



JUMP+ Plan



MOONG PATTANA INTERNATIONAL PUBLIC COMPANY LIMITED

(MOONG)

Year 2026 - 2028

This report was approved by the board of directors on 24/02/2026
and disseminated on 09/03/2026

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Consumer Products

CG Report :

SET ESG Ratings: **A**

Anti-Corruption Certification (CAC): **Yes**

Business Type

The Company is a consumer products and a distributor of consumer goods, our core business are 1) Distribute of Ownbrand products, 2) Distributor of consumer goods and 3) Joint venture business

Financial Statement				
Year	2025	2024	2023	2022
Income Statement (MB)				
Revenues	903.80	824.75	810.76	831.00
Expenses	885.40	816.62	790.58	812.80
Net Profit	58.69	35.02	40.49	35.70
Balance Sheet (MB)				
Assets	1,308.56	1,278.76	1,337.88	1,352.05
Liabilities	282.80	254.01	271.85	279.01
Shareholders' Equity	1,025.76	1,024.75	1,066.02	1,073.04
Cash Flow (MB)				
Operating	22.40	-10.77	80.09	-1.74
Investing	105.52	119.35	27.01	38.76
Financing	-73.19	-83.62	-40.94	-42.94
Financial Ratio				
EPS (Baht)	0.18	0.10	0.12	0.11
GP Margin (%)	44.42	42.70	40.52	37.96
NP Margin (%)	6.49	4.25	4.99	4.30
D/E Ratio (Times)	0.28	0.25	0.26	0.26
ROE (%)	5.72	3.35	3.79	3.35
ROA (%)	4.90	2.90	3.36	2.96

JUMP+ Plan

Business Plan

Target in 2028

Net Profit **60-70** Million Baht

Strategic Plan	Growth	Profitability & Efficiency	Stability
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1. Strategic Plan 1 : Expand online distribution channels via agents and diversify distribution platforms to enhance product visibility and broaden customer reach.

2. Strategic Plan 2 : Enhance the efficiency of the online sales process.

Governance Plan

1. Increasing the diversity of the board of directors
2. Enhancing anti-corruption and fraud prevention efforts
3. Enhancing governance of information security

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Section 1
Business Plan

Section 1 Business Plan

Target in 2028

Topic	YE/2022	YE/2023	YE/2024	Target in 2028
Net Profit (Million Baht)	35.70	40.49	35.02	60-70

The company has a plan to expand its business through online channels to enhance competitiveness and increase profitability. The long-term target for net profit under the equity method is set at 60-70 million baht, or 5%-6% of sales, by the year 2028.

Growth plan/Increase business value

Strategic Plan 1 : Expand online distribution channels via agents and diversify distribution platforms to enhance product visibility and broaden customer reach.

The company plans to expand its product distribution through online channels by entering new platforms and leveraging popular agent-based sales models (KOL or Affiliate program) to drive revenue growth. This initiative also aims to enhance brand awareness and improve product accessibility. Additionally, the company will develop a more efficient and faster online sales system to reduce operational costs.

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

- Growth
- Profitability & Efficiency

Targets

• **Corporate Financial Targets**

Topic	Latest data		Targets		
	YE/2024	YE/2025	2026	2027	2028
Revenue Growth (%) YoY Growth Rate	1.73	9.58	7	8	9

• **Other Targets**

Topic	Baseline	Targets		
	YE/2025	2026	2027	2028
Online sales contribution (%)	32	32	32	32

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Expand into new online platforms, with a strong focus on the company’s own platform, as well as sales through KOLs and affiliate programs.	2026	• Online sales increase 7% from previous year
	2027	• Online sales increase 8% from previous year
	2028	• Online sales increase 9% from previous year

Risk Management

Risk 1 : Risks associated with dependence on online platforms.

- **Risk Characteristic**

The company’s online sales are largely dependent on third-party platforms, with minimal contribution from its own platform. Platform fees are charged based on actual sales, resulting in higher costs as sales grow. Any increase in fee rates would directly impact profit margins and could lead to losses in certain product categories, adversely affecting overall sales.

- **Risk Impact**

The increase in platform fees may result in the loss of sales for certain products. Higher platform fees would reduce profit margins from sales through online platforms and could have a negative impact on the company’s overall profitability.

- **Risk Management Measures**

The company mitigates risk by avoiding over-reliance on any single platform. It seeks to expand into new online channels and platforms, including developing its own online website to reduce dependency.

Strategic Plan 2 : Enhance the efficiency of the online sales process.

Online channels are experiencing exponential growth, especially for consumer goods, as consumer behavior increasingly shifts toward online purchasing. This has led to noticeable increase in the proportion of sales through these channels, which currently accounts for 32% of total sales and is expected to continue rising. Therefore, operational processes must be improved for greater efficiency. Investment in information technology is necessary to enhance speed, support the rapidly growing number of orders, and reduce operational costs-ultimately increasing future profitability.

