

Analyst Meeting Q4 Y2025

Mar 5th, 2026



CREATE
QUALITY
OF LIFE FOR ALL

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Agenda

- Corporate Overview**
- Financial Highlight
- Outlook 2026
- Q&A



Create quality of life for all

Health and wellness

“ We takes great care to offer superior-quality products in response to consumer needs to enhance the well-being of the whole family. our core competency is marketing and distribution with the network in all channels.”

เราคัดสรรสิ่งที่ดีที่สุดสำหรับทุกช่วงวัยให้กับ
คนที่คุณรักและห่วงใย

Mission

“ร่วมสร้างสรรค์ความสุขของชีวิตในทุก ๆ วัน”

Celebrate life's daily moments.

Vision

มุ่งพัฒนาร่วมสร้างโลกแห่งความเป็นอยู่ที่ดีด้วยการเสริมสร้างสุขภาพ
และคุณภาพชีวิตของทุกคนในครอบครัวตลอดทุกช่วงวัย

Every day, MPI is fostering a world of better living through
life-long health and wellness in every home.

WHO ARE WE



+40 years
history in
Distributor &
Manufacture
Businesses

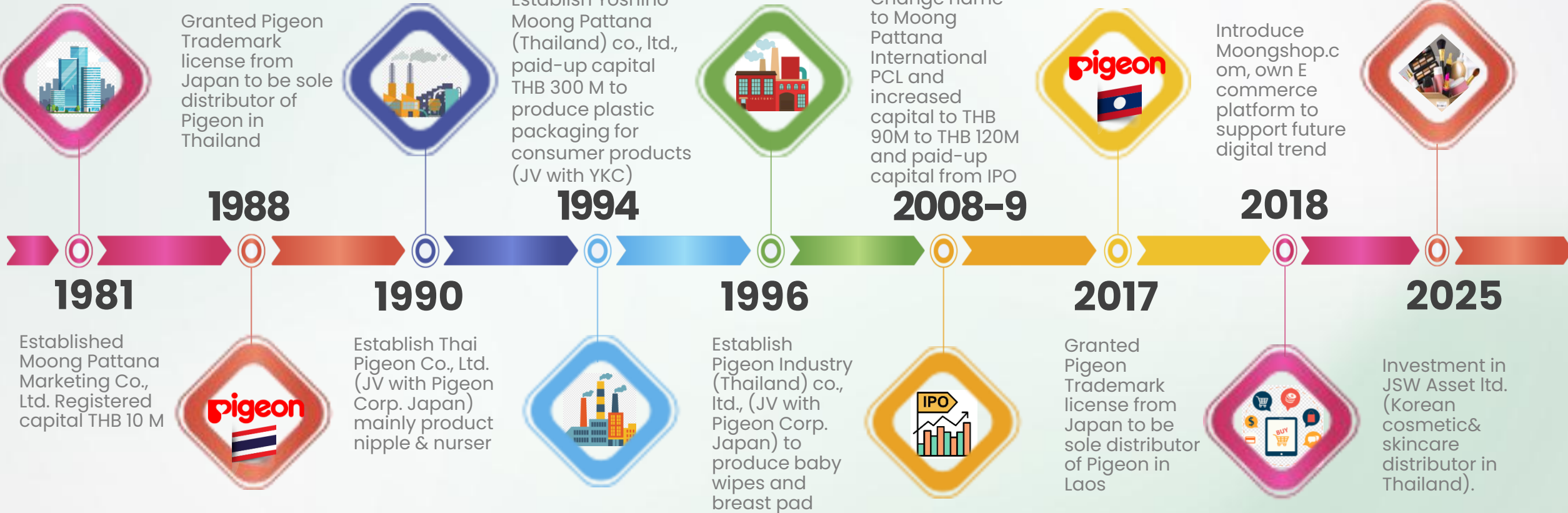
**150 well
experienced**
& fully
passionate
employees

**FMCG
distributor
Owned** and
managed by
Thais

**Leading
position** in
most
product
portfolios

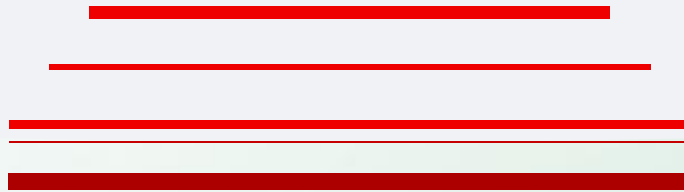
+10 years
Listed Company
In **Thailand
Stock Market
(mai)**

Our Milestones



Awards and recognitions

We have
recognized in key
areas of
excellences



Awards of Excellence



**SET Award 2019:
The Best CEO Award of Mai-
listed firms & Outstanding
Company Performance Awards.**

บริษัท มุ่งพัฒนา อินเทอร์เน็ตแซชชั่นแนล จำกัด (มหาชน)
ได้รับการประเมินด้านการกำกับดูแลกิจการที่ดีในระดับ
“ดีเลิศ”



**Received an Excellent CG
rating of 5 stars since 2019**

Awards of Excellence



SET Awards 2022, 2023 & 2025
Business Excellence – Outstanding Investor Relations Awards

Awards of Excellence



CAC Re-certification #3 / 2025
by Thailand's Private Sector Collective Action Coalition against
Corruption (CAC)

กรอบการพัฒนาอย่างยั่งยืน (ESG Framework) ตามแนวทาง SDGs

คิดสรรสิ่งที่ดีที่สุดสำหรับทุกช่วงวัยให้กับคนที่คุณรักและห่วงใย
CREATE QUALITY OF LIFE FOR ALL



E: ENVIRONMENT

สร้างจิตสำนึกด้านการอนุรักษ์สิ่งแวดล้อม

- Process Efficiency (Zero Waste)
- Eco Friendly
- Waste Management
- Green sourcing (Product & Packaging)
- Green logistic

S: SOCIAL

พัฒนาศักยภาพและคุณภาพที่ดีของทุกคน

- Employee engagement
- Work life balance
- Compensation & benefit
- Learning development
- Human rights
- Social development
- Community engagement

G: GOVERNANCE/ ECONOMY

มุ่งมั่นเป็นส่วนหนึ่งของเศรษฐกิจหมุนเวียน

- Good governance organization
- Health and Wellness Products
- Innovation & sustainable products
- Customer centric & insight
- Brand loyalty

