Moshi Moshi
Retail Corporation Public Company Limited

Let us be parts of your everyday life

Sustainability Report 2024

**Make sustainability part of your everyday life.**

Message from the Chairman of Corporate Governance and Sustainable Development Committee

"
The true success of an organization cannot
be measured merely by its profits.
It must reflect the value we deliver
to everyone who has a stake in our journey
"

Warapatr Todhanakasem, PH.D.
Chairman of Corporate Governance and
Sustainable Development Committee
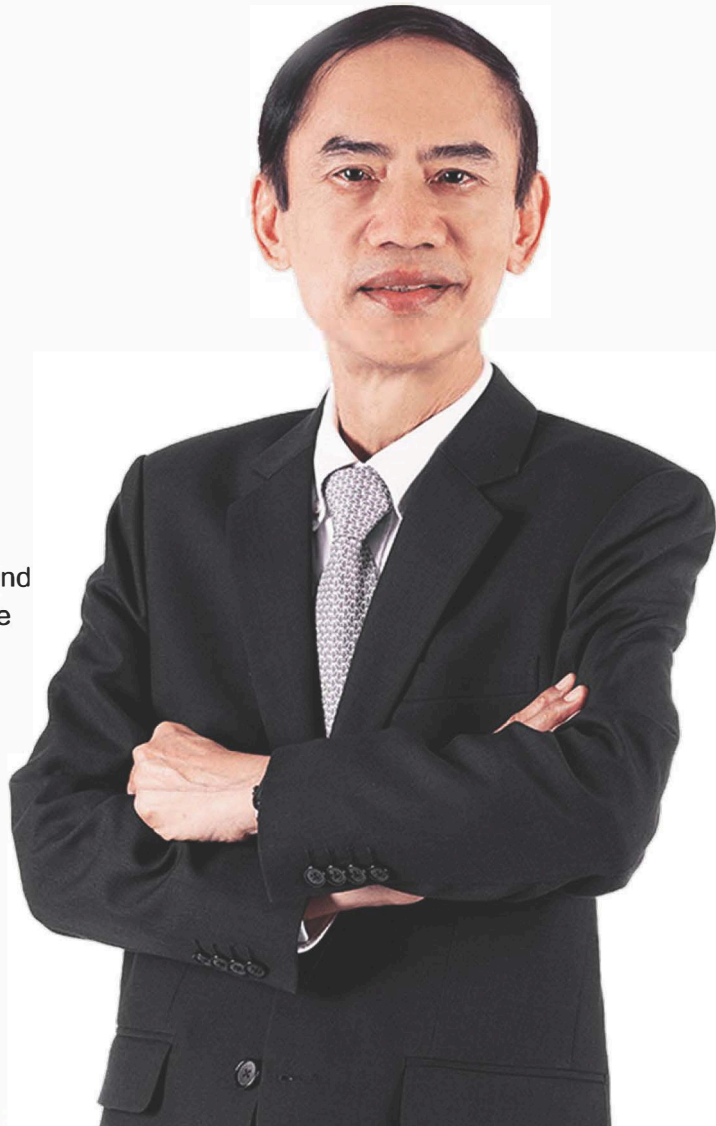
The company has focused on corporate governance and sustainability by elevating these priorities from merely business goals to key missions that all sectors must jointly drive forward. Amid the intensifying climate change crisis, growing environmental challenges, and increasing expectations for good governance and transparency from all stakeholders, the company has integrated sustainability concepts into all dimensions of its operations: environmental, social, and governance and economic. We recognize that organizational success cannot be measured by financial performance alone but must also reflect the value delivered to all stakeholders.

In this regard, the company has established comprehensive policies and management approaches for corporate governance and sustainability, emphasizing good corporate governance and transparency alongside the development and use of clean energy to reduce greenhouse gas emissions. We focus on efficient resource management and utilization, developing human resources and communities, as well as building business partnerships with shared visions for driving towards a sustainable future. As a result of this commitment, in 2024, the company received an "Excellent" (5-star) corporate governance assessment from the Thai Institute of Directors Association (IOD) with support from the Stock Exchange of Thailand and was ranked at level "A" in the ESG Rating assessment. These achievements reflect our commitment to conducting business according to good governance principles, with transparency and organizational management that meets international standards.

The company will continue to develop and elevate operational standards continuously by systematically integrating environmental, social, and corporate governance policies and practices into all business processes to create shared value and sustainable growth for all stakeholders.

On this occasion, I would like to thank our shareholders, Board of directors, executives, employees, business partners, and valued customers who have been instrumental in driving the organization toward sustainability, creating a sustainable society and environment for all sectors.

Message from the Chairman of the Executive Committee

"

Integrating ESG approaches into business operations brings opportunities for comprehensive organizational development. Despite the challenges, the company views sustainable development as an important strategic investment.

"

Mr. Sa-nga Boonsongkor

Chairman of the
Executive Committee

Throughout the past year, our company has been committed to developing our business for stable growth, focusing on improving our procurement processes for products and services to meet rapidly changing market demands while considering environmental and social impacts. The company believes in the important role organizations play in driving society, improving people's quality of life, and creating cooperation to solve environmental problems at the national level.

Integrating Environmental, Social, and Governance (ESG) principles into our business operations has provided opportunities for comprehensive organizational development. Despite challenges in upgrading processes to source environmentally friendly products while maintaining competitive costs, the company views sustainable development as an important strategic investment that will serve as the foundation for driving long-term stable growth.

In 2024, the company has enhanced its sustainability operations concretely by announcing its intent to join Thailand's Private Sector Collective Action Coalition Against Corruption (CAC) and participating in the Stock Exchange of Thailand's sustainability data development project. Additionally, the company has initiated several important projects, such as installing Solar Cell systems at distribution centers and implementing various social projects including "Give a Future", providing scholarships to employees' children, "Give a Better Life", supporting employment in neighboring communities, "Give Back to Earth", promoting resource management education for youth, and "Give a Hand", providing assistance to disaster victims.

The company remains committed to conducting business according to sustainable development guidelines by continuously integrating environmental, social, and governance principles into operational processes. We believe that sustainability is not only an organizational responsibility but also an important opportunity to create stable business growth.

On behalf of the management team, I would like to thank our shareholders, board of directors, executives, employees, partners, and all customers who have been an important force in driving the organization toward sustainability, working together to create a prosperous society and a livable world for everyone.

Sustainability Report

Moshi Moshi Retail Corporation Public Company Limited (**"The Company"**) has prepared its first sustainability report to communicate the strategy, processes, and performance on sustainability issues that are material to its business operations. This considers both opportunities and risks that may impact business operations. This report has been prepared in accordance with the Global Reporting Initiative (GRI) framework and standards, the Sustainability Reporting Guide for Listed Companies, and the Sustainability Indicators Guide for the Service Industry. The scope of information disclosure in the report covers the headquarters, warehouses, and retail branches under the Company's operations in Thailand. The timeframe of information disclosed within this report covers the period from January 1 - December 31, 2024, which is the same period as the Company's financial statements.

This report has been reviewed for accurateness and completeness of information by the Corporate Governance and Sustainable Development Subcommittee and has been reviewed for appropriateness by the Chief Financial Officer, to be proposed to the Corporate Governance and Sustainable Development Committee for approval for publication. The Company is currently considering verification of information by an independent external agency in the future, which is expected to commence within 2026.

For more information, please contact:

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Secretary of the Corporate Governance and Sustainable Development Subcommittee

Moshi Moshi Retail Corporation Public Company Limited

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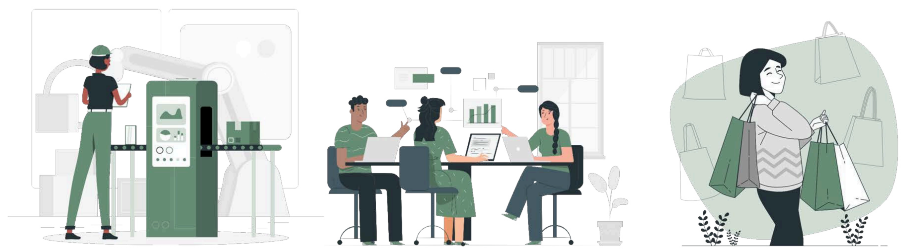
Organizational Information

Vision

"

Bringing happiness through the creation of exquisitely designed products

"

Mission

Offering quality lifestyle products at affordable prices to consumers by focusing on product development, data-driven culture, and sustainable relationships with stakeholders.

Core Values

Core Values

M
Modern

Be committed to developing the organization, ready to embrace change and adapt to be a modern organization that keeps up with the present.

O
Ownership

Perform duties with a sense of belonging to the organization, take responsibility for driving the organization to its destination.

S
Susatinable Living

Minimize waste generation and production, giving importance to the responsible use of natural resources, reduce their impact on the environment and society, and strive to create high-quality working and living environments.

H
Happiness

Have positive thinking, create happiness in performance, and maintain a healthy work-life balance and way of life.

I
Idea

Be creative and open to learning new things to apply at work.

Context

PART

1

Organizational Information

Organizational Structure and Business Overview

The company operates retail stores that respond to the lifestyle needs of various consumer groups ("Lifestyle Products") with diverse, modern, quality-focused products at affordable prices, primarily under the trade name "Moshi Moshi." Most products sold are under the company's own brand with the concept "Let Us Be Parts of Your Everyday Life." The company has exclusive rights to use the "Moshi Moshi" trademark. With a commitment to comprehensively meet all customer needs, most products sold are specifically designed under the company's brand, focusing on developing diverse products with the vision of delivering happiness through excellent design products, exclusively for sale in Moshi Moshi stores. The company offers products across 13 categories to meet customer needs: Home Furnishing, Bags, Stationery, Plush Toys, Fashion Items, Beauty Accessories, Apparel, Cosmetics, IT Accessories, Toys, Food & Drink, Pet Accessories, and Others (created to meet customer needs for specific times or situations). Additionally, recognizing business opportunities, the company has opened wholesale stores under the trade names "GIANT" and "The OK Station" to expand its target customer base. The company has further broadened its customer base by launching the "Garlic" brand under the "Chic & Cool" concept, focusing on fashion, home decor, and other lifestyle products aimed at teenagers and working-age customers.

As of December 31, 2024, the company has a total of 164 operational branches covering 62 provinces across all regions of Thailand, consisting of: (1) 159 Moshi Moshi retail stores, (2) 1 GIANT wholesale store, (3) 1 The OK Shop store, and (4) 3 Garlic stores. The company's total revenue is 3,127.90 million baht, increasing 23% from 2023, with a net profit of 520.68 million baht, growing 27.5% from 2023, reflecting successful business expansion and positive consumer response. Detailed financial information can be found in the company's Form 56-1 One Report under Financial Reports.

Value Chain

The company operates as a retail business that distributes products across 13 categories including home furnishing, plush toys, stationery, clothing, bags, fashions, beauty, cosmetics, IT accessories, toys, snacks, pet accessories, and others. Products are divided into two main categories: House Brand products and Non-house Brand products. All merchandise is distributed through various retail and wholesale stores across all regions of Thailand. The company procures and contracts for product manufacturing by contacting both domestic and international manufacturers or partners, selecting those whose quality and standards align with company policies, then clearly establishing agreements regarding product details, delivery conditions, production, and payment terms, as well as verifying product quality against specifications before entering warehouses and retail stores.

The company's value chain consists of 5 main activities: Input Management, Operations, Distribution, Marketing and Sales, and After-Sales Service, with details as follows:

1. **Production Factor Management**

    The company manages production factors from in-depth consumer market analysis and research through planning products that meet target group needs. Products and packaging are designed to be functional with modern aesthetics according to established plans, while considering plastic and material reduction, storage convenience, and transport efficiency. The purchasing department plans raw material procurement to ensure adequate production supplies while negotiating optimal prices and terms, with stringent quality control and appropriate inventory management. For licensed products, the company thoroughly verifies licensing rights and ownership, negotiates terms, drafts comprehensive usage agreements, and implements systems to track renewals and compliance. Partners are selected using rigorous quality, reliability, and production capacity criteria, considering manufacturing standards and relevant certifications. Selected partners undergo regular performance evaluation to build long-term relationships and mutual growth. Before actual production, all items undergo stringent quality and safety testing, including necessary standard certifications.

2. **Operations**

    The company emphasizes strict supplier product inspection to ensure quality meets defined standards, covering document verification, product condition checks, and complete system data entry. After inspection, the company manages warehousing with modern technology, including inventory control, appropriate storage space allocation, continuous product status tracking, and efficient problem resolution systems. For new product assembly, the company focuses on product aesthetics, operational safety, and packaging quality to maximize customer satisfaction and market demand response.

3. **Distribution**

    The company focuses on comprehensive transport management and customer service, with route planning systems considering timing and branch requirements, quality control systems, and close coordination between storefronts and distribution centers to ensure on-time delivery of products in perfect condition ready for sale.

4. **Marketing and Sales**

    The company conducts marketing and customer relationship activities through its marketing department, which analyzes and determines competitive pricing and clearly communicates product information. Meanwhile, the product development department selects high-potential products for online advertising. Additionally, the company has developed a membership system offering diverse customer benefits, provides selected product samples, and stations staff ready to advise customers in all branches.

5. **After-Sales Service**

   The company prioritizes after-sales service and customer feedback through various channels, with a policy to accept problematic product returns within 7 days with receipt, supported by an efficient refund or exchange system. Multiple feedback and complaint channels are available at branches, website, social media, and telephone customer service center, with staff ready to systematically resolve issues. The company also conducts annual online customer satisfaction surveys to continuously improve operations.

The company has a total of 6 supporting activities, which are Human Resource Management, Accounting and Financial Management, Information Technology System Development, Procurement, Store Management, and Infrastructure.

1. **Accounting and Financial Management**

   The accounting and finance department oversees accounting and financial statements preparation according to accounting standards, manages liquidity and working capital, ensures legally compliant tax planning, prepares financial reports for decision-making, controls budget disbursements, manages investments for maximum benefit, and establishes efficient internal control systems.

2. **Information Technology System Development**

   The IT department develops and maintains modern technology systems for sales, inventory management, accounting, and other support systems, maintains data security, systematically backs up data, develops digital platforms to increase work efficiency, and provides technical support to employees at all levels.

3. **Human Resource Management:**

   The HR department handles recruitment, selection, and development of potential personnel, with continuous training and skill development programs for employees to create clear career paths, manages competitive compensation and benefits, provides fair performance evaluations, and promotes an organizational culture conducive to happy work environments.

4. **Procurement**

   The company's partner selection process is clear and transparent, beginning with the purchasing department's preliminary verification of partner qualifications including business licenses, financial status, and operational history. Partners passing initial screening undergo ESG assessment covering environmental, social, and governance aspects, including labor practices, safety, and anti-corruption. The company compares quoted prices with market prices, analyzes total costs and value before price and commercial term negotiations, then presents to approval authorities according to financial limits. Upon approval, partners are officially registered; those failing any criteria are immediately eliminated from the process.

5. **Storefront Management**

   Branch store management under sales department supervision is primarily the responsibility of district managers, who play a crucial role in ensuring branch operations meet organizational standards, including sales and service readiness oversight, service standard control, and personnel development and training to elevate service excellence. District managers also maintain store cleanliness and orderliness, manage inventory to meet customer needs, create attractive in-store atmospheres, and efficiently and systematically manage customer complaints and problem resolution to ensure smooth branch operations and maximize customer satisfaction.

6. **Infrastructure**

   The company provides infrastructure supporting business operations, including office buildings, warehouses, transportation systems, utilities, and various facilities, with regular maintenance to preserve safety and good working environments. The company also continuously plans infrastructure expansion and improvement to accommodate future business growth.

1.Production Factor Management

- Analysis and planning to produce and distribute products that meet customer needs
- Selection of suitable business partners
- Product and packaging design and reduction of packaging usage
- Procurement of production materials to create value
- Licensing agreements
- Product sample testing before actual production

2.Operations

- Warehouse inventory management for systematic and efficient operations
- Receiving products from suppliers to verify product quality and standards
- Repackaging of new products
- Planning product distribution and tracking delivery status to various branches

3.Product Distribution and Management

- Delivery and distribution of products to branch stores in department stores and the company's distribution centers

4.Marketing and Sales

- Setting appropriate product prices for customer segments, with clear communication of both price and product information
- Selecting products in conjunction with product development plans to create promotional advertisements through social media channels
- Building customer relationships through the membership system
- Selecting products for display as product samples in various branches.

5.After-Sales Service

- Product returns are accepted for problematic items within 7 days
- Complaint channels are available through various company platforms
- Customer satisfaction surveys are conducted at least once annually through online channels

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Accounting and Financial Management

Technology System Development

Human Resource Management

Procurement		Store Management

Infrastructure

Sustainability and Corporate Governance Awards Received by the Company in 2024

The company was assessed at Level A in the SET ESG Ratings by the Stock Exchange of Thailand for the year 2024.

The company received a corporate governance assessment at the 5-star level (Excellent) by the Thai Institute of Directors Association (IOD).
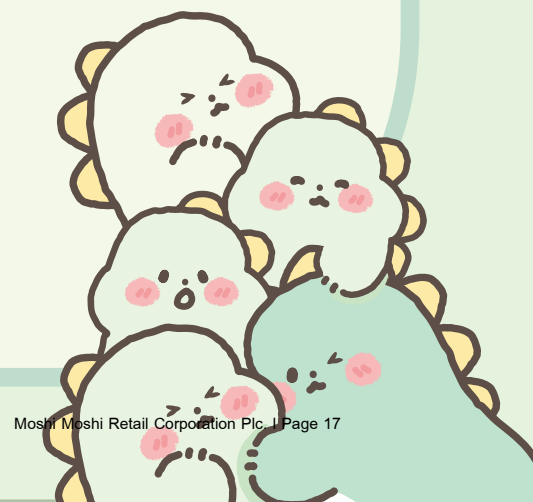
The company received a perfect score of 100 points in the AGM Checklist, achieving an "Excellent" rating from the Annual General Meeting Quality Assessment Project for listed companies on the Stock Exchange for the year 2024.

PART

2

Corporate Sustainability Policy and Management

Corporate Sustainability Policy and Management

Identification and Engagement with Stakeholders

The company recognizes that sustainable business operations must consider the impacts and expectations of all relevant stakeholder groups. Therefore, the company has analyzed and identified stakeholders who have relationships with the business value chain, both directly and indirectly, classifying them into 8 main groups: customers, suppliers, employees, shareholders, business partners, property lessors, communities and society, and government agencies. To ensure efficient stakeholder management, the company has established a systematic work process following the sustainability information development framework of the Stock Exchange of Thailand. This covers annual reviews of stakeholder analysis, development of appropriate engagement channels and communication methods, as well as systematic approaches to respond to the expectations of each group. The assessment results are presented to the Board of Directors and continuously monitored. Furthermore, participation in the sustainability information development project with the Stock Exchange has enabled the company to receive guidance and support from experts, confirming that the company's work processes adhere to standards and good practices. This leads to the effective development of strategies and successful implementation of sustainable business plans.

Identification of Material Issues	Prioritization	Prioritization for Reporting

In the annual assessment of material issues for 2024, the company conducted an analysis of key sustainability issues by referencing the guidelines of the Stock Exchange of Thailand and Global Reporting Initiative (GRI) Standards. The company gathered and analyzed data from various sources, including benchmarking against companies in the same or similar industries both domestically and internationally, ESG Metrics for the service sector from the Stock Exchange of Thailand, as well as information from credit rating institutions such as MSCI and S&P Global. The company also compared these findings with the prioritization results from the previous year [PD1], while considering changes in business context resulting from various factors such as business direction, stakeholder behavior, and government policies, in order to define clear sustainability issues for impact assessment and annual prioritization.

Process and Steps for Assessing Material Sustainability Topics for 2024

The company has assessed material sustainability topics according to the following processes and steps:

1. Identification of Material Topics

The company has identified key sustainability topics by collecting data from various reference sources before filtering them together within the organization. The selection process considers the relevance to the value chain and business activities of the company, leading to a systematic analysis of both positive and negative impacts, which serves as an important foundation for determining the organization's sustainability management approach.

The impact analysis of each topic has been considered from the perspectives of all 8 stakeholder groups, consisting of:

1) Customers

2) Suppliers

3) Employees

4) Shareholders

5) Business partners

6) Property lessors

7) Communities and society

8) Government agencies

The company has established impact assessment criteria divided into 5 levels: very high, high, medium, low, and very low, with reference to the organization's risk management approach (COSO ERM). This is to ensure efficient communication of information and standardized comparative analysis.

The impact analysis is based on internal departments responsible for or related to each stakeholder group, covering dimensions of corporate governance and economy, society, and environment, including human rights. The company plans to develop guidelines for reviewing the priority of sustainability issues to be more comprehensive, with plans to conduct surveys and direct interviews with stakeholders in the future. This is to ensure that the analysis process truly reflects the perspectives and expectations of stakeholders.

2. Prioritization

The company has conducted an assessment of the impacts of compiled sustainability issues through internal collaborative discussions and presented conclusions to the Corporate Governance and Sustainable Development Subcommittee, resulting in a total of 15 sustainability issues for the company.

From the assessment, the company has selected 5 main issues to be designated as the company's key sustainability issues, considering potential impacts, the company's business direction, trends among stakeholders important to the company, as well as the potential to develop the company's management approaches to respond to stakeholder expectations and drive the organization toward sustainable growth.

3. Prioritization for Reporting

The company has taken the key sustainability material topics, which have been reviewed by the Corporate Governance and Sustainable Development Subcommittee and summarized and presented them to the Executive Committee and the Corporate Governance and Sustainable Development Committee to verify their appropriateness and alignment with the company's business context and strategies. Once approved by the Corporate Governance and Sustainable Development Committee, these material topics are officially considered the company's key sustainability material topics and will be used as guidelines for operations and for preparing the organization's sustainability reports going forward.

Analysis of Stakeholders in the Business Value Chain

The company places importance on both internal and external stakeholders, having analyzed and identified stakeholders who have direct and indirect relationships with the business value chain in order to manage these relationships appropriately. The company divides stakeholders into 8 main groups: customers, suppliers, employees, shareholders, business partners, property lessors, communities and society, and government agencies. Sustainable business operations require consideration of the impacts and expectations of each stakeholder group, as each group has different needs and expectations.

Stakeholders	Definition of Stakeholders	Expectations	Response to Expectations	Contact Channels
Customers	Customers who purchase the company's products for their own use and customers who purchase the company's products for resale.	- Develop, design, and sell diverse products at appropriate prices - Good quality service both before and after sales - Protection of personal data security - Receiving accurate and timely information about products and various activities	- Develop, design, and sell diverse products at appropriate prices - Organize activities, promotions, or special privileges - Provide complaint channels through company platforms - Develop customer data management systems to store personal information securely - Create content to communicate - with customers accurately and in a - timely manner through various - channels - Regularly train employees to provide good service to customers	- Annual customer satisfaction survey - Suggestions or complaints - Social media / email Consultation
Suppliers	Product manufacturers who supply goods for the company's distribution	- Fair trade - Joint development and growth together - Increased purchase orders - Conducting business with transparency - Timely management and payment Purchase planning	- Treat partners equally - Have clear procurement - processes - Comply with trade rules and conditions - Ensure complete and timely payments - Collaborate on product development Declare intent and join the Thai private sector collective action against corruption	- Email - Joint meetings - Visiting partner factories - Suggestions or complaints
Employees	Permanent and temporary employees of Moshi Moshi Retail Corporation Public Company Limited	- Fair compensation and good benefits - Career advancement - Respect for human rights - Participation in the organization through expressing opinions - Safety, occupational health, and work environment - Efficient tools and work systems	- Pay appropriate and fair compensation and benefits that are competitive in the labor market - Provide training in skills related to job responsibilities and development opportunities for growth within the organization - Listen to opinions and suggestions for improvement - Organize activities to promote relationships and create engagement - Provide a safe working environment and appropriate tools sufficient for work	- Email - Announcement boards - Monthly meetings - Intranet - One-on-one meetings - Satisfaction surveys - Regular employee training - Assignment of KPIs for work and performance monitoring

Stakeholders	Definition of Stakeholders	Expectations	Response to Expectations	Contact Channels
Shareholders	Shareholders of Moshi Moshi Retail Corporation Public Company Limited	- Return on operational performance - Accurate, complete, and timely disclosure of information and operational results of the company - Protection of rights and equality - Strategies, plans, and development direction for business growth - Good corporate governance	- Accurate and timely disclosure of information - Transparent business operations in accordance with good corporate governance principles - Providing opportunities for shareholders to offer opinions and complaints directly to the company - Focusing on creating continuous long-term returns	- Analyst Meeting, Listed Company Meeting with Investors (Opportunity Day) - Annual information in Form 56-1 One Report - Shareholders' Meeting - Company visits - News notifications through the Stock Exchange - Company complaint channels
Business partners	Joint venture companies in which the company has invested	- Conduct business to maximize benefits and respond to the goals of all parties in the organization without disadvantaging anyone (Win-Win solution) - Operate with trustworthiness, transparency, and accountability	- Selecting partners who share the same business vision - Focusing on operational development and strictly adhering to agreements or contracts between parties	- Joint meeting
Property lessors	Location lessors who provide retail space for the company's branch stores to sell its products	- Receiving cooperation and quick problem resolution - Receiving rent payments on time - Maintaining rental premises in good condition - Organizing activities to attract more customers to the rental location - Sales growth	- Comply with trade rules and conditions - Make payments according to terms and on time - Have measures to maintain the rented space - Continuously organize activities to attract customers to purchase products	- Email - Joint meetings - Contracts
Communities and society	Community: Groups of people living in areas close to business facilities who are directly affected. Society: Broader groups of people who may be indirectly affected by the company's operations.	- Listen to and help develop society, including the quality of life for people in the community - Prioritize safety and care for the environment - Support and promote activities that benefit the community	- Study, understand and listen to voices from the community to provide appropriate responses - Create jobs, career opportunities, and income for the community - Preserve the ecosystem and environment surrounding warehouses and branches	- Annual information in Form 56-1 One Report - Social media / email - Suggestions or complaints - Organize activities with the community
Government agencies	Government agencies or regulatory bodies such as the Revenue Department, Department of Business Development, Customs Department, the Stock Exchange of Thailand, the Securities and Exchange Commission, etc.	- Comply with the law and promote good corporate governance - Equal and fair competition - Support and cooperate in various activities - Handle complaints efficiently	- Conduct business with transparency, fairness, accountability, and in compliance with the law - Disclose information with complete transparency - Support and cooperate in various activities	- Listen to and exchange opinions - Organize activities with government networks - Social media / email

Assessment of Key Corporate Governance and Sustainability Development Material Topics
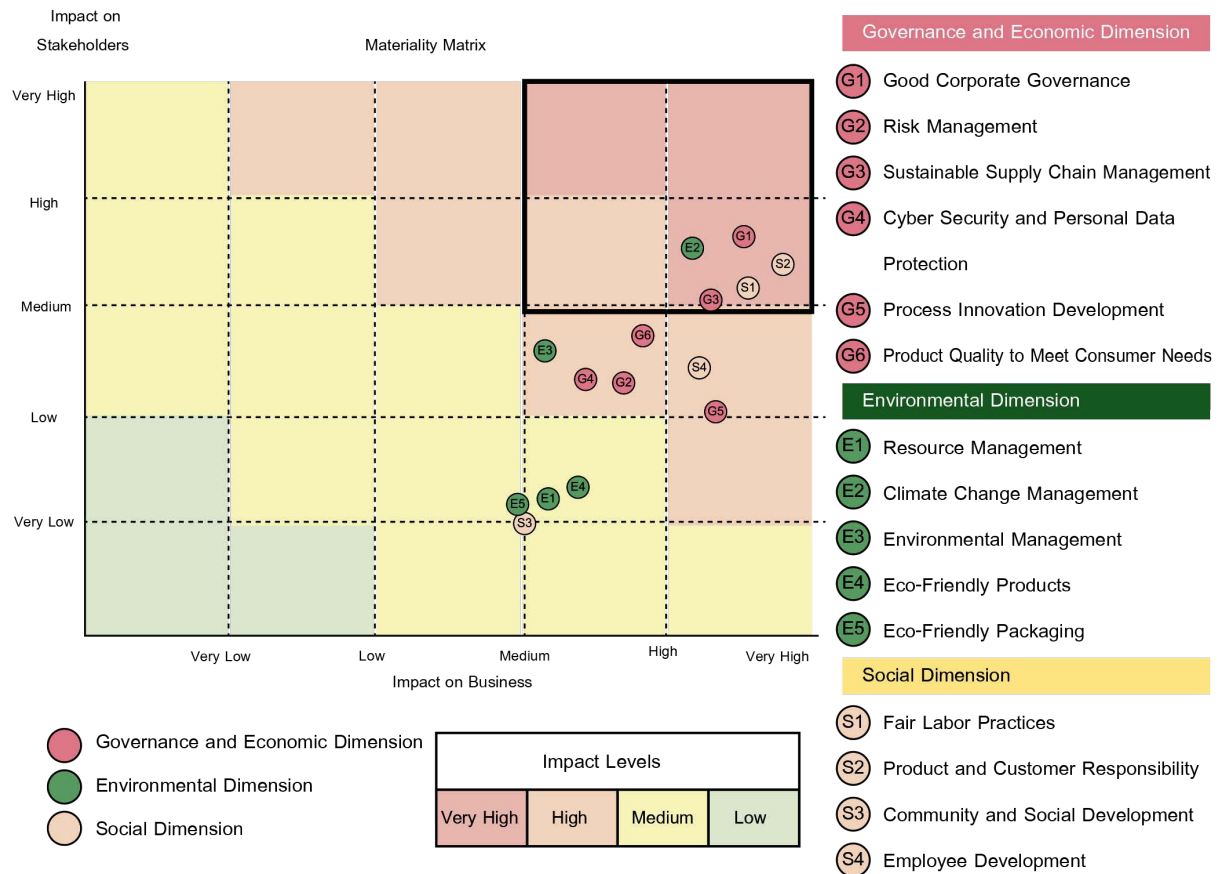
The company has considered and analyzed key corporate governance and sustainability development material topics, covering all dimensions of business operations, including environmental, social, and governance and economic dimensions. In 2024, the company elevated its process of analyzing key material topics from the previous year, both in terms of the number of topics, definitions of each topic, and impact assessment methods for prioritization. These changes have occurred due to the company's increased capacity to manage sustainability material topics in line with organizational growth, as well as a deeper understanding of sustainability dimensions, enabling clearer definition of the scope of key sustainability material topics. The selected main material topics are detailed as follows:

Environmental Dimension: The company has identified 5 key areas, consisting of E1: resource management, E2 climate change management, E3 environmental management, E4 Eco-friendly products, and E5 use of Eco-friendly packaging. From the assessment of key material topics, the company found that E2 climate change management is the most important topic as it is a global challenge requiring cooperation from all sectors to resolve, and has received significantly increased attention from stakeholders, especially investors.

Social Dimension: The company has considered 4 key areas: S1: fair labor practices, S2: product and customer responsibility, S3: community and social development, and S4: employee development. The material topics that the company prioritizes highly this year are S1: fair labor practices and S2: product and customer responsibility. This is because conducting business within legal and ethical frameworks is fundamental to building credibility, while product and customer responsibility is crucial for enhancing competitiveness and maintaining a long-term customer base

Governance and Economic Dimension: The company has established 6 key areas covering all operations, including G1: good corporate governance, G2: risk management, G3: sustainable supply chain management, G4: cyber security and G5: personal data protection, process innovation development, and product quality to meet consumer needs. From the analysis and importance assessment, the company has placed high importance on G1: good corporate governance and G3: sustainable supply chain management, as good corporate governance is considered a crucial foundation for building confidence and transparency for stakeholders, and sustainable supply chain management is important for managing raw material procurement risks and building cooperation with business partners throughout the value chain.

The company prioritizes and fully manages all 15 material topics for sustainable development in all dimensions and is committed to driving operations on all these important material topics. Goals, action plans, and systematic monitoring will be established to ensure tangible sustainability development and create shared value between the company and all stakeholder groups in the long term.

Materiality Matrix

Impact on Stakeholders

Impact on Business

Y-axis labels (bottom to top): Very Low, Low, Medium, High, Very High

X-axis labels (left to right): Very Low, Low, Medium, High, Very High

Legend:
- Governance and Economic Dimension
- Environmental Dimension
- Social Dimension

Impact Levels

Very High	High	Medium	Low

Governance and Economic Dimension
- G1 Good Corporate Governance
- G2 Risk Management
- G3 Sustainable Supply Chain Management
- G4 Cyber Security and Personal Data Protection
- G5 Process Innovation Development
- G6 Product Quality to Meet Consumer Needs

Environmental Dimension
- E1 Resource Management
- E2 Climate Change Management
- E3 Environmental Management
- E4 Eco-Friendly Products
- E5 Eco-Friendly Packaging

Social Dimension
- S1 Fair Labor Practices
- S2 Product and Customer Responsibility
- S3 Community and Social Development
- S4 Employee Development

Summary of Sustainability Topics by Dimension

Environmental Dimension
- E1 : Resource Management
- E2 : Climate Change Management
- E3 : Environmental Management
- E4 : Eco-Friendly Products
- E5 : Eco-Friendly Packaging

Social Dimension
- S1 : Fair Labor Practices
- S2 : Product and Customer Responsibility
- S3 : Community and Social Development
- S4 : Employee Development

Governance and Economic Dimension
- G1 : Good Corporate Governance
- G2 : Risk Management
- G3 : Sustainable Supply Chain Management
- G4 : Cyber Security and Personal Data Protection
- G5 : Process Innovation Development
- G6 : Product Quality to Meet Consumer Needs

Summary of the overall impact of key material topics on stakeholders and businesses

The company has considered 8 stakeholder groups: customers, suppliers, employees, shareholders, business partners, property lessors, communities and society, and government agencies. All groups are involved with the 15 sustainability material topics, but with different levels of impact according to their context and relationship with the company.