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

- Profitability & Efficiency
- Growth

Targets

- **Corporate Financial Targets**

Topic	Latest data		Targets		
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Revenue Growth (%) YoY Growth Rate	1.73	9.58	7	8	9

- **Other Targets**

Topic	Baseline	Targets		
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Online sales contribution (%)	32	32	32	32

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Implement information technology to improve the online sales process and reduce manual operations.	2026	• Support up to 60,000 orders per month.
	2027	• Support up to 70,000 orders per month.
	2028	• Support up to 80,000 orders per month.

Risk Management

Risk 1 : The existing operational workflow lacks the scalability and flexibility required to effectively manage the growing volume and complexity of customer orders. This limitation presents a significant risk of lost revenue, particularly from online sales channels.

• **Risk Characteristic**

Currently, online sales are conducted through multiple platforms, each with different operating systems. Therefore, it is necessary to have a system that can efficiently integrate and connect with various platforms in real time. As the number of online orders continues to rise, the company must develop a system capable of handling higher volumes. If the system cannot support this growth, it may result in lost sales opportunities and, in the long term, a loss of credibility and market share to competitors.

• **Risk Impact**

- The volume of order cancellations has increased due to long processing times in delivering products to customers.
- Lost sales have resulted from the system’s inability to handle the rising number of orders across various platforms
- Leading to a loss of market share to competitors.

• **Risk Management Measures**

Develop a system that can support order processing from various platforms and enable automatic integration with them. Implement an order tracking system to ensure accurate, complete, and timely order management, reducing customer order cancellations. This will help maintain service levels and customer satisfaction with the company’s store.

Section 2

Governance Plan

Section 2 Governance Plan

Board Structure and Qualifications

Increasing the diversity of the board of directors

To promote gender diversity on the Board of Directors, which is regarded as one of the key approaches to Good Corporate Governance, aimed at enhancing diverse perspectives and improving the effectiveness of the Board's decision-making. Having a proportion of female directors of no less than 30 percent is also aligned with international corporate governance principles, such as the OECD Principles of Corporate Governance, reflecting the organization's commitment to promoting equality and social responsibility.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company aims to achieve a minimum of 30% female representation on the Board of Directors by 2028.	In Progress	In Progress	In Progress	Success

Strategic Initiative

The Board shall establish a Good Corporate Governance Policy that promotes gender diversity on the Company's Board of Directors, requiring that female director accounts for no less than 30 percent of the total number of directors. The Board also reviews the Good Corporate Governance Policy and monitors progress on board diversity at least once a year.

Strategic Initiative	Year	Expected Outcomes
To establish a Good Corporate Governance Policy that promotes gender diversity within the Company's BOD, specifying that the proportion of female directors must be no less than 30%	2026	<ul style="list-style-type: none"> The Good Corporate Governance Policy stipulates that the proportion of female directors must be no less than 30% Review the criteria and procedures for the appointment of directors to enhance BOD diversity. Disclose the Company's ESG performance indicators on the website, in the Annual Report and SD Report
Progress on maintaining at least 30% female representation on the BOD is monitored regularly, at least once a year	2027	<ul style="list-style-type: none"> Female directors must constitute no less than 30% of the BOD, or at least 3 members. Disclose the Company's ESG performance indicators on the website, in the Annual Report and SD Report.
	2028	<ul style="list-style-type: none"> Female directors must constitute no less than 30% of the BOD, or at least 3 members. Disclose the Company's ESG performance indicators on the website, in the Annual Report and SD Report.

Risk Management

Risk 1 : The Company is unable to maintain a proportion of female directors of no less than 30 percent of the Board, as required under the Good Corporate Governance Policy

• **Risk Characteristic**

A female director has resigned or there has been an event that prevents a female director from holding the position, resulting in the Company being unable to appoint a female director within the specified timeframe.

• **Risk Impact**

Board diversity does not meet the proportions specified in the Good Corporate Governance Policy, this may affect the Company's reputation.

• **Risk Management Measures**

- The Company has established a Good Corporate Governance Policy that promotes gender diversity on the Board of Directors by requiring that female directors comprise no less than 30 percent of the Board.
- The Company has defined criteria, process, and procedure for the nomination and appointment of directors.
- The Company considers female director candidates based on fit and proper qualifications to enhance diversity in the Board's composition and also considers director candidates from a director pool database.

Accountability and Transparency Governance

Enhancing anti-corruption and fraud prevention efforts

The Board of Directors has established Anti-Fraud and Corruption Practices and practices to ensure transparent business operations and sustainable growth. In addition to Good Corporate Governance by the Board, Anti-Corruption Practices are essential in promoting transparency and credibility in the Company's internal operations. These practices strengthen organizational transparency and sustainability, foster a culture of integrity, ensure efficient and fair resource management, and demonstrate the Company's commitment to preventing corruption and promoting a transparent corporate culture.