<p>ด้านสิ่งแวดล้อม Environment</p>	<ul style="list-style-type: none"> • การดำเนินนโยบายสิ่งแวดล้อม อนุรักษ์ การลดใช้พลังงาน ทรัพยากร และการลดของเสีย • โครงการปลูกป่าทดแทน • Go Green 	
<p>ด้านสังคม Social</p>	<ul style="list-style-type: none"> • การเคารพสิทธิมนุษยชน • การดูแลความปลอดภัยและอาชีวอนามัยในการปฏิบัติงาน • เสริมสร้างคุณค่า พัฒนาศักยภาพบุคลากรในองค์กร ชุมชน และสังคม • Product Safety, Quality & Nutrition • สร้างคุณภาพชีวิตที่ดีให้กับพนักงาน ชุมชน และสังคม 	
<p>ด้านธรรมาภิบาล Governance</p>	<ul style="list-style-type: none"> • การดำเนินธุรกิจตามหลักการกำกับดูแลกิจการที่ดี • การยึดลูกค้าเป็นศูนย์กลาง (Customer Centric) • การบริหารความเสี่ยงอย่างมีประสิทธิภาพ • การรักษาความปลอดภัยและปกป้องข้อมูลส่วนตัวของลูกค้า • การรักษาความมั่นคงปลอดภัยทางไซเบอร์ • การต่อต้านการทุจริตและคอร์รัปชัน 	

Certification by SET

SET ESG Ratings 2023-2025 "Rating A"





MOONG received a certificate of recognition under the ESG DNA program



MOONG received a recognition award for participation in the "Ting To Trash" project

Awards of Excellence

MALI FAMILY & KIDS AWARDS 2025



Winner awards - Baby Bottle

By Mali, new application for Baby& mom community

Awards of Excellence

BAO Za Liang Drink has won Cheewajit Awards:
Reader's Vote for Natural Drink.



Health and Wellness Portfolio

We give the highest priority to
delivering value to consumers



**MOONG
PATTANA**

เคียงข้างคุณภาพชีวิตที่ดี

Health and Wellness Portfolio

Baby & Mom

- +Breastfeeding support
- +Mother care/BBW
- +Baby development
- +Oral care
- +Baby Toiletries
- +Baby pad



Baby and Mom



Personal Care

- +Cotton
- +Adult wipe
- +Toiletries
- +Oral Care (Toothbrush and Herbal Toothpaste)
- +Foggy
- +Household products



Personal Care and Household



Food and Beverage

- +Healthy snack
- +Herbal drink
- +Baby food
- +Mineral water



Food and Beverage



Senior Product

- +Diaper and wipe
- +Adult pad
- +Toiletries



Senior



Own Brand Portfolio

Personal Care, Household, Food & Beverage



Strictly confidential



Distribution Business

Principal's Brand Portfolio

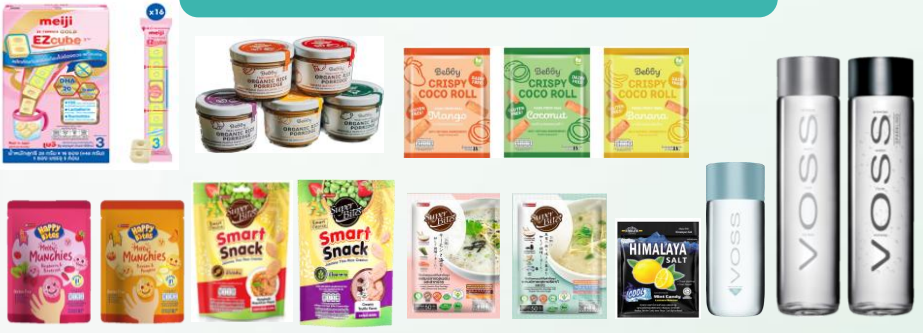
Baby & Mom



Personal care & Household



Food & Beverage



Senior



Distribution Networks Both Offline and Online



General Trade Coverage

- +WS / Semi-WS
- +Local Super
- +Minimarts
- +Drug Stores
- +Baby Shops
- +Mom & Pop Store



LAOS



VIETNAM



CAMBODIA

Modern Trade Cover 100%



- +Department Store
- +Cash & Carry
- +Hyper/Sup Market
- +Chain Drug Stores
- +Beauty stores
- +CVS/Gas Station
- +On-line

Special & Food Service

- +HORECA
- +Industrial
- +Hospitals
- +Dental Clinics

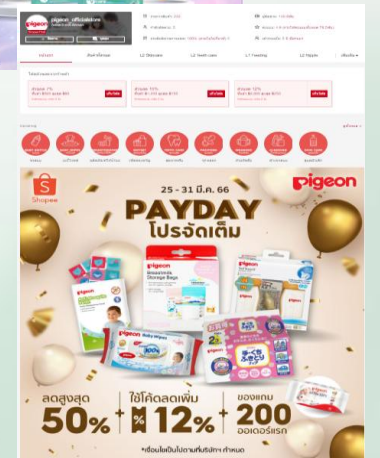
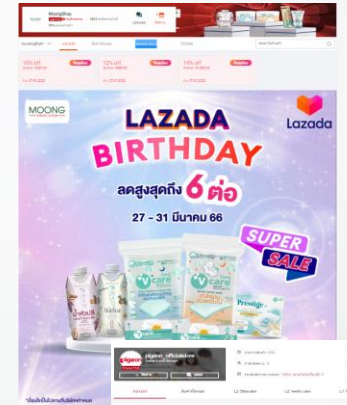
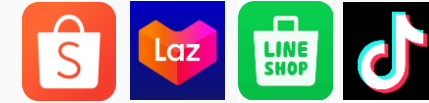


