



JUMP+ Plan



FOOD MOMENTS PUBLIC COMPANY LIMITED

(FM)

Year 2026 - 2028

This report was approved by the board of directors on 18/12/2025
and disseminated on 26/03/2026

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Agro & Food Industry / Food & Beverage

CG Report : -
SET ESG Ratings: -
Anti-Corruption Certification (CAC): -

Business Type

FM is a holding company which has subsidiary operating core business companies in 2 business such as the manufacturing and distribution of butchered chicken and the manufacturing and distribution of processed cooked chicken parts.

Financial Statement				
Year	2025	2024	2023	-
Income Statement (MB)				
Revenues	7,191.95	7,382.14	5,791.00	N/A
Expenses	6,330.35	6,565.09	5,491.69	N/A
Net Profit	673.93	701.61	233.88	N/A
Balance Sheet (MB)				
Assets	4,970.85	4,702.97	3,466.23	N/A
Liabilities	1,199.85	1,269.40	1,394.57	N/A
Shareholders' Equity	3,719.56	3,391.38	2,031.95	N/A
Cash Flow (MB)				
Operating	646.54	1,057.95	405.22	N/A
Investing	-328.29	-852.57	-20.61	N/A
Financing	-486.29	344.41	-618.31	N/A
Financial Ratio				
EPS (Baht)	0.68	0.80	0.30	N/A
GP Margin (%)	15.26	14.86	9.27	N/A
NP Margin (%)	9.62	9.70	4.06	N/A
D/E Ratio (Times)	0.32	0.37	0.67	N/A
ROE (%)	18.95	25.87	11.51	N/A
ROA (%)	17.60	20.12	8.04	N/A

JUMP+ Plan

Business Plan

Target in 2028

Net Profit **1,103.00** million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
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1. Strategic Plan 1 : Driving growth through an increased contribution from high-margin value-added processed products (CAV)



2. Strategic Plan 2 : Expanding the raw poultry business and support the growth of the value added processed products segment (CAV)



3. Strategic Plan 3 : Expand Into New Business By Converting By-Products Into High-Value Offerings (Pet Food)



4. Strategic Plan 4 : Production efficiency and cost optimization



Governance Plan

1. Enhancing anti-corruption and fraud prevention efforts
2. Enhancing the prevention of insider information
3. Enhancing business continuity management

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Section 1
Business Plan

Section 1 Business Plan

Target in 2028

Topic	YE/2023	YE/2024	YE/2025	Target in 2028
Net Profit (million Baht)	233.88	701.61	673.93	1,103.00

Food Moments Public Company Limited has set a revenue target of Baht 10,068 million and a net profit target of Baht 1,103 million by 2028, representing a compound annual growth rate (CAGR) of 12% and 16%, respectively, over the period 2025–2028. This growth is expected to be driven by an increasing contribution from high-margin products, expansion of the product portfolio, and overall improvement in operational efficiency.

Over the next 3 years, the Company will focus on strengthening its core businesses and increasing the proportion of high-margin businesses across both domestic and international markets. The Company will introduce new innovative products through value-added processed products (CAV), increase the average basket size of existing customers, and expand its customer base to the retail food service and QSR segments to broaden access. In addition, the Company will prioritize retaining and expanding customers in international markets, particularly Japan, while driving joint innovation with customers in the European Union. The Company will also expand into new markets, including Canada, Philippines, the Middle East, and South Africa.

The Company will accelerate the expansion of its raw chicken business in line with rising demand for CAV products. This includes increasing sales volumes with existing customers, expanding into new Food Service and Industrial customers, and enhancing sales of various chicken parts in international markets. These initiatives aim to improve product mix, optimize raw material utilization (yield), and create new growth opportunities.

The Company plans to develop its pet food business by assessing project feasibility, including options for direct investment by building a new production facility and strengthening talent capabilities, or exploring merger and acquisition (M&A) opportunities to accelerate business development.

