services, such as telephone, fax, online channels, email, Facebook, Pigeon Little Moments Club, Line Social Media, in

order to answer queries and share knowledge about the products, as well as to organize various activities for customers, such as activities promoting breastfeeding, sharing knowledge to modern mothers, or activities that help inspire mothers to breastfeed their babies on their own.

Business value chain diagram



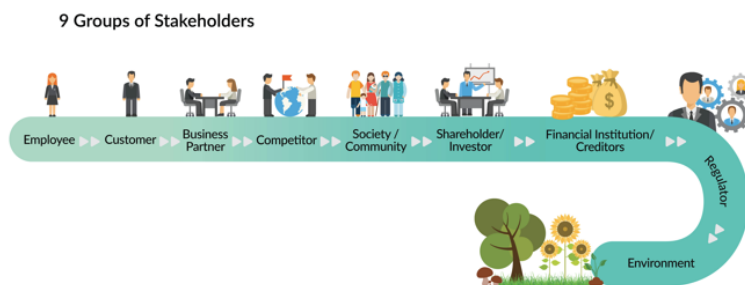
Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
<ul style="list-style-type: none"> • Competitors • Suppliers • Community • Shareholders • Employees • Customers • Financial institution • Society • Government agencies and Regulators 	Products are of good quality, safe, and at a fair price On-time delivery Labels contain accurate and clear product information and usage Good after-sales service Protect data privacy of customers Support and grow	Deliver quality products on time. Disclose accurate and clear product information and usage. Be responsible for products and services. Regularly organize promotional activities and educate customers. Encourage and support the creation of quality of life in the communities. Listen and respond to recommendations and complaints fairly.	<ul style="list-style-type: none"> • Visit • Social Event • Online Communication • Internal Meeting • External Meeting • Annual General Meeting (AGM) • Complaint Reception • Employee Engagement Survey • Satisfaction Survey • Training / Seminar • Others

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>together Honor contracts/business agreement Operate the business with transparency under the legal framework, morality, and ethics. Participate in community activities Value suggestions and comments of the communities Fair complaint lodging process Growth, stability, and profitability of the Company Dividend payment at a reasonable rate Appropriate remuneration Good corporate governance Risk management Accurate, complete, and clear disclosure Fair competition Compliance with applicable laws, rules, and regulations</p>		<ul style="list-style-type: none"> • Analyst Meeting

Diagram of the stakeholder analysis in the business value chain



Stakeholder Analysis in the Business Value Chain

Stakeholders	Relevant Sustainability Issues	
	Main Issues	Relevant Issues
Employee	<ul style="list-style-type: none"> Employee Development Occupational Health and Safety 	<ul style="list-style-type: none"> Digitalization of Work Processes
Customer	<ul style="list-style-type: none"> Customer Responsibility 	<ul style="list-style-type: none"> Cybersecurity Risk Management
Business Partner	<ul style="list-style-type: none"> Business Partner Relationship Sustainable Sourcing of Raw Materials 	<ul style="list-style-type: none"> Customer Privacy and Data Protection
Competitor	<ul style="list-style-type: none"> Corporate Governance 	<ul style="list-style-type: none"> Anti-Corruption
Society/Community	<ul style="list-style-type: none"> Social and Community Support 	<ul style="list-style-type: none"> Supply Chain Management
Shareholder/Investor	<ul style="list-style-type: none"> Sustainable Profitability 	
Financial Institution/Creditors	<ul style="list-style-type: none"> Corporate Governance Risk Management 	
Regulator	<ul style="list-style-type: none"> Corporate Governance 	<ul style="list-style-type: none"> Compliance with Laws, Regulations, and Business-Related Rules
Environment	<ul style="list-style-type: none"> Climate Change Adaptation and Greenhouse Gas Reduction 	<ul style="list-style-type: none"> Energy Conservation Development of Innovative and Environmentally Friendly Products and Packaging

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
materiality topics

Over the past year, the company has reviewed its : Yes
sustainability materiality topics

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
--	---

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Social	<ul style="list-style-type: none"> • Customer / Consumer Responsibility • Good Governance • Sustainable Supply Chain Management • Others : Cybersecurity

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : GRI Standards
standards or guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Adhering to enterprise risk management philosophy, the Company has determined practical scope of risk management which includes acceptable risk-encountered strategies and plans for all parties in short, medium, and long terms, leading to concrete risk controls, monitoring and quarterly reporting, at the minimum to the executives and board of directors in order to ensure that the Company is able to prevent and reduce risk including the uncertainties that might possibly impact the Company's goal and business strategies as well as restore the operation to the normal condition under a short period of time.

In 2025 the Risk Management Committee has reviewed the risk management framework by identifying the major risks of the Company to correspond with the current situation in respect of the Company's business operations, namely strategic risk, operational risk, financial risk, regulatory risk, emerging risk, pandemic and infectious disease risk, emergency risk, climate change risk, and human rights risks. In addition, the Company continued to place emphasis on the development of information system to provide responsive and convenient services; lower selling and general administrative expenses; and enter the digital age to support foreseen business growth.