Channel & Coverage

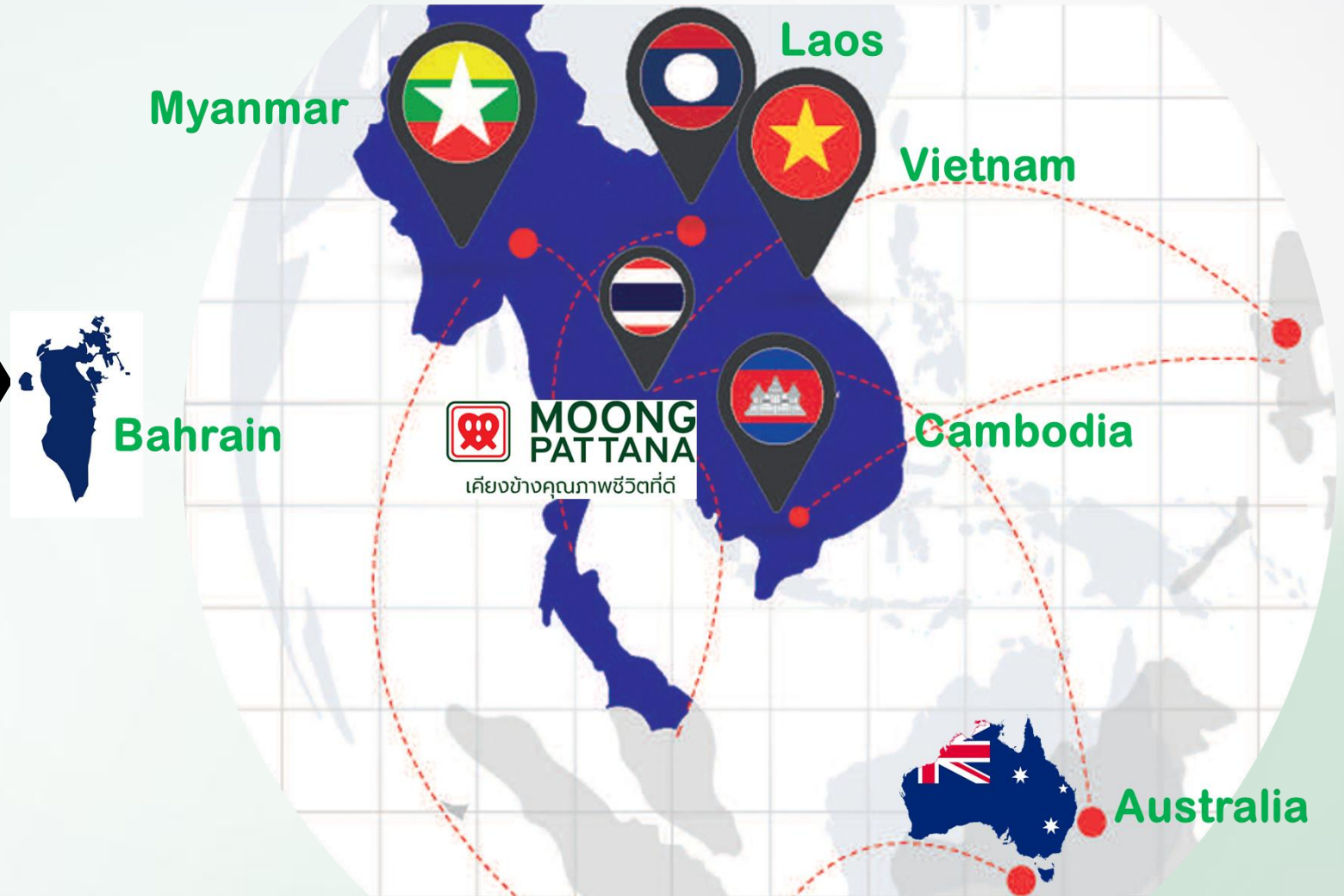
Mass to premium channel coverages domestic and CLMV

Baby shops & Department stores coverage is making us widen networks vs others

Own website, Online & Social platform



International Market Expansion

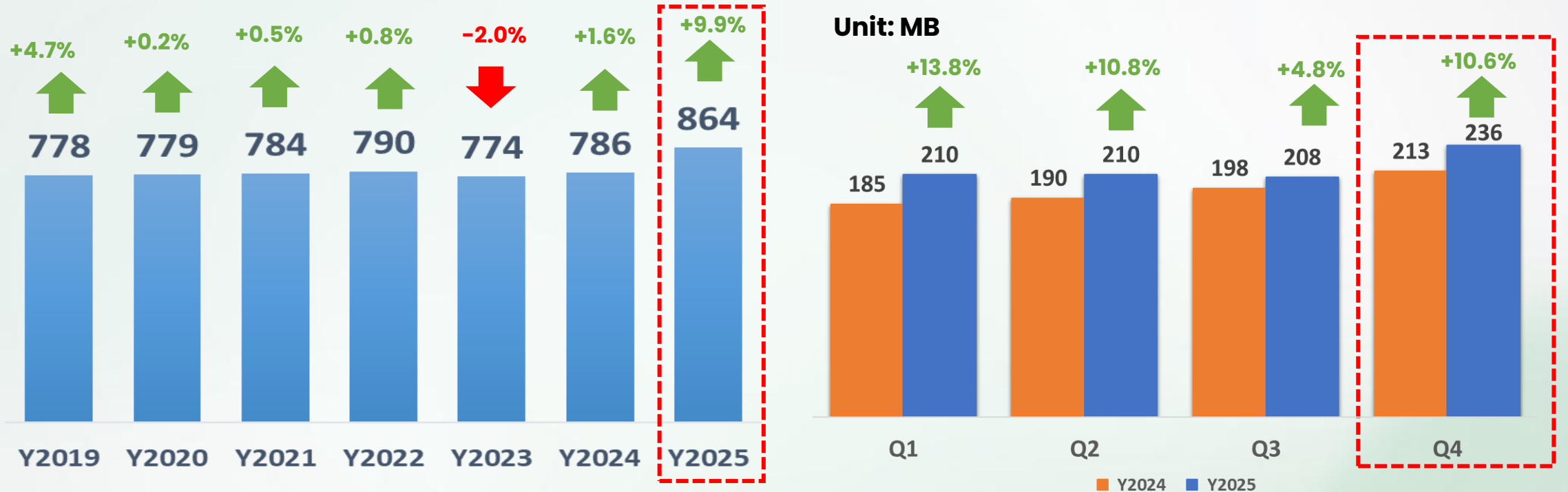


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Sales Y2025

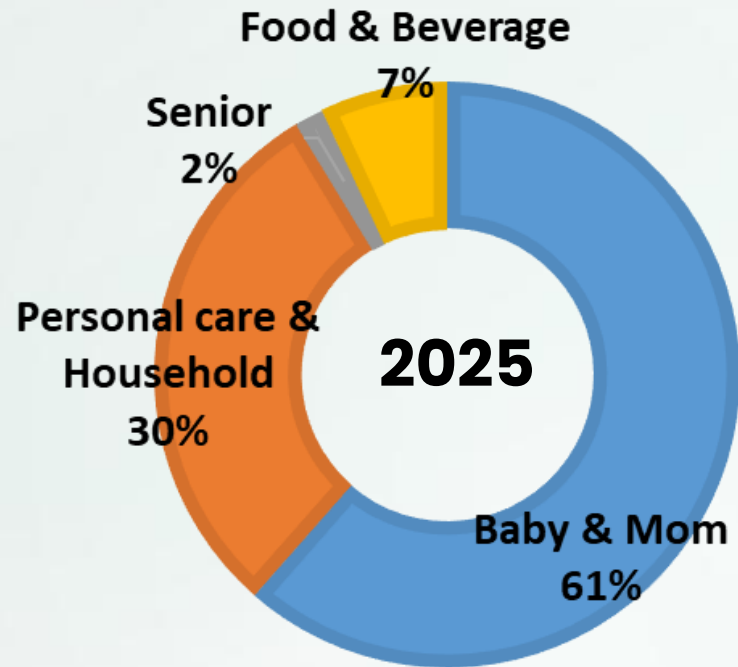
Sales continues to rise, resulting from new business and key categories' driven growth



- In 2025, sales increased by 9.9%, fueled by new business and growth in key categories.
- Sales grew by 13.8%, 10.8%, 4.8%, and 10.6% from the first to fourth quarter, respectively, driven by the launch of new products starting in Q3 of the previous year and the expansion of key categories, which contributed to overall revenue growth.