In addition, the Company will enhance operational efficiency by increasing automation in production lines and improving productivity, including the installation of additional barcode systems to improve accuracy and support product traceability. The Company will also develop route management programs to reduce logistics costs, install additional solar roof systems to lower energy expenses, and implement demand-based production planning to minimize inventory losses.

These strategic initiatives will support sustainable growth, improve profit margins, and strengthen the Company’s competitiveness in both domestic and international markets.

Growth plan/Increase business value

Strategic Plan 1 : Driving growth through an increased contribution from high-margin value-added processed products (CAV)

The Company aims to enhance its revenue structure by increasing the proportion of high-margin products, such as value-added processed products (CAV), ready-to-cook/ready-to-eat products, and customized solutions. This will be achieved by leveraging the existing customer base, expanding access to high-potential domestic customers, and pursuing strategic international market expansion to create competitive differentiation and enhance long-term profitability. This strategy will enable the Company to transition from a “raw material producer” to a “high-quality food solutions provider,” which is a key driver in expanding gross margins, improving revenue quality, and strengthening the stability of future financial performance.

International Markets

Japan

- Expand to capture new customer base through high quality standards and reliability. Conduct studies on consumer demand and product opportunities, and adapt products and packaging to align with consumer preferences.
- Increase market share in the QSR segment by leveraging product quality strengths and engaging in joint product development with customers.

European Union

- Develop new products jointly with customers to broaden the product portfolio and address the specific requirements of the European market.
- Increase the basket size of existing customers through the development of Joint Business Plans, including collaborative product planning, while strengthening distribution channels through partnerships with distributors and key accounts.

New Strategic Country Market: Canada, Philippines, Middle East, and South Africa

- Expand into new markets to diversify risk, reduce reliance on core markets, and enhance international growth potential, with target countries selected based on market size, growth potential, and product demand levels.

Domestic Market

Building Stronger Relationships with Existing Domestic Customers

- Develop new product innovations tailored to the specific needs of each customer, including taste, product format, and ease of use, while strengthening R&D capabilities and enhancing formulation flexibility to create differentiation from competitors' products.
- Increase the average basket size of existing customers by introducing additional new products to drive revenue growth.

Capturing New Domestic Customers

- Expand into restaurant, food service, and QSR segments by delivering specialized solutions that meet customers' operational and quality requirements

This plan will promote and develop the organization in the following dimensions

- Growth

Targets

• **Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue Growth (%) YoY Growth Rate	27.48	-2.58	11.25	11.02	13.35
Net Profit Margin (%)	9.70	9.62	8.85	10.13	10.97

Strategic Initiative

Strategic Plan 1

Strategic Initiative	Year	Expected Outcomes
<p>The Company aims to enhance its revenue structure by increasing the proportion of high-margin products, such as value-added processed products (CAV), ready-to-cook/ready-to-eat products, and customized solutions. This will be achieved by leveraging the existing customer base, expanding access to high-potential domestic customers, and pursuing strategic international market expansion to create competitive differentiation and enhance long-term profitability. This strategy will enable the Company to transition from a “raw material producer” to a “high-quality food solutions provider,” which is a key driver in expanding gross margins, improving revenue quality, and strengthening the stability of future financial performance.</p>	2026	<ul style="list-style-type: none"> • 1) Revenue increase from CAV through existing customers. • 2) Domestic revenue increase from expansion of the Retail, Food Service, and QSR customer base. • 3) International revenue increases from expansion into new strategic country markets.
	2027	<ul style="list-style-type: none"> • 1) CAV revenue increases from product development tailored to specific customer requirements. • 2) Domestic revenue increases through collaboration with Food Service and QSR customers. Growth in new SKUs revenue under Joint business plan development. • 3) International revenue increases from recurring orders.
	2028	<ul style="list-style-type: none"> • 1) Both domestic and international revenue continues to grow from expansion of the CAV portfolio through large group of customers and higher recurring orders volumes. • 2) International revenue increases from main customers placing additional new orders and further expansion into new strategic markets.

Risk Management

Risk 1 : Changes in Consumer Behavior

• **Risk Characteristic**

- Consumers may shift their product preferences, such as favoring more convenient products, more specialized formulations, or products with higher nutritional value.