Material Topics	Definition/Scope of Sustainability Material Topics	Impact	Key Related Stakeholders
Resource Management	Resource management is a systematic operational process for planning,controlling, and managing the use of resources to achieve maximum efficiency. It covers the management of important resources such as water, energy, and waste management. The company adheres to the principles of efficient resource use following the 3R approach, which consists of Reduce, Reuse, and Recycle. To achieve this goal, the company has applied modern technology and innovation in resource management while promoting the participation of all stakeholders, including employees, partners, and customers, in creating awareness and understanding of the importance of using resources wisely. This will lead to sustainable development both at the company level and in society as a whole. Managing the impacts of climate change by reducing greenhouse gas emissions from company activities and value chain, implementing carbon offset activities such as reforestation , supporting renewable energy projects, and promoting greenhouse gas emission reduction with customers and partners, as well as preparing for various types of natural disasters.	Efficient resource management benefits all parties. Employees participate in cost reduction, shareholders receive good returns from operational efficiency and a strong company image, while communities and society benefit from an improved environment. On the contrary, if resource management lacks efficiency, it may cause employees to adapt to energy - saving measures , shareholders to be affected by high investment costs, impacts from disasters, and fines from non-compliance with laws. Additionally, communities may experience problems accessing clean and sufficient water resources. Therefore, stakeholders expect the company to manage resources efficiently and sustainably by creating a balance between business growth and environmental responsibility, while planning to address future challenges."	- Customers - Suppliers/Vendors - Employees - Shareholders - Business Partners - Property Lessors/ Landlords - Communities and Society - Government Agencies
Climate Change Management	Managing the impacts of climate change by reducing greenhouse gas emissions from company activities and value chain, implementing carbon offset activities such as reforestation, supporting renewable energy projects, and promoting greenhouse gas emission reduction with customers and partners , as well as preparing for various types of natural disasters.	Effective climate change management benefits all sectors. Employees work in safe environments with measures to prevent impacts from heat and pollution. Meanwhile, communities and society benefit from reduced greenhouse gas emissions, increased green spaces, and clean energy usage. Conversely, inefficient management may put employees at risk of health problems from rising temperatures and air pollution. At the same time, communities and society face increasingly severe natural disasters that affect quality of life and well-being. Stakeholders therefore expect companies to systematically manage climate change impacts, including reducing greenhouse gas emissions, implementing carbon offset activities, and preparing for natural disasters to create sustainability in coexistence.	- Customers - Suppliers/Vendors - Employees - Shareholders - Business Partners - Property Lessors/ Landlords - Communities and Society - Government Agencies

Material Topics	Definition/Scope of Sustainability Material Topics	Impact	Key Related Stakeholders
Environmental Management	Environmental management system implementation to control company operations with proper oversight, planning, and mitigation of risks from environmental regulatory violations, as well as providing necessary resources that balance business operations with environmental impact reduction and conservation.	Efficient and legally compliant environmental management creates multiple benefits. Communities and society receive care for quality of life and environment according to standards. Employees work in a safe environment and participate in environmental conservation. Meanwhile , the company benefits from reduced long-term costs and a positive image. If management is inefficient or non-compliant with laws, it may lead to complaints, lawsuits, and legal penalties, affecting the company's credibility. Employees must work in unsuitable environments, and the company may face increasing fine costs and damages. Stakeholders therefore expect the company to manage the environment efficiently, strictly comply with laws, create awareness, and promote employee participation for sustainable growth together with communities and society.	- Employees - Shareholders - Communities and Society - Government Agencies
Eco-Friendly Products	Products that the company selects and develops with environmental impact considerations, focusing on increasing the proportion of products using recycled materials, naturally biodegradable materials, or designing products and packaging to reduce resource consumption, in order to promote responsible consumption and educe environmental impacts.	Efficient environmental management creates new business opportunities by allowing partners to develop environmentally friendly products to meet the needs of sustainability -conscious consumers and expand market share. At the same time, customers can choose products that help reduce environmental impact and participate in nature conservation. If management is inefficient, partners may face investment costs in technology and sustainable product research and development, while customers may have to bear higher product costs from environmentally friendly production processes. Stakeholders therefore expect the company to support the balanced development of environmentally friendly products, taking into account both production costs and consumer accessibility, to create business growth alongside sustainable environmental protection.	- Customers - Business Partners - Communities and Society

Material Topics	Definition/Scope of Sustainability Material Topics	Impact	Key Related Stakeholders
Eco-Friendly Packaging	The commitment to develop and increase the proportion of packaging made from environmentally friendly materials by considering the use of biodegradable, recyclable, or reusable materials. The aim is to reduce the amount of materials and energy in packaging production, promote proper post-use management, and support the circular economy concept.	Efficient and environmentally friendly packaging management benefits ecosystems and public health through the use of biodegradable, recyclable, or reusable materials, as well as reducing the amount of materials and energy in production. This aligns with the circular economy concept and helps reduce long-term environmental impacts. Without good management, it may lead to plastic waste problems in the environment, affecting ecosystem abundance, nutritional safety, and public health. Stakeholders therefore expect the company to commit to developing and increasing the proportion of environmentally friendly packaging, while promoting proper post-use management to reduce impacts on the environment and community health.	- Customers - Business Partners - Communities and Society
Fair Labor Practices	Business operations that respect and promote basic human rights, treating employees and all relevant parties equally and fairly without discrimination, with consideration for appropriate compensation and providing a good hygienic and safe working environment through an effective occupational health and safety management system.	Efficient human resource management benefits employees by providing fair compensation and benefits, allowing them to work in a safe and appropriate environment, being treated equally according to human rights principles, having opportunities to express opinions, and receiving knowledge and skill development for growth within the company. If management is inefficient, it may lead to unequal treatment of employees, neglect of human rights principles and workplace safety, which affects morale and may disrupt company operations. Employees expect the company to manage human resources fairly and efficiently, respect human rights, take care of safety and the work environment, while supporting potential development for career advancement.	- Employees - Government Agencies
Customer and Product Responsibility	Business operations that focus on responding to customer needs ethically and transparently by offering quality and safe products and services, providing accurate and complete information through appropriate labeling and marketing communications, and delivering efficient after-sales service to create long-term satisfaction and trust.	Efficient quality and safety management of products benefits all parties. Employees feel proud and motivated to work. Business partners and customers gain confidence from standardized and safe products, resulting in brand loyalty. Shareholders receive stable and sustainable returns from business growth. If management lacks efficiency, it may cause employees to feel disappointed and lack motivation to work. Business partners and customers may be dissatisfied with substandard products, leading to complaints and switching to competitors' products, which affects operating results and shareholder returns. Stakeholders expect the company to continuously maintain product quality and safety standards to build confidence and sustainable business growth.	- Customers - Business Partners - Employees - Shareholders - Communities and Society - Government Agencies

Material Topics	Definition/Scope of Sustainability Material Topics	Impact	Key Related Stakeholders
Environmental Management	Environmental management system implementation to control company operations with proper oversight, planning, and mitigation of risks from environmental regulatory violations, as well as providing necessary resources that balance business operations with environmental impact reduction and conservation.	Efficient and legally compliant environmental management creates multiple benefits. Communities and society receive care for quality of life and environment according to standards. Employees work in a safe environment and participate in environmental conservation. Meanwhile , the company benefits from reduced long-term costs and a positive image. If management is inefficient or non-compliant with laws, it may lead to complaints, lawsuits, and legal penalties, affecting the company's credibility. Employees must work in unsuitable environments, and the company may face increasing fine costs and damages. Stakeholders therefore expect the company to manage the environment efficiently, strictly comply with laws, create awareness, and promote employee participation for sustainable growth together with communities and society.	- Employees - Shareholders - Communities and Society - Government Agencies
Eco-Friendly Products	Products that the company selects and develops with environmental impact considerations, focusing on increasing the proportion of products using recycled materials, naturally biodegradable materials, or designing products and packaging to reduce resource consumption, in order to promote responsible consumption and educe environmental impacts.	Efficient environmental management creates new business opportunities by allowing partners to develop environmentally friendly products to meet the needs of sustainability-conscious consumers and expand market share. At the same time, customers can choose products that help reduce environmental impact and participate in nature conservation. If management is inefficient, partners may face investment costs in technology and sustainable product research and development, while customers may have to bear higher product costs from environmentally friendly production processes. Stakeholders therefore expect the company to support the balanced development of environmentally friendly products, taking into account both production costs and consumer accessibility, to create business growth alongside sustainable environmental protection.	- Customers - Business Partners - Communities and Society

Material Topics	Definition/Scope of Sustainability Material Topics	Impact	Key Related Stakeholders
Community and Social Development	Business operations that consider impacts on society and surrounding communities , aiming to create shared value through employment support , addressing social problems, and supporting public benefit activities to enhance quality of life and create sustainable growth together between business and society.	Business operations with responsibility not only benefit the company but also create positive impacts on society and communities through job creation and income generation for local people, as well as participation in community development through activities and projects that build knowledge and sustainably extend development. If operations lack responsibility, they may lead to environmental problems from packaging waste that is difficult to decompose, as well as congestion and traffic issues that affect community lifestyles. Society and communities expect the company to operate responsibly, including creating economic opportunities , participating in community development , and managing environmental and social impacts appropriately.	- Communities and Society
Human Resource Development	Emphasizing human resources to have capabilities that match the company's needs and direction by providing appropriate benefits, training to enhance knowledge skills and continuously develop employee capabilities, as well as promoting equal career advancement through company culture building processes that facilitate learning and self-development to sustainably foster employee engagement and mutual growth between employees and the company.	Effective human resource and leadership development benefits the company as employees continuously develop skills and abilities, enabling them to work efficiently, advance in their careers, and become key drivers in leading the company to success. If development lacks efficiency, it may result in employees lacking necessary work skills, being unable to adapt to changes, and lacking competitive potential, which affects the overall operational efficiency of the company.	- Employees - Shareholders
Good Corporate Governance	The company's efficient internal control system must establish fairness and transparency in operations, with the board of directors, as company leaders, playing a crucial role in driving the company toward success by considering shareholders' benefits and responsibility toward all stakeholders. This includes establishing measures to prevent improper exploitation that may arise from intentional actions for personal and affiliated parties' benefits.	Inefficient corporate governance, lacking transparency, and neglecting moral principles, ethics , as well as human rights , may negatively impact the company in many aspects , whether it be losing business competitiveness, diminishing credibility in the eyes of all stakeholder groups such as employees, business partners, customers, and shareholders , including reducing attractiveness from investors' perspective.	- Customers - Business Partners - Employees - Shareholders - Business Allies - Area Lessors - Communities and Society - Government Agencies
Risk Management	The company needs a systematic process to identify and manage risks related to corporate governance and economic, social, and environmental (ESG) operations, as these issues may impact long-term business sustainability. It must develop effective strategies and measures to reduce negative impacts and seek business opportunities related to sustainability, along with regular monitoring and review of performance, so that the company can adapt to changes and create sustainable value for all stakeholders.	Effective ESG risk management creates positive impacts, with customers receiving quality and sustainable products, shareholders getting stable returns, employees having growth opportunities and working in a good environment, while communities receive environmental care. However, if poorly managed, it may lead to loss of confidence, fines, and disputes with communities, resulting in business disruption. Therefore, stakeholders expect the company to operate transparently, engage stakeholders, and continuously develop in ESG areas to promote growth alongside sustainability.	- Customers - Business Partners - Employees - Shareholders - Business Allies - Area Lessors Communities and Society

Material Topics	Definition/Scope of Sustainability Material Topics	Impact	Key Related Stakeholders
Sustainable Supply Chain Management	Operations to ensure sustainability, efficiency, transparency, and participation with partners in the company's supply chain, from partner selection processes, procurement, partner evaluation, to promoting partners to follow the company's sustainable business practices.	Efficient supply chain management creates significant positive impacts. Employees and the company benefit from improved operating results, business partners experience sales growth from consistent orders, and business allies receive mutual benefits from continuous product availability. However, if poorly managed, it may cause negative impacts such as customers facing out-of-stock issues, shareholders being affected by production disruptions, and risks of non-compliance with government regulations. Therefore, stakeholders expect the company to manage the supply chain efficiently, transparently, and sustainably to maintain business continuity and create long-term mutual growth.	- Customers - Business Partners - Employees - Shareholders - Business Allies - Area Lessors - Communities and Society - Government Agencies
Cybersecurity and Personal Data Protection	The use of appropriate measures to maintain the security of information systems from cyber threats and to focus on protecting customers' personal data according to legal requirements by improving policies and enhancing security as appropriate, as well as training employees to be aware of the importance of carefully handling and protecting customers' private information and appropriately dealing with various cyber threats.	Efficient cybersecurity and personal data protection management creates positive impacts as customers and employees gain confidence in the security of personal information such as contact details, payment information, salary, and work history, while shareholders benefit from increased company value and reduced financial risks. However, if poorly managed, personal data breaches may occur, resulting in damage to employees and customers, loss of trust, reputation damage, and possible lawsuits or fines. Therefore, stakeholders expect the company to implement strict security measures, continuously develop protection systems, and create awareness among employees in protecting personal data.	- Customers - Business Partners - Employees - Shareholders
Process innovation development	Creating or improving products, services, and work processes by using technology and creativity to respond to changing customer and societal needs, alongside developing operational efficiency. Focusing on quality, safety, and reducing environmental impact to sustainably enhance competitive capabilities.	The effective development of process innovation has positive impacts in multiple areas. Employees benefit from reduced redundancy, more systematic work processes, and fewer operational errors. Customers enjoy convenient experiences from efficient processes, such as diverse payment channels and fast service. Meanwhile, business partners have opportunities to collaborate on new value-adding projects. However, if not well-managed, employees may bear the burden of assisting customers unfamiliar with new systems, which can lead to delays and dissatisfaction. Therefore, stakeholders expect companies to develop user-friendly innovations, alongside appropriate training and efficient support systems to ensure smooth transitions.	- Customers - Suppliers - Employees - Business Partner

Material Topics	Definition/Scope of Sustainability Material Topics	Impact	Key Related Stakeholders
Product Quality to Meet Consumer Needs	Product quality to meet consumer needs is designing and delivering products that fully respond to customer expectations, considering safety standards, legal requirements, value, and social and environmental impacts. In an era where consumers increasingly prioritize quality and safety, quality development and control are fundamental in meeting stakeholder expectations, both in maintaining production standards, efficient resource utilization, and considering social impacts. Good quality management helps increase operational efficiency, reduce losses, strengthen customer confidence, and create opportunities for sustainable business growth.	Effective product quality management creates positive impacts in many areas. Customers receive quality and safe products, creating satisfaction and confidence leading to repeat purchases and word - of - mouth recommendations. Meanwhile, business partners benefit from increased orders and stable business relationships. However, if management lacks efficiency, problems with product quality may arise, losing customer confidence and affecting relationships with business partners. Therefore, stakeholders expect the company to maintain quality standards continuously, develop products that meet market needs, and collaborate with partners to elevate product quality.	- Customers - Business Partners - Government Agencies

Corporate Governance Policy and Sustainable Development Management

Sustainability Management Policy

The company prioritizes developing and driving business toward sustainability to ensure stable growth while comprehensively addressing stakeholder expectations. Therefore, it has established a sustainable development framework covering environmental, social, and governance & economic (ESG) dimensions in all business operations and has conveyed this to various operational departments. The company has developed a sustainability management policy encompassing environmental, social, and governance & economic dimensions, which is regularly reviewed to adjust policy scope in alignment with the company's business characteristics that tend to change according to the dynamics of sustainability development at both national and international levels. The company reviews this policy annually. In 2024, the company established a Corporate Governance and Sustainable Development Committee to consider improvements to the sustainability management policy in accordance with company strategy and to present it to the Board of Directors for approval. Additional details about the sustainability management policy can be found on the company's website under the Corporate Governance/Sustainability Management Policy section.

Link and QR code leading to the website page that publishes the sustainability management policy
https://www.moshimoshi.co.th/th/corporate-governance/policies-charters-and-corporate-documents

Environmental Dimension

The company recognizes the importance of efficient resource management, which not only affects operational costs but also impacts the overall environment. Therefore, the company focuses on environmental management in compliance with legal requirements and manages resources such as water, energy, and materials responsibly by engaging personnel at all levels through internationally accepted principles like the 3R principle (Reduce, Reuse, Recycle). The company also procures environmentally friendly products and packaging, aiming to help reduce and mitigate environmental impacts through its operations, especially climate change which has long-term effects on the business and all stakeholder groups.

Social Dimension

The company respects human rights and is committed to developing personnel potential and treating labor fairly. It instills responsibility for products and services among personnel within the organization, while also promoting community and public benefit initiatives according to the company's social development policy guidelines. This aims to drive economic growth at both community and societal levels through the integration

of company operational plans, such as developing employee potential equally with respect for diversity, focusing on occupational health management, safety and appropriate work environments. The company also develops services and marketing communications responsibly, while building cooperation with government agencies and community networks to create value and coordinate benefits for all stakeholder groups, society, and the company in the long term.

Governance and Economic Dimension

The company conducts business with a focus on developing quality, modern products and services to meet rapidly changing customer needs. The company emphasizes applying innovation to improve operational processes and service quality alongside adhering to good corporate governance principles and strictly complying with relevant laws, regulations, and requirements. The company systematically assesses risks and risk management measures, both business-related and sustainability-related, and has established relevant practice guidelines and whistleblowing channels to ensure transparent and accountable operations throughout the company's value chain.

In addition, the company has developed sustainable supply chain management by elevating sustainability to suppliers through a Supplier Sustainable Code of Conduct, which key suppliers (Tier 1) sign to acknowledge. The company has also implemented information technology to improve operational efficiency throughout the value chain, with a focus on system and data security, in compliance with the Personal Data Protection Act (PDPA) and internationally recognized standards. This ensures that mechanisms for controlling the security of data and personal information of customers, suppliers, and other stakeholders are properly maintained in both normal and crisis situations.

Organizational Sustainability Management Approach, Including Goals, Strategies, and Organizational Commitments

The company has established goals and policies or sub-operational plans in various areas such as environmental policy, human rights policy, safety, occupational health and work environment policy, and stakeholder treatment policy. This enables transparent monitoring and assessment of progress in sustainability management for each issue. The Corporate Governance and Sustainable Development Committee has appointed a Corporate Governance and Sustainable Development Subcommittee, consisting of representatives from various relevant departments, responsible for proposing goals and action plans with reference to nationally and internationally accepted principles such as the Sustainable Development Goals (SDGs) that align with corporate strategy.

Additionally, the subcommittee is responsible for driving action plans to achieve established goals and collecting performance data for systematic management plan development, which is then presented to the Corporate Governance and Sustainable Development Committee. In 2024, key sustainability issues by dimension have been identified in alignment with the United Nations Sustainable Development Goals (UN SDGs) as follows:

Scope of Sustainability Materiality Assessment for the Year 2024

	Materiality Topics	UN SDGs (Sustainable Development Goals)
Environmental Dimension	Resource Management	
	Climate Change Management	
	Environmental Management	
	Environmentally Friendly Products	
	Use of Environmentally Friendly Packaging	
Social Dimension	Fair Labor Practices	
	Product and Customer Responsibility	
	Community and Social Development	
	Employee Development	
Governance and Economic Dimension	Good Corporate Governance	
	Risk Management	
	Sustainable Supply Chain Management	
	Cyber Security and Personal Data Protection	
	Process Innovation Development	
	Product Quality to Meet Consumer Needs	

The 2024 Sustainability Report presents performance results across 3 main sustainability dimensions: Environmental, Social, and Governance & Economic, along with operational directions according to the 15 sustainability strategy issues of Moshi Moshi Retail Corporation Public Company Limited

Report Area	Environmental				Communities	Social	Governance and Economic
	Energy	Water	Watse	Greenhouse gases			
HQ	✓	✓	✓	✓	-	✓	✓
Warehouse	✓	✓	✓	✓	✓	✓	✓
In Store Branches (Moshi 154, Giant 1, Garlic 3) Total 158 Branches	-	-	-	✓	-	✓	✓
Standalone Format (Moshi 5, The Ok Station 1) Total 6 Branches	✓	✓	✓	✓	✓	✓	✓

Note: The company has established environmental targets covering energy management, water usage, waste management, and greenhouse gas emission reduction. These targets focus specifically on areas under direct control, including the headquarters, warehouses, and branches where the company can manage resource usage independently. However, the company collects comprehensive data from all branches nationwide.

In setting targets for each area, the company considers historical operational data, development potential, and the nature of the company's business operations to establish challenging yet achievable goals. Additionally, baseline years, indicators, and clear action plans have been established to efficiently monitor and evaluate performance.

PART

3

Driving Business for Sustainability

Governance and Economic Dimension

Driving Business for Sustainability

Governance and Economic Dimension Management

Background and Importance of Corporate Governance and Economic Dimensions

In a business world facing volatility and rapid changes, driving an organization through corporate governance and economic dimensions is extremely important. The company recognizes the necessity to adapt and develop efficient management mechanisms by emphasizing the creation of shared value throughout the supply chain from upstream to downstream, alongside adherence to good governance principles and business ethics. This management approach not only helps strengthen the organization but also lays an important foundation for long-term sustainable growth.

For operations in 2024, the company has elevated its assessment of key sustainability issues by systematically integrating corporate governance and economic dimensions into organizational development. This covers improving definitions and scope of key issues, developing impact assessment methods, as well as prioritizing to align with the context of the growing organization. This year's operations reflect the organization's maturity in managing sustainability issues, which will lead to developing competitive potential, building confidence among all stakeholders, and driving the organization to grow steadily and sustainably in the long term.

Material Topics in Corporate Governance and Economic Dimensions

The company has established 6 key issues that are important for business operations under the corporate governance and economic dimensions. These include good corporate governance, risk management, sustainable supply chain management, cybersecurity and personal data protection, innovation development, and product quality to meet consumer needs.

Corporate Governance and Economic Dimensions

- Product Quality to Meet Consumer Needs
- Good Corporate Governance
- Process Innovation Development
- Risk Management
- Cyber Security and Personal Data Protection
- Supply Chain Management
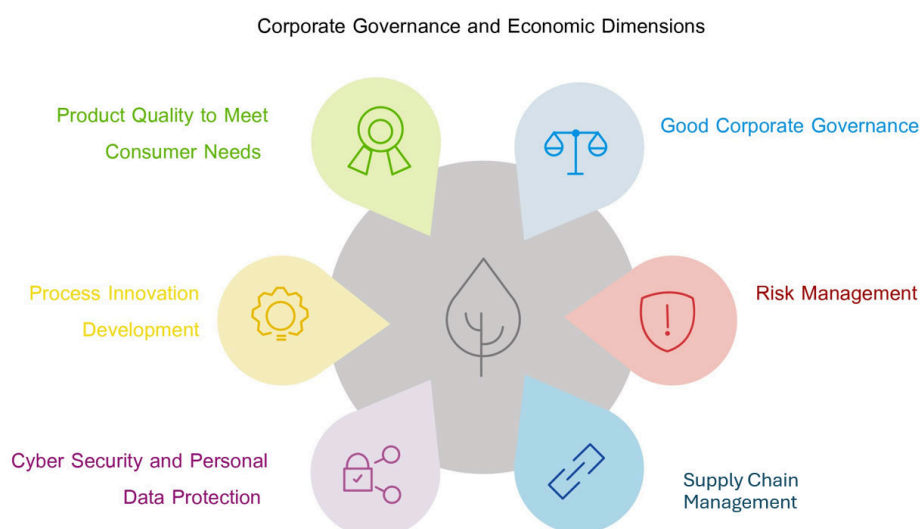
Governance Structure in Corporate Governance and Economic Dimensions

The company has established a systematic sustainability management structure with clearly defined roles and responsibilities at each operational level as follows:

1. Board of Directors Responsible for overseeing the establishment of overall sustainability policies and directions, along with effective supervision by the Corporate Governance and Sustainability Committee.

2. Corporate Governance and Sustainability Committee Responsible for reviewing sustainability policies and plans before presenting them to the Board of Directors for consideration.

3. Corporate Governance and Sustainability Subcommittee Comprised of executives from relevant departments in each dimension, including corporate governance and economic, environmental, and social aspects. Their duties include developing and presenting policies, guidelines, and reporting performance results to the Executive Committee and the Corporate Governance and Sustainability Committee.

4. Corporate Governance and Economic Dimension Management Although under the supervision of the Corporate Governance and Sustainability Subcommittee, the company has extended responsibilities to directly relevant departments to ensure efficient management aligned with operational contexts as follows:

- Good Corporate Governance: Under the supervision of the Company Secretary, who is responsible for ensuring compliance with policies and business ethics principles.

- Risk Management: Conducted by the Risk Management Working Group and the Corporate Planning and Risk Management Department, which are responsible for managing corporate risks according to established policies and guidelines.

- Sustainable Supply Chain Management: Under the supervision of the Product Development Department, which is responsible for managing partners and supply chains in accordance with the supplier code of conduct and relevant guidelines.

- Cybersecurity and Personal Data Protection, including Innovation Development: Under the supervision of the Information Technology Department, which is responsible for data security and technological innovation development.

- Product Quality to Meet Consumer Needs: Conducted by the Strategy Department and Product Development Department, which oversee the development of quality products that meet consumer needs.

5. Performance Monitoring and Evaluation

The Corporate Governance and Sustainability Subcommittee regularly monitors and evaluates performance to ensure that the management of corporate governance and economic dimensions meets the established goals and standards.

This management structure is designed to ensure that operations in all dimensions of sustainability are carried out efficiently and can comprehensively respond to the organization's sustainable growth.
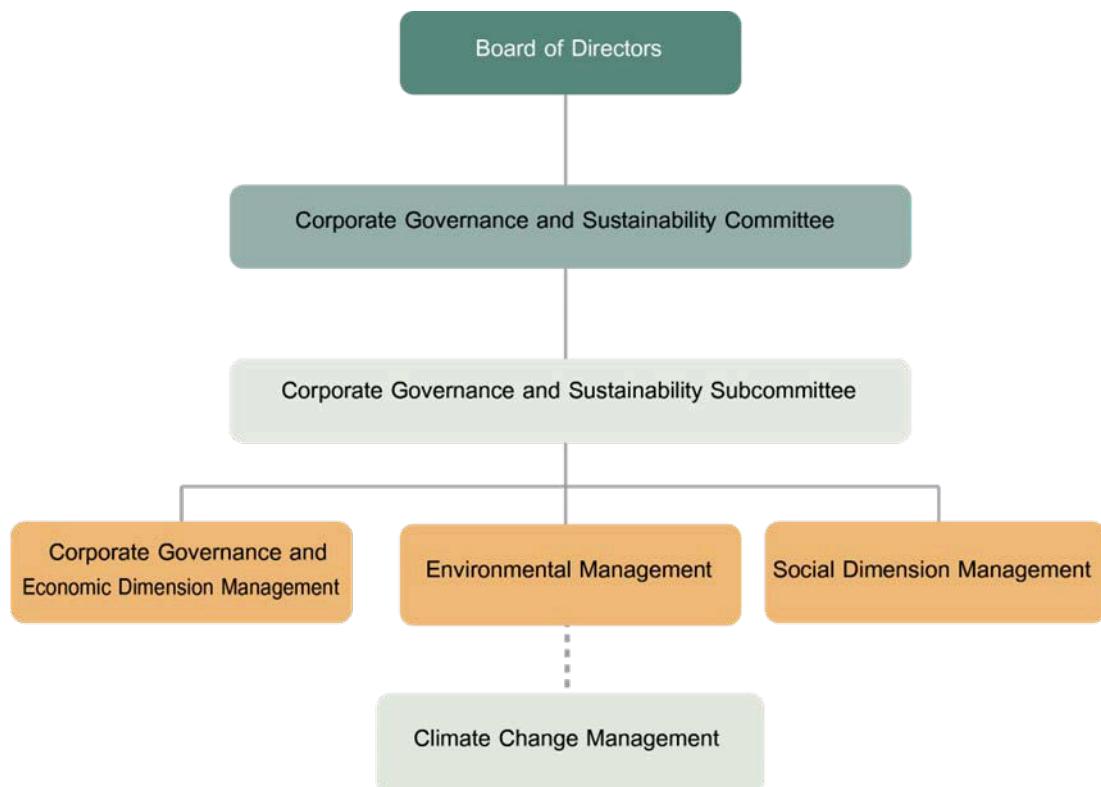
Sustainability Policy and Guidelines by Governance and Economic Dimensions

1. Good Corporate Governance: The company adheres to the principles of good governance, focusing on conducting business with transparency and accountability. The company strictly complies with relevant laws and regulations. Furthermore, it promotes anti-corruption practices in all forms and at all levels of the organization.

2. Risk Management: The company emphasizes systematic risk management, covering all aspects of risk, with continuous monitoring and evaluation. It also establishes preventive measures and response plans to reduce potential impacts on business operations.

3. Sustainable Supply Chain Management: The company prioritizes supply chain management throughout the entire process, from supplier selection to promoting supplier potential development, and fostering cooperation in conducting business according to sustainable development principles.

4. Cyber Security and Personal Data Protection: The company is committed to maintaining the security of information and information systems according to international standards, while strictly protecting the personal data of all stakeholder groups.

5. Process Innovation Development: The company focuses on developing work processes to achieve maximum efficiency and effectiveness by promoting the reduction of redundant operational procedures, applying technology in work processes, and developing employee skills to increase operational efficiency.

6. Product Quality to Meet Consumer Needs: The company emphasizes the development of high-quality, high-standard products by working with manufacturers to control and inspect quality at every production stage. It aims to create maximum satisfaction for consumers while taking responsibility for products throughout their lifecycle.

Link and QR code for accessing the webpage that publishes various policies and guidelines

https://www.moshimoshi.co.th/th/corporate-governance/policies-charters-and-corporate-documents

Good Corporate Governance

Background of Material Topic

Good corporate governance and business ethics are at the heart of the company's operations. The company recognizes that sustainable business operations must be based on honesty, transparency, and accountability within the legal framework. These are key factors in building organizational credibility and fostering trust among all stakeholders.

At the same time, the company places great importance on preventing risks that may arise from corruption and bribery, which are factors that could seriously affect organizational confidence and potentially lead to financial damage from fines in various legal cases. For this reason, the company has established a good corporate governance policy and business code of conduct, focusing on creating transparency in operations and responsibility to all stakeholders.

Finally, the company has clearly declared its intention to be an organization free from all forms of corruption, while strictly adhering to the prevention of illegal actions, for the sustainable and stable growth of the organization in the long term.

Policies and Practices

The company's implementation of good corporate governance principles has a systematic governance structure, with the Board of Directors serving as the highest level of oversight. The company has established specialized subcommittees, including the Audit Committee, Risk Management Committee, Nomination and Remuneration Committee, Corporate Governance and Sustainable Development Committee, and Executive Committee, to drive good corporate governance, business ethics, and sustainable development operations.

The company has established an operational framework within the organization through the development of policies covering all dimensions, such as good corporate governance policy, business code of conduct, insider trading prevention policy, conflict of interest policy, and anti-corruption policy, with clear guidelines established as an operational framework.

To ensure efficient operations, the company emphasizes communication and training for executives and employees at all levels to instill these principles as part of the organizational culture. All executives and employees must acknowledge and strictly comply with these policies by signing a commitment to maintain good corporate governance standards and sustainable business ethics.

Corporate Governance Structure

As of December 31, 2024, the company's management structure is as follows:
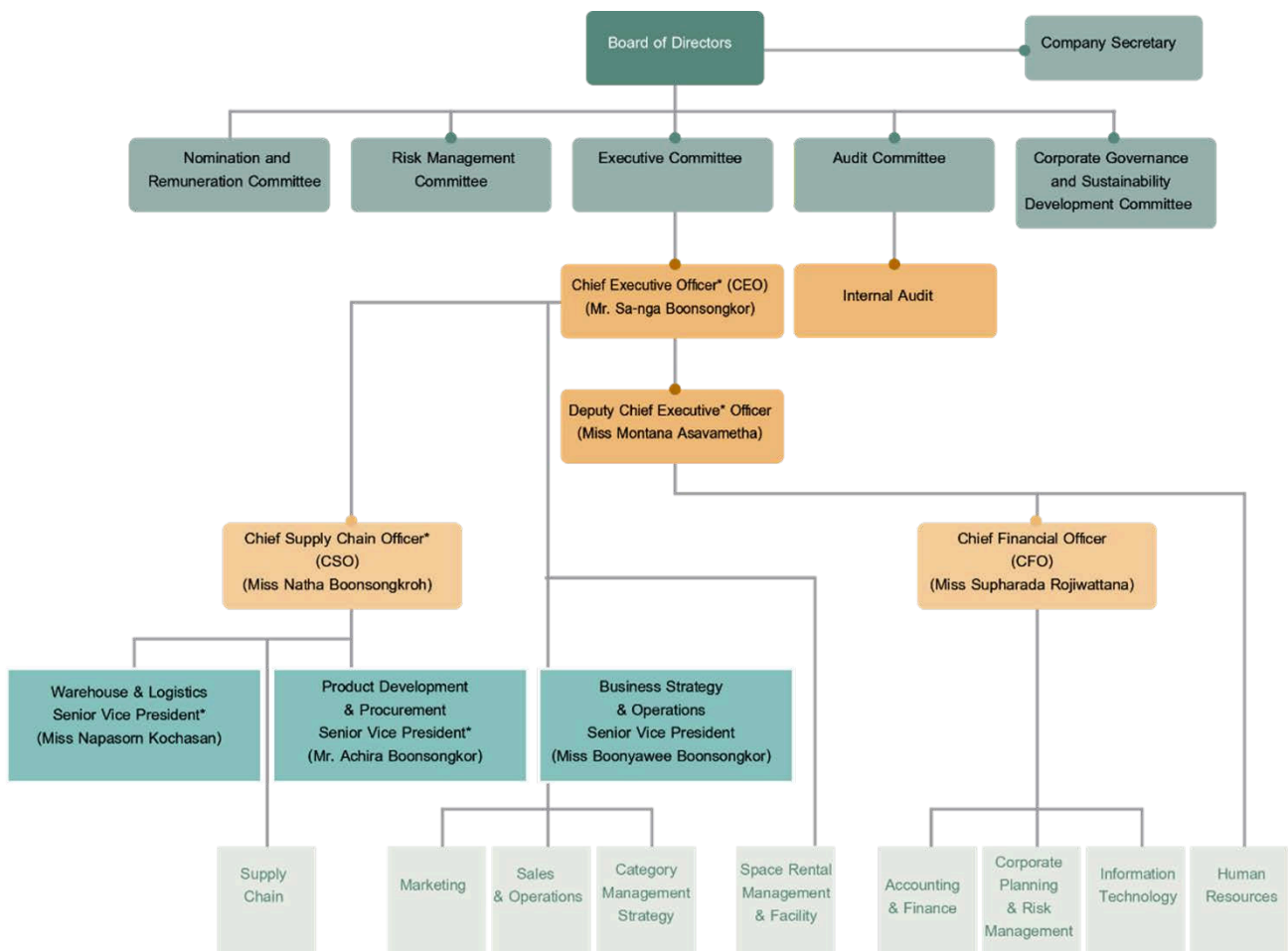
Remark:* Being the Management defined by SEC

The Board of Directors' composition reflects gender diversity and equality in the recruitment process. The Nomination Committee selects directors based on predetermined knowledge, capability, and skill criteria, while emphasizing gender equality in considering qualifications to promote diversity and equality at all levels. As a result, in 2024, the company has 5 female directors, demonstrating progress in promoting gender diversity at the Board level.

Composition of the Board of Directors	Executive Directors	Non-Executive Directors:	Independent Directors	Female Directors
	5 persons	5 persons	4 persons	5 persons

For more details on corporate governance and the performance of various committees, you can find additional information in the company's Form 56-1 One Report, Section 2: Corporate Governance

Corporate Governance and Sustainable Development Structure
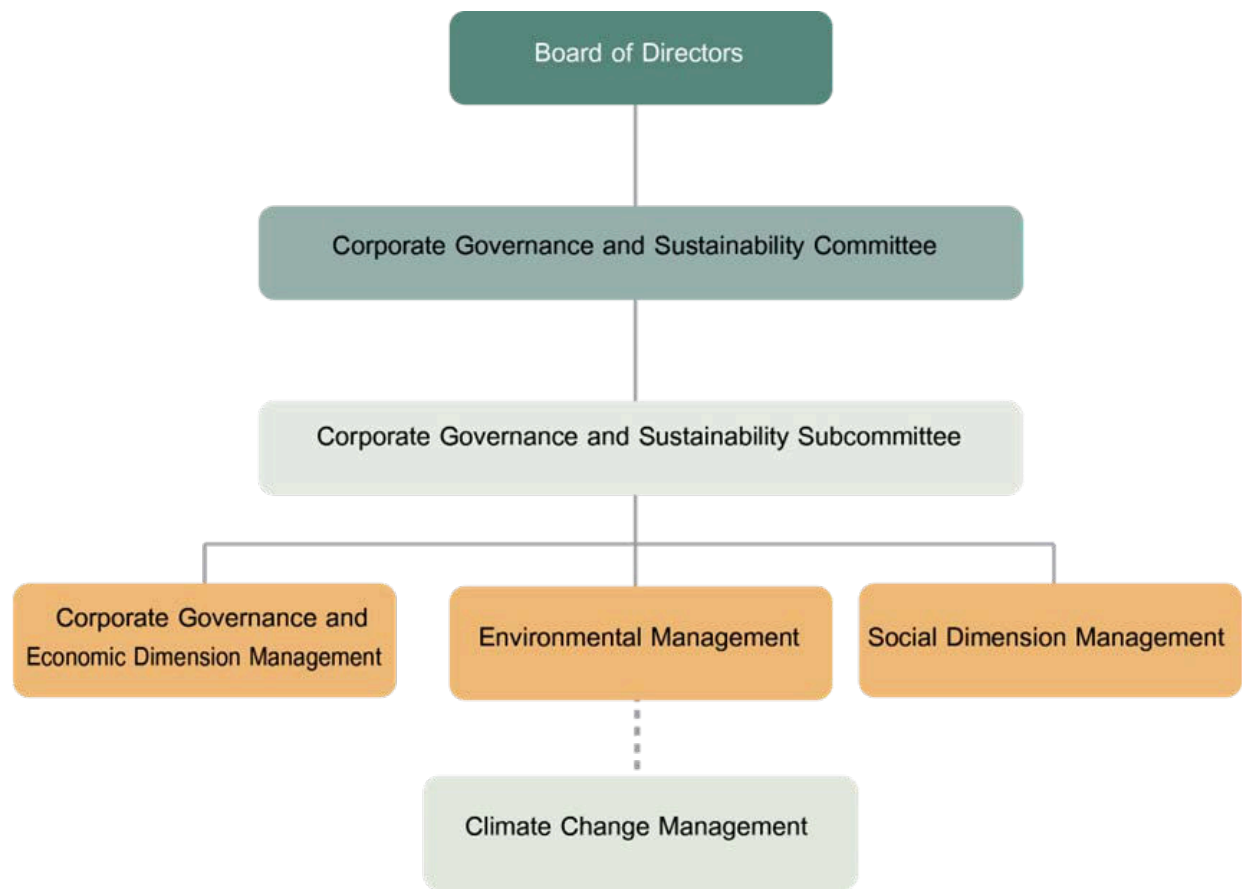
The Corporate Governance and Sustainable Development Committee (Corporate Governance Committee) of the company plays a crucial role in overseeing sustainability operations to ensure efficiency and effectiveness throughout the organization. To align business operations with corporate governance principles and sustainable development, the Corporate Governance Committee has appointed a Corporate Governance and Sustainable Development Subcommittee, which consists of executives from all sectors covering governance, economic, social, and environmental dimensions.