Sales of 2025 grew 9.9% vs last year

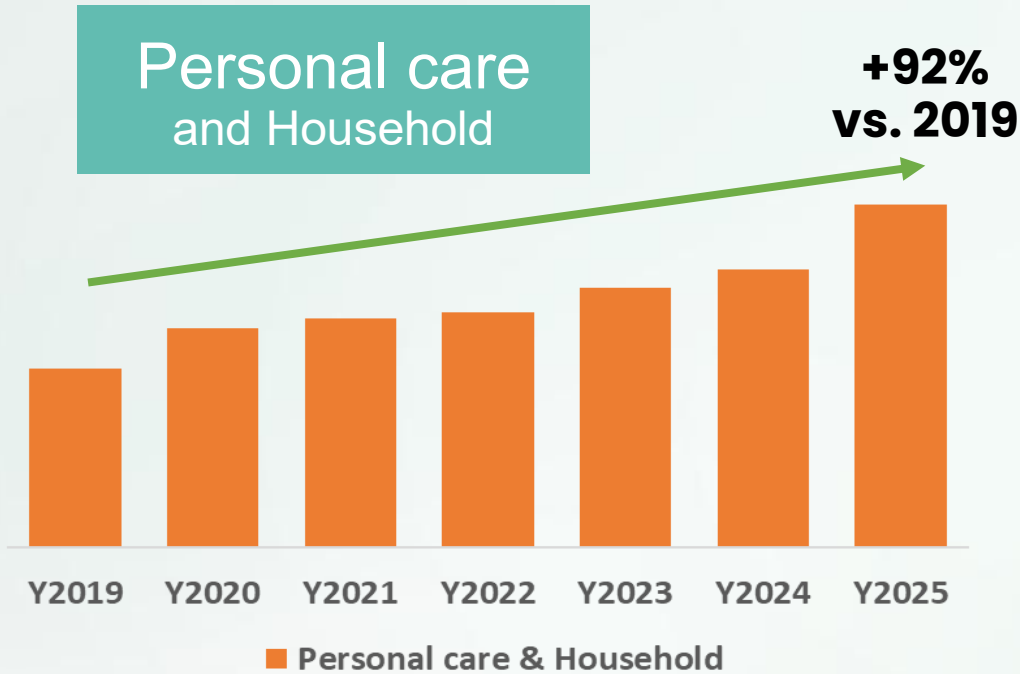
New business and key potential categories drive growth in 2025



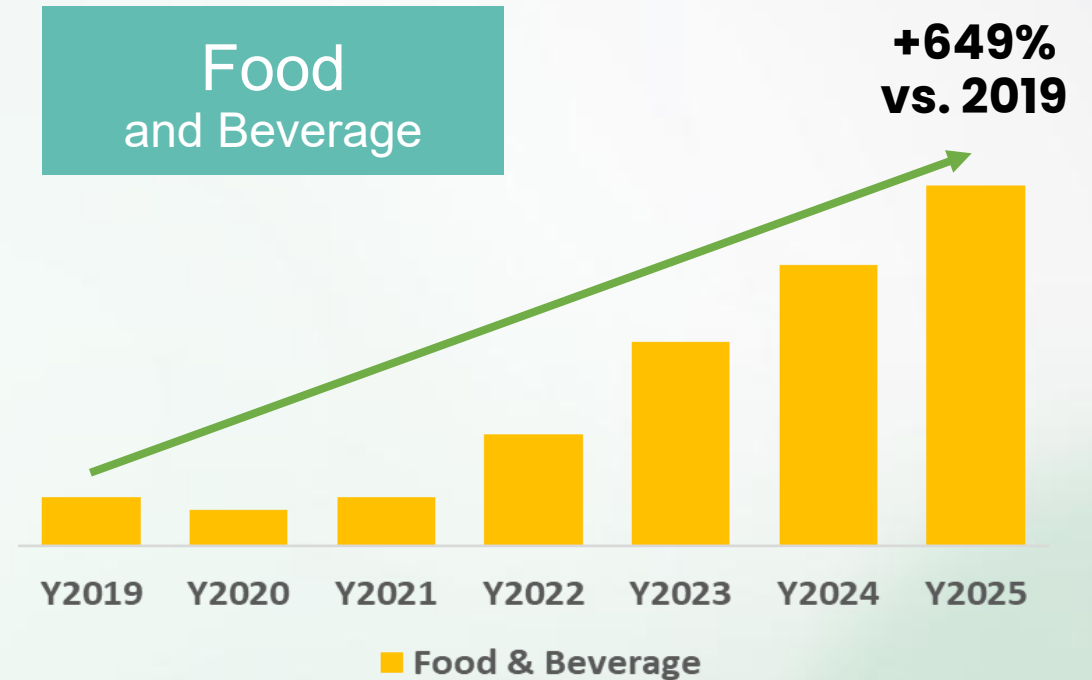
- Sales increased 9.9% compared to the previous year, driven by new business opportunities, and significant categories saw growth despite the effects of discontinuing unprofitable products (Senior).
- Key potential categories in food and beverage (F&B) are experiencing double-digit growth.

Potential Categories are The Key Growth Engine

New products and channel expansion are the key to success



Personal care and household grew +23.4% in 2025 vs. last year or +92% vs. Y2019, new products and new businesses launched since last year are the key drivers.