• **Risk Impact**

- Products may fail to meet customer expectations, leading to a loss of competitiveness and potentially resulting in slower growth or a slowdown in sales of high-margin products.

• **Risk Management Measures**

- Accelerate new product development (Product Innovation) to respond to emerging consumer trends, using consumer insight data
- Collaborate with strategic customers to design products that better meet their needs and consumer needs

Strategic Plan 2 : Expanding the raw poultry business and support the growth of the value added processed products segment (CAV)

The Company aims to strengthen supply stability by scaling raw chicken production in line with the growth of CAV products and its business expansion plans. This approach will enable higher capacity utilization, improve overall yield, and enhance cost competitiveness.

Domestic Market

Building Stronger Relationships with Existing Domestic Customers

- Increase sales volumes of raw chicken to existing customers to meet the continued growth in domestic demand, while improving production and delivery systems to efficiently support the rising order volumes from the CAV business.

Capturing New Domestic Customers

- Expand into the Food Service and Industrial segments by offering products specifically designed to meet usage requirements in terms of quality, consistency, and ease of food preparation.

International Market

Expanding collaboration with existing international customers

- Increase sales volumes to existing international customers with steadily growing product demand.
- Offer more types of chicken cuts to meet market demand and use the whole chicken more efficiently.

This plan will promote and develop the organization in the following dimensions

- Growth

Targets

• **Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue Growth (%) YoY Growth Rate	27.48	-2.58	11.25	11.02	13.35
Net Profit Margin (%)	9.70	9.62	8.85	10.13	10.97

Strategic Initiative

Strategic Plan 2

Strategic Initiative	Year	Expected Outcomes
The Company aims to strengthen supply stability by scaling raw chicken production in line with the growth of CAV products and business expansion plans. This approach will enable higher capacity utilization, improve overall yield, and enhance cost competitiveness, supporting efficient operations and sustainable long-term growth.	2026	<ul style="list-style-type: none"> 1) Revenue from the raw meat business grows in line with demand from CAV business. 2) International revenue increases from Japan and the European Union through product trials and increase in product range aligned with end-market demand.
	2027	<ul style="list-style-type: none"> 1) Domestic revenue increases from expansion into new Industrial customers and higher order volumes from existing customers. 2) International revenue increases from recurring orders.
	2028	<ul style="list-style-type: none"> 1) Relationships with key customers strengthen, resulting in higher order volumes and increased confidence in quality standards. 2) International revenue achieves quality growth by focusing on high-return markets, resulting in an increase in total revenue.

Risk Management

Risk 1 : Foreign Exchange Volatility

- **Risk Characteristic**

- Rapid appreciation or depreciation of foreign exchange rates may occur, particularly as the Company's export revenue increases, which could impact revenue and margins of high-margin businesses.

- **Risk Impact**

Foreign exchange volatility may reduce profitability, particularly in countries with high currency volatility.

- **Risk Management Measures**

- Regularly monitor foreign exchange risks.
- Utilize risk management instruments, such as forward contracts, to manage foreign exchange exposure.

Strategic Plan 3 : Expand Into New Business By Converting By-Products Into High-Value Offerings (Pet Food)

Focus on creating new high-margin profit streams by leveraging by-products from existing production processes to develop the pet food business, a high-growth market that will help increase revenue and improve the Company's profit structure over the long term.

Feasibility Study

- Analyze market size and competitive landscape in the Pet Food business, together with an assessment of relevant regulatory requirements and the suitability of the Company's by-products for product development.

Design and Develop New Factory

- Define production capacity in line with business objectives, design plant layout, and select required technologies. Prepare capital expenditure (Capex) plans and establish comprehensive quality standards and regulatory compliance frameworks.

Recruit and Develop New Team

- Recruit teams across R&D, QC, Production, and Commercial functions, alongside capability development in formulation and pet food technology, to build the expertise required for producing premium products for the Pet Food market.

Explore M&A Opportunities

- Identify and evaluate potential target companies with relevant Pet Food technologies or capabilities through due diligence processes and utilize M&A as a mechanism to accelerate market entry.