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
• 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	-	-	-

Topic	Current Status	Targets		
		2026	2027	2028
<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 	In Progress	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 	In Progress	In Progress	In Progress	Success
Achieve CAC certification from the Thai Institute of Directors (Thai IOD)	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	-	The Company establishes and communicates guideline for business partners.	The Company establishes a risk assessment and qualification process for Critical Tier 1 suppliers.	At least 90% of the Company's Critical Tier 1 suppliers have been assessed and have confirmed that their Anti-Corruption Policy and practices comply with the Company's requirement.

Strategic Initiative

- The Company reviews its Anti-Corruption Policy and monitors and evaluates compliance with the Policy at least once a year.
- The Company establishes and communicates the Code of Conduct for Suppliers, requiring all Critical Tier-1 suppliers to have a written Anti-Corruption Policy.
- The Company sets out a risk assessment and supplier qualification process covering Anti-Corruption issues.
- The Company monitors and evaluates the compliance of direct business partners (Critical Tier 1 suppliers) with the Company's policies.

Strategic Initiative	Year	Expected Outcomes
Oversight to ensure that Key Business Partner (Critical Tier 1) have Anti-Corruption Policy in place	2026	<ul style="list-style-type: none"> The Company will develop and communicate a Code of Conduct for Suppliers, which specifies that Key Business Partners (Critical Tier 1) must have a written Anti-Corruption Policy
	2027	<ul style="list-style-type: none"> The Company will establish processes to assess the risk and verify the qualification of business partners regarding the Anti-Corruption issues.
	2028	<ul style="list-style-type: none"> At least 90% of the Company's Critical Tier 1 have been assessed and have confirmed that they have Anti-Corruption Policy and practices in place in accordance with the Company's

Strategic Initiative	Year	Expected Outcomes
		requirements.
The Company has received its fourth CAC Certification from Thai IOD	2028	<ul style="list-style-type: none"> Received CAC certification
The Board of Directors conducts an annual review of the Anti-Corruption Policy and Practices	2026	<ul style="list-style-type: none"> The Board of Directors reviews the Anti-Corruption Policy and Practices
	2027	<ul style="list-style-type: none"> The Board of Directors reviews the Anti-Corruption Policy and Practices
	2028	<ul style="list-style-type: none"> The Board of Directors reviews the Anti-Corruption Policy and Practices

Risk Management

Risk 1 : Business Partners do not comply with the Anti-Corruption Policy

• **Risk Characteristic**

Key Business Partners (Critical Tier 1) do not comply with the Company's Code of Conduct for Suppliers and fail to adhere to the Anti-Corruption Policy. Their compliance with these policy is not monitored or assessed, and cases of fraud have occurred in operations.

• **Risk Impact**

Non-compliance by Business Partners with the Anti-Corruption policy may affect the Company's reputation and creditability.

• **Risk Management Measures**

- The Company conduct continuous annual communication with its business partners through Supplier Conference to convey policies, practices and the Code of Conduct for Suppliers.
- Business Partners acknowledge and sign their commitment to comply with the Code of Conduct for Suppliers.
- The Company provides channels for complaints and whistleblowing.
- Partner's compliance with policy is monitored and evaluated.
- Ethics and compliance performance is reported to the BOD.
- Compliance performance is disclosed in the Company's Annual Report.

Governance of Risk and Management Compliance

Enhancing governance of information security

The company is focused on establishing a strong foundation for information security by setting clear policies, conducting audits by external experts, and fostering a culture of security awareness among personnel. This also includes performing penetration tests to enhance security, reduce risks, ensure business continuity, and support sustainable business operations in the digital era.

Targets

Topic	Current Status	Targets		
		2026	2027	2028
The company has established policies and guidelines for information security governance.	In Progress	In Progress	In Progress	Success
<ul style="list-style-type: none"> The company has developed a clear, documented IT security policy and guidelines, which have been approved by the Board of Directors. 	In Progress	In Progress	Success	Success
<ul style="list-style-type: none"> Information cybersecurity undergoes evaluation by an independent external auditor, accompanied by clear and actionable improvement and development strategies 	In Progress	In Progress	In Progress	Success
<ul style="list-style-type: none"> All employees undergo training, communication, and understanding assessments to enhance awareness of IT security. 	In Progress	In Progress	Success	Success
Conduct cybersecurity penetration testing at least once every three years.	-	Conduct penetration testing for the organization's critical information systems and infrastructure, performed by independent external experts. Present a summary report of the test results, identifying discovered vulnerabilities along with a clear remediation plan, to the executive management.	Conduct penetration testing for the organization's critical information systems and infrastructure, performed by independent external experts. Present a summary report of the test results, identifying discovered vulnerabilities along with a clear remediation plan, to the executive management.	Conduct penetration testing for the organization's critical information systems and infrastructure, performed by independent external experts. Present a summary report of the test results, identifying discovered vulnerabilities along with a clear remediation plan, to the executive management and the testing will be repeated at least every three years.