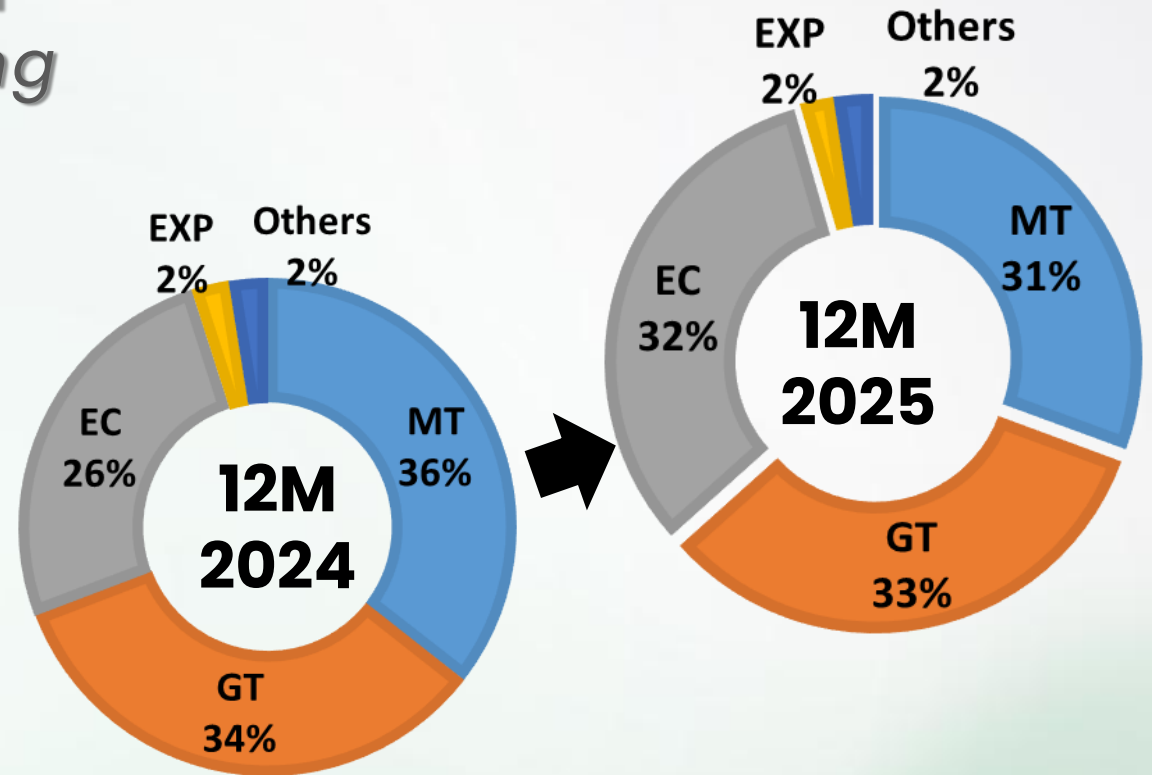
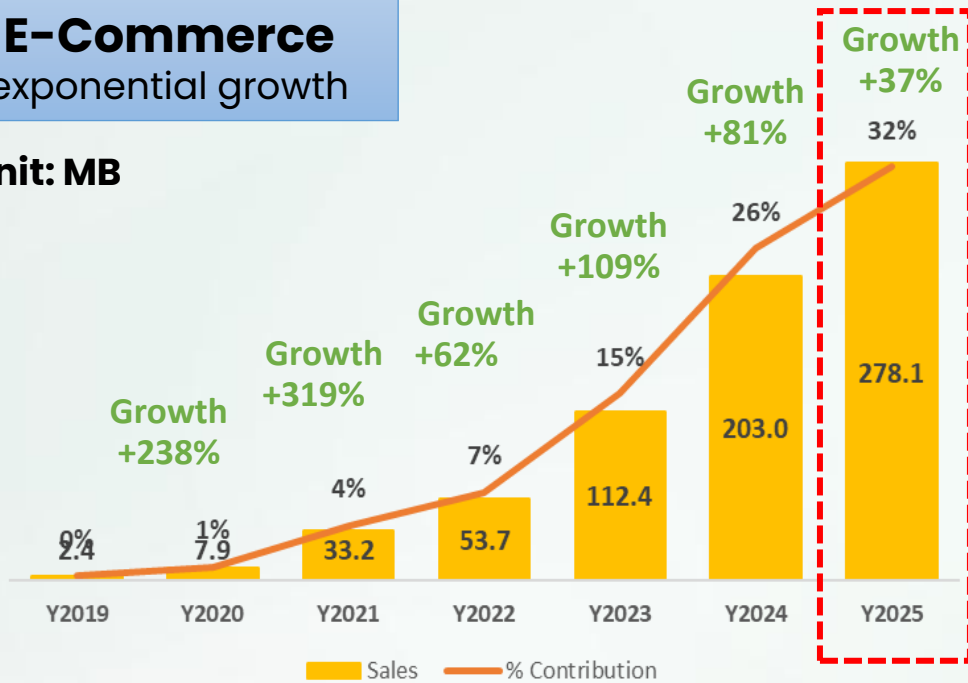
Food & beverage is still expanding, with a projected increase of +28% in 2025 compared to last year, and over 649% growth since 2019.

Channel Contribution

E-Commerce is continue growing

E-Commerce
exponential growth

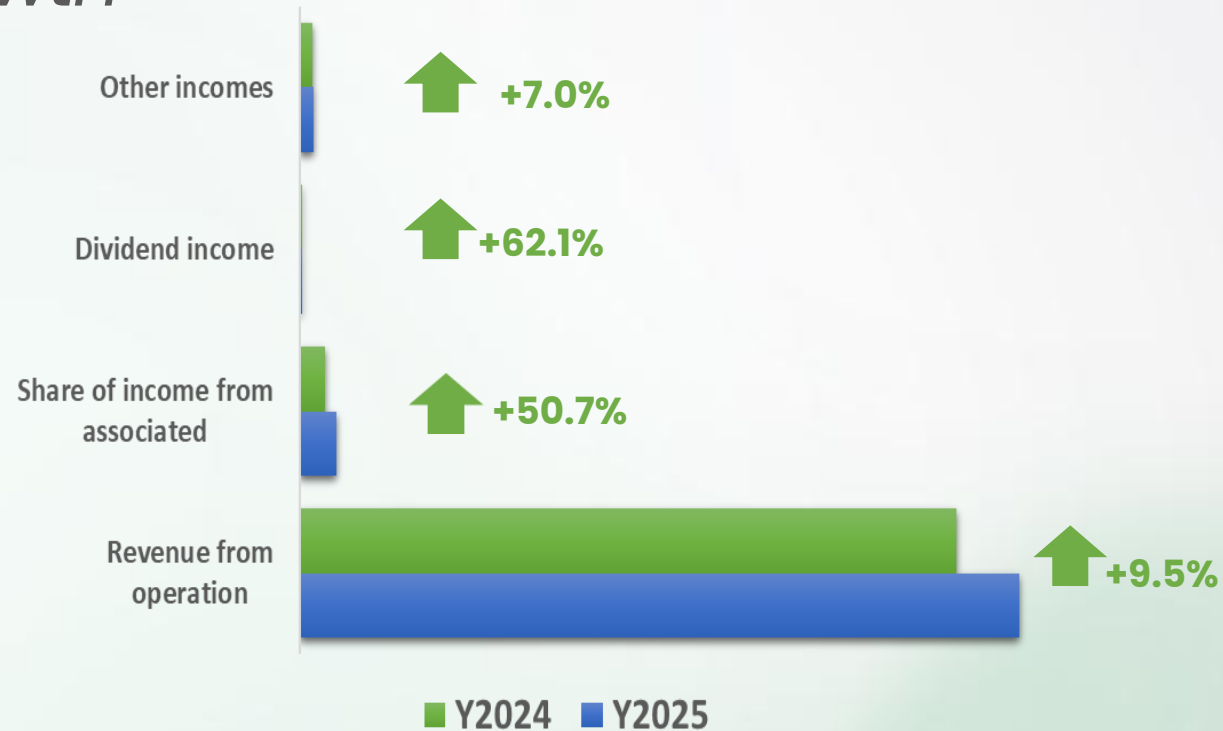
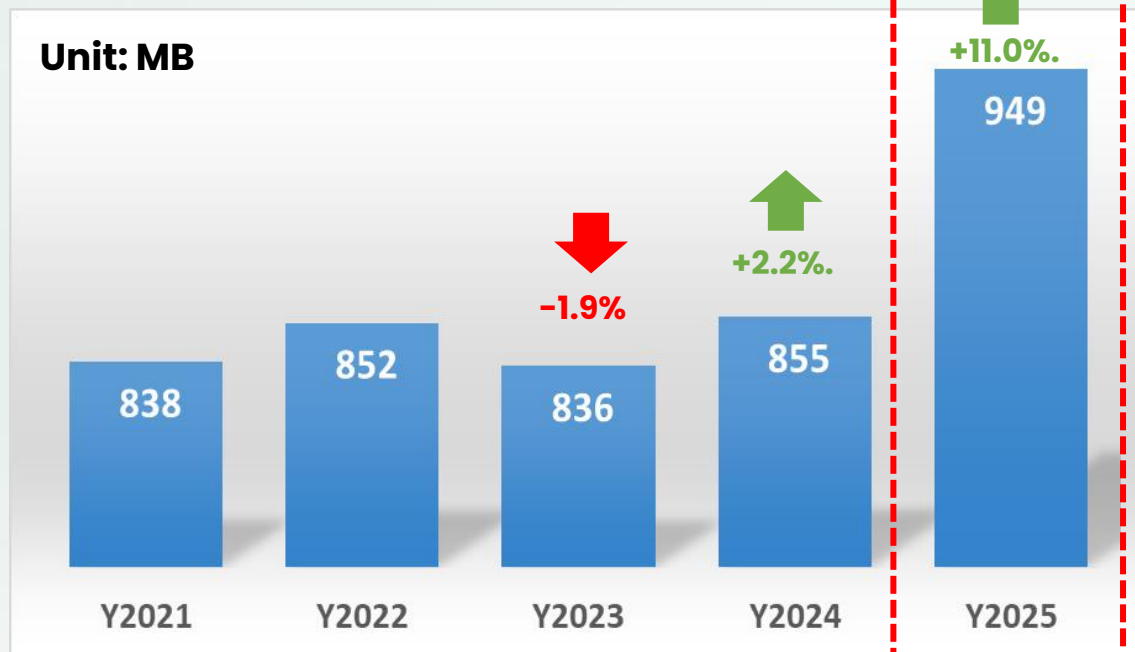
Unit: MB