This plan will promote and develop the organization in the following dimensions

- Growth

Targets

- Corporate Financial Targets

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue Growth (%) YoY Growth Rate	27.48	-2.58	11.25	11.02	13.35
Net Profit Margin (%)	9.70	9.62	8.85	10.13	10.97

Strategic Initiative

Strategic Plan 3

Strategic Initiative	Year	Expected Outcomes
Focus on creating new high-margin profit streams by leveraging by-products from existing production processes to develop the pet food business, a high-growth market that will help increase revenue and improve the Company's profit structure over the long term.	2026	<ul style="list-style-type: none"> 1) Establish a solid foundation for the Pet Food business through feasibility studies covering both self-investment and M&A options.
	2027	<ul style="list-style-type: none"> 1) Design the production facility. 2) Establish core teams across R&D, QC, and Production functions.
	2028	<ul style="list-style-type: none"> 1) Start generating revenue from the Pet Food business. 2) Start expanding the customer base and building supply chain partnerships to support commercial-scale growth in the following year.

Risk Management

Risk 1 : Industry Competition

- Risk Characteristic

- The Company faces competition from other operators both domestically and internationally, some of which may have advantages in terms of cost structure, product quality, brand reputation, or stronger distribution channels.
- Rising customer expectations, such as higher quality standards, broader product variety, and end-to-end service offerings, require the Company to continuously enhance its capabilities to remain competitive.

- **Risk Impact**

- Competitiveness may decline if the Company is unable to develop products, services, or pricing that meet market needs in a timely manner.
- The Company may lose existing customers to competitors with advantages in quality, pricing, or distribution channels.
- Failure to maintain market positioning may adversely affect revenue and margins over the long term.

- **Risk Management Measures**

- Closely monitor market trends, competitors, and product innovations to proactively assess changes.
- Focus on continuous new product development and product quality enhancement in line with consumer trends.
- Build supply chain partnerships to strengthen competitiveness in pricing, quality, and delivery performance.
- Strengthen brand development and customer relationship management (CRM) to reduce supplier switching and enhance customer loyalty.

Strategic Plan 4 : Production efficiency and cost optimization

The Company aims to enhance operational efficiency across both the cooked-value chicken (CAV) and raw chicken businesses through investments in advanced technology and modern management systems. This will create cost advantages, improve the accuracy of production planning, and strengthen continuous quality control capabilities. The key strategies include the adoption of automation in production lines, flexible logistics management, and the use of production data to improve yield management. Together, these initiatives will help reduce losses, lower energy and logistics costs, enhance product quality consistency, and support sustainable growth and future business expansion.

Enhancing CAV Business Efficiency

- Manage logistics costs through flexible trading terms (FOB/CFR/CIF) to mitigate cost impacts, with a greater emphasis on FOB or Ex Works sales during periods of rising international freight rates.
- Implement demand-based production planning to reduce inventory losses.
- Increase the installation of solar rooftop systems to reduce energy expenses.

Enhancing Raw Chicken Business Efficiency

- Increase automation across production lines to enhance efficiency, reduce labor costs, and improve consistency in product quality.
- Enhance barcode systems to strengthen the inventory management system, enabling systematic control of raw material and product flows, as well as accurate identification and tracking of product status.
- Strengthen logistics capabilities through a Transportation Route Management System to improve automated route planning and GPS-based shipment tracking, thereby reducing errors, shortening delivery time and distance, which are systematically lowering logistics costs.
- Implement cost reduction initiatives alongside production process improvements by leveraging production data to enhance yield management, reduce waste, and improve consistency in product quality.
- Expand the installation of solar rooftop systems to reduce energy expenses.