This Corporate Governance Subcommittee has important duties in supporting and assisting the operations of the Corporate Governance Committee, as well as ensuring that corporate governance and sustainable development activities follow the established direction, policies, and strategies. The Subcommittee also drives achievement of goals by continuously monitoring progress and conducting reviews to ensure that the company's operations align with corporate governance principles and sustainable development.

Goals and Performance

Short-term Goals (2024-2025)

1. Obtain CAC certification and achieve a 5-star CGR assessment in 2024
2. Achieve a SET ESG Rating of AA level in 2025

Medium-term Goals (3-5 years)

1. Achieve a FTSE Russell ranking of "Good" level in 2026
2. Join the CAC Change Agent program
3. Elevate the FTSE Russell ranking to "Best Practice" level in 2027

Long-term Goals (more than 5 years)

1. Continuously renew CAC certification
2. Maintain ranking levels and standards of good corporate governance sustainably

2024 Performance Results

The company has achieved significant success in its corporate governance operations, fully meeting 100% of its good corporate governance targets in all business dimensions. This commitment has been recognized through prestigious corporate governance awards, reflecting the company's dedication to conducting business with transparency and responsibility.

1. **Policy and Information Disclosure**: Good corporate governance policies have been improved and disclosed to the public in a transparent and comprehensive manner.

2. **Personnel Development**: All executives and employees have passed knowledge tests on the code of business conduct.

3. **Legal Compliance and Ethics**: All business units operate in compliance with laws, with no violations of human rights, labor, community, environment, and legal regulations.

4. **Complaint Management**: All complaints have been fully investigated, followed up for resolution, and disciplinary action taken in cases where violations were found.

5. **External Assessment and Certification**:

    5.1 Received a 5-star (excellent) corporate governance assessment rating from the Thai Institute of Directors Association (IOD)

    5.2 Received a perfect score of 100 at the "excellent" level in the AGM Checklist from the 2024 Annual General Meeting Quality Assessment Project for listed companies on the Stock Exchange.

    5.3 Selected for inclusion in the SET ESG Ratings at level A of the Stock Exchange of Thailand for 2024.

Corporate Governance Operations

The company is committed to conducting business under good corporate governance principles and business ethics, which serve as an important foundation for driving organizational growth efficiently and sustainably. We adhere to transparency, accountability, and fairness to all stakeholders, which will bring maximum benefits to shareholders and long-term sustainable development.

Strategy	Details and Performance Results for 2024
Policies and operational manuals have been updated to align with current situations.	• Review of good corporate governance policies and business code of conduct • Review of good corporate governance manual and business code of conduct • Review of anti-corruption policies and anti-corruption practices • Review of supplier code of conduct
Knowledge Provision and Communication	• Dissemination of knowledge and complaint channels through the company's Intranet system • Establishment of complaint channels and whistleblower protection measures
Communication	• 100% of executives and employees have been tested on the business code of conduct • 71% of suppliers have signed to acknowledge the Supplier Code of Conduct
External Assessment and Certification	• Received an "Excellence" evaluation (5-star level) from the Corporate Governance Survey of Thai Listed Companies by the Thai Institute of Directors Association (IOD)

Strategy	Details and Performance Results for 2024
	• Received a perfect score of 100 at the "excellent" level in the AGM Checklist from the 2024 Annual General Meeting Quality Assessment Project for listed companies on the Stock Exchange. • Selected for inclusion in the SET ESG Ratings at level A of the Stock Exchange of Thailand for 2024. • Submitted a declaration of intent to join Thailand's Private Sector Collective Action against Corruption (CAC)

Key Projects in 2024

1. Corporate Ethics and Code of Conduct Promotion Project

Objectives and Goals

The company has established a corporate ethics and code of conduct promotion project with the objective of enhancing knowledge and understanding of business ethics and ethical principles among employees at all levels, enabling them to implement these principles in concrete ways. This includes building knowledge about business ethics and proper practices, creating an operational framework that respects and honors employees, and promoting adherence to good governance principles and integrity at every step of work. The key goals of this project are to conduct business transparently and responsibly, create a valuable and sustainable work environment, and communicate knowledge on important issues to employees throughout the organization. These issues include anti-corruption, human rights principles, workplace ethics, and whistleblowing channels. The company communicates and provides this knowledge through its intranet system.

Implementation and Results

The company has implemented a communication plan and training program on business code of conduct principles, consisting of 4 main activities conducted throughout 2024:

1. **Building Basic Understanding** (Jan - Dec): Continuous promotion of business code of conduct principles through the intranet channel throughout the year to ensure personnel understand the principles and correct practices.

2. **Development of Principles and Tools** (Feb): Creation of a good corporate governance manual and business code of conduct, which serves as an important tool for building understanding and implementation at all levels of the organization.

3. **Communication Tools** (May - Dec): Development of digital content covering 3 key areas: business ethics regarding tools for creating transparency in sustainable business operations, business ethics regarding whistleblowing of wrongdoing, and business ethics regarding customer prioritization.

4. **Evaluation and Monitoring** (Sep): Implementation of a "Speedy Quiz" knowledge test during September 9-30, 2024, to measure the level of understanding of business code of conduct for employees at all levels.

The operational results show that out of 1,231 employees (as of September 2024) required to take the test and pass the assessment to measure understanding of ethics and proper business practices, 1,109 employees passed the test, representing 92.78%. This reflects the company's commitment to promoting an organizational culture that adheres to principles of good governance and transparency. For employees who have not yet passed the test, the company has notified department heads to arrange additional training and knowledge, with follow-up testing scheduled. The focus is on ensuring all employees pass the test completely to create correct understanding and alignment throughout the organization.

Jan - Dec	Feb	May- Dec	Sep
Completed	Completed	Completed	Completed
Publicize communication channels and business ethics through Internet and Intranet	Search for principles of governance and ethics in business operations	Post videos or infographics about business ethics, transparency tools, ethical care, and customer importance	Create Quiz to test understanding of business ethics for staff at all levels and locations

Business Code of Conduct Communication and Training Implementation Plan

2. Corporate Ethics and Code of Conduct Promotion Project (CAC)

Objectives and Goals

The project to join Thailand's Private Sector Collective Action Against Corruption (CAC) aims to elevate good corporate governance standards and build confidence among all stakeholders. The company is committed to conducting business with transparency and free from all forms of corruption. The main goal of this project is to receive certification as a member of the Thai Private Sector Collective Action Against Corruption (CAC) by 2025, which will confirm the company's commitment to conducting business with good governance and social responsibility.

Operations and Results

The company has systematically implemented the plan, beginning with the Board of Directors' resolution to join and declare its intention to participate in the CAC project on February 28, 2024. To drive operations efficiently, the company has appointed an Anti-Corruption Subcommittee as the main mechanism for management, along with creating knowledge dissemination documents and organizing training for employees at all levels, coupled with seminars on anti-corruption courses. Additionally, the company has published and promoted its policies to all stakeholders, issued letters to business partners to create broader cooperation, and established concrete preventive measures and risk controls.

The company plans to conduct an evaluation from January to May 2025 to apply for CAC certification in May 2025, with expected announcement of certification results in November 2025. This continuous and systematic implementation of the plan reflects the company's commitment to elevating good corporate governance standards and fighting corruption in all dimensions of the organization
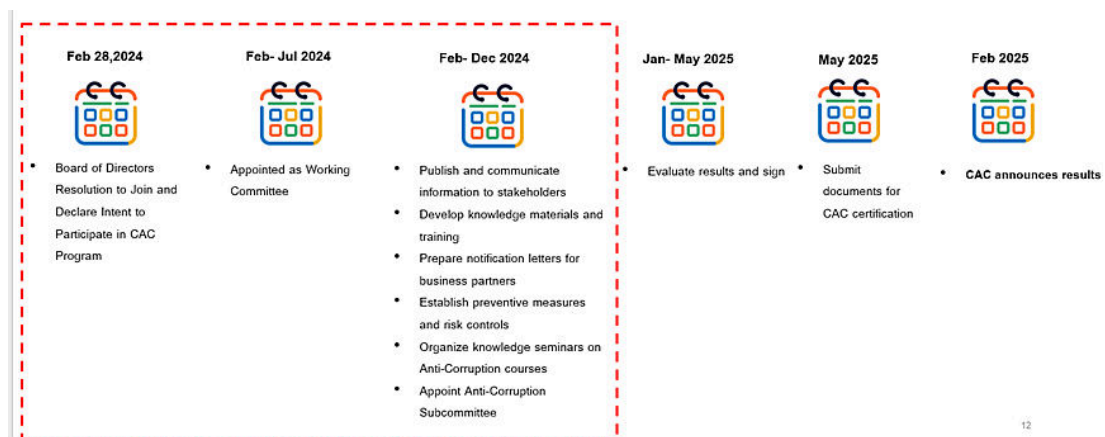
Implementation Plan for Thailand's Private Sector Collective Action Against Corruption

3. Anti-Corruption Promotion Project Within and Outside the Organization

Objectives and Goals

The anti-corruption promotion project within and outside the organization aims to create an organizational culture free from all forms of corruption and to extend good practices throughout the company's business chain. The goals are to build awareness and commitment to anti-corruption among personnel at all levels, as well as encourage business partners and allies to adhere to and follow the same anti-corruption guidelines, in order to create a transparent and well-governed business ecosystem.

Operations and Results

The project's operations are divided into two main parts: internal operations and external operations. For internal operations, the company requires all executives and employees to acknowledge and comply with the anti-corruption policy, while communicating transparent business practices to directors, executives, and employees at all levels through various channels such as the intranet and the company's website. Additionally, the company has provided training to enhance knowledge and understanding of anti-corruption principles and practices, both through lectures by speakers from the National Anti-Corruption Commission Office and online training, with 258 executives and employees participating. For new employees, the company provides orientation on anti-corruption policies and practices, with the goal of providing comprehensive and continuous training to all employees.

For external operations, the company has formally notified business partners of its anti-corruption policies and practices, resulting in 89 new partners signing to acknowledge and adhere to these guidelines. To ensure efficient and transparent project implementation, the company regularly reports on anti-corruption performance

4. **Business Code of Conduct Violation Monitoring and Prevention Project**

Objectives and Goals

The Business Code of Conduct Violation Monitoring and Prevention Project aims to establish an efficient system for detecting and preventing ethical violations within the organization and to promote an organizational culture that adheres to ethical principles and good governance. The goals are to quickly detect violations, implement appropriate corrective actions and penalties for offenders, and develop preventive measures to reduce risks and opportunities for repeated violations in the future.

Operations and Results

In 2024, the company did not receive any complaints regarding code of conduct violations. However, through rigorous internal audits conducted by responsible departments, the company detected 7 cases of business code of conduct violations. These included 4 cases related to corruption by employees and 3 cases involving violations of internal company regulations. Nevertheless, investigations found that none of these cases had a significant impact or caused material damage to the company, and no cases of corruption involving government agencies or external parties were found. Additionally, none of the cases resulted in fines or legal disputes.

Upon detecting violations, the company imposed appropriate penalties on offenders according to company regulations and communicated this information to all employees to raise awareness of the importance of complying with the code of conduct and good corporate governance policies. Furthermore, the company has

implemented additional preventive measures in several areas, including improving internal control systems and audit processes for greater efficiency, and providing regular training and review of anti-corruption policies to prevent similar incidents in the future.

Cases of Business Code of Conduct Violations (Cases))	2024
Complaints of Business Code of Conduct Violations	
• Corruption	4
• Conflicts of Interest	0
• Violations of Internal Company Regulations	3
• Obstruction of Trade Competition	0
Other Complaints	
• Society and Community	0
• Environment, Occupational Health and Safety	0
• Human Rights Violations	0
• Others	0

Actions Taken After Investigation and Confirmation of Business Code of Conduct Violations (Cases)	2024
• Termination of Employment	4
• Disciplinary Action	3
• No Penalty	0
• Branch Transfer	0
• Others	0

For all 4 corruption cases, after conducting fact-finding investigations and confirming the violations were genuine, the company imposed the maximum penalty immediately terminating the employment of the involved employees. This action was in accordance with the company's good corporate governance policy and anti-corruption measures, which are strictly enforced.

Risk Management

Background of Material Topic

The rapidly changing business environment has made Environmental, Social, and Governance (ESG) risk management a critical issue that the company places great importance on. The company believes that effective ESG risk management creates long-term shared value in terms of increasing operational efficiency, reducing costs, and strengthening confidence from all stakeholders. Additionally, the company is confident that ESG risk management presents an opportunity to create competitive advantages and serves as an essential foundation for sustainable growth in the future.

Policies and Practices

The company has defined "risk" as uncertain opportunities or events that may prevent current plans or operations from achieving their defined objectives or goals, resulting in negative impacts on the organization in terms of finances, image, and reputation. Risk management is a process that covers all levels, from the Board of Directors, subcommittees, executives, to all personnel in the organization, through establishing policies, strategies, and risk management through assessment of potential events that may occur and affect the organization. The company focuses on managing risk at levels acceptable to the organization to provide reasonable assurance in achieving organizational objectives.

The company implements a systematic risk management policy, recognizing the importance of effective enterprise risk management as a tool for operational stability and generating returns for shareholders, in accordance with good corporate governance principles. Additionally, the company has a system of checks and balances in its business management process, which is continuously changing and growing. Therefore, the company has implemented the COSO (The Committee of Sponsoring Organizations of the Treadway Commission) risk management system in its operations to strengthen confidence among shareholders and stakeholders in driving the organization toward stable and sustainable growth.

For the 2024 risk management scope, the company has established coverage of key risks as follows:

1. Strategic Risk: Related to business changes and competition

2. Operational Risk: Focusing on work process efficiency and supply chain

3. Governance Risk: Ensuring compliance with regulations

4. Financial Risk: Covering liquidity management and cost control

5. Environmental, Social, and Governance Risk (ESG Risk)

Additionally, the company recognizes the importance of anti-corruption efforts and has therefore considered adding a corruption risk management framework as another key risk category. This has already been approved and will be officially implemented for risk management in 2025.

The company has implemented the COSO risk management framework in its operations, covering governance and organizational culture development, strategy and objective setting, risk assessment and management, review and improvement, as well as communication and reporting of results to ensure effective risk management that maximizes benefits to the organization.

Environmental, Social, Governance and Economic Risks (ESG Risk)

The company conducts annual risk assessments through its Risk Management Working Group, which identifies and analyzes ESG risks while systematically planning risk management. The assessment identified 5 ESG risk issues:

1. Risk from the ability to procure quality products to adequately meet customer demands

2. Risk of revenue loss from weather conditions - flooding, drought, unseasonal weather

3. Risk from the transition to a low-carbon society, such as laws or taxes related to carbon emissions

4. Human rights risks in the value chain

5. Risks related to hygiene and/or safety in the work environment

Analysis revealed 2 high-level risks: the risk from the ability to procure quality products to adequately meet customer demands, and the risk from the transition to a low-carbon society. The company has carefully developed management plans for all 5 risk issues to maintain risk levels at a low, acceptable level, ensuring they will not impact the company's operations.

Goals and Performance

Short-term Goals (2024-2025)

1. Develop Business Continuity Plan (BCP) for warehouse flooding

2. Conduct BCP drills annually

3. Train employees on various risk aspects and incident reporting procedures

4. Develop mitigation plans to reduce all operational risks to acceptable levels

Medium-term Goals (3-5 years)

1. Complete organizational BCP covering all dimensions of business continuity risk management by 2027

Long-term Goals (more than 5 years)

1. Develop sustainable risk management organizational culture

2. Fully integrate risk management into all organizational work processes

Performance Results

The company has conducted its 2024 annual risk assessment, focusing on identifying sustainability risk factors (ESG Risks) and emerging risks that may impact business operations in the near future. The assessment identified the following high-priority risks:

1. **Risk from procuring quality products sufficient for business growth**: The company has focused on developing accurate product demand forecasting systems using sales data and seasonal factors, while building strong relationships with key suppliers through long-term contracts and information sharing. The company also utilizes modern warehouse management systems to accurately track and control inventory levels to continuously meet customer demands. Additionally, the company is considering developing some in-house production capabilities to reduce external dependency in the

long term. Regular monitoring and evaluation are conducted to adjust plans according to changing situations.

2. **Emerging Risk** from the transition to a low-carbon society: which is classified as a high-level risk. This transition requires developing strategies to reduce greenhouse gas emissions and increase energy and resource efficiency. The company has set goals to improve various processes to accommodate long-term environmental sustainability changes. Detailed policies, implementation guidelines, and projects related to greenhouse gas reduction and efficient energy and resource usage can be found in the sustainability report under the resource management and climate change management sections.

The increasing severity of climate change impacts retail business operations, particularly in product storage and transportation, through issues such as flooding, storms, and high temperatures that may cause delays or disruptions in product delivery. Therefore, the company has integrated Business Continuity Planning (BCP) with ESG risk management by collaborating with transportation partners to develop alternative routes and creating response plans for warehouse flooding scenarios to maintain adequate inventory levels even during emergencies. The company plans to expand its BCP in 2025 to cover all critical dimensions of business-related risks.

For long-term risk management, the company emphasizes improving energy and resource efficiency by systematically promoting Reuse and Recycle principles, while developing products and expanding its customer base for greater diversity. Progress is monitored through key indicators such as tracking greenhouse gas emission reductions and maintaining levels of available inventory. The company regularly reports risk management performance to relevant committees, while simultaneously building a risk management culture within the organization through continuous communication and training to ensure efficient and sustainable risk management.

Key Projects in 2024

Business Continuity Enhancement Project

Objectives and Goals In 2024, the company implemented the Business Continuity Enhancement Project to strengthen sustainability by focusing on reviewing and testing Business Continuity Plans (BCP) to prepare and increase capacity to handle emergency situations that may impact business operations.

Implementation and Results

1. **Warehouse Flooding Response Plan**: The company has completed the flood risk management plan and is preparing for testing in 2025 to ensure that adequate inventory levels can be maintained to meet customer needs even in emergency situations.

2. **Fire Response Plan**: The company conducted evacuation drills at both the warehouse and headquarters, with 100% employee participation, to ensure the safety of personnel and organizational assets in case of emergency.

3. **Information and Cyber Security Plan**: The Information Technology Department tested the plan through a real situation simulation of Point of Sale (POS) system failure on December 20, 2024, to assess response efficiency and system recovery in emergency conditions.

These actions align with the goal of reviewing and developing Business Continuity Plans (BCP) to cover significant organizational risks, thereby strengthening security and confidence in continuous and sustainable business operations.

Supply Chain Management

Background of Material Topic

Supply chain management is a critical issue in today's business operations due to the rapidly changing business environment. Globalization and leapfrogging technological developments have intensified business competition. Crises such as COVID-19 have further highlighted the importance of having effective supply chain management systems to increase flexibility and readiness to respond to unexpected situations.

Organizations must improve efficiency and reduce operational costs while quickly responding to customer needs. At the same time, sustainability has become increasingly important, both from consumers who demand environmentally friendly products and services, and from increasingly stringent environmental regulations.

The development of policies focusing on information technology utilization, building partnerships with allies, developing circular economy systems, and improving work processes are methods that organizations implement to increase efficiency and drive sustainable development by reducing environmental impacts. Supply chain management thus plays a role in both enhancing efficiency and driving sustainable development across all sectors.

Policies and Practices

The company has established supplier management guidelines by creating a Supplier Code of Conduct that covers both social and environmental aspects, focusing on preventing human rights violations, child labor, and environmental protection. The code of conduct is published through various channels, such as the company's website, to ensure all suppliers have thorough access to the information.

In its operations, the company has categorized suppliers into 4 tiers based on transaction value and product importance to help prioritize management and operations. Key suppliers (Tier 1) are those with annual purchases exceeding 10 million baht and offering irreplaceable products. Tier 2 consists of suppliers with annual purchases exceeding 10 million baht but with replaceable products. Tier 3 includes suppliers with annual purchases between 1-10 million baht, and Tier 4 includes suppliers with annual purchases not exceeding 1 million baht. Tier 1 suppliers must acknowledge and comply with the Supplier Code of Conduct before expanding to other supplier groups.

The company has developed a preliminary supplier assessment system with clear evaluation criteria, requiring suppliers to have a total score of not less than 50% and an ESG score of more than 60%. Regular monitoring and auditing of compliance with the code of conduct are conducted to ensure suppliers address any identified deficiencies.

Furthermore, the company emphasizes developing relationships with suppliers by creating understanding of sustainability practices, supporting capability development, and exchanging knowledge and best practices. Assessment data and code of conduct compliance are systematically recorded for decision-making and developing long-term business cooperation.

The company's supplier management will be continuously reviewed and improved in terms of assessment criteria, management approaches, and process development to align with changing situations and to be more effective in creating sustainability throughout the supply chain and mutual growth between the company and suppliers at all levels.

QR code for accessing the webpage that publishes the Supplier Code of Conduct

https://www.moshimoshi.co.th/th/corporate-governance/policies-charters-and-corporate-documents

Goals and Performance

Short-term Goals (2024-2025)

- 2024:
    - 100% of key domestic suppliers (Tier 1) sign the Supplier Code of Conduct
    - 100% of domestic suppliers must have no environmental law violations
- 2025:
    - All non-Tier 1 suppliers sign the Supplier Code of Conduct
    - All new suppliers must meet the criteria:
        - No violations of environmental and social laws
        - Preliminary supplier assessment score not less than 50%
        - ESG assessment score more than 60%

Medium-term Goals (3-5 years)

- All suppliers must meet minimum assessment criteria:
    - Preliminary supplier assessment score not less than 50%
    - ESG assessment score more than 60%

Long-term Goals (more than 5 years)

- 100% of both domestic and international suppliers must have no violations of environmental and social laws

- Purchase orders from companies in Thailand for distribution 30% per year

- 80% of key suppliers (Tier 1) in Thailand receive ESG on-site verification by 2027

- Create a completely sustainable supply chain

- Develop strategic partnerships with suppliers to create sustainability innovations

2024 Performance Results

The company has successfully implemented its sustainable supply chain management policy. All 11 key domestic suppliers (Tier 1) have fully acknowledged and confirmed their compliance with the Supplier Code of Conduct, achieving a 100% success rate. This represents a significant achievement in managing the company's value chain and reflects the establishment of solid partnerships with suppliers.

Regarding supplier performance evaluation throughout 2024, all suppliers met both operational and sustainability assessment criteria, with none scoring below the established standards. Additionally, through close monitoring and coordination with suppliers in Thailand, no violations or risks that could lead to environmental law violations were identified.

This success confirms the company's commitment to developing and maintaining sustainability within its supply chain, both in social and environmental dimensions.

Key Projects in 2024

Supplier Code of Conduct Training and Communication Program

Objectives and Goals In 2024

The company implemented the Supplier Code of Conduct Training and Communication Program. The objectives were to promote knowledge and understanding of business ethics principles when working with suppliers, raise awareness about compliance with laws and business ethical standards, and build sustainable relationships with suppliers based on fair and transparent principles to prevent corruption or exploitation in business operations.

Implementation and Results

The program consisted of three main activities:

1. Seminars and workshops focused on enhancing knowledge about ethical principles and appropriate business practices

2. Development of a Supplier Code of Conduct Handbook that clearly and comprehensively compiled ethical guidelines to serve as a framework for business collaboration

3. Systematic internal communication to create understanding and shared awareness among personnel at all levels regarding supplier code of conduct policies and practices

The comprehensive and efficient implementation of these activities helped effectively achieve the program's objectives.

The program's results demonstrated tangible success, with supplier representatives fully participating in seminars and training sessions through both online channels and on-site training. This led to suppliers gaining deeper knowledge and understanding about the importance of business ethics, which contributes to building sustainable business relationships and long-term credibility. The program's success is clearly reflected in the fact that 100% of key domestic suppliers signed the Supplier Code of Conduct in 2024, representing a significant achievement in elevating business standards between the company and its suppliers.

Cyber security and Personal Data Protection

Background and Policy

Cybersecurity and personal data protection have become critical issues due to the rapid expansion of product sales across various platforms. While this expansion has allowed the company to reach a wider customer base, storing and transferring data online simultaneously increases the risk of increasingly sophisticated cyber threats, such as malware attacks, ransomware, or data breaches, which can negatively impact reputation, finances, trust from customers, partners, or even company employees.

Additionally, data protection laws such as the European General Data Protection Regulation (GDPR) or Thailand's Personal Data Protection Act (PDPA) play a significant role in encouraging organizations to recognize the importance of protecting personal rights and strictly complying with requirements. Maintaining cybersecurity and protecting personal data not only helps prevent damage but also builds confidence and supports economic growth in the digital era where technology plays a role in every dimension of society.

Policies and Practices

The company prioritizes protecting the security of information technology systems to ensure readiness in responding to cyber threats promptly and effectively. The company has established an information and cyber security policy, along with enforcing a personal data protection policy that covers all business operations, in compliance with the Cybersecurity Act B.E. 2562 (2019) and the Personal Data Protection Act B.E. 2562 (2019) respectively.

Furthermore, the company has established guidelines for information and cyber security and personal data protection with strict data control measures, such as collecting personal data only as necessary, clearly stating the purpose of data collection, restricting access to personal data, sensitive information, and company applications, and setting up firewalls for AD Domain and Trusts, which define access rights with annual reviews. Regular testing of data access scope for those with access rights is conducted, along with guidelines for reviewing data quality and considering the safe destruction of unused data.

The company has established dedicated units responsible for operations, monitoring, controlling, and managing cybersecurity and personal data protection. A PDPA working group is responsible for personal data protection

matters, while the Information Technology Department maintains efficient and secure system operations and develops operational guidelines and verification procedures for all relevant data.

To strengthen security and prevent cyber threats, the company has hired external agencies to conduct cyber drills, including risk assessment through vulnerability assessment and penetration testing (Pentest) to identify vulnerabilities in system access and improve system security.

Goals and Performance

Currently, the company prioritizes cybersecurity threat prevention and response, focusing on minimizing potential damage from various threats that may impact business operations. The company continuously develops and enhances cybersecurity effectiveness and personal data protection. Additionally, the company has established a requirement to review and audit cybersecurity measures and personal data protection at least once a year to evaluate and improve security measures, ensuring they remain up-to-date, compliant with legal requirements, and capable of effectively responding to constantly evolving threats.

Short-term Goals (2024-2025)

1. Cybersecurity · Zero cases of system breaches or information security threats or other cybersecurity incidents · Zero cases of data breaches, including leakage, theft, and loss of personal data

2. Personal Data Protection · Zero complaints about personal data leakage · Zero complaints about personal data leakage from regulatory agencies

Medium-term Goals (3-5 years)

1. Cybersecurity · Zero cases of system breaches or information security threats or other cybersecurity incidents · Zero cases of data breaches, including leakage, theft, and loss of personal data

2. Personal Data Protection · Zero complaints about personal data leakage · Zero complaints about personal data leakage from regulatory agencies

3. Develop and implement ISO/IEC 27001 standard system to achieve certification

4. Upgrade data storage by migrating data from servers to cloud at 100% to improve operational efficiency and prevent data loss from unexpected events

5. 100% of target employees receive training to build knowledge and understanding of cybersecurity and personal data protection

Long-term Goals (more than 5 years)

1. Cybersecurity · Zero cases of system breaches or information security threats or other cybersecurity incidents · Zero cases of data breaches, including leakage, theft, and loss of personal data

2. Personal Data Protection · Zero complaints about personal data leakage · Zero complaints about personal data leakage from regulatory agencies

3. Pursue ISO/IEC 27701:2019 Privacy Information Management certification (or newer official version in the future), to be implemented after receiving ISO/IEC 27001 certification, as it is an extension of ISO/IEC 27001

4. Develop an efficient personal data management system, with the goal of having no complaints regarding customer privacy violations and customer data loss

2024 Performance Results

In 2024, the company established comprehensive cybersecurity operations, conducting vulnerability assessments across all systems, along with penetration testing to evaluate security. The company also prepared gap assessment reports to analyze and continuously improve system efficiency.

For cybersecurity threat prevention, the company conducted phishing tests twice and emphasized the review of information and cyber security policies and practices, requiring reviews at least once a year or when significant changes occur, to ensure the organization is effectively prepared to handle potential cyber threats.

System Review	2022	2023	2024
Vulnerability Assessment: Every 2 years	All	N/A	ทุกระบบ
ทPenetration Testing	All	LS Retail (New POS)	All (Except LS Retail)
GAP Analysis Report	All	Follow-Up on GAP Analysis Report	N/A
Phishing Test	2 Time	1 Time	1 Time
Review of Information Security and Cyber Policy And Guidelines	At Least Once Year Or When Significant Changes Occur	At Least Once Year Or When Significant Changes Occur	At Least Once Year Or When Significant Changes Occur

Figure 1: Cybersecurity and Personal Data Protection Review Plan

Cybersecurity	2022	2023	2024
Number of information security system violations or other cybersecurity incidents.	0	0	0
Number of data breaches, including leakage, theft, and loss of personal data.	0	0	0

Personal Data Protection	2022	2023	2024
Number of complaints about personal data leakage.	0	0	0
Number of complaints about personal data leakage from regulatory agencies.	0	0	0

Figure 2: Results of Cybersecurity and Personal Data Protection Review

Figure 2: Results of Cybersecurity and Personal Data Protection Review

In 2024, the company maintained effective cybersecurity and personal data protection standards. No information security breaches or cybersecurity incidents were detected. Additionally, there were no data breach cases related to leakage, theft, or loss of personal data. Furthermore, no complaints regarding personal data leakage were received either directly from users or from regulatory agencies, demonstrating the success of the organization's security measures and personal data protection efforts.

Cybersecurity and Personal Data Protection Operations

Cybersecurity Awareness	Vulnerability Assessment And Penetration Testing	Enhance The Firewall System For Improved Efficiency	Review At Least Once A Year

Additionally, the company has systematically implemented cybersecurity and personal data protection plans by providing training to enhance knowledge and understanding of cybersecurity to 327 target employees, along with checking vulnerabilities in information systems and improving firewall systems to increase threat prevention efficiency.

The 2024 performance results reflect the effectiveness of proactive measures in cybersecurity and personal data protection, with no cases of security system breaches or personal data leakage. This success is due to the company's implementation of modern technologies for protection, such as installing high-performance firewall systems, encrypting important data, regularly assessing security risks, and strictly managing data access rights according to roles and responsibilities.

The company also emphasizes raising awareness among employees through training on cyber threats and personal data policy practices. These measures help reduce risks from cyber threats and build confidence among stakeholders. The company aims to obtain cybersecurity standard certification to enhance its operations in the long term.

Key Projects in 2024

1. Cyber Security Awareness Training

Objectives and Goals

The company emphasizes developing personnel capabilities in cybersecurity. In 2024, a Cyber Security Awareness Training course was provided to enhance knowledge, understanding, and awareness of various cyber threats. This leads to proper and appropriate use of the organization's information systems and networks, in accordance with company policies and regulations.

Implementation and Results

The results of the Cyber Security Awareness Training project showed that 275 target employees participated in the training, representing 84% of the total employee count. From the understanding assessment through testing, 95% of participants passed the evaluation criteria, reflecting the effectiveness of the course in enhancing knowledge and understanding of cybersecurity among organizational personnel.

The company remains committed to continuously developing and improving training courses to ensure personnel are prepared to deal with constantly changing cyber threats, as well as supporting the cultivation of a cybersecurity culture within the organization. This reinforces the company's commitment to sustainably enhancing the security of information and information systems.

Figure 3: Cyber Security Awareness Training

2. Vulnerability Assessment and Penetration Testing Project

Objectives and Goals

In 2024, the company conducted a Vulnerability Assessment and Penetration Testing project to evaluate security risks in the organization's critical network systems and applications. The assessment covered network systems, servers, and important applications, along with producing examination reports and recommendations to improve preventive measures more effectively.

Implementation and Results

The company conducted vulnerability assessments and penetration tests twice, along with two phishing simulation awareness exercises to evaluate the level of information technology security awareness among personnel within the organization.

The results identified a total of 24 security vulnerabilities, with 15 high-risk vulnerabilities. The company has already resolved 6 of these issues. For the remaining high-risk vulnerabilities, the company has planned modifications and improvements to address all limitations, scheduled for completion by 2025. In the meantime,

the company has implemented additional security measures such as software updates, security configuration improvements, and increased stringency in system access verification.