- E-commerce sales in 2025 significantly grew by 37% vs last year, and their contribution has increased from 26% to 32%, resulting from investing in media, promotion, and expansion to new social platforms.

Revenue From Operation Y2025

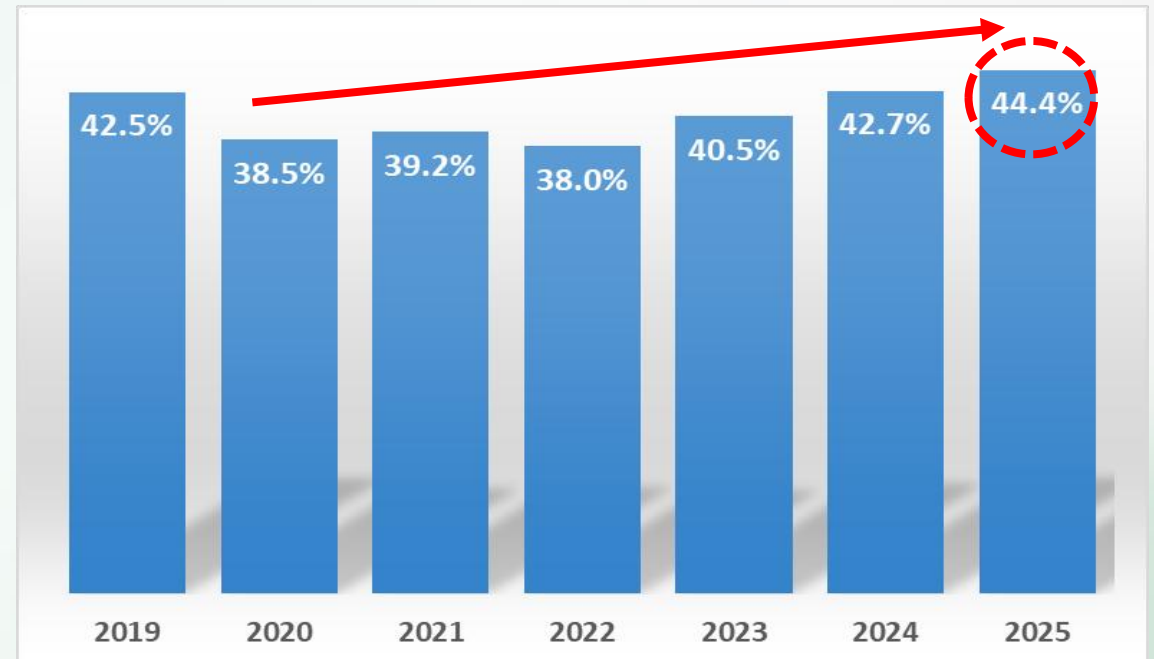
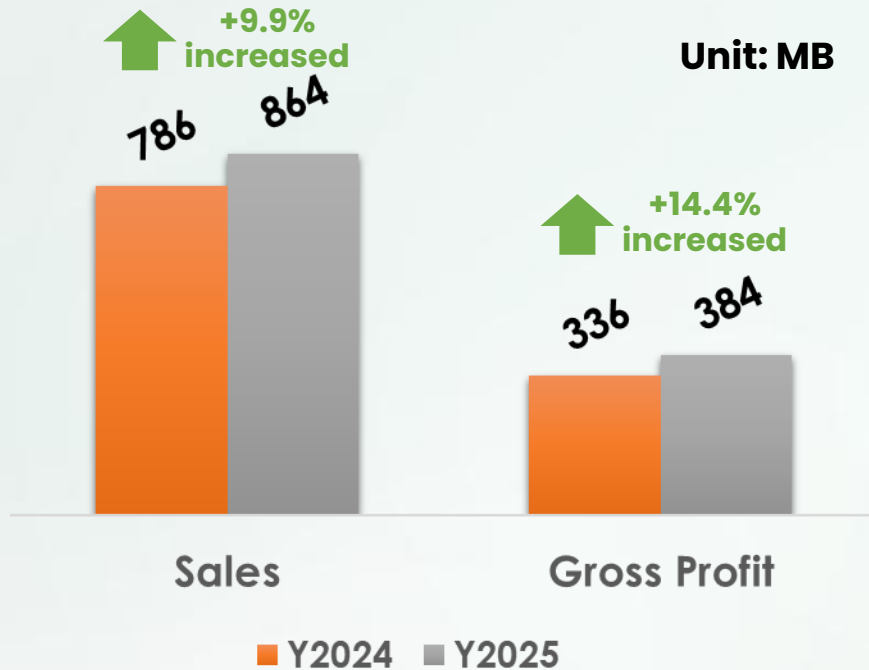
Core business revenues drive growth



- Y2025 Total revenue increased by 11% vs. last year, mainly from operating revenue increased by 9.5%, the dividend income increased by 62.1%, and the share of income from the associated company increased by 50.7%.