This plan will promote and develop the organization in the following dimensions

- Profitability & Efficiency

Targets

• **Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Gross Profit Margin (%)	14.86	15.26	12.85	14.11	15.13
Net Profit Margin (%)	9.70	9.62	8.85	10.13	10.97

Strategic Initiative

Strategic 4

Strategic Initiative	Year	Expected Outcomes
<p>The Company aims to enhance operational efficiency across both the cooked added-value chicken (CAV) and raw chicken businesses through investments in advanced technology and modern management systems. This will create cost advantages, improve the accuracy of production planning, and strengthen continuous quality control capabilities. The key strategies include the adoption of automation in production lines, flexible logistics management, and the use of production data to improve yield management. Together, these initiatives will help reduce losses, lower energy and logistics costs, enhance product quality consistency, and support sustainable growth and future business expansion.</p>	2026	<ul style="list-style-type: none"> • 1) Yield improves in core production lines, resulting in lower raw material cost per unit, while demand-based production planning begins to deliver efficiency gains. • 2) Initial implementation of automation reduces labor costs and improves consistency in product quality. • 3) Accuracy of Inventory management improves through enhanced and expanded barcode systems.
	2027	<ul style="list-style-type: none"> • 1) Gross margin increases following the implementation of automation and real-time quality control, enabling better control of defect rates. • 2) Logistics costs decline and delivery accuracy improves through the implementation of transportation route management systems. • 3) Energy expenses continue to decline with increased adoption of solar rooftop systems.
	2028	<ul style="list-style-type: none"> • 1) Production achieves high stability with low losses and continuously declining unit costs. • 2) Sustainably maintain high margins through end-to-end cost optimization. • 3) Enhanced cost and quality competitiveness supports higher-value orders over the long term.

Risk Management**Risk 1 : Product Quality & Food Safety****• Risk Characteristic**

- Processing errors or contamination may occur in the production line.
- Product adulteration or counterfeit products may damage the Company's reputation.
- Risk of product recalls.

• Risk Impact

- Impact on reputation and consumer confidence
- Damage costs and product recall costs
- Risks to exports and business opportunities

• Risk Management Measures

- Establish a verifiable food traceability system.
 - Strengthen and enforce stringent QA/QC standards.
 - Maintain product liability insurance.
 - Conduct regular supplier audits.
-

Section 2

Governance Plan

Section 2 Governance Plan

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

The company is committed to strengthening a robust governance system, adhering to the principle of zero tolerance for all forms of corruption, through the establishment of clear policies, effective internal controls, and the cultivation of an organizational culture of transparency.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established an anti-corruption policy and practices.	In Progress	In Progress	In Progress	Success
<ul style="list-style-type: none"> An anti-corruption and anti-bribery policy has been developed to comprehensively cover the organization's business operations, formally approved by the Board of Directors, and supported by clear and practical implementation guidelines 	Complete	-	-	-
<ul style="list-style-type: none"> The company conducts regular monitoring and evaluation of compliance with its anti-corruption and anti-bribery policy and procedures. Audit results are reported by internal auditors to the Board of Directors at least annually. In the event of any violations, corrective actions and preventive measures are clearly defined to prevent recurrence 	Not Started	In Progress	In Progress	Success
<ul style="list-style-type: none"> The company conducts an annual review of its anti-corruption and anti-bribery policy and practices with the Board of Directors 	Complete	-	-	-
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	Not Started	Not Started	Signatory	Certified
Implement and verify that all critical Tier 1 business partners have anti-corruption policies, and ensure that the company actively monitors and assesses business partners' adherence to these policies	-	-	-	Completed

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Declaration of Intent	2027	• Application to Join the Project: Declaration of Intent
	2028	• Being certified

Risk Management

Risk 1 : The plan does not adhere to the specified timeline.

• **Risk Characteristic**

- Lack of knowledge and understanding in preparing documents for the certificate application process.