The implementation of this project reflects the commitment to enhancing information technology system security, reducing risks from cyber threats, and building confidence among system users. This is part of a long-term strategy for data security and sustainable development of information technology infrastructure.
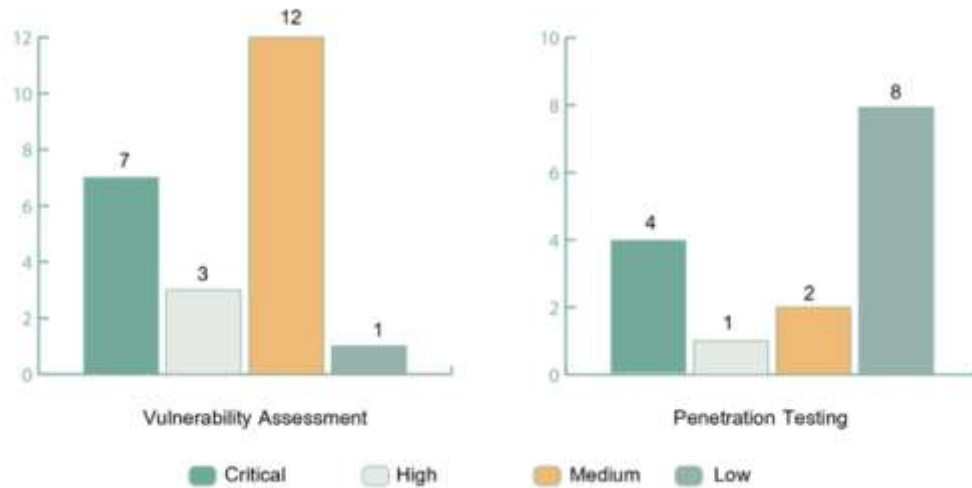
Figure 4: Results of Vulnerability Assessment and Penetration Testing, Round 1
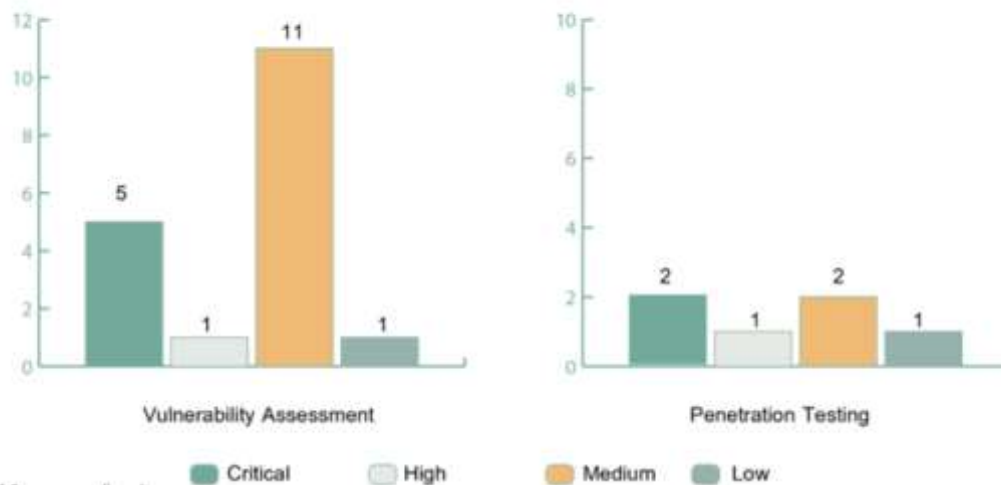
Figure 5: Results of Vulnerability Assessment and Penetration Testing, Round 2

Figure 6: Results of the First Phishing Simulation Exercise
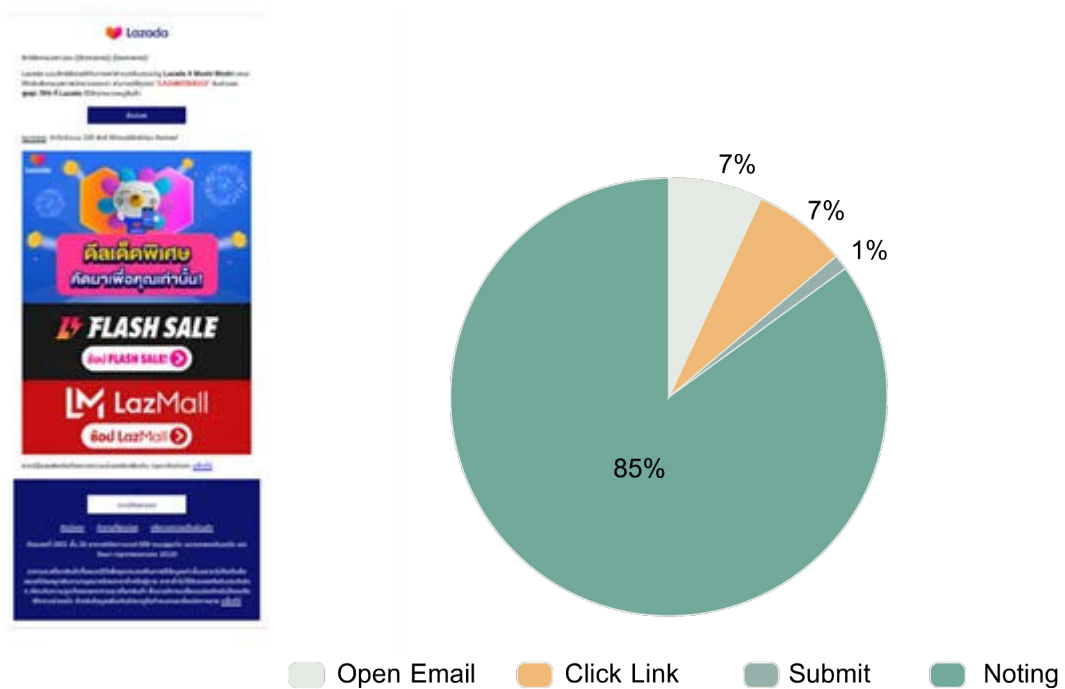
Figure 7: Results of the Second Phishing Simulation Exercise

3. Project to Enhance Firewall System Efficiency

Objectives and Goals

In 2024, the company implemented improvements to its Firewall system to enhance the security efficiency of the organization's internal network. The upgraded Firewall system can support critical security functions, including:

- Monitoring and filtering data entering and exiting the network

- Preventing unauthorized external access to the system

- Detecting and preventing abnormal activities on the network

- Controlling access to undesirable websites and applications

- Preventing connections to harmful content

Implementation and Results

The system upgrade was completed in 2024, which has helped increase the effectiveness of cyber threat prevention, strengthen network security, and elevate the organization's information security measures to meet international standards.
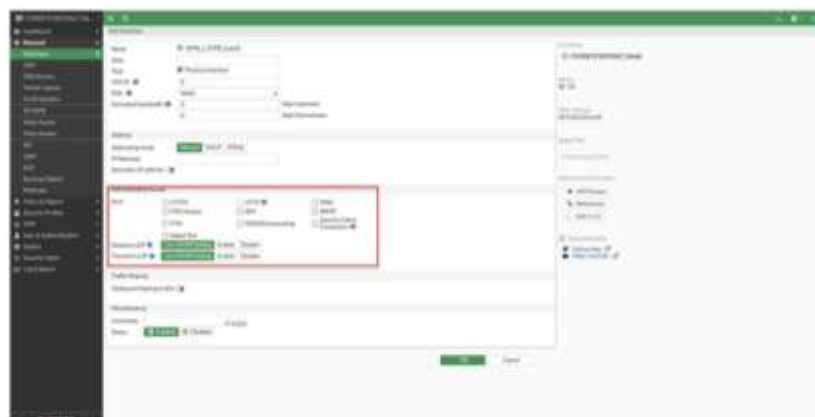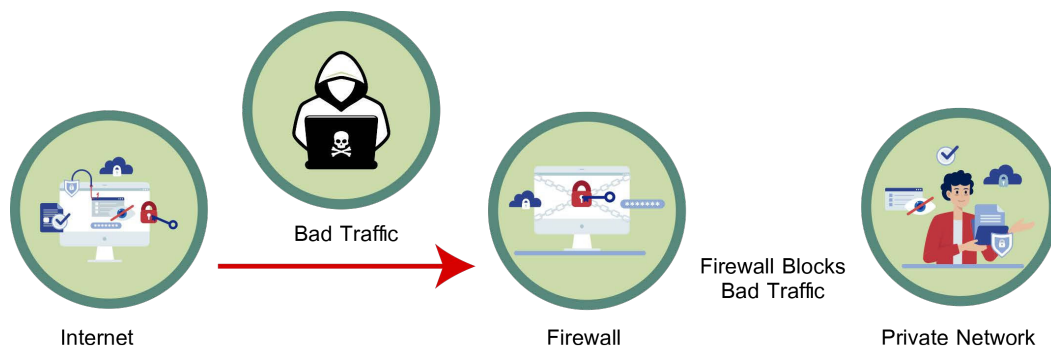
Figure 8: Firewall System Enhancement

Process Innovation Development

Background of Material Topic

Process Innovation

Process innovation is a crucial component in driving organizations amid rapidly changing business competition. Improving and developing work processes to achieve maximum efficiency is therefore a key strategy in enhancing organizational capabilities to meet the needs of all stakeholders.

Key factors that drive process innovation development include rapid technological changes, constantly evolving consumer behaviors, the need to reduce operational costs, and environmental responsibility awareness through resource reduction.

Process innovation development affects stakeholders in various dimensions, especially customers, suppliers, employees, and business partners. For customers, developing work processes helps elevate service experiences to be more efficient, although during the transition period, some customer groups may need additional support to understand new systems. For employees, process improvements help reduce redundant workloads, despite facing challenges in learning and adapting to new working methods. For suppliers, process innovation creates opportunities to jointly develop value-added projects, along with the necessity to adapt to new standards and processes.

Therefore, process innovation is a fundamental factor in driving organizations toward sustainable success through increasing operational efficiency, developing personnel potential, building cooperation with business partners, and elevating service quality for customers.

Policies and Practices

The company's business process innovation development follows clear and systematic practices, focusing on enhancing operational efficiency through the application of modern technologies and automated systems to increase competitiveness in rapidly changing market conditions.

The company has established process innovation development guidelines covering operations in all dimensions as follows:

Application of Automated Systems: The company has developed process automation systems for repetitive processes, especially in documentation and approval workflows, such as automated purchase order-referenced invoicing and document verification through systems to increase speed and reduce operational errors.

Information System Integration: The company focuses on developing and connecting databases between departments to support comprehensive operations, covering everything from storefront management, order management, product distribution, and warehouse management.

Monitoring and Evaluation: The company assigns each department to be responsible for collecting data and monitoring the results of process innovation projects to analyze and continuously develop improvements to work processes.

For the year 2024, the company has established a direction for process innovation development that focuses on applying modern software while developing more efficient database system connections to elevate the organization's operations toward excellence, alongside promoting environmental conservation through reducing paper resource usage within the organization

Development Process
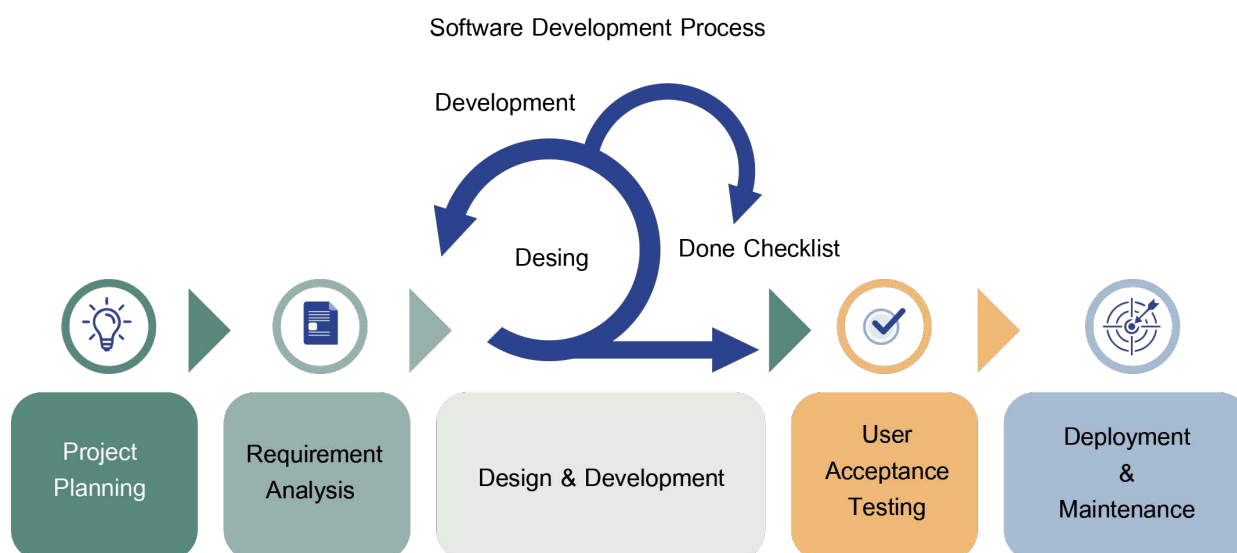
Figure 1 Development Process

The company assigns the Information Technology Department as the main responsible party for managing and developing the organization's technology systems. In 2024 and 2025, the focus is on developing and applying software to enhance the efficiency of internal organizational management. The company has established a 5-step process for system development and integration as follows:

1. **Goal Setting and Project Planning:** The company begins by setting project goals that focus on improving work process efficiency and responding to stakeholder needs. The Information Technology Department, together with relevant departments, plans the project, determining resources, budget, and implementation timeframe.

2. **Requirements Analysis:** The technology development team collects and analyzes requirements from all sectors, covering improvements to existing systems, resolving bottlenecks, and developing necessary new functions to create technical specifications. In cases where systems are under the care of external service providers, operations will be a collaboration between the technology development team and service providers in creating specifications and system development plans.

3. **Design and Development:** External service providers are responsible for designing and developing systems according to technical specifications that have been analyzed and confirmed with the company, covering technology architecture design and functional operations while considering compatibility with existing systems and future scalability.

4. **Testing:** Developed systems will undergo comprehensive testing to ensure operational efficiency according to specifications without errors or vulnerabilities, including User Acceptance Testing (UAT) by actual users.

5. **Implementation:** After testing, the Information Technology Department installs the system and organizes employee training to ensure full efficiency in system usage, along with monitoring and evaluating initial usage to improve and fix potential problems and ensure that the system can efficiently meet organizational needs.

This 5-step development process is a key mechanism that helps the company develop highly efficient information technology systems, aligning with sustainable process innovation development goals for 2024 and the long term.

Goals and Performance

Short-Term Goals (2024-2025)

1. Enhance the efficiency of the new Point of Sale (POS) system operations, with a plan to complete installation across 100% of all branches by May 2025. The objective is to increase stability and flexibility, and enhance transaction management and sales data analysis capabilities to support future business expansion and growth in a stable and sustainable manner.

2. Improve work processes, debt recording, asset management, and financial statement preparation in the SAP system, with a goal of reducing processing time by 50% by 2025.

3. Enhance import planning efficiency by setting inventory level targets at 3.8-4.8 times the monthly sales forecast from February to September, and 3.0-5.8 times from October to January of 2025.

Medium-Term Goals (3-5 years)

1. Develop data management and analytics so that all departments can access and utilize data efficiently. Develop automated reporting systems that respond to the specific needs of each department.

2. Develop Data Transformation and Analytics systems to enhance the Data Center so that the business can access necessary data to create new opportunities for increasing revenue, reducing costs in various processes, or creating innovations and adapting quickly to market changes.

3. Develop appropriate and modern technology media or online systems (E-Learning) to continuously enhance employee skills and knowledge.

4. Develop warehouse management systems to increase operational efficiency in product management and reduce product shortages or excess inventory.

5. Increase the use of automation technology in Supply Chain operations to make work processes faster and more accurate, reduce human dependency in managing various processes, as well as reduce costs and increase efficiency in management from procurement to product delivery.

Long-Term Goals (more than 5 years)

1. Develop systems using AI to help increase efficiency in organizational work processes for convenience, speed, and accuracy in work, and use AI to improve various processes such as data analysis, production process management, customer support, and business planning.

2. Develop real-time transportation dashboards to immediately track and monitor transportation status and optimize delivery planning for maximum efficiency.

2024 Performance Results

1. POS (Point of Sale) System Development Project to replace the old system

2. SAP System Development Project for debt establishment, asset counting, and financial statement preparation

3. SAP System Development Project for import planning

4. System Development Project to support online order processing

5. e-Tax Invoice Electronic Tax Invoice Project

Process Innovation Operations

Process innovation operations are one of the key strategies that the company places great importance on to enhance operational efficiency and strengthen competitiveness. The company focuses on continuously improving internal processes through the application of modern technology and improving work procedures to be more efficient, with the goal of reducing redundancy and operational time.

The company emphasizes creating an innovation culture within the organization by encouraging employees at all levels to participate in presenting new ideas to develop work processes. A specialized working group has been established to drive process innovation development, including the creation of a knowledge management system to promote experience sharing among employees within the organization.

In 2024, the company invested approximately 30,000,000 baht in process innovation, focusing on developing projects that help increase internal work efficiency and enhance the satisfaction of all stakeholder groups. This investment aims to increase the capability to respond to market changes and rapidly changing customer needs. The development of process innovation has created benefits for the organization in many areas, including increasing operational efficiency, reducing costs and time in work processes, as well as creating a competitive advantage in business. Moreover, it is an important factor supporting the sustainable development of the organization in the long term, in economic, social, and environmental dimensions, reflecting the company's commitment to creating real value for all stakeholders.

Key Projects in 2024

1. Point of Sale System Development Project

Objectives and Goals

In 2024, the company is in the process of developing a new point of sale system with the objective of increasing efficiency in sales management and customer service to be faster and more accurate. This system will facilitate sales data recording, price and discount management, support for various payment channels, as well as connecting data with the accounting system for efficient management.

Implementation and Results

During the development process, the company has collected data and analyzed actual usage to continuously consult and improve the system. Various suggestions will be considered in the development of the system to align with business needs. Currently, the project is in the development phase and is expected to be completed and fully operational by 2025. The expected outcomes and benefits from the system development are as follows:

1. Increased operational efficiency: The new system will help make operations faster and more flexible, with clear information for management.

2. Support for diverse payment methods: The system supports payment methods via cash, credit cards, QR Code, and E-Wallet to increase convenience for customers.

3. Promotion management: The system can set up and manage various types of promotions according to market needs.

This point of sale system development will help elevate the company's service and management, supporting efficient business growth.

2. SAP Accounts Payable System Development Project

Objectives and Goals

In 2024, the company initiated the LIV Automatic Posting program development project with the objective of developing the SAP system to have efficiency and accuracy in accounts payable for the accounting department.

Implementation and Results

The company has developed the LIV Automatic Posting program to be able to automatically set up accounts payable by extracting data from purchase orders that have been received in the SAP system. Users can specify conditions used as criteria for selecting documents they want to use for accounts payable. When the system completes processing, it will display document numbers created both in Financial Accounting Documents and Materials Management Documents. In case of errors, the program will display error messages so that users can check and correct before proceeding again. The outcomes and benefits from the system development are as follows:

1. Reduced working time: The system helps reduce time in accounts payable through extracting data from purchase orders (PO) that have already been received in the system.

2. Increased accuracy in data recording: The system will reference data from purchase orders (PO) that have already been received, helping to make the information recorded in accounts payable documents more accurate.

This SAP accounts payable system development helps make the operations of the accounting and finance departments more efficient, able to support business growth effectively.

Figure 2: LIV Automatic Posting Program

3. Non-PO Invoice Management System Development Project

Objectives and Goals

In 2024, the company initiated the development of the Park Invoice without PO program with the objective of developing a more efficient system for managing accounts payable documents and credit notes that do not reference purchase orders (PO).

Implementation and Results

The company has developed a new program that enables reviewers and approvers to access documents conveniently and quickly. The program has been designed to support immediate document recording after verification and can record multiple documents simultaneously (Mass Post Document).

Additionally, the program also features document display functions in report format and an appropriate role-based access management system. In cases where incorrect information is found, reviewers or approvers can notify users to make corrections before proceeding to the next step. The outcomes and benefits from the system development are as follows:

1. Increased efficiency in document verification and approval: The system helps reviewers and approvers access pending document entries conveniently and quickly.

2. Enhanced flexibility in document management: The ability to record multiple documents simultaneously (Mass Post Document) helps manage large volumes of documents in a single operation.

The development of the Park Invoice without PO program demonstrates the company's commitment to developing efficient work systems to support continuous business growth.
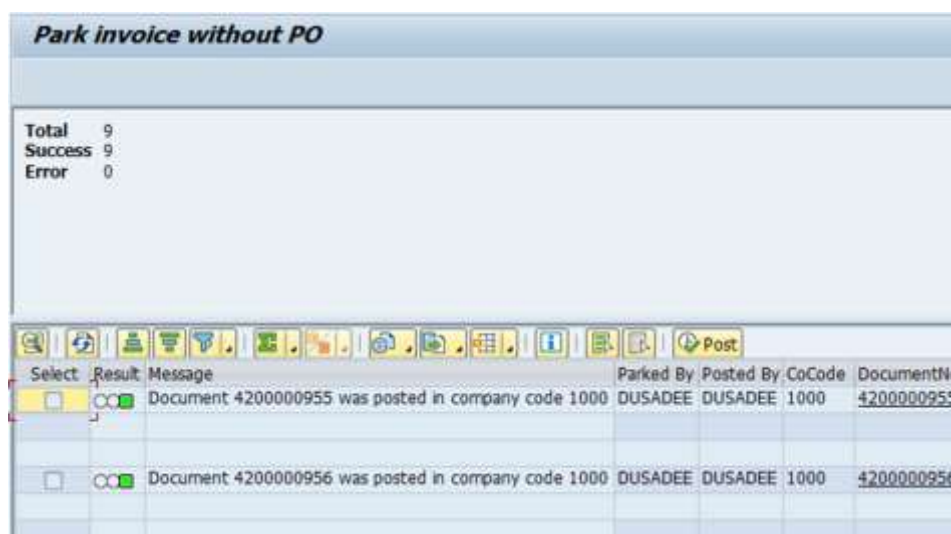
Figure 3: Park Invoice without PO Program

4. VAT Management System Development Project

Objectives and Goals

In 2024, the company initiated the development of the Transfer Deferred Input VAT program with the objective of enhancing efficiency and increasing flexibility in transferring deferred input VAT to input VAT. This project was developed to enable the system to select and transfer multiple items simultaneously in a single operation.

Implementation and Results

The program development referenced the functionality from the Transfer Deferred Tax for Thailand program, which is similar to the Standard Program but differs in that it does not support partial transfer of deferred input VAT to input VAT. However, this limitation does not significantly impact operations, as the volume of related transactions is not large, and the system development primarily focuses on transferring the full amount of deferred input VAT to input VAT.

This new system development has focused on improving efficiency in several areas, including accuracy in data recording, reducing operational time, and creating reports that comply with Revenue Department requirements, to ensure that VAT management is efficient and compliant with legal requirements. The outcomes and benefits from the system development are as follows:

1. Increased efficiency in input VAT management: The system helps make the transfer of deferred input VAT to input VAT faster and more accurate.

2. Improved work processes: Multiple transactions can be processed simultaneously, while creating reports that comply with Revenue Department requirements.

The development of the Transfer Deferred Input VAT program reflects the company's commitment to developing efficient work systems to support the organization's long-term operations.

Figure 4: Transfer Deferred Input VAT Program

5. SAP Asset Management System Development Project

Objectives and Goals

In 2024, the company initiated the development of the Upload Image File for Asset Master and Upload Settlement Rule for AUC programs with the objective of enhancing efficiency in asset data management and setting up Settlement Rules for Assets Under Construction (AUC).

Implementation and Results

The development of the Upload Image File for Asset Master program aims to increase efficiency in asset data management by adding fields to specify the Path File, allowing users to directly import images from their computers into the SAP system. This makes asset data more complete and enables efficient image display in the system.

For the Upload Settlement Rule for AUC program, it has been developed to support uploading multiple entries simultaneously to increase accuracy and operational efficiency. The outcomes and benefits from the system development are as follows:

1. Increased efficiency in asset data management: Users can conveniently upload asset images, making asset data management more complete and efficient.
2. Enhanced asset data quality: Having asset images in the Asset Master system makes asset management more convenient, especially in terms of condition checking and maintenance.
3. Improved operational efficiency: Reducing steps and time in operations helps complete various processes more quickly.

This SAP Asset Management System development helps elevate work efficiency and supports the company's future growth by creating a flexible system that fully responds to user needs.
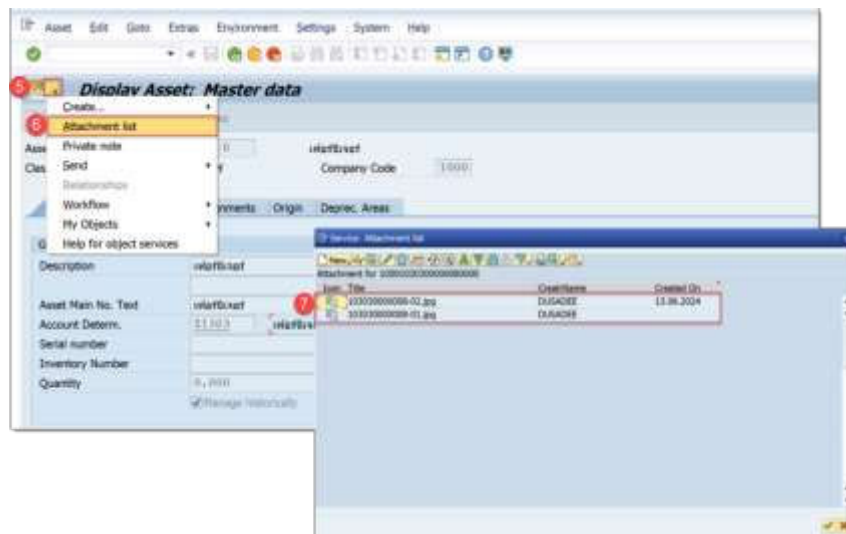
Figure 5: Upload Image File for Asset Master Program
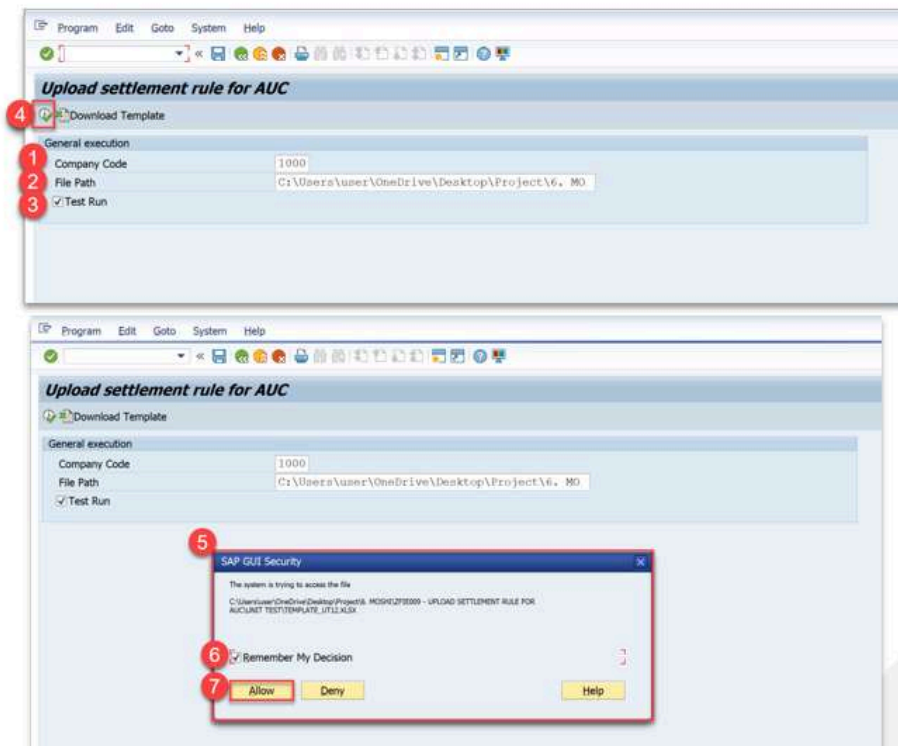
Figure 5: Upload Settlement Rule for AUC

6. SAP Financial Statement Preparation System Development Project

Objectives and Goals

In 2024, the company initiated the Financial Statement Preparation (Month-end Allocation) development project with the objective of enhancing accuracy and efficiency in budget and cost management through the development of a system that can automatically allocate revenue and expenses in accordance with accounting standards.

Implementation and Results

The company has developed a new system focusing on creating a work process that is accurate, can operate automatically, and complies with accounting standards. The system can reduce the time required for report preparation and increase efficiency in budget and cost management. Additionally, it helps make the analysis of profitability by Market Segment and organizational structure or Profit Center faster and more efficient. The outcomes and benefits from the system development are as follows:

1. Enhanced financial data quality: The system helps increase data accuracy for analysis and decision-making, creating reliability in financial reporting.

2. Improved operational efficiency: Reduces time and steps in report preparation, increases speed in data processing and analysis to support business decisions.

This SAP Financial Statement Preparation System development lays the foundation for future business growth with an accurate system that can efficiently respond to organizational needs.
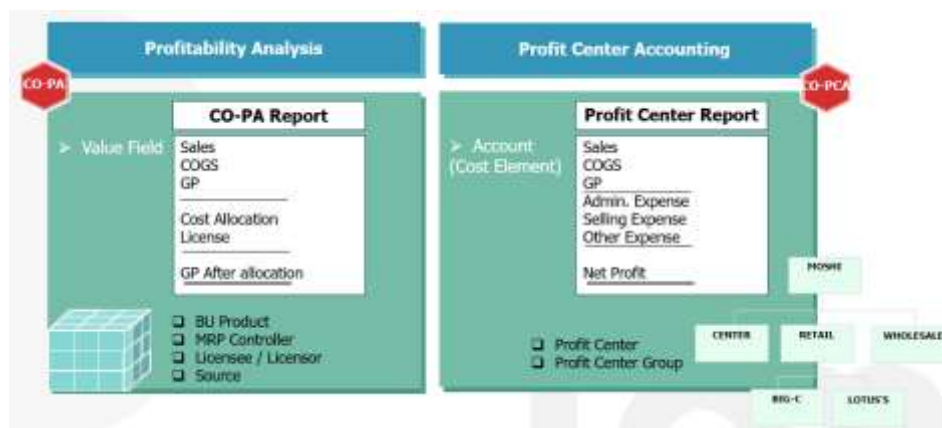
Figure 7: Month-end Allocation Overview

7. SAP Import Planning System Development Project

Objectives and Goals

In 2024, the company initiated the SAP Import Planning System development project, recognizing the importance of product distribution in a business environment that requires speed, accuracy, and appropriate costs. The development of the Import Planning system is therefore a key strategy in enhancing operational efficiency.

Implementation and Results

The system development covers management in several areas, including product and order management, inventory control and turnover rates, warehouse storage time management, inventory data inspection and evaluation, as well as delivery systems. Additionally, it includes the development of data analysis systems and Sales & Operation Planning (S&OP) to efficiently link sales forecasts with production plans and warehouse management.

The Suggest Order system, which is part of the S&OP process, has been developed to improve future order and production forecasting. This system has been enhanced to analyze in-depth data to support decision-making and develop key data reports for analyzing sales trends, inventory, and import planning efficiency. The outcomes and benefits from the system development are as follows:

1. Reduced operational costs: The system helps reduce inventory storage costs by preventing excess inventory and reducing losses from production or purchases that do not align with market demands.

2. Increased forecasting efficiency: The system can forecast product imports more accurately, helping the company respond to market needs efficiently while reducing risks from planning errors.

3. Improved work processes: Reducing time and errors in work processes helps increase overall operational efficiency, enabling the organization to allocate resources appropriately.

4. Support for strategic decision-making: Having accurate in-depth information helps executives make strategic decisions efficiently, based on complete and up-to-date information.

This SAP Import Planning System development not only helps increase current operational efficiency but also lays the foundation for the company's future growth with a flexible, accurate system that efficiently responds to business needs.

Figure 8: Inventory Turnover Report Screen
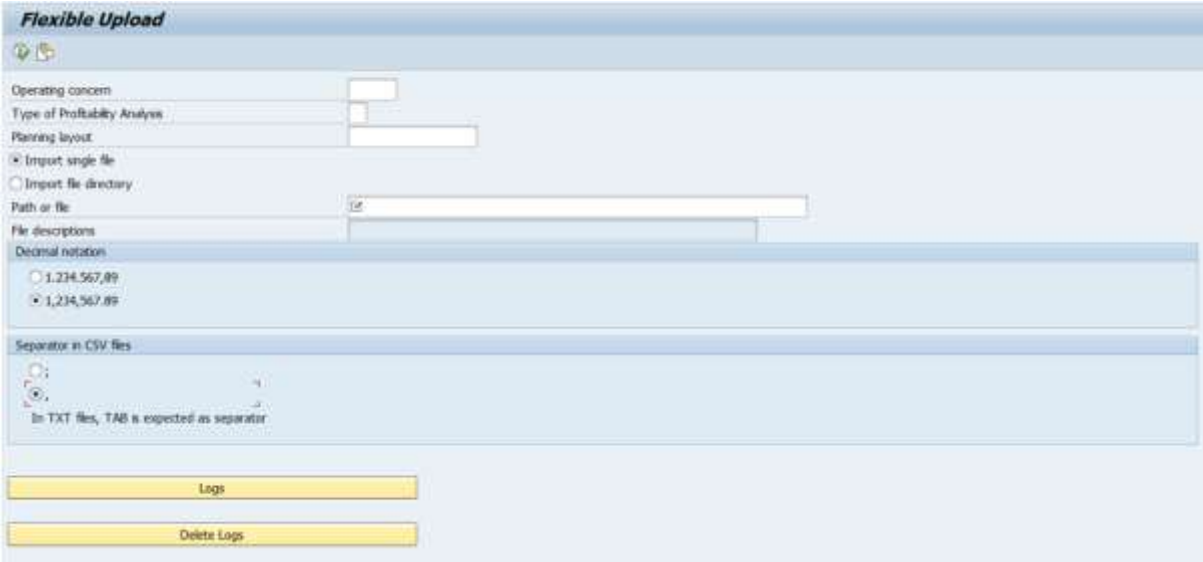
Figure 9: Upload Sale and Operation Planning Screen

Figure 10: Order Suggestion Report Screen

8. E-commerce Order Management System Development Project

Objectives and Goals

In 2024, the company initiated the development of a working system to support online orders with the objective of enhancing competitiveness and elevating customer experiences on popular e-commerce platforms such as Shopee, Lazada, and TikTok Shop.

Implementation and Results

The company has implemented modern technology in system development, focusing on improving processes from order receipt to product delivery through API connections with various platforms to automatically import order data into the system. This has resulted in faster and more accurate order management, increased efficiency in order processing, and the ability to respond to online market needs in a timely manner. It also helps increase the speed of order processing and accurately track order status, responding to customer needs more efficiently, especially in terms of shipping status updates and order information management. The outcomes and benefits from the system development are as follows:

1. Long-term growth support: The system has been designed to accommodate future increases in order volume, with flexibility and the ability to expand according to business needs.
2. Increased efficiency in work processes:
   o Faster order processing
   o Increased accuracy in data management
   o Improved order status tracking efficiency
   o Seamless data integration between platforms

3. Business opportunity expansion: Fast and accurate order management helps create customer satisfaction, resulting in increased sales and expanded customer base in online channels.

This development of a working system to support online orders reflects the company's vision in applying technology to elevate service and increase competitiveness in the e-commerce market, which will be an important foundation for sustainable growth in the future.
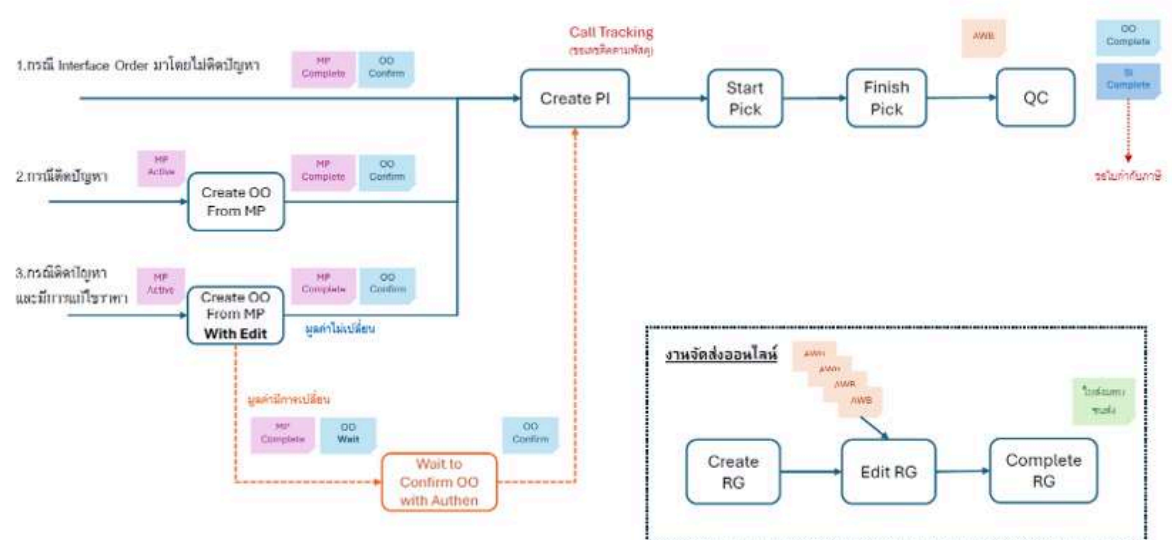
Figure 11: Automated Process for Receiving Online Purchase Orders

9. Electronic Tax Invoice System Project

Objectives and Goals

In 2024, the company implemented the e-Tax Invoice project to modernize the process of creating and delivering tax invoices, making it convenient and aligned with digital business. The goal was to increase document management efficiency, reduce operational costs, and build customer confidence, while correctly complying with Revenue Department requirements.

Implementation and Results

The company developed the e-Tax Invoice system in collaboration with external service providers, working with the accounting and finance departments to issue electronic tax invoices. Internal systems were improved to connect with external service providers, and training was provided to employees in accounting, finance, sales, and operations departments to ensure efficient system use and better response to customer needs. The outcomes and benefits from the system development are as follows:

1. Convenience and speed in issuing full electronic tax invoices.
2. Support for sustainable business operations through reduced paper usage, which helps reduce environmental impact.

3. Increased competitive potential in the market through the use of technology that helps business operations become more agile.

4. Organized data storage system, making it convenient and quick to search and verify past documents.

5. Ability to adapt to the continuously changing guidelines and requirements of the Revenue Department.

This e-Tax Invoice system development demonstrates the company's commitment to elevating service provision and efficiently complying with legal requirements.

Figure 12: E-Tax Invoice Electronic Tax Invoice System

Product Quality for Meeting Consumer Needs

Background of Material Topic

The company prioritizes product quality to meet consumer needs, recognizing it as the heart of sustainable business success. The company believes that products truly responding to consumer needs will create impression, trust, and loyalty from customers, which are the foundation for long-term business growth and stability. The company also believes that investing in quality is worthwhile, helping to reduce costs from problem-solving, product returns, and customer loss.

The company is confident that commitment to product quality development presents an opportunity to differentiate in a highly competitive market, especially in an era where consumers have many choices and demand more than just functional products, but also consider safety, reliability, and social and environmental responsibility. Emphasizing product quality therefore demonstrates the company's vision and commitment to consumers, society, and all stakeholders.

Policies and Practices

The company has established policies and practices regarding product quality management according to international standards and relevant laws, emphasizing the production of quality goods. This covers everything from setting standards for quality, safety, and ease of use, selecting certified suppliers, to regularly inspecting raw material quality to ensure high-quality products. Additionally, there is a clear and standardized product return plan.

The company emphasizes continuous control and development of product quality to deliver quality goods that meet customer needs. It aims to reduce quality complaints and listens to customer feedback to analyze and develop products that better meet market demands.

Goals and Performance

Short-term goals (2024-2025)

1. Quality-related product complaints at 1% of annual sales
2. Review and improve written practices for product returns and claims
3. Establish a system to record and track quality complaints

Medium-term goals (3-5 years)

1. Quality-related product complaints at 1% of annual sales
2. Establish a timeframe to complete fact-checking within 30 days after acknowledging quality complaints
3. Develop a system to analyze causes and preventive measures for quality complaints

Long-term goals (more than 5 years)

1. Quality-related product complaints at 1% of annual sales
2. Develop and implement quality and product recall policies
3. Develop a preventive quality management system covering the entire production process

2024 Performance Results

In 2024, the company continuously worked on product quality development to meet consumer needs, evaluating and monitoring performance in product quality from various dimensions, reflecting success in responding to customer needs and maintaining consistent product quality standards.

The assessment of product quality complaints in 2024 found a total of 136 cases, which were examined and confirmed 131 quality-related cases. The value of returned products was 0.00004% of 2024 sales, which is below the set target. The company promptly investigated and improved quality in all cases, while analyzing causes to establish measures preventing recurrence, continuously enhancing consumer satisfaction and product standards.