Gross Profit Margin Rebound to 44%

Well Balance product portfolio improving %GP



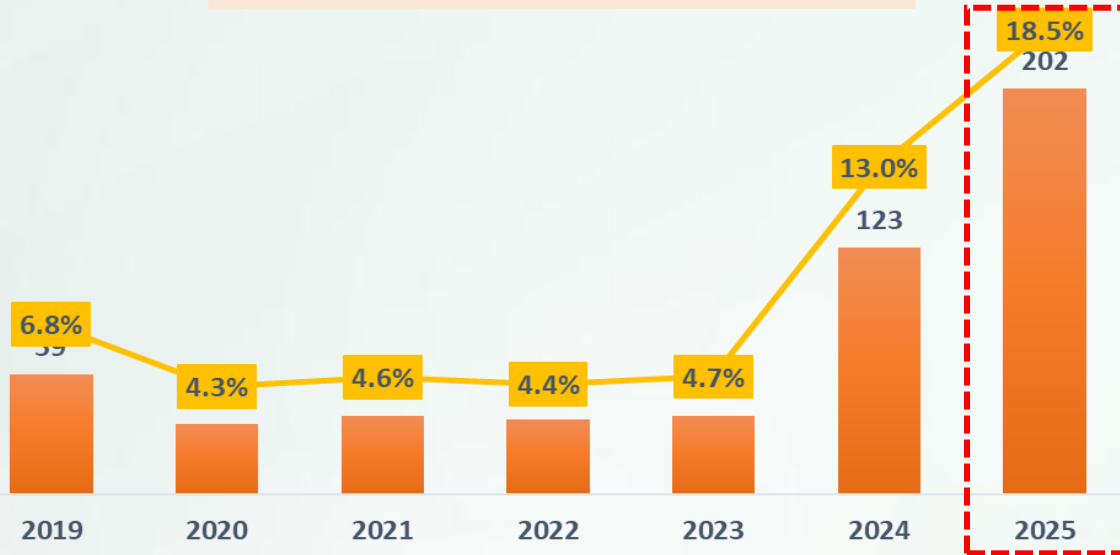
- Y2025 Sales increased by 9.9%, but the gross profit increased by 14.4% from last year due to a managed product portfolio mix, which improved the gross profit.
- Discontinued some low-margin products, which resulted in a sales loss but better overall margin.
- Y2025 % GP rebounded to 44%, reaching highest % in the last 6 years

Profitability for Y2025

Net profit (separate) reaches a new high

NP (Separate) %NP (Separate)

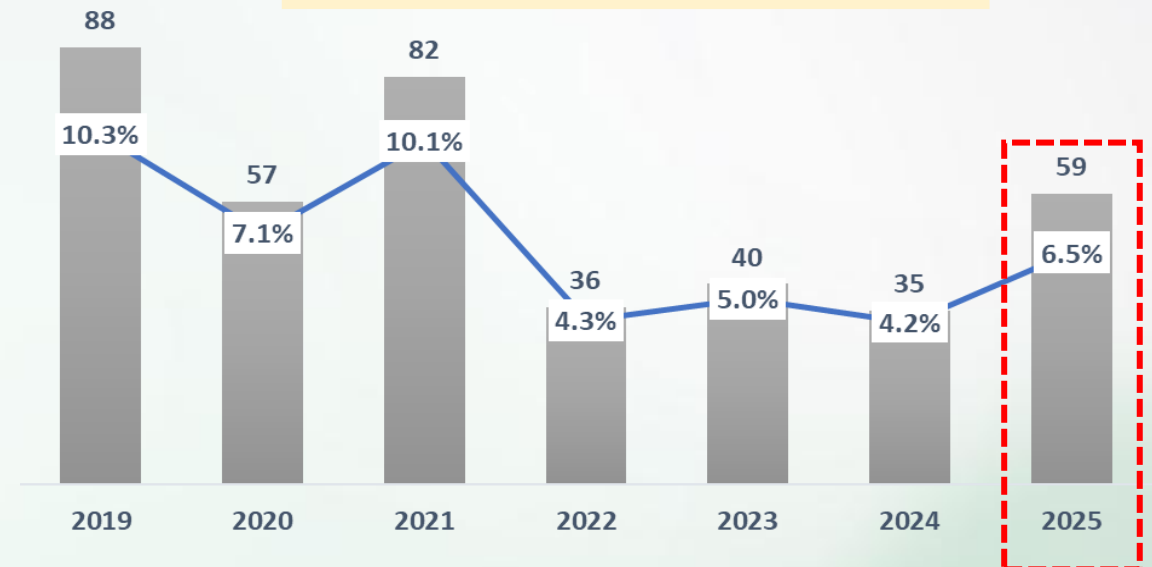
Net Profit (Separate Method)



In 2025, net profit (separate) reached a record high of 202 million Baht, representing 18.5% of net profit, primarily driven by dividend income (special payment) from investments in an associated company.

NP (Equity) %NP (Equity)

Net Profit (Equity Method)



In 2025, the net profit using the equity method stands at 59 million baht, representing 6.5%. This increase is primarily attributed to sales growth and efficient management of expenses.

Key Performance Indicators – Equity method



Asset Performance

	2025	2024	2023
A/R Turnover (Times)	5.72	5.11	4.49
Avg. Collection Period (Days)	64	71	81
Inventory Turnover (Times)	6.25	7.41	6.87
Avg. Inventory Period (Days)	58	49	53



Profitability Performance

Ratios	2025	2024	2023
Gross Profit Margin (%)	44.42	42.7	40.52
EBIT Margin (%)	7.01	4.6	5.58
Net Profit Margin (%) - Equity	6.49	4.25	4.99
Net Profit Margin (%) - Separate	18.48	13.02	4.67