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : Yes

Standards on ESG risk management : COSO - Enterprise risk management framework (ERM)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Risks from Dependency upon Pigeon Corp, the Manufacturer and Brand Owner of Pigeon

Related risk factors : Strategic Risk

- Reliance on large customers or few customers

ESG risk factors : Yes

Risk characteristics

Risks from Dependency upon Pigeon Corp, the Manufacturer and Brand Owner of Pigeon, which the Company is the sole distributor.

Risk-related consequences

Relying solely on Pigeon Corp may impact the business growth. Additionally, the proportion of Pigeon product sales accounts for 63%.

Risk management measures

1. The company co-founded Thai Pigeon Co., Ltd. and Pigeon Industries (Thailand) Co., Ltd. to manufacture products under the "Pigeon" brand, which the company distributes domestically.

2. The company develops new products under its own brand, resulting in an increase in the proportion of sales for products under the company's brand. Additionally, the company also conducts business by providing distribution services and acting as a distributor for consumer goods under other brands, in addition to the "Pigeon" brand.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The company has a Business Continuity Plan (BCP) and policies in place to prepare for crises that may arise from disasters or emergency situations. It involves assessing the risks and opportunities that could cause disruptions to critical operations from potential emergencies, as well as analyzing the business impact and the extent of damage from disruptions to key operations.

The company has set goals for recovering critical operations to normal functioning and conducts testing and evaluation of the BCP for each situation. This ensures that all involved parties can effectively and fully follow the BCP during emergencies, and continuously improves the BCP to ensure it is aligned with current circumstances.

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management : Yes
policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

The Company aims to create strategies and connections among the stakeholders in the business value chain by conducting our business with responsibility and continuous growth, not to create any impact on the societies, communities, and environment throughout the value chain. Therefore, the Company has established a guideline for the treatment of stakeholders in the Code of Conduct and the Code of Conduct for Business Partners, as well as has monitored our directors, the management, and the employees to strictly comply with such Code of Conduct in order to drive the management of the value chain efficiently. In this regard, the Company has set out rules for procurement in the Procurement Guideline, which it covers from, the selection and audit of the business partners, potential assessment, negotiation, to the decision of product/service procurement. Product sourcing/ manufacturing according to the Procurement Guideline, the Company shall select the business partners which possess good standing and stability, modern manufacturing innovation, concerning to the green materials and technologies with capacities to manufacture and deliver products/services that are of good quality and up to the required standards, at a fair price, on-time delivery, including capacities to deliver products/services regularly and to support the changes in demands and supplies.

Furthermore, the Company has created a profile register for our business partners with high trading volume (Main business partners). We also audit and assess the risks by assessing every aspect of the parties involved at least once a year, including on-site visits, considering the manufacturing capacity, transportation, occupational health & safety, and industrial standards. After that, we prepare assessment results for our further improvement. Overall, the Company expects the business partners to conduct the business with responsibilities in 3 aspects, i.e., Environmental, Social, and Governance (ESG).

For Sales and Marketing, the Company has various sales channels, namely, Modern Trade, Traditional Trade, Online channels via Marketplace, e.g., Moongshop.com, Shopee, Lazada, LineOA, tiktok etc.

The Company has warehouse management, transportation, and distribution of products. The Company works with standard third-party business partners to maximize the benefits of such warehouse management, transportation, and distribution of products to customers, by using innovation to support its warehouse management and product transportation and distribution system.

In addition, the Company values and takes into account all of its stakeholders, especially the customers of the Company for them to receive excellent products and services. The Company has various channels for its after-sales services, such as telephone, fax, online channels, email, Facebook, Pigeon Little Moments Club, Line Social Media, in order to answer queries and share knowledge about the products, as well as to organize various activities for

customers, such as activities promoting breastfeeding, sharing knowledge to modern mothers, or activities that help inspire mothers to breastfeed their babies on their own.

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers? : Yes

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	100.00	100.00	100.00

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : Yes

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	0.00	100.00	100.00

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : No

Additional explanation for research and development (R&D) expenses over the past 3 years

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : Yes
innovation culture

The company places great importance on promoting creativity and a culture of organizational innovation. It encourages all processes to be creative and capable of generating new innovations throughout operations. This is to achieve results that create business value, enhance competitiveness, and align with the company's vision, mission, and goals. The company also supports budgets and resources to promote innovation throughout the organization.

In 2025, the company has various projects resulting from innovation promotion, such as the ability to reduce working time by using the RPA system, reducing paper use in document processing and approvals by switching to system-based approvals. This has enhanced work efficiency while shortening processing time, leading to greater productivity. There are also cost-reduction projects driven by employees' creative ideas, stemming from the company's Happy Friday and Small Success activities, which provide opportunities for all employees to participate, promote creativity, and develop employees with the potential to continuously create good innovations. Additionally, individuals selected under the Small Success activity are awarded every month.

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

Does the company measure the financial benefits : No
from innovation development?

Non-financial benefits

Does the company measure the non-financial : No
benefits from innovation development?

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