Additionally, in 2024, the company developed and implemented standard operating procedures for Void & Refund to support product returns or claims after sales. This established a clear and efficient process covering everything from receiving complaints, verification, approval, to delivering replacement products or refunds, maximizing customer convenience and satisfaction, and continuously building confidence in the company's service standards.

Key Projects in 2024

1. Supplier Quality Assessment Project for Quality Products

Objectives and Goals

The Supplier Quality Assessment Project for Quality Products focuses on selecting and evaluating suppliers according to established standards to obtain raw materials and products that are high-quality, safe, and compliant with legal requirements. The assessment covers production standards, relevant certifications, and sustainability principles. The objective is to ensure suppliers operate at standard levels, build confidence in product quality, and promote responsibility throughout the supply chain. The company requires all suppliers to be evaluated according to specified criteria, considering both business capability and sustainability dimensions.

Implementation and Results

The company has a process to evaluate all new suppliers using standard assessment forms before beginning business relationships. The evaluation focuses on business capabilities, product quality, and verification of standard certifications required by law, such as Industrial Product Standards (TIS) and Food and Drug Administration (FDA) standards. For 2024, the company evaluated all potential suppliers according to the established criteria and conducted business only with those who passed the assessment, ensuring that all suppliers have the capability to deliver quality products that meet standards.

2. Product Return Process Development Project

Objectives and Goals The company has developed and established systematic and standardized product return procedures to define clear guidelines for managing customer returns. The main objective is to maximize customer satisfaction, reduce potential conflicts, and strengthen confidence in the organization's service standards. The return process covers everything from in-store product management to warehouse returns, supporting various situations such as:

- Exchanging or returning defective products

- Correcting credit card processing errors

- Managing cases where credit card payments or contactless payment systems (QR Payment) fail

Implementation and Results The company has established standardized operating procedures and clearly identified responsible persons for each step to ensure customers receive quality, convenient, and fast service, leading to maximum satisfaction. This will lead to building good long-term relationships with customers.

Procedures for Product Exchange or Return from Customers

Customer requests a product exchange
(requires receipt, product defect evidence,
or other relevant documents)

Contact must be made within 7 days
from the date of purchase

Show Receipt | No Receipt

Considered individually

Processing the product return | Processing the product return
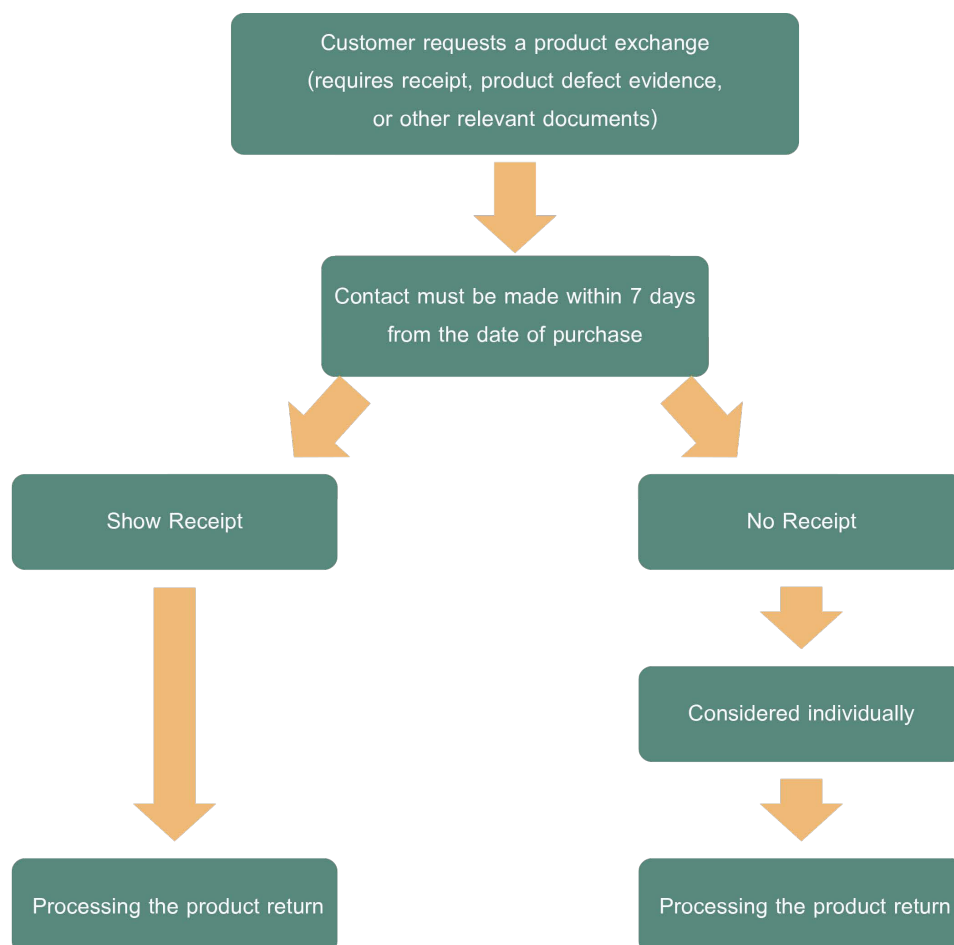
Systematic Development of Product Return Process

The company has developed a systematic working process for product returns to enhance the efficiency of quality control standards. The process consists of 3 main operational steps as follows:

1. **Product Inspection** The company has established comprehensive criteria for domestic product inspection, consisting of:

   1. Verification of price information and product quantity

   2. Inspection of symbols and certification standards from the Office of the Consumer Protection Board, especially for sensitive product groups such as children's toys and snacks

   3. Assessment of packaging quality and overall product condition

2. **Defective Product Management** When defective products are detected, the company immediately contacts suppliers to report the issues found, analyze the causes of defects, and determine solutions or return procedures.

3. **Coordination with Suppliers** The coordination process with suppliers is conducted systematically by:

   1. Providing details of the problems and causes of defects, such as shipping damage, incorrect product types, or manufacturing defects

   2. Sending photographs of defective products for preliminary consideration

   3. Facilitating supplier inspections of products at the warehouse

   4. Following the return or claim conditions specified by suppliers, covering the timeframe for returns, return shipping methods, and procedures for product replacement

This project began implementation in 2024 and is scheduled for completion in 2025. The company will continuously evaluate and monitor performance to ensure operations meet the established goals. Currently, the company is in the process of establishing product return and recall procedures, defining corrective and remedial measures, and creating employee manuals to serve as operational guidelines.

Environmental Dimension

Environmental Dimension Management

Environmental Dimension

Background and Importance of the Environmental Dimension

The company recognizes and is aware of the increasingly severe climate change situation, which affects the environment. Combined with consumer trends that emphasize purchasing products with sustainability in mind, the company prioritizes environmental quality throughout its organizational value chain, in terms of time, location, and operations. In 2025, the company has demonstrated its commitment to being part of the solution by establishing key sustainability issues in the environmental dimension that align with the United Nations' Sustainable Development Goals to enhance internal management and respond to stakeholder expectations according to international standards.

Material Topics in the Environmental Dimension

The company has identified material topics in the environmental dimension based on risk assessment and business opportunities, covering 5 main areas: resource management, climate change management, environmental management, development of Eco-friendly products, and Eco-friendly packaging. The company has established clear operational guidelines and targets for each issue to drive business operations in line with sustainable development goals and build confidence among all stakeholders.

Environmental Dimension

Eco-Friendly Packaging

Resource Management

Eco- Friendly Products

Climate Change Management

Environmental Management

Governance Structure in Environmental Dimensions

The company has established a systematic sustainability management structure with clearly defined roles and responsibilities at each operational level as follows:

1. Board of Directors Responsible for overseeing the establishment of overall sustainability policies and directions, along with effective supervision by the Corporate Governance and Sustainability Committee.

2. Corporate Governance and Sustainability Committee Responsible for reviewing sustainability policies and plans before presenting them to the Board of Directors for consideration.

3. Corporate Governance and Sustainability Subcommittee Comprised of executives from relevant departments in each dimension, including corporate governance and economic, environmental, and social aspects. Their duties include developing and presenting policies, guidelines, and reporting performance results to the Executive Committee and the Corporate Governance and Sustainability Committee.

4. Environmental Dimension Management

Although operating under the supervision of the Corporate Governance and Sustainability Subcommittee, the company has extended responsibilities to directly relevant departments to ensure efficient management that aligns with operational contexts, as follows:

- **Resource Management**: Executives from the Accounting and Finance Department, Human Resources Department, and Warehouse Department serve as the main responsible parties for oversight and integrated collaboration to ensure valuable and optimal resource utilization.

- **Climate Change Management**: The company has assigned the Corporate Planning and Risk Management Department as the primary responsible party to establish strategies and operational approaches that will help reduce climate impacts.

- **Environmental Management**: This falls under the supervision of the Human Resources Department, which plays a key role in driving environmental policies and practices to achieve tangible results throughout the organization.

- **Eco- Friendly Products**: The Product Development and Procurement Department has been assigned as the main responsible party for selecting and developing products that meet both quality and environmental conservation requirements.

- **Eco- Friendly Packaging**: The Product Development and Procurement Department continues to be the main party responsible for promoting the use of packaging that reduces environmental impact throughout the product lifecycle, from design, production, and use to post-use management.

5. Performance Monitoring and Evaluation

The Corporate Governance and Sustainable Development Subcommittee is responsible for regularly monitoring and evaluating performance to ensure that environmental dimension management meets established goals and standards.

This management structure is designed to ensure that operations in all dimensions of sustainability are carried out efficiently and can comprehensively respond to the organization's sustainable growth.

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Sustainability Policies and Practices for the Environmental Dimension

1. **Resource Management:** The company is committed to conducting environmentally friendly business and prioritizes reducing environmental impacts at every operational stage. This is achieved through promoting efficient energy use and resource conservation, along with appropriate energy management at headquarters and warehouses.

2. **Climate Change Management:** The company aims to reduce greenhouse gas emissions from its activities and value chain, supports renewable energy projects, and prepares for various natural disasters to ensure employees work in a safe environment and to create sustainable benefits for communities and society.

3. **Environmental Management:** The company has established an efficient environmental management system, oversees and plans to prevent violations of environmental laws, and allocates resources in a balanced manner between business operations and environmental conservation.

4. **Eco-Friendly Products:** The company has a policy to select and develop environmentally friendly products by increasing the proportion of recycled and naturally biodegradable materials, designing products and packaging to reduce resource consumption. The company supports partners in developing sustainable products that meet consumer needs, considering the balance between environmental conservation, production costs, and consumer accessibility.

5. **Eco-Friendly Packaging:** The company has a policy to develop and increase the proportion of environmentally friendly packaging by using biodegradable, recycled, or reusable materials, reducing the amount of materials and energy in production, promoting appropriate post-use management, and supporting the circular economy concept to reduce environmental impacts.

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https://www.moshimoshi.co.th/th/corporate-governance/policies-charters-and-corporate-documents

Resource Management

Energy Resource Management

Background of the Material Topic

The efficient use of energy resources and environmental management are material topics receiving increased attention both nationally and internationally. One of the key factors causing environmental problems is excessive energy consumption, which impacts the environment through greenhouse gas emissions, climate change, and air pollution. Additionally, the increasing energy demand from industrial expansion creates risks of future energy shortages. The company recognizes the importance of energy management to improve efficiency by promoting alternative energy sources such as solar power. This also supports the United Nations' Sustainable Development Goals (SDGs), particularly Affordable and Clean Energy and Climate Action.

Changing practices to focus on energy conservation tends to face challenges in adjusting employee energy consumption behaviors, where communication and understanding can help foster cooperation. While investing in energy technology may increase the burden on supply chain partners, in the long term, clean energy investments—whether by the company or value chain partners—may impact short-term profits but are likely to yield long-term benefits. These include better control of operational energy costs, reduced risk from energy price fluctuations, which helps investors make decisions appropriate to the reduced energy cost risks, and enhances the organization's image as one that prioritizes reducing social and environmental impacts.

Policies and Practices

The company prioritizes efficient energy resource management, focusing on reducing environmental impacts from operational processes through regular review of environmental policies to establish appropriate and sustainable approaches. The company has applied the 3R principle (Reduce-Reuse-Recycle) in managing electricity, which is the main energy used in the company's operations affecting long-term business and all stakeholder groups. To achieve this goal, the company has implemented proactive measures such as promoting renewable energy use and establishing guidelines to reduce energy consumption across all organizational sectors.

Operational Goals

Short-term Goals (2024-2025)

- Reduce electricity use at headquarters (HQ) and warehouses by at least 5% from 2023 baseline
- Study the feasibility of installing additional solar panels in warehouse areas

Medium-term Goals (3-5 years)

- Move toward clean energy usage
- Study the feasibility of implementing electric vehicles (EV) to replace company transport vehicles at Om Yai warehouse, with a target of 20% of all transport vehicles being EVs
- Reduce electricity use at headquarters (HQ) and warehouses by 8% from 2023 baseline
- Increase the proportion of renewable energy in business operations to at least 10%

Long-term Goals (more than 5 years)

- Expand EV transport vehicle usage at Om Yai warehouse to cover 40% of all transport vehicles
- Reduce electricity use at headquarters (HQ) and warehouses by more than 10% from 2023 baseline
- Increase the proportion of renewable energy in business operations to at least 15%

Implementation of these goals will help the company achieve concrete energy reduction, promote efficient use of energy resources, and contribute to reducing long-term environmental impacts, while supporting the organization's sustainable growth approach.

2024 Performance Results

The company completed the installation of a 120-kilowatt solar panel system in May 2024, which is part of the plan to reduce energy consumption from conventional electricity sources and promote clean energy use. Additionally, the company has conducted internal communications to build understanding about the importance of energy efficiency and promote energy-saving behaviors in the workplace.

From May to December 2024, the solar panels generated a total of 84,642 kilowatt-hours of solar electricity, which accounts for 18.6% of the total electricity used at the Om Yai warehouse throughout 2024. When calculating the solar electricity generation capability from June 1, 2024, to December 31, 2024, the ratio of solar power electricity usage to the total electricity consumption at the Om Yai warehouse was 29%, which is considered an achievement that meets the planned targets. Details can be seen in the graph below.
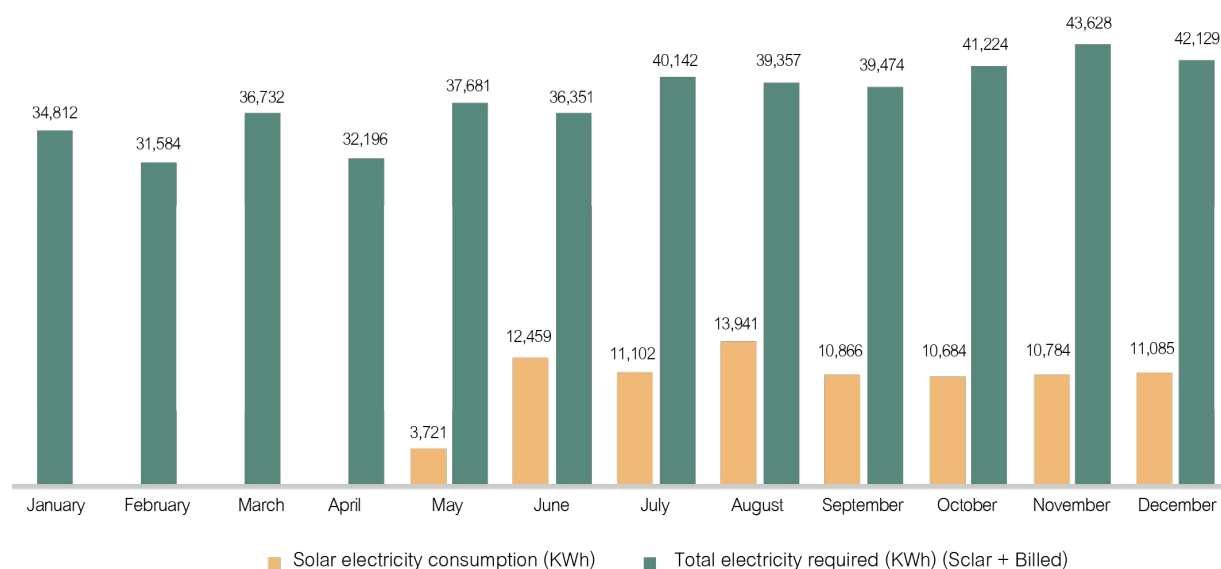
Note: The system was installed and data collection began on May 23, 2024.

For the overall electricity consumption excluding solar power at the Om Yai warehouse throughout 2024, the total was 370,968 kilowatt-hours, which represents a proportion of 0.01% of the company's total revenue.

The Company's Electricity Consumption

(Kilowatt per Million Baht Revenue)

Year	Company Electricity Consumption (Kilowatt)	Revenue from Sales and Services (Million Baht)	Company Electricity Consumption (Kilowatt per 1.0 Million Baht Revenue)
2024	8,507,591.49	3,111.27	2,734.45
2023	6,872,972.20	2,529.51	2,717.11

From the analysis of electricity consumption data, it was found that in 2024 there was a 0.6% increase compared to 2023. This increase resulted from branch expansion to support business growth and expanding the service base to meet increasing customer demands.

Since the company operates a retail business by leasing space in department stores, it must comply with the energy usage measures of the lessors, resulting in the inability to directly control the opening-closing of electricity and air conditioning. However, the company has implemented energy-efficient equipment to reduce electricity consumption in areas that can be controlled.

Therefore, to ensure that energy reduction targets per revenue reflect the operational efficiency that the company can truly control, the energy usage rate calculation will consider only energy consumption from warehouses, headquarters, and branches where the company can control energy usage. Further details can be studied in the Climate Change Management section.

Electricity consumption per revenue of the company's warehouses, headquarters, and branches under direct energy usage control.

(Kilowatt per Million Baht Revenue)

Year	Electricity consumption of the company's warehouses, headquarters, and branches under direct energy usage control* (kilowatt-hours)	Revenue from sales and services (million baht)	Electricity consumption of: Warehouses, headquarters and company branches under energy control (Kilowatts per 1.0-million-baht revenue)
2024	1,316,882.00	3,111.27	423.26
2023	1,232,521.28	2,529.51	487.26

Analysis of electricity consumption in warehouses, headquarters, and branches under energy control in 2024 shows that electricity consumption per revenue decreased by 13.1% compared to 2023. This reduction resulted from sales growth exceeding the increase in electricity consumption, demonstrating efficiency in energy management alongside business expansion.

The company continues to prioritize efficient energy management to ensure business growth goes hand in hand with sustainable environmental development.

Key Projects in 2024

In 2024, the company has implemented two important projects to promote energy efficiency and reduce dependence on government energy sources. These include the Renewable Energy System Development Project through the installation of solar power generation systems at the Aom Yai warehouse, and the Efficient Electricity Usage Promotion Project.

1. Solar Power Generation System Installation Project at Aom Yai Warehouse

Objectives and Goals

The solar energy project on the roof of the Aom Yai warehouse was completed and began operation on May 23, 2024. Its objectives are to generate electricity from solar energy, which is clean and environmentally friendly, to reduce electricity consumption from government sources, and to study the efficiency and value of the investment. The goal is for the electricity produced to be not less than 25% of the total electricity consumption of the warehouse in each quarter, and to analyze data to consider additional installation plans for the 2025 fiscal year. This maximizes the use of space according to sustainable development concepts and serves as a model for promoting renewable energy for other business and industrial sectors.

Implementation and Results

The company completed the installation of 120-kilowatt solar panels in May 2024 to reduce energy consumption from normal electricity sources and promote clean energy use. Internal communication was established to create understanding about efficient energy use and promote energy-saving behaviors. Results from May to December 2024 show that the solar panels generated a total of 84,642 kilowatt-hours, accounting for 29% of the electricity used in the Aom Yai warehouse, which achieved the target set in the plan.

Solar panels installed at the Aom Yai warehouse

2. Energy Conservation Campaign Project in the Organization

Objectives and Goals

The energy conservation campaign project in the organization is one of the projects under the Moshi Green Awareness concept, which is the company's main environmental operational approach. This project aims to instill environmental conservation awareness in employees at all levels and strengthen the organizational culture that values efficient energy use, in line with the main goal of Moshi Green Awareness in cultivating a Core Value of sustainability.

The project aims to encourage all employees in the organization to understand and participate in the "Moshi Moshi Saving Energy" and "Green Meeting" activities, which focus on raising awareness about reducing energy and resource consumption to minimize environmental impact. This is achieved through developing the potential of current employees and training new employees according to the Moshi Green Awareness guidelines. The project was implemented for 3 months, from October 1 to December 31, 2024.

Implementation and Results

The company organized training sessions to educate employees on energy conservation, environment, and waste management on November 21, 2024, with a strong emphasis on energy saving. External expert speakers were invited to provide knowledge about efficient energy use, methods to reduce electricity consumption in daily life, and approaches to energy conservation in the organization. Workshop activities were also organized to help employees understand the importance of valuable energy use. Results from the training showed that all participants had a good understanding of energy conservation, could identify methods for efficient use of electricity and water, and had basic knowledge of waste separation and proper waste management. The 2024

training focused on warehouse supervisors, where large amounts of electricity are consumed, with plans to expand training to office employees and branch store staff in the following year.

Water Resource Management

Background and Policy

Flood and drought hazards are likely to intensify continuously due to climate change, which is another significant factor causing fluctuations in water resources and water scarcity. The company has implemented holistic water management to ensure sustainable water resource allocation that meets community needs. Although the company's retail business operations do not consume large amounts of water, the company recognizes that water is a resource that must be shared indirectly with communities and society.

Policies and Practices

The company has developed an operational plan for internal water management through establishing a working committee and consulting with relevant agencies. Additionally, the company has formulated a sustainability management policy to recognize the importance of efficient resource management, which affects not only operational costs but also the overall environment. Therefore, the company focuses on environmental management that complies with legal requirements and resource management.

The internal water management plan consists of:

1. Water conservation using the 3R principle (Sustainability Management Policy), with the company adhering to the Reduce (R) principle by reducing water usage through checking for leaks in water equipment within the company and encouraging employees to be aware of water resource usage to avoid wasteful consumption, improving water efficiency, and raising awareness among employees.

2. Responsibility for wastewater discharge from warehouses into public sources by arranging external reviews and controlling wastewater discharge to meet legal standards, promoting responsibility to communities and society alongside the company's performance growth, and enhancing the company's image.

In addition to water resource management, the company recognizes the importance of managing water-related risks such as floods and droughts that may arise from climate change and potentially impact the company. Therefore, the company has developed a business continuity plan to prepare for flood crises, especially at the Om Yai warehouse, by preparing to address risks through regular monitoring, assessment, and forecasting of flood situations to reduce the risk of business disruption. This preparation will enable the company to continuously provide services and distribute products to all branches even during periods of flood risk.

Link and QR code for accessing the website that publishes the sustainability management policy
https://www.moshimoshi.co.th/th/corporate-governance/policies-charters-and-corporate-documents

Short-term Goals (2024-2025)

- Reduce annual water usage by 3% for warehouses and standalone branches compared to the 2023 base year
- Develop a quarterly water usage monitoring system
- Improve water efficiency in cleaning processes

Medium-term Goals (3-5 years)

- Reduce annual water usage by 6% for warehouses and standalone branches compared to the 2023 base year
- Develop an automated water usage data collection system
- Install water-saving equipment at all usage points

Long-term Goals (more than 5 years)

- Reduce annual water usage by 12% for warehouses and standalone branches compared to the 2023 base year
- Reuse wastewater for warehouse cleaning at least 20% of total water usage by 2034
- Develop a comprehensive water management system
- Establish sustainable water usage standards for all departments

2024 Performance Results

The company has guidelines for efficient and effective management of tap water, which is the main water source for all the company's operations, to reduce risks from water resource shortages or natural disasters such as flooding that may directly impact business operations. The company has established important measures for water usage covering all organizational work processes, including water usage within offices and by employees in retail stores (Standalone), wholesale stores, and warehouses, as well as controlling the quality

of wastewater generated at the Om Yai warehouse, to maximize benefits for all stakeholders, leading to sustainable growth.

Strategy	Details and Implementation Results
Raising awareness and instilling consciousness in employees at all levels within the organization and preventing business disruption from floods	• Created promotional materials for employees at all levels within the organization to campaign for employee awareness of efficient water usage • Completed the preparation of emergency response plans and Business Continuity Plan (BCP) for warehouse flooding scenarios
Education and Communication	• Disseminated knowledge and promotional materials through the company's Intranet system • Provided a 24-hour channel for reporting damaged water equipment to allow employees at all levels to report water usage problems immediately
Communication	• 100% of executives and employees received communication about water resource usage according to the 3R principle
Assessment and Certification from External Agencies	• Arranged for hiring external agencies to review and inspect wastewater values for 2024 at warehouses before discharging wastewater into public sources according to legal requirements. The results of the external agency review will be published on the company's website

Company's Water Usage

The company has set a goal to reduce tap water usage in cubic meters per year for warehouses and stand-alone branches per number of employees by 3% annually from the 2023 base year.

Annual Tap Water Usage in Cubic Meters per Number of Employees

Year	Number of Branches and Aom Yai Warehouse	Tap Water in Cubic Meters per Year	Number of Employees	Annual Tap Water Usage in Cubic Meters per Number of Employees
2024	8	5,397.00	290	18.61
2023	3	4,283.60	270	15.87

Notes:

1. Water usage per cubic meter increased due to the opening of additional standalone branches during the year

2. Tap water usage data collected only from standalone branches, Sampheng stores, The O.K. Station stores, and warehouses

The analysis of tap water usage for 2024 shows an increase in water usage per employee by 17.27% compared to 2023. This increase is a direct result of business expansion, especially the opening of additional Stand-alone branches during the year. The tap water usage data has been collected from the organization's main areas, consisting of offices, Stand-alone branches, Sampheng branch stores, The O.K. Station stores, and warehouses. The increase in water usage reflects the growth of the business and the expansion of the service base to meet increasing customer demands. However, the organization continues to prioritize efficient water resource management by planning and establishing various measures to create a balance between business growth and sustainable environmental responsibility.

Key Projects in 2024

The company prioritizes efficient water resource management by developing three projects under the Moshi Green Awareness concept to promote water conservation, prevent leakage losses, and ensure wastewater quality meets standards. The Moshi Green Awareness framework focuses on building environmental awareness through new employee training, developing current employee potential, and instilling sustainability Core Values. These three projects are designed using the 3Rs principle: Reduce water usage, Reuse water, and Recycle water to create a sustainable water conservation culture within the organization.

1. "Moshi Energy Saving Campaign, Happy When Helping the World" Project

Objectives and Goals

This project's main objective is to promote knowledge, understanding, and awareness among employees at all levels about the importance of efficient water resource usage, as well as to instill environmental conservation consciousness throughout the organization. It focuses on ensuring all employees understand the value and importance of efficient water usage and can apply this knowledge both in the workplace and daily life. Additionally, it aims to create a collective consciousness for natural resource and environmental conservation, leading to the development of a sustainable and socially responsible organizational culture. The project expects to reduce tap water usage per employee compared to the previous year.

Implementation and Results

The water resource conservation campaign will be conducted from October to December 2024 for a period of 3 months, with the main goal of disseminating promotional materials and campaigning for employees at all levels to recognize the importance of efficient water usage.

Based on the assessment of tap water usage, the volume of water used per employee in 2024 increased by 17.3% from 2023. This increase is primarily due to the expansion of stand-alone branches, which have increased in number. However, the company remains committed to finding ways to use water economically and efficiently to reduce environmental impact and create sustainability in the organization's water resource management.

Example of Promotional Materials

2. "Complaint System for Maintenance and Repair Notifications for Water Equipment" Project

Objectives and Goals

This project aims to promote knowledge and understanding of economical water usage, instill environmental conservation consciousness, and create values for employees at all levels to participate in monitoring water equipment leakage. Employees can report repairs and file complaints through the system 24 hours a day. The goal is to reduce wasteful water usage and create a sustainable water resource conservation culture within the organization.

Implementation and Results

The complaint system for maintenance and repair notifications for water equipment has been operational since February 2024 to create values for employees at all levels to participate in monitoring water equipment leakage within the organization. The system is available 24 hours a day, allowing employees to report problems immediately when abnormalities are found, resulting in quick and efficient resolution. The performance evaluation shows that there are no pending complaints awaiting resolution, demonstrating the system's efficiency and employee cooperation in water resource conservation, which aligns with the project's goals of creating participation and reducing unnecessary water loss.
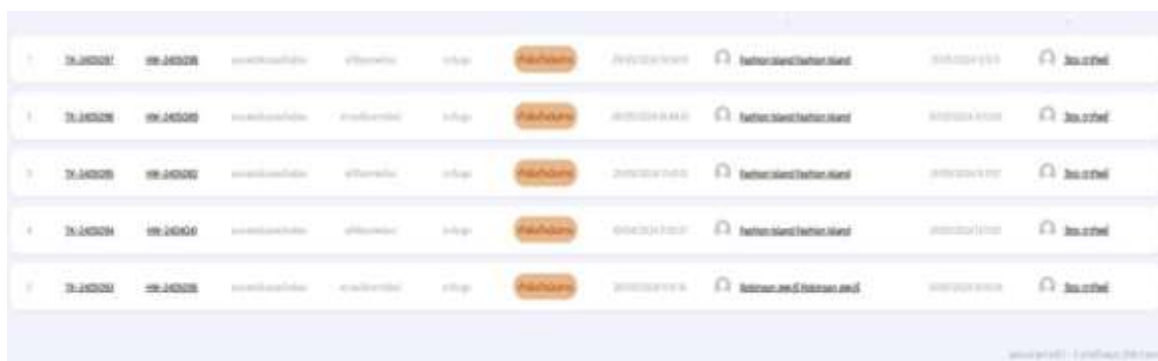
Example of Water Equipment Repair Notification System

3. "Wastewater Quality Inspection at Warehouses to Comply with Legal Standards Before Discharge to Public Waters" Project

Objectives and Goals

This project aims to reduce impacts on society and communities surrounding the warehouse by controlling wastewater quality to meet legal standards before discharging into public water sources. The main goal is to strictly comply with legal requirements for inspecting and treating wastewater from warehouses to maintain environmental quality and build confidence among surrounding communities that the company's operations seriously consider social and environmental responsibility.

Implementation and Results

The wastewater quality inspection project at the warehouse was conducted in December 2024, with the goal of ensuring that wastewater quality meets the standard criteria required by law before being discharged to the public. The project evaluation was reviewed by external agencies with expertise. The analysis results of the wastewater samples by laboratories certified to international ilac-MRA and national TLAS standards found that all parameters comply with the standards for controlling wastewater discharge from Type A buildings, including pH, BOD, total dissolved solids, oils and fats, nitrogen, sulfide, and suspended solids. All measurements were within the limits prescribed by law. Therefore, it can be concluded that the wastewater from the warehouse is of appropriate quality for discharge into the environment and effectively achieves the objective of reducing impacts on surrounding society and communities.

Waste Resources Management

Background and Policy

Efficient waste management is a globally important issue, as population growth and economic expansion have resulted in a continuous increase in resource consumption and waste generation. This directly affects the environment and ecosystems, especially issues of soil and water contamination, greenhouse gas emissions from organic waste decomposition, and the loss of valuable resources from improper waste disposal.

Systematic waste management, particularly waste sorting at the source, is an important approach to reduce environmental impact and increase the efficiency of resource recovery. Implementing the 3Rs principle, which consists of Reduce, Reuse, and Recycle, not only helps reduce the amount of waste to be disposed of but also forms an important foundation for developing a Circular Economy that focuses on valuable and sustainable resource utilization.

Developing an efficient waste management system is therefore a major challenge that all sectors must collaborate on to maintain the balance between economic development and environmental conservation, leading to long-term sustainable development.

Policies and Practices

The company has developed a comprehensive waste and waste management system covering waste volume tracking, reduction of waste at the source, proper disposal, as well as personnel capacity development in waste management. Waste has been classified into two main groups:

1. Recyclable waste consisting of cardboard, plastic rope, plastic bags, and other recyclable materials

2. Waste that must be sent to landfill

For monitoring and reporting, the Warehouse Department is primarily responsible for collecting data on recyclable waste volume quarterly and reporting to the Corporate Governance and Sustainability Development Subcommittee. In addition, the company has initiated a project to reduce transportation waste by switching from cardboard boxes to reusable plastic crates in the distribution system to reduce waste volume and prevent improper disposal. For waste that must be sent to landfill, the Purchasing Department sets criteria for selecting waste disposal providers with standards and environmental friendliness, with the Accounting and Finance Department monitoring disposal volumes to ensure compliance with government regulations.

Currently, the company is developing a systematic process for sorting and storing data on the amount of each type of waste, with the goal of beginning data collection at headquarters and warehouses in 2025 and planning to expand data collection to cover all branches within 2-3 years. In addition, the company emphasizes personnel capacity development and community engagement. In 2024, knowledge-sharing activities on waste sorting were organized for warehouse staff and extended to surrounding communities, especially nearby educational institutions. Knowledge is also continuously communicated through internal organizational email channels to create awareness and instill environmental consciousness among employees and communities sustainably.

Link and QR code for accessing the website that publishes policies and guidelines

https://www.moshimoshi.co.th/th/corporate-governance/policies-charters-and-corporate-documents

Waste Management Within the Organization

Categorize waste generated within the cafeteria as follow

Food Waste	Recyclable Waste	General Waste
• Food scraps • Food processing leftovers • Expired food	• Plastic bottles • Plastic containers • Glass bottles	• Tissue paper • Water glass, plastic straw • Food preservation film • Snack bags, candy wrappers • Instant noodle cups • Wooden chopsticks • Plastic cups and spoons

Implementation Guidelines	Transfer for Animal Feed or Energy Waste	Sell Recyclable Materials to Buyers	Local Government Agencies Responsible for Implementation

The company has recognized the environmental problems caused by waste and has therefore organized a systematic waste sorting process to contribute to waste reduction. This involves managing waste generated within the warehouse's cafeteria, which comes from the food preparation process and food scraps discarded by employees each day. The company has put food waste from the cafeteria to good use by delivering it to livestock farm owners in the communities surrounding the company. Areas and containers have been prepared, and times for waste collection have been systematically scheduled.

This measure is part of the company's sustainable waste management approach that focuses on waste reduction and efficient resource utilization to create a balance between business operations and environmental care.

Goals and Performance Results

Short-term Goals (2024-2025)

1. Awareness Building and Participation · Develop public relations materials on waste sorting to cover 100% of employees at all levels · Implement at least 1 waste sorting promotion project with the community per year

2. Improvement of Waste Sorting Operations · Develop a 4-category waste sorting system including general waste, recyclable waste, hazardous waste, and non-hazardous waste at Aom Yai warehouse by 2024 · Expand the waste sorting system to headquarters by early 2025 · Build knowledge and understanding for employees to be able to sort waste correctly 100%

Medium-term Goals (2025-2027)

1. Aom Yai Warehouse · Reduce landfill waste by 15% compared to the base year 2024
2. Headquarters · Reduce waste by 5% compared to the base year 2024 · Develop a comprehensive waste management system based on the 3R principles (Reduce, Reuse, Recycle)

Long-term Goals (2028-2030)

1. Aom Yai Warehouse · Reduce landfill waste by 30% compared to the base year 2024 · Enhance systematic waste utilization and recycling
2. Headquarters · Reduce waste by 10% compared to the base year 2024 · Create an organizational culture that prioritizes sustainable waste management · Develop as a model office with efficient waste management

2024 Performance Results

1. The company has communicated and publicized waste management guidelines according to the 3Rs principles through internal communication channels including email, intranet, and bulletin boards to create awareness among employees. Additionally, a practical training workshop on proper waste sorting was provided to 16 target employees at the company's warehouse, along with the installation of waste bins with clear symbols indicating waste types to facilitate and promote sorting and disposal of waste, both in office areas and warehouses.

Examples of publicity content about waste separation for employees

Image of training course on Energy Conservation, Environment, and Waste Management

2. The company has implemented the **"Give Back to Earth" project** in collaboration with Bang Pathun Nok School, an educational institution located near the company's office. Together they organized activities to provide knowledge about waste sorting and campaigned for plastic bottle donations. A total of 174 participants took part in the activities, and 95 kilograms of donated plastic bottles were collected and delivered to Wat Chak Daeng for further processing into monks' robes.

3. In the past year, the company has efficiently sorted and managed waste by separating boxes and paper scraps from warehouse operations, totaling 178 tons that could be recycled, helping to maximize resource reuse. Additionally, the company sorted 20 tons of unusable paper, which was sent for destruction by boiling through a legally authorized company. This process allows the boiled materials to be used for producing new paper again. Currently, the company is developing a waste sorting data collection system to cover offices, the Aom Yai warehouse, and branches nationwide to accurately and systematically assess the total amount of waste and refuse generated.