Company Performance

Ratios	2025	2024	2023
ROE (%)	5.72	3.35	3.79
ROA (%)	4.9	2.9	3.36



Debt Performance

Ratios	2025	2024	2023
Current Ratio (X)	2.45	2.36	1.99
D/E (X)	0.28	0.25	0.26

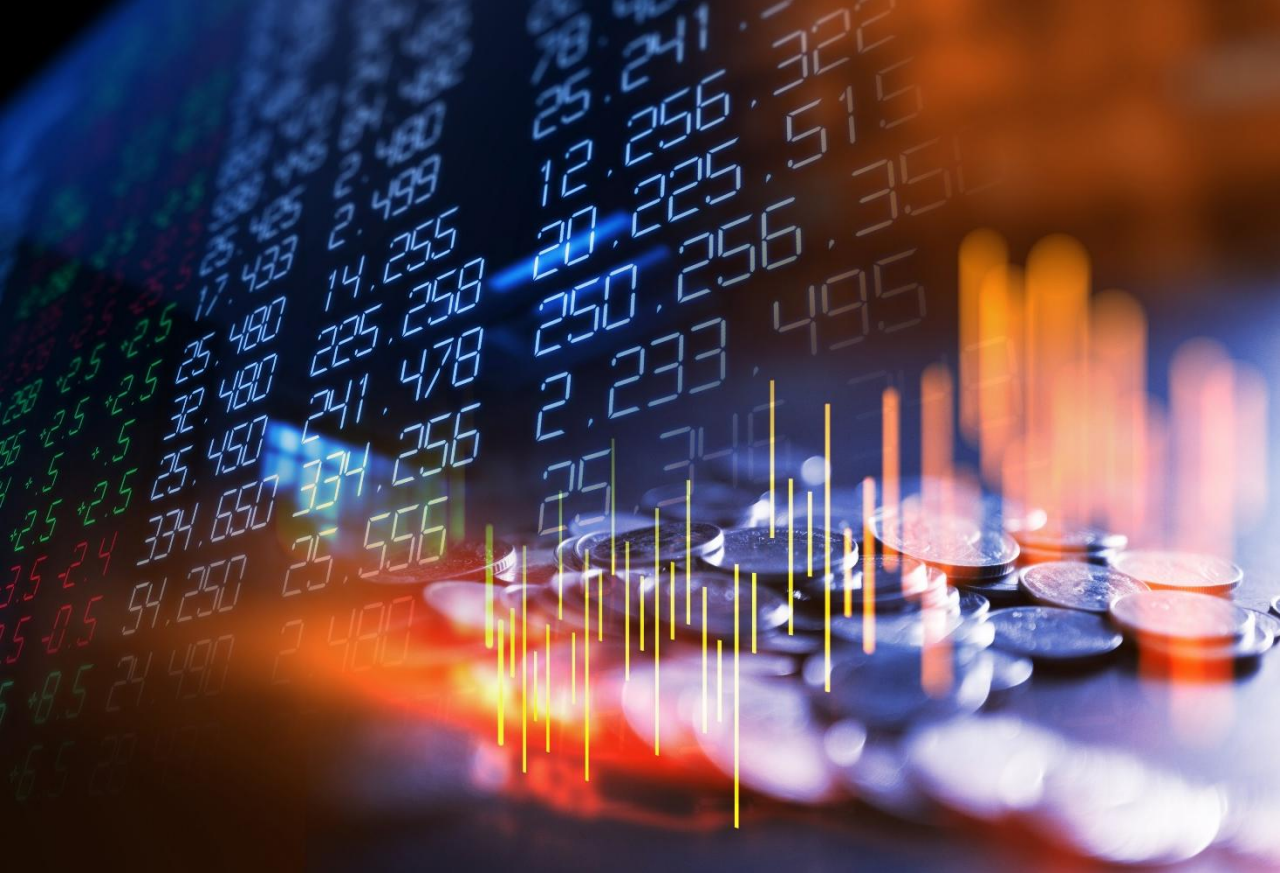


Earning Performance

	2025	2024	2023
* EPS (B.)	0.1775	0.1042	0.12

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Outlook 2026



Secure Performance in 2026



- Pigeon as No. 1 in Feeding market share with new products to ensure the growth of baby & mom category.
- Catch up the growth of other potential categories in BB & mom.
- Grow the company's brands and new segments of F&B and senior.
- Expand opportunity channels : E-commerce, export, Food Service channels.
- Launching of new products and new businesses.
- New CRM & Customer Data Platform (CDP).
- M&A
- Manage risk factors impact to Gross Profit and effectively expenses control to secure bottom line.
- Focus on operation effectiveness to lean cost of doing and expenses.

INVESTMENT PROJECTS

ACCELERATE PRODUCTIVITY & AWARENESS TO DRIVE SUSTAINABLE GROWTH

01

AI & Infrastructure

Improve productivity and speed



02

Big data

Customer Big data



03

Communication

Corporate branding & Brand awareness



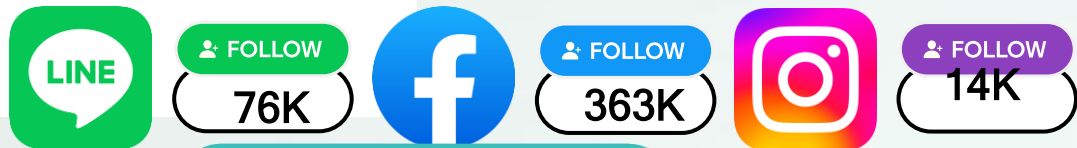
04

New Business

Potential new business pipeline



Corporate CRM Ecosystem

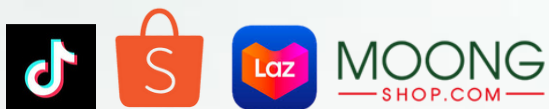


Social platforms

รวม 452,000 followers

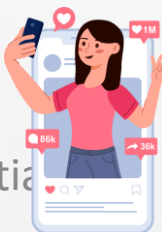


E-commerce



> 50,000 ออเดอร์
ต่อเดือน

KOLs & Affiliate



KOLs ใหม่ 111 คน > 500 posts
Followers > 139 ล้านคน

MOONG FAMILY
rewards

Member

74,725

เติบโต +30%



Stores

กิจกรรม
ตลอดทั้งปี



Events

Recruit
สมาชิกใหม่
> 8,000 คน



Hospital Engagement

- Giftset > 20,000
สมาชิกใหม่ 7.4%
(+3% ในปี 24)
- Mom class
> 78 ครั้ง / 5,800 คน
สมาชิกใหม่ 33%
- ร่วมกับ FSS พัฒนา รพ.
11 รพ.



Partners

รพ. ใหม่ 3 / โรงงานใหม่ 4
/ แแบรนด์ใหม่ 4



Customer Contact Center

ผลสำรวจความพึงพอใจสูงถึง
98.67%



MOONG Branding “HAPPY FAMILY CALENDAR”

MOONG KOL



MOONG FAMILY



MOONG PATTANA
เคียงข้างคุณภาพชีวิตที่ดี

HAPPY NEW YEAR 2026

มุ่งพัฒนา ของส่งความสุขผ่าน

HAPPY FAMILY CALENDAR

ปฏิทินที่ไม่ได้บอกแค่วันเดือนปี แต่บอกวิธี “มุ่งสุขเล็ก ๆ”
ด้วยกันทั้งครอบครัว 365 วัน 365 ความสุข

दानใจโสดภาพ ฟรี! เพื่อรับความสุขในทุกวัน

MOONG PATTANA
เคียงข้างคุณภาพชีวิตที่ดี

MOONG EMPLOYEE





X

BANGKOK DESIGN WEEK 2026

BKKDW 29 Jan-8 Feb 2026 @TCDC



Strictly confidential

Topline Source of growth 2026

Drive by NPD and New Business

New distributor
business

Organic growth



OB
NPD



Baby & Mom
NPD



Pigeon New Products in Q1 2026



New Giftset for CDS



Giftset S



Giftset M



Giftset L

StarTouch Straw Cup & Top Part



Baby Tooth & Gum Wipes



Petite Straw Bottle



Strictly confidential

New Products in Q1'2026

MÜMU

Carebeau



Mumu Save Pants



SUNPRODUCTS



Sunzip ถุงสุขสันต์

Strictly confidential

MOONG PATTANA
เคียงข้างคุณภาพชีวิตที่ดี

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WWW.MOONG-SHOP.COM



THANK YOU



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PATTANA**

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