• **Risk Impact**

- Delay in obtaining the certificate

• **Risk Management Measures**

- Establish a working group to oversee and monitor performance

Attachments

URL Link to the Document : <https://www.foodmoments.co.th/en/investor-relations/corporate-governance/whistleblowing-channel>



Enhancing the prevention of insider information

Enhance the effectiveness of the corporate group's insider information prevention plan

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established a policy and procedures to prevent the misuse of insider information.	In Progress	In Progress	In Progress	Success
• A Board-approved written policy on insider information prevention has been clearly defined and implemented	Complete	-	-	-
• A structured process is implemented to regularly monitor and review compliance with the insider trading prevention policy,with audits conducted at least annually.	Not Started	In Progress	In Progress	Success
• The implementation of the insider information prevention policy is reviewed and reported to the Board of Directors at least annually. If any violations are detected,corrective actions and preventive measures are clearly outlined to prevent recurrence	Not Started	In Progress	In Progress	Success
Internally disclose,on a per-transaction basis,the list of individuals who have access to inside information regarding any transaction that may affect the company's stock price and investor decisions.	-	-	-	Completed

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Prepare a summary of securities purchase and sale transactions by directors, executives, and employees of the group company, related to inside information, to be presented to the Board of Directors at least once a year.	2028	<ul style="list-style-type: none"> Prepare a report for submission to the Board of Directors meeting.

Risk Management

Risk 1 : Misuse of Insider Information

• Risk Characteristic

- Insiders utilize the information for personal gain by profiting from stock prices, or disclose the known information to others.

• Risk Impact

- leading investors to lose confidence in transparency and good governance, and consequently affecting the company's long-term image.

• Risk Management Measures

- Review and continuously update policies to ensure their suitability.
- Internal data access controls are implemented.
- Training and awareness-raising.
- Establishment of whistleblowing procedures and whistleblower protection.
- Definition of penalties and disciplinary actions.

Attachments

URL Link to the Document : <https://www.foodmoments.co.th/en/investor-relations/corporate-governance/corporate-policies>



Governance of Risk and Management Compliance

Enhancing business continuity management

The company aims to enhance business continuity management to strengthen its preparedness in responding to risks and uncertainties that may affect operations, such as natural disasters, information technology risks, and supply chain disruptions. The company develops a systematic management process covering risk assessment and management, the development and review of business continuity plans, resource and communication preparedness, as well as operational recovery. This ensures continuous business operations, minimizes impact on stakeholders, and supports the organization's sustainable long-term growth.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has developed, reviewed, and conducted drills for its Business Continuity Plan (BCP) and crisis response protocols.	Not Started	In Progress	In Progress	Success
<ul style="list-style-type: none"> Prepare and conduct the annual review of the business continuity management plan. 	Not Started	-	In Progress	Success
<ul style="list-style-type: none"> Organize Crisis Management Drills 	Not Started	-	In Progress	Success
Establish a Business Continuity Management Working Committee (BCP Working Committee) to oversee and monitor results.	-	-	-	Completed

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Review and enhance the Business Continuity Plan to ensure it remains current, and establish an annual Crisis Management Drill plan.	2027	<ul style="list-style-type: none"> Conducting Annual Crisis Management Drill
	2028	<ul style="list-style-type: none"> The response to the simulated situation was in accordance with the defined target timeframe.

Risk Management

Risk 1 : The developed Business Continuity Plan (BCP) is not practical in the event of a crisis.

• Risk Characteristic

The company's identification of potential threats or impactful events is not comprehensive or complete. Consequently, in the event of undesirable incidents or crises, there will be an absence of systematic measures for prevention, mitigation, and recovery.

• Risk Impact

Business disruption or cessation of operations can significantly impact an organization, affecting both its reputation and image, leading to a loss of trust and customer base, revenue loss, and a lack of financial liquidity. Furthermore, in severe cases, it may result in the business being unable to continue operations or even having to cease operations entirely.

• Risk Management Measures

- Establish a BCP working group and clearly define its roles, duties, and responsibilities, with support from senior management.
- Develop and regularly update business continuity plans and incorporate BCP missions as part of the annual work plans of relevant departments.
- Prepare resources, information technology systems, and emergency communication.
- Establish operational recovery guidelines to enable a swift return to business operations and minimize impacts on stakeholders to an acceptable level.
- Proactively managing risks with Business Interruption Insurance.

Attachments

URL Link to the Document : <https://www.foodmoments.co.th/en/investor-relations/corporate-governance/corporate-policies>



Attachment

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