4. The company has begun replacing secondary packaging* from cardboard boxes to plastic crates for product transportation. In 2024, this reduced cardboard box usage by approximately 41.40 tons and increased plastic crate usage by 52% compared to the previous year. As a result, the proportion of plastic crate usage accounts for 48% of the total transport packaging used by the company, which helps reduce waste and promotes efficient resource utilization.

Secondary packaging refers to packaging used to wrap products or primary packaging, which helps protect goods or products from damage during transportation, storage, or sales.

Key Projects in 2024

1. Give Back to Earth: Plastic Bottles for School Supplies Exchange Project

Objectives and Goals

The "Give Back to Earth" project was organized to promote environmental knowledge and awareness among youth and communities through educational activities about proper waste sorting and the utilization of plastic waste through recycling processes. This project aims to instill the concept of "Reduce waste - Use resources efficiently - Process for maximum benefit," as well as create cooperation between the company, schools, and nearby communities in jointly caring for the environment. It also focuses on making employees and students aware of their role in reducing plastic waste to be part of sustainable environmental conservation, along with organizing activities to provide learning equipment to youth and communities participating in the activities.

Implementation and Results

The company organized the "Give Back to Earth" activity on November 25, 2024, in collaboration with Bang Prathun Nok School, located near the company's office, to provide knowledge about waste sorting and campaign for clear plastic bottle donations for recycling. This activity was well received by students, teachers, and employees, with a total of 174 participants.

From the campaign, the company collected 95 kilograms of donated clear plastic bottles, which were delivered to Wat Chak Daeng for processing into monks' robes. This project not only helps reduce plastic waste but is also another step in building cooperation between organizations and communities to create concrete positive changes for the environment.

ภาพกิจกรรมโครงการ Give Back to Earth

2. Clear Plastic Bottle Donation Project for Monks' Robes

Objectives and Goals

The Clear Plastic Bottle Donation Project for Monks' Robes, under the Moshi Green Awareness concept, aims to promote plastic waste management according to the 3R principles, especially recycling clear plastic bottles into fibers for producing monks' robes. This project aims to instill environmental awareness through activities that employees at all levels can participate in daily, to reduce plastic waste and integrate sustainability concepts into the organizational culture.

The project's objectives are to promote creative and maximally beneficial waste management by supporting the reuse of plastic waste through the recycling process to reduce environmental impact. Additionally, the

project aims to create awareness about efficient resource utilization among employees and promote the concept of "turning waste into benefits" to encourage participation in reducing plastic waste and supporting activities that benefit society and Buddhism.

Implementation and Results

The company implemented the project on December 6, 2024, by organizing a campaign for employees at headquarters to donate clear plastic bottles to be given to Wat Chak Daeng for processing into monks' robes. This project received cooperation from office employees and students from Wat Bang Prathun Nok School in collecting and cleaning clear plastic bottles before donation.

From the operation, the company collected 819 clear plastic bottles, which can be processed into 50 monks' robes. This is another project that helps reduce plastic waste and creates benefits for society, while reinforcing the approach of conducting business with responsibility toward the environment and communities.

Climate Change Management

Background and Policy

Climate change is a global challenge that is becoming increasingly severe, affecting all sectors of business operations and stakeholders. Particularly in the retail business, while there may not be production plants, operations of stores, warehouses, and transportation all contribute to greenhouse gas emissions both directly and indirectly. This is especially true for energy consumption in the form of electricity for air conditioning, lighting, and refrigeration systems, as well as fuel for goods transportation. Climate change impacts may affect the company's operations, such as financial impacts from higher electricity costs during extreme heat, directly affecting operational costs and product pricing. Operationally, increasingly frequent flash floods may cause temporary store closures, or severe storms may delay product deliveries, affecting customer satisfaction. In marketing, abnormal weather conditions, such as heavy rain for several consecutive days, result in reduced store traffic. Modern consumers also have higher expectations and place more importance on purchasing from environmentally conscious brands. Additionally, many institutional investors have established stricter environmental management investment conditions. As a result, climate change management is something the company cannot neglect, to prepare for physical risks resulting from climate disasters and transition risks to the economic system that will change business regulations or conditions.

Furthermore, relevant stakeholders such as customers, partners, and business allies have increased expectations regarding environmentally conscious business operations, including carbon emission reduction, renewable energy use, and support for environmentally friendly activities.

Therefore, the company prioritizes comprehensive management of climate change impacts by establishing environmental policies covering climate change management operations through reducing greenhouse gas emissions in all activities, implementing carbon offset projects, and preparing for climate change risks to ensure business readiness and respond to stakeholders' long-term expectations.

Policies and Practices

The company has established a systematic framework for greenhouse gas management, focusing on developing retail business processes that are environmentally friendly through various measures:

1. Assessing and monitoring direct and indirect greenhouse gas emissions according to international standards, covering operations of branches, distribution centers, and offices, to analyze data and effectively plan greenhouse gas emission reduction.

2. Improving energy efficiency in buildings and branches by applying modern technologies such as high-efficiency air conditioning systems, LED lighting systems, and smart energy management systems.

3. Promoting renewable and clean energy use, especially installing solar power systems at distribution centers.

4. Managing transportation and logistics efficiently through appropriate route planning, using electric vehicles, and regular vehicle maintenance.

5. Reducing and sorting waste at branches and distribution centers, while promoting environmentally friendly packaging.

6. Creating awareness and participation among employees in energy and natural resource conservation through training programs and promotional activities.

Goals and Performance

The company is committed to conducting retail business while sustainably preserving the environment by setting clear and measurable greenhouse gas emission reduction targets, aligned with the United Nations Sustainable Development Goals and the Paris Agreement on Climate Change. This is to be part of mitigating climate change impacts and creating a sustainable future for future generations.

Short-term Goals (2024-2025)

Reduce direct and indirect greenhouse gas emissions (Scope 1 and Scope 2) by 5% from the 2023 base year in operations of headquarters, warehouses, and company branches under direct energy control.

Medium-term Goals (3-5 years)

Reduce direct and indirect greenhouse gas emissions (Scope 1 and Scope 2) by 8% from the 2023 base year in operations of headquarters, warehouses, and company branches under direct energy control.

Long-term Goals (over 5 years)

Reduce direct and indirect greenhouse gas emissions (Scope 1 and Scope 2) by more than 10% from the 2023 base year in operations of headquarters, warehouses, and company branches under direct energy control.

For the main goal, the company aims to achieve Carbon Neutrality in Scope 1 and 2 by 2050 and targets Net Zero Emissions in all scopes by 2065. The company will begin collecting baseline data for Scope 3 greenhouse gas emissions and study reduction possibilities from 2027 to prioritize greenhouse gas reduction in various areas, starting with the highest emission sectors. The company will also plan and study appropriate emission reduction approaches. These actions not only help reduce environmental impacts but also demonstrate the company's commitment to being part of the climate change solution, consistent with the Paris Agreement's goal of limiting global average temperature increase to not exceed 1.5-2 degrees Celsius.

To align with the company's business operations, greenhouse gas emission reduction targets for direct and indirect emissions (Scope 1 and Scope 2) have been set only for operations of headquarters, warehouses, and company branches under direct energy control.

Greenhouse gas emission reduction
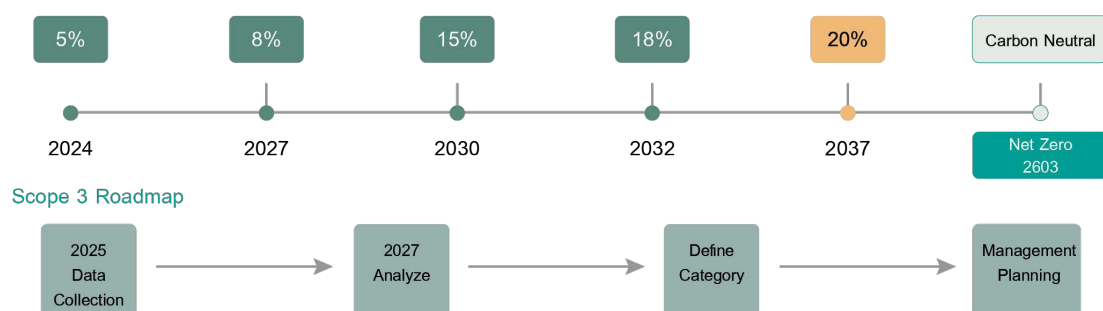
Climate Change Management

2024 Performance Results

The company has implemented several important operational plans to achieve its established goals, starting with the systematic development of resource usage data collection and management systems covering energy consumption, water usage, and waste management to accurately calculate greenhouse gas emissions. Currently, the company is developing a data collection system to cover more business activities, with the goal of expanding data collection scope to cover the entire value chain in the future.

For operations, the company has established comprehensive climate change management approaches, focusing first on improving energy efficiency in buildings and stores by upgrading to energy-efficient LED lighting, establishing appropriate energy consumption control measures, and performing regular air conditioning system maintenance. Additionally, in 2024, the company expanded renewable energy use by installing solar

panels at parts of the Aom Yai warehouse and is studying the feasibility of expanding installation to cover the entire warehouse area to increase clean energy efficiency and reduce dependence on unsustainable energy sources. For transportation, which is a critical part of retail business, the company is developing logistics management efficiency through transport route planning system improvements, and in 2025 will study the feasibility of implementing electric vehicles for trial use and is establishing transportation partnerships with aligned environmental goals.

Furthermore, the company prioritizes packaging and product management by initiating projects to reduce packaging use in business operations to decrease resource consumption in production processes and reduce waste, directly impacting greenhouse gas emission reduction. The company focuses on improving product design to use less packaging and selecting more environmentally friendly materials. Studies have shown that changing product presentation to use less packaging, such as a folding mirror box that reduces paper box usage by 0.1025 grams, can reduce greenhouse gas emissions by 0.22 kgCO2e (kilogram of carbon dioxide equivalent) or 0.00022 tCO2e (tons of carbon dioxide equivalent) per packaging unit. Simultaneously, the company is studying approaches to select and present eco-friendly products to provide more options for environmentally conscious consumers, with plans to introduce at least one eco-friendly product collection in 2025.

All these operations reflect the company's commitment to systematic and comprehensive environmental impact management, which not only helps reduce environmental impacts but also increases operational efficiency, controls costs, and creates long-term business sustainability, all of which play an important role in reducing the organization's overall greenhouse gas emissions.

Climate change challenges directly affect the company's retail business operations with 164 branches nationwide, especially in terms of product storage and transportation. Severe weather conditions such as flooding, storms, and high temperatures may cause disruption or delays in transportation between branches and warehouses.

The company has therefore integrated Business Continuity Plan (BCP) with ESG risk management by implementing the following:

1. Collaborating with transportation and distribution partners to develop backup transportation plans and expand route networks.

2. Creating a warehouse flood response plan in 2024 to ensure that the company's branches will have sufficient inventory for sale, even in case of flooding at warehouses.

3. Planning to expand the Business Continuity Plan in 2025 to cover all dimensions of significant risks.

Key Projects in 2024

In 2024, the company monitored and reduced greenhouse gas emissions per unit, reducing carbon dioxide emissions through various key projects as follows: • Installed solar cell systems at warehouses, producing clean electricity accounting for 18.6% of total electricity used at the Aom Yai warehouse throughout 2024. • Reduced paper consumption for office and branch sales reports and tax invoices, decreasing paper usage by 355 reams, a 9.6% reduction compared to the previous year. • Eliminated the use of plastic wrapping for wall hooks and

changed the display method for portable mirror boxes from using display boxes to a new arrangement that doesn't require display boxes or plastic wrapping. These measures help reduce unnecessary plastic and packaging use, consistent with environmentally friendly business practices. • Modified product displays to help reduce packaging use, enhance aesthetics, and improve sales floor management efficiency.

Greenhouse Gas (GHG) Emissions

The company uses the TGO carbon footprint calculation program and plans to have the data verified by an external agency in 2026. For more information, please refer to the Resource Management section.

Table 1: Greenhouse Gas Emissions from All Company Operations					
Year	Sales (MB)	Scope 1 (tCO2e)	Scope 1 (tCO2e)	Total (tCO2e)	Greenhouse Gas Emission Intensity ((tCO2e)/Sales 1 Million Baht)
2023	2,529.51	99.54	3,435.28	3,534.82	1,397.43
2024	3,111.26	101.58	4,252.94	4,354.52	1,399.60
Change in Greenhouse Gas Emission Intensity (%)					0.16%

Table 2: Greenhouse Gas Emissions for Activities from Areas Where the Company Has Control Over Resource Usage Only					
Year	Sales (MB)	Scope 1 (tCO2e)	Scope 1 (tCO2e)	Total (tCO2e)	Greenhouse Gas Emission Intensity ((tCO2e)/Sales 1 Million Baht)
2023	2,529.51	99.54	616.14	715.68	282.93
2024	3,111.26	101.58	658.31	759.89	244.24
Change in Greenhouse Gas Emission Intensity (%)					-13.68%

Scope of Data Collection: Headquarters, Warehouses, Standalone Branches

From the analysis of total greenhouse gas emissions across all operational activities of the company, it was found that in 2024, the company expanded from 131 to 164 branches, an increase of 25%. This resulted in total greenhouse gas emissions increasing from 3,534.82 to 4,354.52 tCO$_2$e, with the majority coming from indirect greenhouse gas emissions (Scope 2), which increased from 3,435.28 to 4,252.94 tCO$_2$e. However, when considering the greenhouse gas emissions per branch (GHG Intensity), it was found that this decreased from 26.98 to 26.55 tCO$_2$e per branch, or a reduction of 1.59%, demonstrating improved management efficiency despite business expansion.

To align with the company's business operations, greenhouse gas emission reduction targets for direct and indirect emissions (Scope 1 and Scope 2) have been set only for operations of headquarters, warehouses, and company branches under direct energy control. The performance results show that greenhouse gas emissions in this area increased only slightly from 715.68 to 759.89 tCO$_2$e, but when considering greenhouse gas

emissions per revenue (GHG Intensity), there was a significant decrease from 0.283 to 0.244 tCO_2e per million baht of revenue, or a reduction of 13.78%. This clearly reflects more efficient control of energy use in areas where the company has direct control.

Greenhouse gas emissions in an organization are divided into three scopes according to international standards for efficient measurement and reporting. Scope 1 refers to direct greenhouse gas emissions from operations directly controlled by the organization, such as fuel combustion in vehicles or machinery owned by the organization. Scope 2 encompasses indirect greenhouse gas emissions from purchased energy, such as electricity or heat from external sources. Scope 3 covers other indirect greenhouse gas emissions throughout the value chain, from raw material procurement, transportation, to product use by customers and waste disposal. Understanding these three scopes helps organizations efficiently and systematically plan to reduce environmental impacts.

Key Projects in 2024

The company focuses on implementing projects to reduce environmental impacts in multiple dimensions, particularly studying projects aimed at reducing greenhouse gas emissions, including additional solar cell system installation and feasibility studies on using electric vehicles for transportation. The company has also continued to implement paper reduction projects.

1. Solar Cell System Installation Project

Objectives and Goals

The solar cell system installation project aims to promote clean energy use, reduce dependence on fossil fuels, and help reduce the company's long-term energy costs. Additionally, the project aims to reduce greenhouse gas emissions that cause global warming and support environmentally friendly business practices. Using solar energy instead of electricity from traditional systems also helps increase energy efficiency and creates sustainability for the organization, as well as serving as a model for other businesses in transitioning to environmentally friendly alternative energy.

Implementation and Results

The application of solar energy through solar cell systems is an important approach to sustainable development, helping reduce greenhouse gas emissions and fossil fuel use, in line with Thailand's Net Zero Emission goals. From the installation of solar panels at the Aom Yai warehouse from May 23 to December 31, 2024, a total of 84,642 kilowatt-hours of solar electricity was produced, representing an average of 18.6% of all electricity used at the Aom Yai warehouse throughout 2024. If calculating the solar electricity production capability from June 1, 2024, to December 31, 2024, the rate of electricity use from solar power production compared to electricity use at the Aom Yai warehouse was 29%. This implementation is equivalent to reducing coal usage by 33.86 tons, or equivalent to reducing carbon dioxide emissions by 40.26 tons of carbon dioxide (tCO2)*.

The company uses the TGO carbon footprint calculation program and plans to have the data verified by an external agency in 2026. For more information, please refer to the Resource Management section.

Solar electricity consumption (KWh)   Total electricity required (KWh) (Solar + Billed)
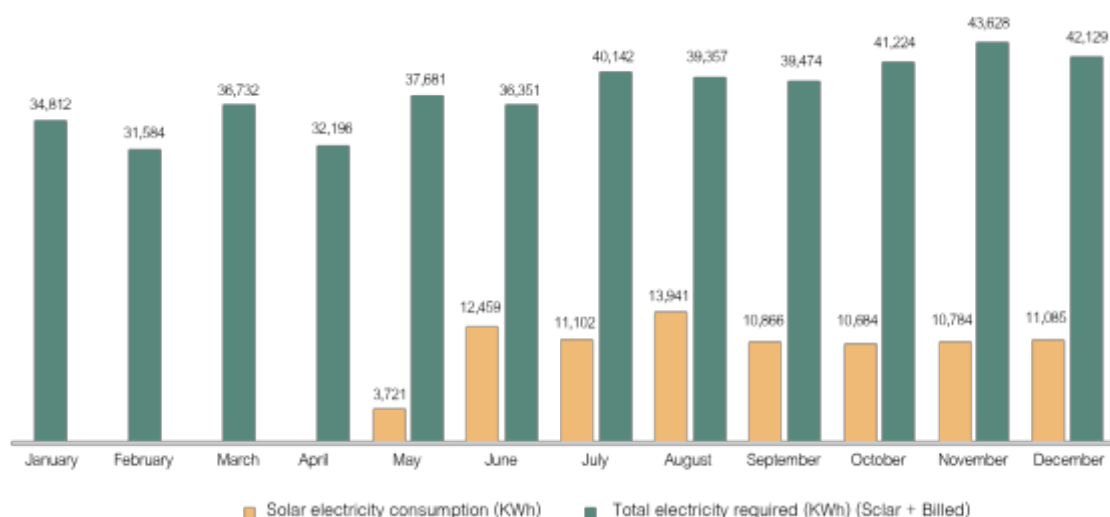
Note: Solar energy system was installed and data collection began on May 23, 2024

Electricity production in Thailand comes from various fuel types, with natural gas being the primary fuel at 60%, followed by coal at 20%, and renewable energy including other energy sources at 20%. For every 1,000 kilowatt-hours (kWh) of electricity produced from solar cells, approximately 480 kilograms of carbon dioxide ($kgCO_2$) emissions from the entire electricity production system can be reduced, which is equivalent to reducing the use of standard coal in electricity production by 400 kilograms (kg).

*Note: The production of 84,642 kilowatt-hours of electricity from solar helps reduce coal usage by approximately 33.86 tons, calculated using the greenhouse gas emission value from Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) of 0.48 kilograms of carbon dioxide per kilowatt-hour, and the standard coal electricity production value from the Electricity Generating Authority of Thailand (EGAT) of 0.40 kilograms of carbon dioxide per kilowatt-hour, which indicates that 1 ton of coal produces 2,500 kilowatt-hours of electricity.

2. Feasibility Study on Electric Vehicles for Transportation

Objectives and Goals

The feasibility study project on using electric vehicles for transportation aims to evaluate the efficiency, cost-effectiveness, and impact on the company's operations when transitioning from fossil fuel vehicles to electric vehicles. The focus is on reducing energy costs, greenhouse gas emissions, and air pollution from goods transportation. Additionally, the project aims to promote clean energy use and environmentally friendly technologies to align the company's business operations with sustainability approaches and support environmental policies at both organizational and international levels.

Implementation and Results

The company has studied the use of electric vehicles for services within a 20-kilometer radius from the main warehouse, which currently delivers to 13-19 locations per day, with a total daily distance not exceeding 100 kilometers. The company has planned implementation in three phases, starting from 2025, with a target of

using one electric vehicle in the initial phase and a long-term goal of increasing the proportion of electric vehicles to 40% of the total fleet.

3. Paper Reduction Project

Objectives and Goals

The paper reduction project aims to promote efficient resource use, reduce waste from paper, and support environmentally friendly business practices by focusing on transitioning to digital systems to reduce unnecessary document printing, including the use of recycled paper in office work. Additionally, the project aims to reduce operational costs, decrease tree cutting for paper production, and reduce environmental impacts from the production and disposal of used paper, which aligns with the organization's sustainable development approach.

Implementation and Results

The project to reduce paper usage in offices and branches has succeeded according to target. From January to December 2024, the company reduced the amount of paper used for sales reports and tax invoices from 3,700 reams to 3,345 reams compared to 2023, reducing paper usage by 355 reams or 9.6%.

The reduction of 355 reams of paper by the company has had a significant positive environmental impact, helping to reduce tree cutting by approximately 21 trees, save 3,550 liters (L) of water in the production process, and reduce greenhouse gas emissions by 887.5 kilograms of carbon dioxide equivalent (kgCO2e). Additionally, it has helped reduce paper waste by more than 887.5 kilograms (kg), which is part of conserving natural resources and reducing environmental impacts sustainably. *Reference data from: Environmental Paper Network Paper Calculator 4.0 and Environmental Protection Agency (EPA) Paper Environmental Benefits Calculator.

4. Green Receipt Project

Objectives and Goals

The company aims to create positive environmental impacts through responsible business operations, starting from small touchpoints with every customer - receipts. By choosing FSC-certified Cashier paper in all existing and new branches, the company clearly demonstrates its stance in supporting sustainable forest management. FSC (Forest Stewardship Council) provides significant value that connects environmental conservation with responsible business operations. Products certified by this organization come from sustainably managed forests, which means logging that considers natural regeneration rates and protects biodiversity in ecosystems.

Implementation and Results

The company has systematically expanded the use of FSC-certified paper to all branches nationwide, aiming to raise awareness about sustainable forest resource conservation among employees and customers. In 2024, the company's procurement value of FSC-certified paper increased by 75.4% compared to the previous year, reflecting both business expansion and commitment to elevating the organization's environmental policy. This performance is an important step in demonstrating social and environmental responsibility.

Environmental Management

Background and Policy

The company conducts business under strict environmental legal frameworks and standards to reduce business operation risks in various aspects, such as increased expenses from non-compliance with laws and impacts on the confidence of shareholders, communities, and society. Recognizing the importance of the environment, the company strictly complies with environmental laws and other requirements. The company is also committed to reducing environmental impacts, using resources efficiently, and contributing to solving climate change problems to respond to the country's greenhouse gas reduction goals and drive the business toward sustainable and stable growth.

Policies and Practices

The company promotes environmental management in all relevant dimensions to ensure operations are consistent and systematic by establishing a sustainability management policy and environmental policy with a goal of zero environmental complaints. The company continuously monitors and improves work processes to comply with environmental laws, provides necessary training for environmental operations, and opens channels for receiving complaints and suggestions from stakeholders to consider as preventive, corrective, or remedial measures systematically.

For establishing preliminary environmental management guidelines, the company operates under relevant laws as the main guideline for developing work processes in resource management such as water, waste, and energy. Additionally, for climate change management, the company follows the criteria of the Thailand Greenhouse Gas Management Organization (Public Organization) for collecting and calculating organizational greenhouse gas emissions data to ensure that the company's environmental management complies with laws and guidelines accepted both in Thailand and internationally.

Link and QR code for accessing the website that publishes policies and various practices
https://www.moshimoshi.co.th/th/corporate-governance/policies-charters-and-corporate-documents
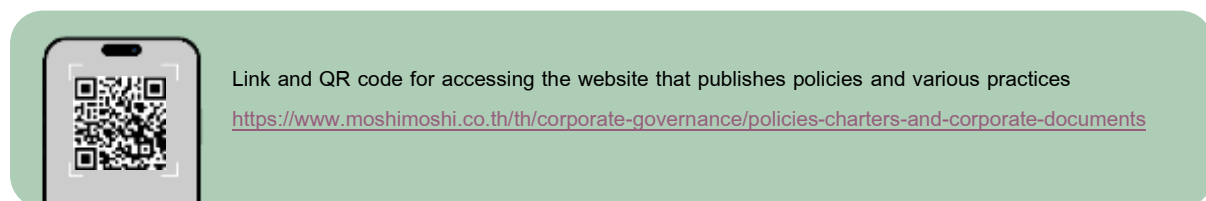
Goals and Performance

Short-term to Long-term Goals (2024-2030)

The company places the highest priority on strict compliance with environmental laws and regulations by establishing a main operational goal of zero violations of environmental laws in all forms. The company is committed to maintaining operational standards to prevent cases leading to warning letters from government agencies, fines, or environmental litigation. The company has established a clear success indicator: the number of environmental law violations must equal zero cases per year, reflecting true efficiency in management and environmental responsibility.

2024 Performance Results

- From receiving environmental complaints and suggestions from stakeholders throughout 2024, the company found no complaints, cases, or incidents of domestic partners violating laws or creating environmental impacts.

- The company had no expenses resulting from law violations or creating environmental impacts.

- Environmental training was provided to 16 assistant department heads from all warehouse departments to build understanding of laws and international standards. The training focused on proper waste management and efficient energy conservation. Trainees will transfer the knowledge received to employees in their departments to create awareness and promote environmentally friendly and sustainable business operations.

Key Projects in 2024

Moshi Green Awareness Project

Objectives and Goals

Moshi Green Awareness is the company's main environmental operational approach, aimed at systematically and comprehensively driving environmental activities through three key components: training new employees, developing current employee potential, and instilling sustainability as a core value within the organizational culture.

Moshi Green Awareness is designed as a primary framework for developing projects related to comprehensive environmental management, including waste management, energy management, efficient water resource use, and operations in compliance with relevant environmental laws. Various sub-projects will be implemented under the Green Awareness approach to create environmental integration throughout the organization and build awareness at all levels, from executives to operational staff, leading to sustainable and environmentally friendly business development.

The training under this project focuses on enhancing knowledge and understanding of environmental laws relevant to warehouse operations, especially issues of wastewater control, waste management, and air pollution control from vehicles. This enables employees to operate correctly according to legal requirements, recognize environmental responsibility, participate in waste reduction, save energy, and use resources efficiently, leading to long-term sustainable organizational development.

Implementation and Results

Providing knowledge to employees through training courses on energy conservation, environment, and waste management by inviting external expert speakers to provide knowledge about environmental conservation, waste management, pollution control, and relevant environmental laws such as the National Environmental Quality Promotion and Conservation Act B.E. 2535 (1992), Ministry of Interior Announcement on Waste Management B.E. 2567 (2024), and Ministry of Natural Resources and Environment Announcement on Setting Vehicle Exhaust Standards B.E. 2567 (2024), etc. From the training results, all participants understood

environmental law compliance, could manage waste properly, understood air pollution control from vehicles, and gained knowledge in energy conservation. In 2024, the focus was on training supervisors at warehouses, and in the following year, the training will extend to office staff and branch employees, with training courses tailored to the operations of those respective units.

Photos of the training course on Energy Conservation, Environment, and Waste Management

Eco- Friendly Products

Background and Policy

Environmentally friendly products, or sustainable products, are product groups designed or manufactured with the primary purpose of reducing environmental impact, whether in terms of natural resource usage, pollution-free production, or the use of recyclable materials, without compromising product quality and safety. Currently, these products have gained increased consumer interest due to growing awareness about environmental conservation and the environmental impacts from product production, use, and disposal, including aspects of climate change and increasing resource consumption.

The company recognizes the evolving consumer behavior trend towards environmentally friendly or sustainable products, which presents an opportunity for the company to offer products that meet customer needs. It also represents a challenge for the company to balance production costs and supplier management, ensuring that the selected products are truly produced through processes that reduce environmental impact compared to traditional production methods, maintain safety standards, and remain affordable for consumers, in line with the company's environmental policy.

This policy promotes sustainable procurement of goods and materials and serves as a driving force encouraging the company to develop environmentally friendly products and incorporate recycled or natural materials into its product line. In addition to policies from various countries and sustainable production standards, the company also considers the following factors:

Development of Eco- Friendly Products
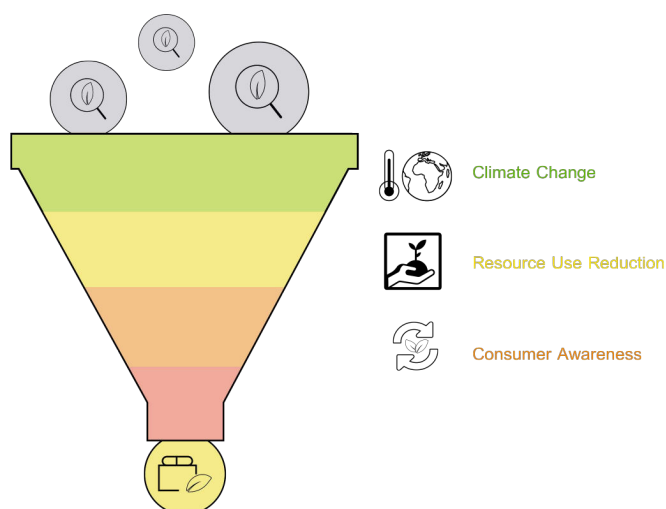
- Climate Change: Greenhouse gas emissions from product production and use are a primary factor causing global warming. This issue is a critical driver for developing environmentally friendly products, such as using renewable energy in production processes or designing products with longer lifespans and recyclability.

- Reduction of Natural Resource Usage: Unsustainable use of natural resources like water, minerals, and energy is a problem that impacts ecosystems and depletes natural resources faster than nature can regenerate. Developing products with minimal impact on natural resources is essential.

- Consumer Awareness: Currently, consumers are increasingly aware of the impacts of non-environmentally friendly products, leading to a preference for products certified as environmentally friendly. This includes products that are recyclable, made from natural materials, or have low pollution emissions.

Policies and Practices

The development of environmentally friendly products is a critical operational approach that the company prioritizes to reduce environmental impact. This involves using recycled and biodegradable materials, responding to consumer needs, enhancing brand image, and supporting sustainable development. The company's primary goal is to develop and sell environmentally friendly products.

Moreover, the company is focused on continuously stimulating environmentally friendly product development by searching for materials, design methods, and production processes that reduce environmental impact, which is part of its effort to create increasingly sustainable products.

Currently, the company is studying and developing processes related to environmentally friendly products. This begins with an in-depth study of the concepts and components of environmentally friendly products, particularly recycled and biodegradable materials such as recycled plastics and recycled paper. The aim is to introduce environmentally friendly products at an accessible price point, in line with the company's sustainable living values.

Goals and Performance

Short-term Goals (2024-2025)

• By 2025, develop at least 1 environmentally friendly product collection

Medium-term Goals (3-5 years)

• Increase environmentally friendly product collections to 5 by 2030

Long-term Goals (by 2030)

• Increase the number of environmentally friendly products by 10% compared to the previous year

2024 Performance Results

In 2024, the company focused on developing environmentally friendly products by conducting studies and establishing clear definitions to provide a concrete operational framework. The company defines environmentally friendly products as those designed and developed with resource efficiency according to the 3R principle:

- Reduce: Minimizing resource usage and waste generation from the source, such as choosing long-lasting products or eliminating unnecessary materials

- Reuse: Repurposing used materials or products without complex reprocessing to reduce new resource consumption and waste volume

- Recycle: Processing used materials to create new production materials, helping to reduce natural resource use and environmental impact

Although in 2024 the company has not yet produced products fully meeting the above definition, it has contributed to environmentally conscious business practices by selling reusable water glasses and food containers. This helps reduce single-use plastic packaging, a major cause of current plastic waste problems.

In 2025, the company plans to develop and launch at least one collection of environmentally friendly products as defined. This will involve studying and developing various aspects, including material selection, market demand and consumer behavior analysis, and business feasibility assessment. The goal is to ensure that products not only meet environmental objectives but also align with customer needs and can create sustainable business growth.

Eco-Friendly Products

Objectives and Goals

The company has been studying and developing the **Eco-Friendly** project, or environmentally friendly products, which play a critical role in supporting sustainable natural resource usage and reducing environmental impact. This project aims to promote the use of recycled materials in product manufacturing to reduce new resource consumption and waste volume. Additionally, it focuses on minimizing environmental impact through production processes using recyclable materials.

Implementation and Performance

In selecting product types for production and design in 2025, the company considered approaches to using recycled materials in product manufacturing to reduce environmental impact while responding to consumer needs. The selected products include: • Notebooks produced from recycled paper • Bags manufactured from used plastic bottles • Baskets, clothing hangers, trash bins, and other plastic products made from PP (Polypropylene) and PS (Polystyrene) waste from production processes

The selection of these three product categories was based on market popularity and the potential for efficiently recycling materials. In the design and development process for each product type, the company prioritizes aesthetics, durability, and sustainability to ensure the products meet the needs of environmentally conscious consumers who are concerned about environmental protection and waste reduction.

An example collection of eco-friendly products developed under the recycled materials product project, showcasing:

Eco-Friendly Packaging

Background and Policy

In the current business landscape, organizations recognize the urgent necessity of addressing environmental issues arising from traditional packaging, especially the severe plastic waste problem that significantly impacts ecosystems and living organisms. Key driving factors include:

- Increasingly stringent government regulations

- Heightened consumer environmental expectations

- Growing corporate social responsibility

Transitioning to environmentally friendly packaging not only mitigates environmental impacts but also represents a significant business opportunity. Organizations recognize that reducing negative environmental effects and creating positive value will help increase credibility, build a positive brand image, and create competitive advantages.

Key stakeholders—including customers, employees, and communities—expect the company to demonstrate serious environmental responsibility. Developing sustainable packaging aligned with the organization's environmental policy is crucial to meeting these expectations. Continuous efforts will help reduce negative environmental impacts, such as waste generation, create organizational value, and support long-term sustainable development goals.

The company recognizes the impact of non-biodegradable and single-use packaging. Therefore, it prioritizes managing plastic use and packaging materials to reduce environmental impact and create sustainability in production and consumption through the following approaches:

1. Reducing the use of hard-to-decompose plastics

2. Increasing recycled material usage

3. Considering packaging size and weight

Policies and Practices

The company establishes environmental packaging management guidelines, focusing on improving and developing packaging processes in alignment with its environmental policy:

1. **Packaging Design and Development**
   - Analyze and assess current packaging use to identify reduction or modification opportunities
   - Design packaging considering efficient material use, reducing unnecessary materials while maintaining product protection
   - Select environmentally friendly materials that can be reused or decomposed to reduce waste and negative ecosystem impacts

2. **Monitoring and Reporting**

- Systematically record packaging changes and reduction data

- Regularly report performance to management to evaluate progress and results

- Continuously review and adjust action plans to align with environmental trends and market needs

3. **Awareness and Engagement**

- Train employees on environmentally friendly packaging management to enhance knowledge and understanding

- Communicate policies and goals to stakeholders to foster collaboration and support

- Encourage employee and partner participation in suggesting improvements for sustainable packaging innovation

The company is committed to continuously implementing these approaches to create a balance between business operations and environmental stewardship, respond to consumer expectations, and contribute to driving a sustainable future.

Link and QR code to lead to the web page that publishes environmental policy

https://www.moshimoshi.co.th/th/corporate-governance/policies-charters-and-corporate-documents
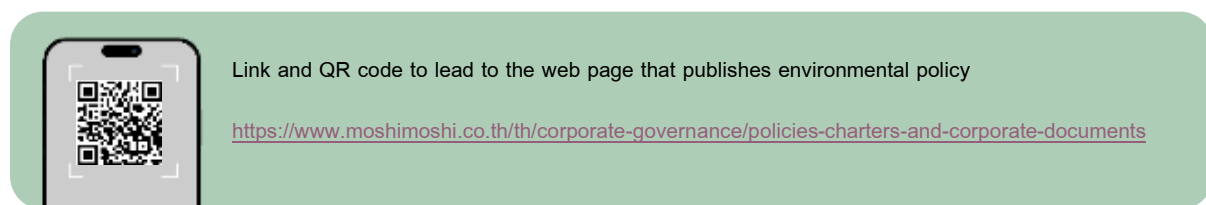
Goals and Performance

The Company is committed to reducing unnecessary packaging and designing products with appropriate packaging needs sufficient to maintain product quality, while supporting the use of environmentally friendly materials, according to the goals set in various stages as follows:

Short-term Goals (Years 2024-2025)

- Reduce product plastic wrapping for 3 SKUs per year

- Study and experiment with alternative environmentally friendly materials

Medium-term Goals (3-5 years)

- Develop more sustainable and reusable packaging

- Change tags from regular paper to recycled paper by 2027

- Expand the use of recycled materials in other packaging types

Long-term Goals (more than 5 years)

- Increase the conversion of packaging materials to recycled materials or reduce packaging volume by at least 4 products per year

- Continuously develop environmentally friendly packaging innovations to support long-term sustainability goals

Performance Results for 2024

The packaging reduction operations for 2024 demonstrate a concrete approach to reducing environmental impact. In 2024, the Company implemented a project to reduce OPP (Oriented Polypropylene) plastic bags, a type of plastic commonly used in the retail industry. The company successfully reduced OPP bag usage by 1,200,000 bags, representing a plastic weight reduction of 3 tons. This initiative not only helps reduce plastic waste entering waste management and environmental systems but also reflects the company's commitment to participating in solving the plastic waste problem, which is one of the critical environmental challenges today.