Strategic Initiative

Strategic Initiative	Year	Expected Outcomes
Refinement and Enhancement of IT Governance Framework and Policies	2026	<ul style="list-style-type: none"> Conduct an annual review of written policies and guidelines to ensure they remain current and responsive to evolving situations. These policies are formally approved by the Board of Directors to establish a unified standard throughout the organization.

Strategic Initiative	Year	Expected Outcomes
	2027	<ul style="list-style-type: none"> Conduct an annual review of written policies and guidelines to ensure they remain current and responsive to evolving situations. These policies are formally approved by the Board of Directors to establish a unified standard throughout the organization.
	2028	<ul style="list-style-type: none"> Conduct an annual review of written policies and guidelines to ensure they remain current and responsive to evolving situations. These policies are formally approved by the Board of Directors to establish a unified standard throughout the organization.
IT security Awareness & Training Program	2026	<ul style="list-style-type: none"> 100% of employees trained and assessed, resulting in enhanced awareness and minimized human-related security risks.
	2027	<ul style="list-style-type: none"> 100% of employees trained and assessed, resulting in enhanced awareness and minimized human-related security risks.
	2028	<ul style="list-style-type: none"> 100% of employees trained and assessed, resulting in enhanced awareness and minimized human-related security risks.
External Cybersecurity Audit and Assessment	2026	<ul style="list-style-type: none"> Acquired expert insights and actionable development strategies to align with international security standards.
	2027	<ul style="list-style-type: none"> Acquired expert insights and actionable development strategies to align with international security standards.
	2028	<ul style="list-style-type: none"> Acquired expert insights and actionable development strategies to align with international security standards.
Penetration Testing for Critical Infrastructure	2026	<ul style="list-style-type: none"> Identified and remediated all system vulnerabilities to ensure business continuity and long-term digital sustainability.
	2027	<ul style="list-style-type: none"> Identified and remediated all system vulnerabilities to ensure business continuity and long-term digital sustainability.
	2028	<ul style="list-style-type: none"> Identified and remediated all system vulnerabilities to ensure business continuity and long-term digital sustainability.

Risk Management

Risk 1 : Information Security Breach and Cyber Threats Risk

• Risk Characteristic

The risk of unauthorized access to sensitive corporate data, cyber-attacks such as malware or ransomware, and risks stemming from a lack of security awareness among employees (Human Error). These factors could lead to confidential data leaks or significant disruptions to core operational systems.

• Risk Impact

- Operational: System downtime leading to inability to serve customers or maintain business continuity.
- Reputational: Loss of trust and confidence from customers and business partners.
- Legal & Regulatory: Potential penalties or fines under Data Protection laws (PDPA) or Cybersecurity acts.
- Financial: High costs associated with system recovery, remediation, and potential compensation claims.

- **Risk Management Measures**

- Governance: Implementing comprehensive and organization-wide information security governance policies.
- Technical: Conducting regular Penetration Testing and vulnerability assessments performed by independent external experts.
- Human Capital: Providing mandatory Security Awareness Training and assessments for all staff to mitigate human-related risks.
- Monitoring: Engaging independent third-party auditors to evaluate and ensure the effectiveness of internal control systems against international standards.

Risk 2 : Risk of Non-compliance with Data Protection Laws (PDPA) and Cybersecurity Regulations

- **Risk Characteristic**

The risk that the company's data management processes fail to align with legal requirements, such as storing data without clear policies or lacking standardized access control measures.

- **Risk Impact**

Potential for high administrative fines, civil lawsuits from data subjects, and criminal penalties for management.

- **Risk Management Measures**

Conduct regular audits by independent external bodies and implement formal IT Security policies approved by the Board of Directors.

Risk 3 : Risk to Business Continuity due to Critical IT System Disruption

- **Risk Characteristic**

The risk of disruption to critical infrastructure, core databases, or essential services caused by disasters, cyber-attacks, or system failures, leading to an inability to maintain normal business operations.

- **Risk Impact**

Operational downtime resulting in potential revenue loss, critical data loss, and a impact on customer trust and long-term business sustainability.

- **Risk Management Measures**

- Establishing data backup systems and a Disaster Recovery Site (DR Site) to ensure operational continuity in the event of primary system failure.
- Developing and conducting annual drills for the Disaster Recovery Plan (DR Plan) and Business Continuity Plan (BCP).
- Performing regular Penetration Testing to identify and remediate vulnerabilities that could cause system downtime.