Key Projects in 2024

1. Packaging Reduction Project

Objectives and Goals

The Company has implemented plastic wrapping reduction without impacting product quality and aesthetics, through detailed packaging testing to ensure that plastic reduction will not adversely affect the products. These measures aim to reduce non-biodegradable plastics, a key factor in plastic waste accumulation across the company's branches.

Implementation and Results

From the previous project implementation, the Company was able to reduce OPP plastic bag usage by a total of 1,200,000 bags, equivalent to a total weight of 3 tons (3,000 kilograms), which significantly reduces plastic waste generation. The reduction in OPP plastic bags can reduce greenhouse gas emissions by 10.5 tons of carbon dioxide equivalent (tCO2e) and reduce crude oil usage in the production process by up to 1,500 liters (L). Additionally, it helps mitigate the problem of non-biodegradable plastic waste, as OPP bags take approximately 450 years to decompose in nature. This operation is part of the effort to reduce the accumulation of non-biodegradable waste.

*Reference information from: Greenhouse Gas Management Organization (Public Organization), Pollution Control Department, and UNEP (United Nations Environment Programme)

OPP Plastic Bag Packaging

Original Packaging Format: Packaging

Using OPP Plastic Bags

New Format: Point-of-Sale Display at

Branch Stores with Reduced Plastic Bag

Results from reducing plastic wrapping: Reducing OPP plastic bag usage by 1,200,000 bags, equivalent to a weight of 3 tons

Portable Mirror Products, Round and Square Shapes
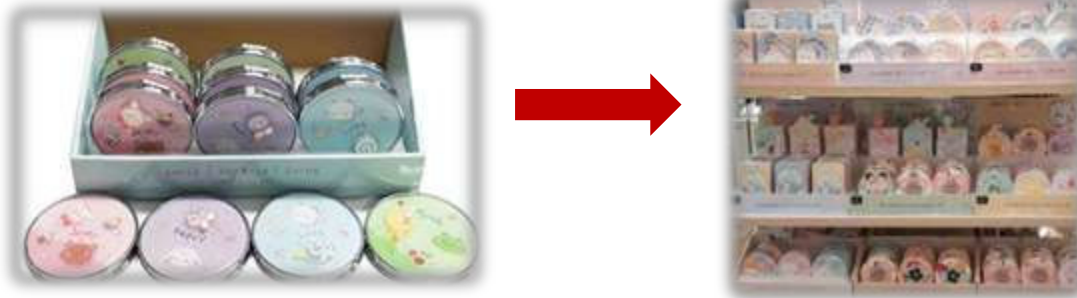
Original Packaging Format: Using Packaging Boxes

New Display: Not using Packaging Boxes

Results from reducing box usage by 8,400 units

2. Project: Changing Paper Tags to Recycled Paper

Objectives and Goals

The Company places importance on developing and transforming packaging to be more environmentally friendly, with the main goal of replacing non-biodegradable materials. This operation focuses on achieving three key objectives: reducing waste in nature, reducing the use of new resources, and promoting the use of recyclable and biodegradable materials.

Implementation and Results

In 2024, the Company studied and designed the use of recycled materials, especially for product tags, with plans to change from art card paper to recycled paper. The Company prioritized selecting appropriate recycled paper types, considering paper quality to ensure durability and suitability for products, efficient recycling processes to reduce environmental impact, and practical usability.

The Company aims to change to recycled paper tags for at least 30% of total usage by 2027, which will be a significant step in reducing environmental impact and promoting sustainable resource use.

Sample Design Images of Product Tags Under the Project to Change Paper Tags to Recycled Paper

Social Dimension

Social Dimension Management

Background and Importance of the Social Dimension

The social dimension is a fundamental foundation in driving business towards sustainability. The company is committed to improving the quality of life for stakeholders throughout the value chain through business operations that respect human rights and emphasize social responsibility, covering employees, partners, customers, and communities surrounding operational areas.

The company believes that sustainable growth must begin with building a strong foundation within the organization, alongside creating value for the external society. Therefore, it prioritizes employee potential development, creating a safe working environment, and establishing fair compensation. The company is also committed to delivering quality and safe services to customers, as well as supporting community quality of life improvement through sustainable career and income generation projects.

In 2024, the company has incorporated the United Nations Sustainable Development Goals into its social operational strategy to elevate management standards and efficiently respond to stakeholder expectations, in line with international standards.

Material Topics in the Social Dimension

The company has identified 4 main issues that are important to business operations under the social dimension: fair labor practices, responsibility towards products and customers, community and social development, and employee potential development.
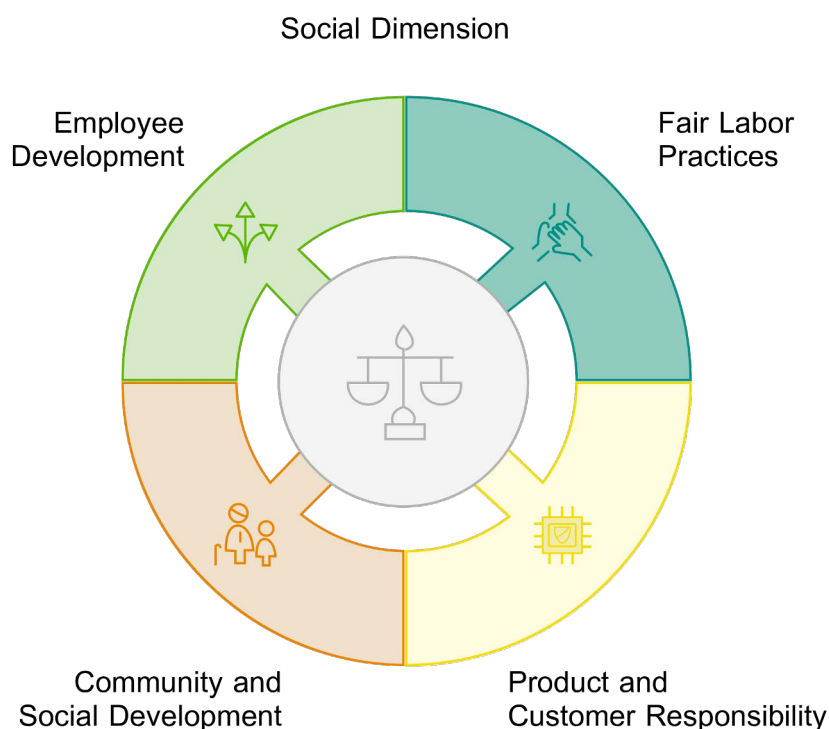
Governance Structure in Social Dimension

The company has established a systematic sustainability management structure with clearly defined roles and responsibilities at each operational level as follows:

1. **Board of Directors**

   Responsible for overseeing the establishment of overall sustainability policies and directions, along with effective supervision by the Corporate Governance and Sustainability Committee.

2. **Corporate Governance and Sustainability Committee**

   Responsible for reviewing sustainability policies and plans before presenting them to the Board of Directors for consideration.

3. **Corporate Governance and Sustainability Subcommittee**

   Comprised of executives from relevant departments in each dimension, including corporate governance and economic, environmental, and social aspects. Their duties include developing and presenting policies, guidelines, and reporting performance results to the Executive Committee and the Corporate Governance and Sustainability Committee.

4. **Social Dimension Management**

   Although operating under the supervision of the Corporate Governance and Sustainability Subcommittee, the company has extended responsibilities to directly relevant departments to ensure efficient management that aligns with operational contexts, as follows:

   - **Fair Labor Practices**: This is a shared responsibility across all departments, as it relates to operational practices at all levels of the organization.

   - **Responsibility towards Products and Customers**: The Product Procurement Department serves as the main responsible party for controlling product quality and safety, while the Sales and Marketing Department oversees product information communication and customer relationships.

   - **Community and Social Development**: This is managed by the Warehouse and Logistics Department, due to their proximity to and understanding of the community context in operational areas.

   - **Employee Potential Development**: This falls under the supervision of the Human Resources Department, which has expertise in personnel planning and development.

5. **Performance Monitoring and Evaluation**

   The Corporate Governance and Sustainable Development Subcommittee is responsible for regularly monitoring and evaluating performance to ensure that social dimension management meets established goals and standards.

Governance Structure in Environmental Dimensions

The company has established a systematic sustainability management structure with clearly defined roles and responsibilities at each operational level as follows:

1. Board of Directors Responsible for overseeing the establishment of overall sustainability policies and directions, along with effective supervision by the Corporate Governance and Sustainability Committee.

2. Corporate Governance and Sustainability Committee Responsible for reviewing sustainability policies and plans before presenting them to the Board of Directors for consideration.

3. Corporate Governance and Sustainability Subcommittee Comprised of executives from relevant departments in each dimension, including corporate governance and economic, environmental, and social aspects. Their duties include developing and presenting policies, guidelines, and reporting performance results to the Executive Committee and the Corporate Governance and Sustainability Committee.

4. Environmental Dimension Management

   Although operating under the supervision of the Corporate Governance and Sustainability Subcommittee, the company has extended responsibilities to directly relevant departments to ensure efficient management that aligns with operational contexts, as follows:

   - Resource Management: Executives from the Accounting and Finance Department, Human Resources Department, and Warehouse Department serve as the main responsible parties for oversight and integrated collaboration to ensure valuable and optimal resource utilization.

   - Climate Change Management: The company has assigned the Corporate Planning and Risk Management Department as the primary responsible party to establish strategies and operational approaches that will help reduce climate impacts.

   - Environmental Management: This falls under the supervision of the Human Resources Department, which plays a key role in driving environmental policies and practices to achieve tangible results throughout the organization.

   - Eco- Friendly Products: The Product Development and Procurement Department has been assigned as the main responsible party for selecting and developing products that meet both quality and environmental conservation requirements.

   - Eco- Friendly Packaging: The Product Development and Procurement Department continues to be the main party responsible for promoting the use of packaging that reduces environmental impact throughout the product lifecycle, from design, production, and use to post-use management.

5. Performance Monitoring and Evaluation

The Corporate Governance and Sustainable Development Subcommittee is responsible for regularly monitoring and evaluating performance to ensure that environmental dimension management meets established goals and standards.

This management structure is designed to ensure that operations in all dimensions of sustainability are carried out efficiently and can comprehensively respond to the organization's sustainable growth.

Sustainability Policies and Practices for the Social Dimension

1. Fair Labor Practices The company is committed to treating employees and workers throughout the supply chain fairly and with respect for human rights, through appropriate compensation and benefits, providing a safe working environment that meets international standards, and offering opportunities for employees to participate in expressing opinions for organizational development.

2. Responsibility towards Products and Customers The company is dedicated to delivering quality, safe products and services that meet customer needs by strictly adhering to safety standards relevant to each product, while developing complaint management systems and listening to customer feedback to continuously improve service.

3. Community and Social Development The company promotes quality of life development for communities surrounding operational areas through projects that create shared value between business and society, focusing on vocational skills development, sustainable income generation, and promoting access to essential basic services.

4. **Employee Potential Development** The company supports continuous learning and development of employee potential through diverse training courses that align with the organization's vision, mission, and goals, career path planning, and creating a learning culture within the organization to prepare personnel for future growth.

Links and QR Codes for Website Pages with Policies and Practices

https://www.moshimoshi.co.th/th/corporate-governance/policies-charters-and-corporate-documents
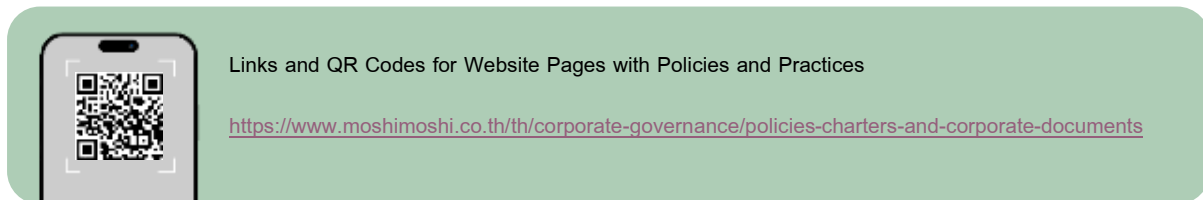
Fair Labor Treatment

Background and Policy

Employees are the heart of driving the organization forward. The company is therefore committed to treating employees fairly and equally, and respecting human rights of all employees of the company and individuals related to the company's value chain. Therefore, the human rights policy has been established as a management guideline to protect basic human rights.

In addition, the company's employment policy has established guidelines for employment based on qualifications and experience with fair employment contracts and compensation in accordance with legal requirements. There is a transparent and verifiable work performance evaluation system and continuous employee potential development has been established. Furthermore, the company also provides welfare to promote good quality of life for employees, including a safe working environment according to the company's safety, occupational health and working environment policy and practices to ensure that all employees work safely and are ready to grow with the company.

Policies and Practices

The approach to managing fair labor treatment issues can be divided into 3 areas as follows:

Human Rights:

The company has established human rights as a fundamental component of its business code of conduct, with a human rights policy covering company employees and individuals with business relationships throughout the organization's value chain. The policy prohibits discrimination based on gender, age, nationality, physical disability, religion, or other characteristics. The company communicates to build knowledge and understanding and provides complaint channels for cases of potential human rights violations through the Human Resources Department via email, Line Official, or the company website. These channels facilitate fact-checking and remediation measures. The company plans to conduct comprehensive Human Rights Due Diligence (HRDD)

with prevention measures, impact reduction, and targeted remediation, beginning with employees as key stakeholders in 2025, before expanding to cover the entire organizational value chain.

Links and QR Codes for Website Pages with Policies and Practices

https://www.moshimoshi.co.th/th/corporate-governance/policies-charters-and-corporate-documents
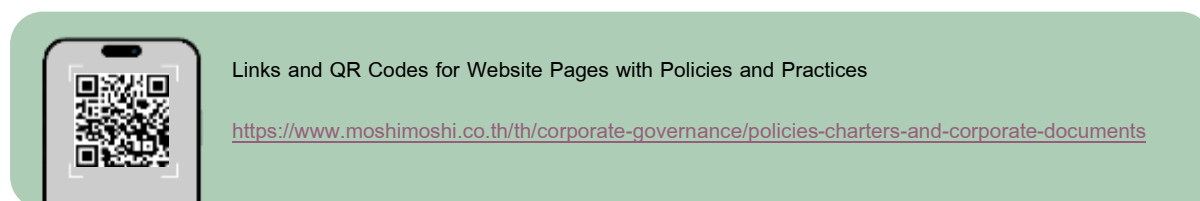
- **Fair Labor Treatment:**

The company categorizes employees into three main levels: operational, management, and senior management. The company employs both permanent and temporary staff according to job requirements, with working conditions compliant with labor law standards. Compensation follows the company's salary structure, clearly stated in employment contracts. Employee performance evaluations occur annually, with position and salary adjustments based on assessment results without discrimination based on gender, age, national ity, physical disability, religion, or other characteristics. The company also considers employee well-being in relation to economic conditions to regularly improve benefits and working environments. A welfare committee, elected as required by law, represents employees by presenting their opinions and suggestions to improve benefits and workplace welfare, such as sourcing environmentally friendly fabrics for uniforms with employee comfort in mind.

For the 2024 goals, the company has set a target of zero labor law violations (cases where the company is notified by government agencies or external organizations such as Non-Governmental Organizations (NGOs), including cases resulting in fines or legal disputes related to labor law violations). To achieve this goal, the company has begun planning to improve its labor law registry and relevant international standards, planning meetings to gather opinions from employees at all levels, analyzing the current compensation structure compared to industry standards, and planning the development of a complaint handling and labor issue resolution system to provide more diverse and easily accessible complaint channels, such as the Human Resources Department's LINE application, which is also used as a channel for communicating various matters to employees. In addition, the company encourages employee participation in the organization by designing an annual Voice of Employee (VOE) survey to gather opinions, satisfaction, and engagement of employees with the company. The details of the VOE survey results can be found in the Employee Potential Development section.

- **Safety, Occupational Health, and Work Environment**

The company has established policies/practices on safety, occupational health, and working environment that cover all employee groups of the company and external personnel who work within the establishment, such as business partners and contractors. The company prioritizes employee safety, aiming to ensure operations are conducted safely while establishing preventive measures that comply with legal requirements. The Safety,

Occupational Health, and Working Environment Committee ("Safety Committee") is responsible for reviewing workplace safety plans, reporting and recommending measures or improvement guidelines to comply with relevant workplace safety laws, as well as updating the safety law registry to establish measures for preventing and mitigating various accidents. The company has set a target of zero accidents, with the safety working group providing communications and public relations to build a culture of safe work practices in the company's establishments. The company conducts work risk assessments and provides safety training appropriate to the working conditions of each employee group to prepare employees to be aware and understand how to ensure safety in their work, for their colleagues, and for others involved in work processes. In case of incidents, accidents, or work-related illnesses, employees have a duty to notify their supervisor to record information for the Professional Safety Officer and the Safety Committee to review and improve practices or plans to prevent recurrence.

Link and QR code for accessing the website that publishes the Safety, Occupational Health and Working Environment policy.

https://www.moshimoshi.co.th/th/corporate-governance/policies-charters-and-corporate-documents
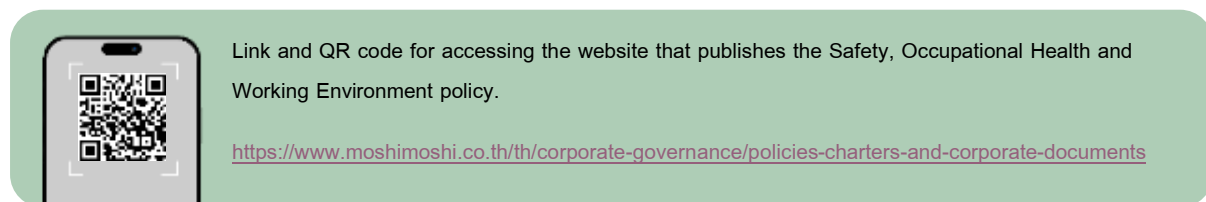
Goals and Performance

Short to Medium-Term Goals (2024-2028)

- Set a target of zero human rights violations
- Set a target of zero labor law violations (cases where the company is notified by government agencies or external organizations such as Non-Governmental Organizations (NGOs), including cases resulting in fines or legal disputes related to labor law violations)

Long-Term Goals (2030)

- Set a target of zero human rights violations
- Set a target of zero labor law violations (cases where the company is notified by government agencies or external organizations such as Non-Governmental Organizations (NGOs), including cases resulting in fines or legal disputes related to labor law violations)
- Set a target of zero accidents

2024 Performance Results

- The company is committed to conducting business transparently and fairly, with emphasis on human rights and employee welfare, resulting in no complaints regarding human rights violations. The company also prioritizes treating employees equally and fairly by strictly complying with labor laws, resulting in no cases of labor law violations.
- The company places high importance on employee safety in the workplace. All employees are covered under the occupational health and safety management system, accounting for 100%, and regular safety training is provided, resulting in no work-related illnesses and no fatalities.

The Lost Time Injury Frequency Rate (LTIFR) is 0.34. These achievements result from the cooperation of all employees and the company's policies that focus on creating a good working environment and encouraging all employees to participate in improving work processes to be more efficient and safe.

Key Projects in 2024

1. Human Rights Awareness, Fair Labor Treatment, and Workplace Safety Project 2024

The company provides knowledge on human rights, fair labor treatment, and workplace safety to promote employees' understanding of human rights principles and the importance of workplace safety to prevent problems and reduce risks related to human rights violations, unfair labor practices, and workplace accidents.

Objectives and Goals

The company promotes employees' understanding of human rights principles, fair labor treatment, and workplace safety, as well as creating an organizational culture that values human rights and safety. All employees participate in creating a good working environment to prevent problems and reduce risks related to human rights violations, unfair labor practices, and workplace accidents, as well as to enhance and promote the quality of life of employees.

Implementation and Results

The company provides knowledge on human rights, fair labor treatment, and workplace safety as part of new employee orientation for the first year. During the training, policies, cases that constitute human rights violations, and channels for suggestions or complaints about potential violations are communicated. By the end of 2024, a total of 149 employees have received training on human rights.

Figure 1: Examples of some training content regarding human rights

2. Employee Training Programs such as workplace safety courses, especially for warehouse employees who use work equipment and must learn to use various tools correctly and safely. Basic first aid and CPR training to enhance skills in helping oneself and others correctly and safely, as well as requesting assistance from emergency medical services.

Figure 2: Example images of basic first aid and CPR training

Also includes fire drills and fire evacuation at the workplace, with requirements exceeding legal standards to ensure that employees know the procedures to follow in case of fire and can evacuate safely.

Figure 3: Example images of fire drills and evacuation

Communication about workplace safety through various channels in an easy-to-understand format to create awareness among all employee groups in the organization, such as Safety News and Safety Talk communications via email and bulletin boards.

Figure 4: Example images of safety communications

Safety Talk involves discussing safety with employees in the morning before work begins, in the form of reminders and providing various information to employees. This creates awareness and emphasizes the importance of safety, ensuring that employees start each workday with the correct attitude toward workplace safety. It promotes alertness and awareness, encourages a positive safety mindset, instills good work practices, and facilitates the exchange of problem-solving methods and work improvement techniques to enhance workplace safety.

3. Random Drug Testing Project

Objectives and Goals

The Random Drug Testing Project aims to prevent and reduce drug use in the workplace by screening and reducing risks that may affect work efficiency and employee safety. The project also aims to create a safe working environment, prevent accidents that may occur from employees under the influence of drugs, as well as promote employee discipline and responsibility to build a good organizational culture.

Implementation and Results

The company conducts the random drug testing project annually without prior notice to employees to prevent and control risks that may affect the work environment, safety, and work efficiency of employees. In 2024, the testing was conducted according to the established plan, and the results showed that all employees passed

the criteria with no drugs detected. This reflects the effectiveness of preventive measures and the creation of a safe and drug-free organizational culture.

Product and Customer Responsibility

Background and Policy

Based on the review of key sustainability issues management, the company has prioritized "Product and Customer Responsibility" as one of the main issues to meet customer expectations that focus primarily on product quality and safety. Management in this area is considered a key mechanism in building and maintaining sustainable customer trust.

The company emphasizes strict compliance with standards and requirements to consistently maintain the highest standard of quality for products and services. Additionally, the company considers comprehensive communication of product usage information and advertising that respects consumer rights. Such operational approaches not only enhance competitive capabilities but also form an important foundation for developing sustainable customer relationships.

Policies and Practices

Quality and Safety Management

The company has established management processes that cover the entire value chain, starting from selecting suppliers who operate according to standards and are reliable. Supplier evaluation considers two main dimensions: business potential and sustainability, covering labor practices, safety and occupational health, social and environmental operations, along with verification of relevant standard certifications such as Industrial Product Standards (TIS) or Food and Drug Administration (FDA) standards. Suppliers must pass the assessment with a total score across all dimensions according to the company's criteria.

The company provides a system for regular product quality inspection, from receiving goods, storage, to distribution. The Warehouse and Logistics Department conducts random quality and safety checks of products, verifies the accuracy of labels as required by law, and establishes a traceability system to identify product origins.

Product Communication and Information

The company is committed to complete and accurate product information disclosure through clear labeling, transparent communication of service conditions and warranties, fair pricing, and sales promotions that prioritize consumer benefits. The company places importance on protecting customers' personal data security according to international standards and relevant laws.

Complaint Management and After-Sales Service

The company provides a complaint system through various channels, both online and offline, with clearly defined response times and problem-solving procedures. The Marketing Department is responsible for collecting and coordinating with relevant departments to systematically investigate and resolve issues. The company has a policy to exchange or return products within 7 days and regularly monitors customer satisfaction to continually improve service.

The company regularly reviews and improves its criteria and practices regarding product and customer responsibility to align with current situations, changes in relevant laws, and consumer expectations.

Goals and Performance

The company focuses on efficient supply chain management and customer satisfaction creation, setting operational goals for various timeframes as follows:

Short-term Goals (2024-2025)

- Set a zero-case target for complaints regarding false advertising, miscommunication, and consumer rights violations
- Complete customer satisfaction surveys and develop customer satisfaction improvement plans
- Elevate product quality and safety management standards to enhance consumer satisfaction and trust

Medium-term Goals (3-5 years)

- Increase stringency in supplier audits by hiring third-party auditors to monitor compliance with the Supplier Code of Conduct
- Conduct random audits of at least one Tier 1 supplier per year that produces goods affecting consumer health and safety
- Develop more efficient complaint management and consumer remediation systems

Long-term Goals (more than 5 years)

- Create a sustainable supply chain management system covering suppliers at all levels

- Develop a product traceability system covering all product groups

- Establish international standards for consumer responsibility operations

2024 Performance Results

Based on operational guidelines, relevant departments continuously collected performance data and found that throughout 2024, there were no cases of customer complaints regarding personal data breaches resulting from the use of the company's membership system. Additionally, there were no cases of customer complaints or concerns about safety or health impacts from using products distributed by the company. However, the company received reports of 21 cases of incidents or complaints related to consumer rights violations (incorrect price tags and incomplete information on packaging). The company investigated the facts and provided remediation by refunding consumers in accordance with product responsibility guidelines, and implemented preventive and corrective measures to reduce potential errors in the future.

Data	Unit	2022	2023	2024
Customer Data Leakage Incidents	cases	0	0	0
Consumer Rights Violation Complaints (Incorrect Price Tags and Incomplete Packaging Information)	cases	n/a	n/a	21
Health and Safety Product/Service Non-Compliance Events	cases	0	0	0

Key Projects in 2024

1. Supplier Product Quality Inspection Project

Objectives and Goals

- Inspect product quality before acceptance to ensure products meet quality and safety requirements agreed with suppliers

- Prevent and reduce risks from potentially defective or substandard products

- Strengthen confidence and good relationships between suppliers and customers through an efficient quality inspection system

Implementation and Results

The company established operational guidelines emphasizing product quality and safety control to build consumer confidence. This included randomly inspecting products that might affect health and safety, as well as verifying the accuracy and clarity of information on product labels, including necessary usage instructions and warnings, to comply with established standards. Additionally, the company set clear quality standards and requirements covering product characteristics, internal standards, and relevant industry standards to ensure products are of high quality and safe for use.

In 2024, no incidents of non-compliance with requirements regarding health and safety impacts of products and services were found.

2. Marketing Communication Guidelines Development Project

Objectives and Goals

The Marketing Communication Guidelines Development Project aims to establish clear and comprehensive guidelines that can be implemented effectively, as well as enhance organizational communication unity. The company focuses on building sustainable relationships with customers while stimulating sales and strengthening the brand's long-term image, to ensure stable business growth and competitiveness in the market.

Implementation and Results

The company is in the process of developing marketing communication guidelines that will be used in 2025.

Community and Social Development

Background and Policy

Community and social development is a crucial issue for current business operations because businesses cannot grow sustainably without connections to relevant communities and society. The relationship between business and community is interconnected in terms of being a source of human resources, customer base, and key stakeholders.

The company is well aware of current expectations from society and stakeholders, including consumers who prioritize socially responsible businesses and investors who carefully consider ESG factors. Emphasizing community and social development helps reduce conflict risks, build trust, and enhance the organization's image.

Moreover, community and social development presents an opportunity to create shared value between business and society, which not only helps solve social problems but also creates new business opportunities. Organizations that understand and prioritize this issue will be able to create competitive advantages and sustainable long-term growth, along with creating positive impacts on society as a whole.

Policies and Practices

The company operates as a trading business, with warehouse operations being the main activity that may impact communities. However, the company efficiently manages risks through selecting warehouse locations along main roads, establishing clear schedules for transport vehicles, and using efficient warehouse management systems.

The company has a process for evaluating both positive and negative potential impacts on communities, including regular community needs assessments, to plan community and social development operations for maximum effectiveness. The company has established policies and practices aligned with the United Nations Sustainable Development Goals (UN SDGs) under the "GIVE" concept, which consists of 6 main areas as follows:

1. **Give a Hand "One Gives, Many Receive"** The disaster relief management approach is designed for rapid emergency response. The Company has established a dedicated emergency relief budget and prepared coordination personnel to work with relevant organizations such as the Thai Red Cross, local government, and civil society organizations to ensure efficient assistance. Additionally, post-relief follow-ups are conducted to ensure appropriate care for those affected by disasters.

2. **Give a Future "Weaving Dreams for Tomorrow"** The Company offers an annual scholarship program for employees' children, selecting recipients based on academic performance and social responsibility. The aim is to cultivate moral values and social consciousness among youth. Scholarship recipients receive ongoing support and monitoring to ensure the long-term positive impact of the program. The Company has established short, medium, and long-term goals for the scholarship program, including tracking good deeds (5 actions per year). The short-term goal is for 80% of scholarship recipients to document good deeds, increasing to 90% in the medium term, with a long-term vision of 100% participation, fostering moral values and inspiring youth.

3. **Give a Better Life "Creating Careers, Achieving Sustainability"** The Company conducts comprehensive community needs assessments, including household visits within a 5-kilometer radius to identify families seeking career support and supplementary income opportunities (such as product assembly and packaging). Skills training and knowledge development are provided to enhance work quality, with continuous monitoring of working environments to ensure labor standard compliance. The Company has clear goals for supporting and creating careers for communities around its warehouses, with a phased development plan. In the short term, the Company aims to increase local income support by 5% from the 2023 baseline. In the medium term, support will expand to 10%, demonstrating commitment to continuous community life quality improvement. The long-term goal is to increase support to 20%, reflecting the vision of sustainable community development.

4. **Give for Life "One Gives, Many Receive"** The Company promotes blood donation activities in collaboration with the Thai Red Cross, establishing annual blood donation days and supporting employee participation through HR communication channels, including Line Official HR, Email, and notice boards.

5. **Give Back to Earth "Helping the World, Protecting the Environment"** This project focuses on comprehensive environmental conservation, including waste reduction, promoting circular resource utilization, and raising environmental awareness in communities and society. Further details can be found in the Resource Management section, Environmental Dimension.

6. **Give Happiness "Smile Together, Share with Heart"** The management approach focuses on creating opportunities for underprivileged groups by collecting essential items such as educational supplies, stationery, and necessary goods. These are distributed to target groups in remote or resource-lacking areas to improve life quality and living conditions.

From continuous operations and community engagement throughout 2024, the company found no cases of disputes with communities surrounding its facilities. Additionally, the company aimed to create positive impacts by providing assistance in generating supplementary income and helping communities and society that needed various equipment, both in normal situations and when facing disasters. The company also organized educational activities about proper waste separation for easier recycling. For 2024, the company spent a total of 5,631,902.38 baht supporting community and social development activities.

All operations were systematically monitored and evaluated through clear success indicators to ensure that community and social development provides maximum and sustainable benefits, in line with the company's stakeholder treatment policy. The company expects that the assistance provided to communities and the knowledge and understanding shared by communities with the company will form the foundation for building good long-term relationships, while also inspiring youth and members of [note: this sentence appears to be incomplete in the original text].

Link and QR code for accessing the website that publishes the sustainability management policy.

https://www.moshimoshi.co.th/th/corporate-governance/policies-charters-and-corporate-documents

Goals and Performance

Short-term Goals (2024-2025)

- Organize educational activities on waste management for communities near offices/warehouses/branch stores at least twice a year
- Increase income generation support for communities near warehouses by 5% from the 2023 base year
- Support youth through annual scholarships for employees' children, with 80% of scholarship recipients required to maintain a good deed record book

Medium-term Goals (3-5 years)

- Organize educational activities on waste management for communities near offices/warehouses/branch stores at least twice a year
- Increase income generation support for communities near warehouses by 10% from the 2023 base year

- Support youth through annual scholarships for employees' children, with 90% of scholarship recipients required to maintain a good deed record book

Long-term Goals (more than 5 years)

- Organize educational activities on waste management for communities near offices/warehouses/branch stores at least twice a year

- Increase income generation support for communities near warehouses by 20% from the 2023 base year

- Support youth through annual scholarships for employees' children, with 100% of scholarship recipients required to maintain a good deed record book

2024 Performance Results

Details	Performance Results
Disaster Relief Support	Disaster Relief Support and Emergency Assistance, Supporting Local Communities to Recover as Quickly as Possible, Totaling 200,000 Baht • Donated 100,000 baht to the Thai Red Cross • Donated 50,000 baht and 122 essential learning materials and supplies to Ban Mai Lung Khon Community School in Chiang Rai Province • Donated 50,000 baht and 121 essential learning materials and supplies to Ban Mueang Daeng School in Chiang Rai Province • Donated necessary items to the Bangkok Metropolitan Labor Welfare and Protection Office Area 8 to help flood victims in Chiang Rai Province
Educational Support	Educational Support Totaling 190,000 Baht • Supported 9 educational scholarships for employees' children, amounting to 40,000 baht • Supported Mahidol University's Engineering Faculty students' participation in World Robocop 2024 competition with 100,000 baht • Supported Chiang Mai University's Medical Faculty students in the 9th International Medical Challenge 2024 with 50,000 baht
Promoting Careers for Neighboring Communities	Promoting careers and generating income for neighboring communities through knowledge sharing and employment, totaling 5,241,902.38 million baht, an increase of 11.3% from the 2023 base year.
Community and Youth Engagement	Plastic Bottle Exchange for Learning Materials: • Provided an opportunity for students and community members to participate in the project, with a total of 174 participants • Collected 95 kilograms of plastic bottles, reflecting community response and awareness of waste management
Environmental Knowledge and Awareness Creation	• Organized educational activities on waste sorting, plastic waste reduction, and recycling for students and community members • Assessed learning outcomes from training and activities, finding that a percentage of participants were able to understand and practically apply the knowledge
Creating Concrete Positive Environmental Impact	• Organized educational activities on waste sorting, plastic waste reduction, and recycling for students and community members • Assessed learning outcomes from training and activities, finding that a percentage of participants were able to understand and practically apply the knowledge
Creating Sustainability and Project Expansion	Collaboration between the company, community, and external organizations has developed an activity model that can be scaled and replicated in other areas in the future.

Key Projects in 2024

1: Give a Hands: Disaster Recovery Support Project

Objectives and Goals

This project aims to assist victims of disasters and emergency situations, focusing on providing rapid and efficient aid to alleviate suffering and create stability for those affected. Additionally, the project aims to support communities in disaster-affected areas to recover and return to normal conditions as quickly as possible, to strengthen resilience and long-term sustainability for communities.

Implementation and Results

Donations to support flood incidents in Chiang Rai province, divided into:

1. The company donated 100,000 baht to the Thai Red Cross Society

2. The company donated 50,000 baht and 122 pieces of necessary school supplies to Ban Mai Lung Khon Community School, Chiang Rai province

3. The company donated 50,000 baht and 121 pieces of necessary school supplies to Ban Mueang Daeng School, Chiang Rai province

4. The company delivered essential supplies to the Bangkok Welfare and Labor Protection Office Area 8 to assist flood victims in Chiang Rai province

2. Give A Future: Scholarship Program for Employees' Children

Objectives and Goals

The scholarship program for employees' children, under the "Give a Future" concept, aims to support the education of employees' children who have good academic performance. The program's purpose is to promote children's education and help them have opportunities to grow and develop their full potential. Additionally, the project aims to encourage children to do good deeds for society and the environment, instilling moral values and social responsibility in children who will grow up to be quality adults and contribute to society in the future.

Implementation and Results In 2024, the company provided scholarships for employees' children, divided into:

1. Elementary level (Grade 1-6): 3,000 baht per scholarship, totaling 12,000 baht
2. Lower secondary level (Grade 7-9): 4,000 baht per scholarship, totaling 8,000 baht
3. Upper secondary level or equivalent (Grade 10-12, Vocational Certificate): 5,000 baht per scholarship, totaling 20,000 baht

Scholarship recipients are required to perform 5 good deeds related to society and the environment and prepare a report for evaluation before participating in the next scholarship selection.

In 2024, the company awarded scholarships to employees' children on May 27, 2024, for a total of 9 scholarships, divided into 4 scholarships for elementary level, 1 scholarship for lower secondary level, and 4 scholarships for upper secondary level.

Activities photos of the Give a Future project

3. Give A Future: Educational Support Project for Teaching Activities and Student Activities

Objectives and Goals

This project aims to enhance learning opportunities and fully develop students' potential by supporting various activities that strengthen diverse learning skills and experiences, including developing capabilities in different areas to foster growth in both academic and daily life. The goal is to encourage students to become knowledgeable, capable, and ready for future development.

Implementation and Results

- The company supported activities of engineering students at Mahidol University to participate in the World Robocop 2024 competition with 100,000 baht

- The company supported activities of medical students at Chiang Mai University for the 9th International Academic Quiz Competition project, Chiang Mai University International Medical Challenge 2024, with 50,000 baht

Activities photos of the Give a Future project

4. Give Back to Earth: Plastic Bottles for School Supplies Exchange Project

Objectives and Goals

The Plastic Bottles for School Supplies Exchange Project aims to raise awareness about environmental issues by promoting understanding of waste problems and their environmental impacts, both at community and individual levels. It also focuses on promoting proper waste management by supporting waste separation, recycling, and waste reduction, especially plastic waste, to motivate people and communities to participate in efficient waste management. This project helps increase community participation by connecting communities and educational institutions to play a joint role in reducing waste problems and creating activities that positively impact the environment, including supporting projects that focus on environmental conservation and proper waste management.

Implementation and Results

The company established the "Plastic Bottles for School Supplies Exchange" project under the Give Back To Earth concept to promote community participation in environmental management. This project provides opportunities for students and nearby communities to participate in environmental conservation by exchanging plastic bottles for school supplies, while also providing education about waste management, such as waste separation, reducing plastic waste, and recycling. The collected plastic bottles are delivered to recycling agencies, such as sending plastic bottles to Wat Chak Daeng to produce monk robes, creating tangible value and benefits for communities and the environment.

The company began planning the "Give Back To Earth" project in October 2024, starting with activities at Wat Bang Prathun Nok School as the first location on November 25, 2024. The company aims to increase these activities to twice a year in 2025 to expand results and create environmental participation. Additional details about the project can be studied in the Resource Management section of the Environmental Dimension.

Activities photos of the Give Back To Earth project

5. Give A Better Life: Career Enhancement Project for Neighboring Communities

Objectives and Goals

The Career Enhancement Project for Neighboring Communities under the Give a Better Life concept aims to promote and support career creation for surrounding communities, with the goal of enabling communities to become self-reliant and have opportunities to improve their quality of life. Additionally, the project aims to reduce social inequality and improve the well-being of community members by providing necessary knowledge and skills for career building, which will help them secure stable income and improve their quality of life in the long term.

Implementation and Results

- Provided work support for households within a 5-kilometer radius of the Om Yai warehouse
- In 2024, over 35 families received support through product labeling and assembly work
- The company began the "Give a Better Life" project in 2023. Results from the project implementation in 2024 show that households receiving career support from the company amounted to 5,241,902.38 baht.

6. Give Happiness: Share with a Smile, Give from the Heart Project

Objectives and Goals

The Share with a Smile, Give from the Heart project under the Give Happiness concept aims to create opportunities for the underprivileged by collecting necessary items such as learning materials, stationery, and essential supplies for distribution to target groups in remote areas or those lacking essential items. This project aims to reduce social inequality and promote better living conditions in society. Sharing these items helps create happiness and equal opportunities for everyone in society.

Implementation and Results

In 2024, the company donated funds to promote education and support youth quality of life development in communities by providing learning materials, stationery, and necessary items to 4 educational institutions in remote or underprivileged areas as follows:

1. Ban Nong Prong School, Bang Raka Subdistrict, Bang Len District, Nakhon Pathom Province: delivered 185 pieces of teaching materials and necessary supplies

2. Wat Ka Long School, Preng Subdistrict, Bang Bo District, Samut Prakan Province: delivered 192 pieces of teaching materials and necessary supplies

3. Wat Samet Tai School, Samet Tai Subdistrict, Bang Khla District, Chachoengsao Province: delivered 186 pieces of teaching materials and necessary supplies

4. Wat Mai Charoen Rat School, Khlong Sip Song Subdistrict, Nong Chok District, Bangkok: delivered 187 pieces of teaching materials and necessary supplies

Employee Development

Background and Policy

The company places great importance on continuously developing personnel at all levels to enhance knowledge, capabilities, and skills appropriate to their roles and responsibilities. We support employees to work at their full potential and deliver quality products and services that meet the company's standards. Additionally, the company prepares employees to be flexible and ready for potential changes, including various challenges, as well as preparing them for career advancement to grow together with the company in the long term.

Policies and Practices

Employee potential development management can be divided into 2 parts: employee development and employee attraction and retention.

Employee Development

The company emphasizes and promotes continuous personnel development to enhance knowledge, capabilities, and work skills that align with roles and responsibilities according to their functional areas. The company supports employees in delivering quality products and services, creating standardized sales and service. Therefore, the company has established personnel development policies appropriate for each functional area and position level, in line with business operation guidelines and plans for both short-term and long-term. The company has implemented a Competency system to identify and assess necessary work capabilities, to develop skills and knowledge for personnel in the organization, and to support each employee's career advancement through systematic and continuous learning of essential skills.

Link and QR code for accessing the website that that publishes the personnel development policy.

https://www.moshimoshi.co.th/th/corporate-governance/policies-charters-and-corporate-documents

The company continuously improves employee skill and knowledge development plans by analyzing training needs, such as Competency and Job Descriptions, while considering alignment with company plans and strategies, as well as changes in technology, economy, society, and new innovations that impact the business, including specific needs at different times. The company uses the 70:20:10 development model, which is a personnel development concept that emphasizes learning from real experiences, dividing learning into 3 parts: 70% learning from real experiences (On-the-job training), 20% learning from discussions and exchanges with others (Social learning) such as Coaching and Mentoring, and 10% learning from formal training. The Human Resources department is responsible for creating annual training plans that align with the company's annual goals.

The personnel development curriculum for 2024 includes various courses covering Soft Skills such as Presentation Skills for Executives, courses related to data analysis such as Power BI, Technical Skill courses, Safety courses such as Job Safety Analysis and Basic First Aid, as well as courses on corporate governance

and sustainability such as Energy Conservation, Environment, and Waste Management. Training will be conducted in both Onsite and Online formats. In 2024, E-learning has been developed to systematically enhance employees' knowledge and skills, incorporating courses from external institutions such as Value & Resilience Through Risk Management and PDPA, which are taught by expert instructors from external institutions, with testing for certification.

Additionally, internal e-Learning courses have been developed, such as Anti-Corruption courses, to foster familiarity with self-learning, with post-training tests to evaluate development outcomes. The company plans to develop its own e-Learning platform in the future to support sustainable learning and address long-term employee potential development needs. Furthermore, specific courses necessary for work will be developed, including development courses in other dimensions to enhance employees' quality of life according to the Well-being concept in the coming year.

Examples of employee training in In-house format

Additionally, the company also promotes knowledge to employees through HR Connect channels, which include communication via LINE Application, email, and the company's Intranet system. For store employees, the company has created an additional Training Roadmap, divided into levels for store sales staff, store supervisors, and store managers. This includes basic courses and advanced courses to continuously enhance knowledge and skills beyond 2024, developing necessary work skills so that employees can perform according to the same standards across all company branches. For newly opened branches, Area Managers serve as mentors providing guidance and also check employee work standards to ensure that all store branches can operate according to the company's regulations and standard procedures. Regarding monitoring personnel development results, there are various methods depending on course objectives, such as satisfaction evaluation results, Pre-Post Test evaluation results, follow-up assessment forms to track post-training outcomes where supervisors evaluate how much employees have developed, and summary reports of development results according to the annual training plan are presented at executive meetings every month.

Example of Online Training for Branch Store Employees

In addition, the company has established a succession plan to prepare personnel to replace key management positions, including the Chief Executive Officer and senior executives of the company, to reduce risks or impacts from lack of management continuity. The company will assess and select employees with appropriate knowledge and capabilities to enter the Individual Development Plan (IDP) process, developing them to be ready to replace target positions within the specified timeframe. Development follows the 70:20:10 development model, with development results evaluation and annual reviews of the readiness and suitability of successors, in order to regularly adjust the succession plan appropriately.

Overview of Successor Development Program

1. Identifying Key Position

2. Build Success Profiles

3. Shortlisting Candidate Successors

4. Assessing Successors

5. Develop & Train Successors

6. Evaluating Process & Outcomes
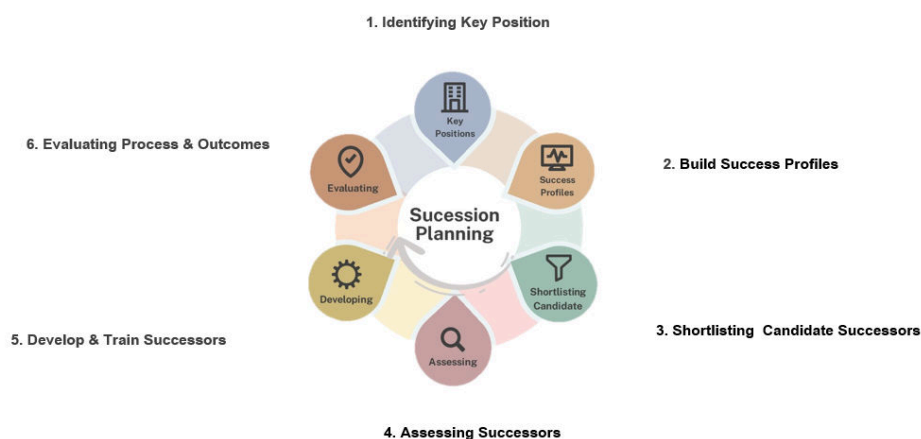
Employee Attraction and Retention:

The company believes that creating a workplace with a good working environment and appropriate benefits will help attract and retain employees to grow with the organization in the long term. In addition to gathering feedback about benefits through the Welfare Committee in the workplace, the company also emphasizes surveying opinions from employees at all levels through the Voice of Employee (VOE) questionnaire once a year. The main objective is to understand employees' feelings, needs, and engagement with the organization. The questions consist of 2 parts:

1. Employee satisfaction survey
2. Employee engagement survey

In this survey, there are also open-ended questions allowing employees to express opinions and suggestions, which the company will consider making improvements. In the past year, management has implemented some additional benefits based on the 2023 VOE survey results. Additionally, the company has analyzed high turnover rate issues through online Exit Interviews to directly understand the causes of resignations. Personal and sensitive data are securely collected by restricting access rights to ensure confidence for those providing information. The data received helps the Human Resources department analyze and develop effective employee retention strategies, especially regarding compensation and benefits, and addressing turnover issues among store branch employees.

Regarding compensation and benefits, the company provides benefits as required by law and supplements with additional benefits to promote employee well-being and enhance the ability to retain employees. The company reviews compensation and benefits at least once a year to remain competitive in the labor market, with annual salary adjustments based on economic conditions and employee performance evaluations. The evaluation ratios vary according to position levels.

For store branch employees who have higher turnover rates than other groups, the company recognizes the trend that during new branch openings, the workload is heavy, resulting in relatively high employee turnover during these periods. Therefore, the company has increased financial incentives to provide compensation

commensurate with the workload for employees in newly opened branches and to attract employees to stay with the organization long-term. Additionally, the company organizes various activities to promote and support a good working environment for frontline employees while also strengthening good relationships within teams.

Goals and Performance

Short-term Goals (2024-2025)

- Employees have an average of 10 training hours per person per year
- Employee satisfaction scores for development, not less than 85%
- New employee satisfaction scores for the Onboarding program not less than 85%
- Employee knowledge test scores not less than 85%
- Employee engagement and satisfaction assessment results 85%
- Percentage of voluntary employee resignations not exceeding 30%

Medium-term Goals (3-5 years)

- Employees have an average of 11 training hours per person per year
- Employee satisfaction scores for development not less than 90%
- New employee satisfaction scores for the Onboarding program not less than 90%
- Employee knowledge test scores not less than 90%
- Employee engagement and satisfaction assessment results 90%
- Percentage of voluntary employee resignations not exceeding 30% Number of new projects related to various innovations or Knowledge Sharing in various areas: 3 projects within 5 years

Long-term Goals (more than 5 years)

- Employees have an average of 12 training hours per person per year
- Employee satisfaction scores for development not less than 95%
- New employee satisfaction scores for the Onboarding program not less than 95%
- Employee knowledge test scores not less than 95%
- Employee engagement and satisfaction assessment results 95%
- Percentage of voluntary employee resignations not exceeding 30%
- Number of new projects related to various innovations or Knowledge Sharing in various areas not less than 5 projects within 7 years

Performance Results for 2024

• The company spent a total of 1.48 million baht on employee development, and employees had an average of 9.30 training hours, which is higher than the previous year. This is a result of the company's commitment to encouraging employees to gain knowledge and understanding through various necessary training courses according to the annual plan, as well as promoting employee access to diverse training courses that address their interests and fulfill skills for growing together with the company in the future.

- Employee satisfaction scores for development: 93%
- Employee knowledge test scores: 86%
- Employee engagement and satisfaction assessment results: 82.9%

- Percentage of voluntary employee resignations: 30%

- There were employee group formations to negotiate with the company regarding employee benefits and welfare, meeting every quarter - strange language about employee grouping.

Key Projects in 2024

1. Happy 8 Project to Promote Employee Quality of Life and Well-being

Objectives and Goals

The Happy 8 project aims to promote employee quality of life and well-being by creating a Happy Workplace, which is the main concept in working with personnel in the organization. Creating happiness in the workplace is considered an important factor in organizational management, ensuring that all employees are happy at work. This happiness will lead to increased work efficiency, reduced stress and conflicts within the organization, as well as help change employee behaviors to develop in a better direction, making work run smoothly and producing good results for both individuals and the organization as a whole.

The Eight Balances of Happiness in Life (Happy Workplace)

Implementation and Results Happy Body

Annual health check-up activities aim to encourage employees to recognize the importance of health care by providing annual health check-up programs specifically designed according to each individual's age range, enabling employees to understand and take care of their health correctly and efficiently.

Example images of annual health check-up activities

Happy Heart

Blood donation activities for the Thai Red Cross to help fellow humans by providing knowledge and understanding to employees, not only about giving and sharing but also about the health benefits they will receive from blood donation.

Example images of blood donation activities

Happy Society

Team building activities to promote the company's Core Values and to build good working relationships through participating in various fun activities that the company organizes every year to promote and instill organizational values. The activities focus on group exercises with challenges for each group to collaboratively solve or complete missions successfully according to targets within a specified timeframe to accumulate points for prizes. After each mission, the facilitator summarizes the activity and asks participants what they gained from completing that mission. At the end of all missions, the facilitator provides an overall summary of the activities together, which concluded the following: In every mission, team members worked together with commitment to accomplish the mission with a sense of being part of the team. Everyone took responsibility for their own duties (Ownership) and used creative thinking in naming their team, creating team symbols, and collaboratively finding answers (Idea). While each mission was different and one mission could have multiple challenges to solve, team members had to adapt to accommodate changing challenges (Modern) and had to use limited available resources most efficiently (Sustainable living). All missions were filled with happiness and enjoyment for all participants (Happiness).

Example images of Team building activities

Happy Family

"Moshi Moshi Happy Mom's Day" is an online activity designed to create engagement and happiness for employees across all areas of the organization, whether they are office staff, warehouse staff, or store branch staff. It was organized to celebrate and express love for mothers and special people in their lives. The activity consists of 3 sub-activities as follows:

1. The Good Memories: Inviting employees to share impressive photos and stories about their mothers or mother figures to create an atmosphere of warmth and awareness of the value of family love.

2. Lucky Mom: A lucky draw activity from shared photos, where participants have a chance to win special prizes, which adds fun and excitement to the activity.

3. Mom's Day Quiz: An online knowledge test about Mother's Day through fun and interesting games with special prizes for those who answer correctly.

All activities aim for employees to spend happy time together with their families, express love, and create bonds between each other, which helps enhance a positive atmosphere and promote family values.

Example images of Moshi Moshi Happy Mom's Day activities

Happy Relax

The company organizes New Year celebration parties covering all employee groups to create happiness, fun, and engagement for employees. This party is a special opportunity for everyone to meet, exchange, and create memories together.

Example images of New Year activities

The company recognizes the hot weather in April and therefore initiated the Fresh Drink activity to provide refreshing beverages to warehouse employees, reflecting the organization's care for employees, helping to relieve fatigue and boost work morale.

Example images of Fresh drink

Happy Brain

HR Connect activities focus on communicating useful knowledge that covers both work and life. The objective is to holistically develop employees' quality of life with up-to-date, interesting information that can be practically applied, to enhance knowledge and quality life skills for personnel.

Example images of knowledge communication to employees through HR Connect channels

Happy Money

"Give a Future" project provides scholarships to children of employees to create good educational opportunities for employees' children, from elementary to high school level or equivalent. Employees can apply to participate in the project to request scholarships for their children. Scholarship recipients must perform public service activities, such as donating unused items, planting trees, reading books to the visually impaired, to pass on generosity and create opportunities for a more livable society. This activity helps employees feel more love and attachment to the organization.

Happy Soul

The company promotes relationships and preserves Thai culture through meaningful Songkran activities, where executives and employees join together in making merit, offering alms to monks at temples, and organizing Buddha image bathing ceremonies both in offices and warehouses. This activity not only boosts employee morale but also provides an opportunity to build relationships and create a positive atmosphere within the organization, with drinks and desserts being distributed to cool off and bring smiles to everyone.

Merit-making and alms offering at Bang Prathun Nok Temple

Songkran activities

2. **Congratulation Probation for PC Project**

Objectives and Goals

This project aims to boost morale for store employees (PC) during their probation period by focusing on supporting and building confidence so that employees can adapt smoothly to their work and feel valued in their roles.

Implementation and Results

When employees pass their probation period evaluation, the company provides small rewards, such as distributing snacks for employees to celebrate within their branch. This not only expresses congratulations but also helps boost work morale, stimulates a friendly work atmosphere, strengthens good relationships among colleagues, and makes employees feel more like part of the organization.

Congratulation Probation PC

3. Stay with me Project

Objectives and Goals

The Stay with Me project aims to reduce employee turnover by focusing on creating a work environment conducive to long-term employment, promoting engagement between employees and the organization, and encouraging each branch to collaborate in retaining quality personnel.

Implementation and Results

The company has established a system to reward the top 3 store branches that can reduce turnover rates the most in each quarter, as an incentive for each branch to collectively care for and retain employees. This also encourages store managers to take on the role of strong leaders, build effective teams, and promote good relationships within the organization, which will help employees have more stability and happiness in their work.

4. Salary Structure Review and Welfare Development Project for Employee Well-being

Objectives and Goals

The Salary Structure Review and Welfare Development Project for Employee Well-being aims to continuously review the company's salary structure every year by considering the appropriateness of compensation to remain competitive in the labor market and to create well-being for employees by focusing on providing appropriate benefits that fully respond to the needs of personnel in the organization. The company reviews the salary

structure annually to consider the appropriateness of compensation to be competitive and for the well-being of employees.

Implementation and Results

The company has considered and increased annual holidays beyond legal requirements for all employee groups. Additionally, the company has added health check items to the annual health check-up program and organized HPV testing activities within the office for cervical cancer screening to promote good health for employees. Furthermore, the company has organized the "Rosy Cheeks" project by distributing iron and folic acid supplements to employees under 45 years of age to promote better health and quality of life for employees.

Example images of HPV testing Activiti

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Appendix

Performance Results

SET	GRI	Data	Unit	2022	2023	2024	Notes
G1 Board Composition							
Board Structure							
G1.1C		Individual Board Member Profiles	Yes/No	Yes	Yes	Yes	
G1.2C	2-9	Total Number of Board Members	People	10	10	10	
G1.2C	2-9	Number of Executive Directors	People	8	9	7	
G1.3C	2-9	Number of Independent Directors	People	4	4	4	
G1.4C	2-9	Number of Non-Executive Directors (excluding Independent Directors)	People	1	1	1	
G1.5C	405-1	Number of Female Directors	People	4	5	5	
G1.6C	2-9	Chairman is an Independent Director	Yes/No	Yes	Yes	Yes	
G1.7C	2-11	Chairman and Managing Director are not the same person	Yes/No	Yes	Yes	Yes	
G1.8C		Number of independent directors in each sub-committee					
		Audit Committee	People	3	3	3	
		Nomination and Remuneration Committee	People	2	2	2	
		Corporate Governance and Sustainability Development Committee	People	No	No	3	
		Executive Committee	People	0	0	0	
G1.9C		Chair of each sub-committee is an independent director					
		Audit Committee	Yes/No	Yes	Yes	Yes	
		Risk Management Committee	Yes/No	Yes	Yes	Yes	
		Nomination and Remuneration Committee	Yes/No	Yes	Yes	Yes	
		Corporate Governance and Sustainable Development Committee	Yes/No	No	No	Yes	
		Executive Committee	Yes/No	No	No	No	
G1.10C	2-9	Tenure of Individual Directors					
		Warapatr Todhanakasem, PH.D.	Year	1	2	3	
		Assoc. Prof. Somchai Supattarakul, PH.D.	Year	1	2	3	
		Miss Vasana Thieansirisak	Year	1	2	3	

Performance Results

SET	GRI	Data	Unit	2022	2023	2024	Notes
		Sittiphol Viboonthanakul , PH.D.	Year	1	0	0	
		Assoc. Prof. Wannee Taechoyotin, PH.D.	Year	0	1	2	
		Mr. Sa-nga Boonsongkor	Year	1	2	3	
		Mr. Somchai Boonsongkorh	Year	1	2	3	
		Miss Monthana Asavametha	Year	1	2	3	
		Miss Natha Boonsongkroh	Year	1	2	3	
		Mr. Achira Boonsongkor	Year	1	2	3	
		Miss Supharada Rojwattana	Year	1	2	3	
Board Roles and Responsibilities							
G1.11C		Number of Board Meetings	Times	11	8	6	
G1.11C		Number of Board Meeting Attendees	%	100%	100%	100%	
		Average Number of Attendees per Board Meeting	Persons	10	10	10	
G1.12C		Board Performance Results	Yes/No	Yes	Yes	Yes	
G1.13C		Number of Audit Committee Meetings	Times	6	6	4	
G1.14C		Audit Committee Performance Results	Yes/No	Yes	Yes	Yes	
G1.15C		Number of Subcommittee Meetings (per committee)					
		Audit Committee	Times	6	4	4	
		Risk Management Committee	Times	2	2	2	
		Nomination and Remuneration Committee	Times	2	3	2	
		Corporate Governance and Sustainability Development Committee	Times	0	0	2	
		Executive Committee	Times	9	12	12	
G1.16C		Performance Results of Each Subcommittee	Yes/No	Yes	Yes	Yes	
G1.17R		Succession Plan Implementation Results	Yes/No	No	Yes	Yes	
Board Recruitment							
G1.18C		Policy and Criteria for Selecting Directors with Qualifications Aligned with Corporate Strategy	Yes/No	No	Yes	Yes	
G1.19C		Analysis of Directors' Skills and Experience Based on Business Nature	Yes/No	No	Yes	Yes	

Performance Results

SET	GRI	Data	Unit	2022	2023	2024	Notes
G1.20C		Profile of the newly appointed directors	Yes/No	Yes	Yes	Yes	
Remuneration of Directors and Senior Executives							
G1.21C	2-19	Policy and Criteria for Director Remuneration Payment	Yes/No	No	Yes	Yes	
G1.22C	2-19	Individual Director Remuneration Amount					
		Warapatr Todhanakasem, PH.D.	Baht (THB)	880,000	800,000	853,000	
		Assoc. Prof. Somchai Supattarakul, PH.D.	Baht (THB)	730,000	660,000	934,000	
		Sittiphol Viboonthanakul , PH.D.	Baht (THB)	730,000	300,000	0	
		Miss Vasana Thieansirisak	Baht (THB)	670,000	670,000	954,000	
		Assoc. Prof. Wannee Taechoyotin, PH.D.	Baht (THB)	0	310,000	982,000	
G1.23C	2-19	Non-monetary Remuneration of Directors	Yes/No	No	No	No	
G1.24C	2-19	Policy and Criteria for Executive Remuneration Payment	Yes/No	No	Yes	Yes	
G1.25C	2-19	Total Executive Remuneration	Baht (THB)	19.4 million baht in salaries and bonuses (6 persons)	30.97 million baht in salaries and bonuses (8 persons)	33.55 million baht in salaries and bonuses (7 persons)	
G1.26R	2-19	Other Remuneration and Long-term Benefits for Executives	Yes/No	Yes	Yes	Yes	
Director Development							
G1.27C		Policy on Board Development Plan	Yes/No	No	Yes	Yes	
G1.28R		Individual Director Development Performance Results	Yes/No	No	Yes	Yes	
Performance Evaluation of the Board of Directors and Executives							
G1.29C	2-18	Criteria for Board Performance Evaluation	Yes/No	Yes	Yes	Yes	
G1.30C	2-18	Overall Board Performance Evaluation Results	Yes/No	No	Yes	Yes	
G1.31C	2-18	Performance Evaluation Results for Each Sub-Committee	Yes/No	No	Yes	Yes	
G1.32R	2-18	Individual Director Performance Evaluation Results	Yes/No	No	Yes	Yes	
G1.33R	2-18	Performance Evaluation Criteria for the Managing Director	Yes/No	Yes	Yes	Yes	
Business Ethics							
G1.34C		Business Ethics (Code of Conduct)	Yes/No	Yes	Yes	Yes	
G1.35C		Anti-Corruption Policy and Guidelines	Yes/No	Yes	Yes	Yes	

Performance Results

SET	GRI	Data	Unit	2022	2023	2024	Notes
G1.36C		Number of business ethics or corruption violations, along with corrective measures	Number of cases	na	na	7	
G1.37C		Whistleblowing and Complaint Handling Policy	Yes/No	Yes	Yes	Yes	
G1.38R		Measures to Prevent Business Ethics Violations	Yes/No	No	Yes	Yes	
GRI Disclosures beyond the SET Guidelines							
	205-1	Operations assessed for risks related to corruption	Yes/No	na	Yes	Yes	
	205-2	Anti-corruption policy and procedure communications and training	Number of persons	na	na	258	
	205-3	Confirmed incidents of corruption and actions take	Number of cases	na	na	4	
	206-1	Legal proceedings for anti-competitive practices, anti-trust violations, and monopolistic conduct	Number of cases	na	na	0	
G2 Sustainability Policy and Strategy							
G2.1C	2-22	Corporate-Level Sustainability Policy and Goals	Yes/No	Yes	Yes	Yes	
G2.2R	3-2	Organization's Material Sustainability Topics (material topics)	Yes/No	Yes	Yes	Yes	
G2.3R		Sustainability Report	Yes/No	No	No	Yes	
G2.4R		Sustainability Performance Disclosure Standards (e.g., GRI Standards)	Yes/No	No	Yes	Yes	
G3 Sustainability Risk Management							
G3.1C		Sustainability Risk Management Policy and Practices	Yes/No	No	na	Yes	
G3.2C		ESG Risk Factors and Opportunities	Yes/No	No	Yes	Yes	
G3.3C		Emerging Sustainability Risks with Potential Near-Term Business Impact	Yes/No	No	Yes	Yes	
G3.4C		Business Continuity Management (e.g., Business Continuity Plan - BCP)	Yes/No	Yes	na	Yes	
G3.5R		Sustainability Risk Management Standards	Yes/No	No	Yes	Yes	
G4 Sustainable Supply Chain Management							
G4.1C		Sustainable Supply Chain Management Policy and Guidelines	Yes/No	No	No	Yes	
G4.2C		Sustainable Supply Chain Management Plan	Yes/No	na	na	na	
		Percentage of new suppliers screened for environmental criteria	%	na	na	62%	
G4.3R	308-1	Total number of new suppliers	List	50	58	102	
		Number of new suppliers screened for environmental criteriaแวดล้อม	List	na	na	63	
		Percentage of new suppliers screened for social criteria	%	na	na	62%	
G4.3R	414-1						

Performance Results

SET	GRI	Data	Unit	2022	2023	2024	Notes
G4.3R	414-1	Number of new suppliers screened for social criteria	List	na	na	63	
G4.4R		Supplier Code of Conduct	Yes/No	No	Yes	Yes	
G4.5R		Percentage of key suppliers committed to Supplier Code of Conduct Number of key suppliers committed	%	na	na	100%	Definition of key suppliers as specified by the company (Tier 1 key suppliers are those with annual purchase value exceeding 10 million baht and providing irreplaceable products)
		Number of key suppliers committed	List	na	na	11	
		Total number of key suppliers	List	na	na	11	
GRI Disclosures beyond SET Guidelines							
	204-1	Local Supplier Expenditure Ratio	Ratio	na	na	99% : 1%	4 international suppliers and 318 domestic suppliers
	308-1	New Suppliers Screened Using Environmental Criteria	0	0	0	0	
	308-2	Negative Environmental Impacts in Supply Chain and Mitigation Actions	List	0	0	0	
	414-1	New Suppliers Screened Using Social Criteria	0	na	na	0	
	414-2	Negative Social Impacts in Supply Chain and Remedial Measures	List	na	na	0	
COM-G1 Cybersecurity and Personal Data Protection							
COM-G1.1		Cybersecurity and Personal Data Protection Policy and Practices	Yes/No	Yes	Yes	Yes	
COM-G1.2		Percentage of IT infrastructure certified with cybersecurity standards (e.g., ISO 27001 or equivalent)	%	na	na	na	
		Total number of IT infrastructure assets	Project	2	2	2	
		Number of IT infrastructure assets certified with cybersecurity standards (e.g., ISO 27001 or equivalent	Project	na	na	na	
COM-G1.3		Personal Data Protection Measures and Guidelines	Yes/No	Yes	Yes	Yes	
COM-G1.4		Percentage of employees trained on cybersecurity and personal data protection	%	100%	6%	84%	
		Number of employees trained on cybersecurity and personal data protection	Person	19	50	275	
COM-G1.5		Number of cyberattack incidents and corrective actions taken	Number of Cases	0	0	0	
COM-G1.6	418-1	Number of personal data breaches and remediation measures	Number of Cases	0	0	0	

Performance Results

SET	GRI	Data	Unit	2022	2023	2024	Notes
GRI Disclosures beyond SET Guidelines							
	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Number of Cases	0	0	0	
COM-G2 Product Quality and Recalls							
COM-G2.1		Product Quality Management Policy and Practices (aligned with international standards e.g., ISO 9001:2015 or equivalent)	Yes/No	Yes	Yes	Yes	
COM-G2.2		Product Recall Plan	Yes/No	na	na	na	
COM-G2.3		Number of product recall incidents with corrective and remedial actions	Number of Cases	na	na	na	
Recommended Additional Indicators							
		Number of product quality complaints with corrective and remedial actions (moved to Customer Responsibility section)	Times	na	61	136	
		Number of substantiated complaint cases	Number of Cases	na	61	131	
		Percentage of verified complaints successfully resolved	%	na	100%	100%	
G5 Innovation Development							
G5.1C		Corporate Innovation Development Policy and Practic	Yes/No	na	na	Yes	
G5.2C		Innovation Culture Development and Promotion Process	Yes/No	na	na	Yes	
G5.3C		Innovation Research and Development Expenditure	Baht (THB)	na	na	30,000,000	
G5.4R		Benefits Derived from Innovation Development	Yes/No	na	na	Yes	
For energy management calculations (E2), conversions follow this sequence: original unit to Mega-Joules to kilowatt-hours (kWh), with 1 megajoule equivalent to 0.277777778 kWh.							
E2.1C	GRI 3-3	Energy Management Plan	Yes/No	na	na	Yes	
E2.2C	GRI 302-1	Energy consumption (electricity/fuel)	kWh	0	7,237,975.14	8,968,081.77	The company collects electricity and energy consumption data for warehouses/HQ and all branches.
E2.3C	GRI 302-1	renewable energy usage	kWh	0	-	84,642.00	
E2.4R	GRI 3-3	energy management targets	kWh	na	na	1,440,183.13	The company calculates electricity consumption for warehouses/HQ and only branches under the company's control, using 2023 as the base year (calculated per 1 million baht of revenue).
E2.5R	GRI 302-3	energy intensity (energy consumption per unit)	kWh/Unit	na	na	8,338,592.01	
Additional indicators for which data is being collected.							

Performance Results

SET	GRI	Data	Unit	2022	2023	2024	Notes
		Electricity consumption	kWh (units) per year	na	6,872,972.20	8,507,591.49	The company collects electricity consumption data for warehouses/HQ and all branches.
		Diesel consumption	Liters per year	na	33,794	35,051	
		Gasoline consumption	Liters per year	na	2,644	2,430	
		LPG consumption (cooking gas)	Kilograms per year				The company does not use this type of fuel.
		LPG consumption (fuel)	Liters per year				The company does not use this type of fuel.
		NGV consumption (fuel)	Kilograms per year				The company does not use this type of fuel.
		Aviation fuel (Jet Fuel) consumption	Liters per year	na	na		
		Chilled water consumption	Square meters of air-conditioned area				The company does not use this type of fuel.
		Renewable energy consumption from solar energy	kWh per year	na	na	84,642	
		Renewable energy consumption from biomass fuel (please specify type: wood chips, agricultural residues. rice husks)	Kilograms per year				The company does not use this type of fuel.
		Renewable energy consumption from biofuel	Cubic meters per year				The company does not use this type of fuel.

Energy Unit Conversion: Original Units to Kilo-Joules (kJ), Calculate the conversion from original units to kilo-Joules (KJ). If the original unit is kWh, there is no unit conversion	Calculate conversion from original units	Convert from the original unit to kilo-Joules (kJ), then divide by 1000 to get Mega-Joules (MJ)			Reference source for unit conversion from the Ministry of Energy
Amount of electrical energy usage 1 kWh	Not converted from kWh	na	6,872,972	8,507,591	
Amount of diesel fuel usage 1 liter	36,420	0	1,230,777	1,276,557	
Amount of gasoline usage 1 liter	31,480	0	83,233	76,496	
Amount of LPG (cooking gas) usage 1 kilogram	49,296	0	0	0	The company does not use this type of fuel.
Amount of LPG (fuel) usage 1 liter	26,620	0	0	0	The company does not use this type of fuel.
Amount of NGV (fuel) usage 1 kilogram	38,148	0	0	0	The company does not use this type of fuel.
Amount of Jet Fuel usage 1 liter	34,530	0	0	0	
Amount of chilled water usage / air conditioning cooling		0	0	0	The company does not use this type of fuel.
Amount of renewable energy usage from solar energy	Not converted from kWh	na	na	84,642	

Performance Results

SET	GRI	Data	Unit	2022	2023	2024	Notes
		Amount of renewable energy usage from biomass fuel, please specify type: wood chips, agricultural residues, rice husks 1 kilogram	12,680	0	0	0	The number 1 Kg = 12,680 kJ for Agricultural waste from the energy unit conversion calculator website of the Ministry of Energy https://public.tableau.com/app/profile/epposite/viz/shared/G6944HP72 . However, the company does not use this type of fuel.
		Amount of renewable energy usage from biofuel 1 cubic meter	20,930	0	0	0	The company does not use this type of fuel.
E3 Water Management							
E3.1C	GRI 3-3	Water Management Plan	Yes/No	na	na	Yes	
E3.2C	GRI 303-5	Water Usage Volume	Cubic meter	na	4,283.60	5,397.00	Disclosed only for warehouses and standalone branches
E3.3R	GRI 3-3	Water Usage Targets	Cubic meter	na	na	15	The company has set a target to reduce water usage per employee by 3% annually, reaching 18% by 2030. The target for water reuse at warehouses is 20% by 2030 and 50% by 2034 (applicable only to warehouses, standalone stores, Sampheng, and The OK Station). The base year is 2024.
E3.4R		Water Usage per Unit (water intensity)	Cubic meter/unit	na	449.43	529.82	Disclosed only for warehouses and standalone branches. The increase in water usage is due to the increase in the number of standalone branches.
E3.5R		Percentage of Wastewater Treated before Discharge	%	na	na	100	Disclosed only for warehouses and standalone branches. The increase in water usage is due to the increase in the number of standalone branches.
E4 Waste and waste management							
E4.1C	GRI 3-3	Waste and Waste Management Plan	Yes/No	na	na	Yes	
	GRI 306-3	Amount of Waste Generated	Kilogram	na	na	225.00	
E4.2C		Amount of Hazardous Waste Generated	Kilogram	na	na	na	
		Amount of Non-Hazardous Waste Generated	Kilogram	na	na	na	
E4.3R		Waste and Waste Management Targets	Kilogram	na	na	na	

Performance Results

SET	GRI	Data	Unit	2022	2023	2024	Notes
E4.4R		Amount of Waste That Has Gone Through Reuse and/or Recycle Processes	Kilogram	na	165.35	198.52	
GRI Disclosures beyond the SET manual							
GRI 302: Energy							
	GRI 302-2	Energy consumption outside of the organization	kWh	na	na	na	
	GRI 302-4	Reduction of energy consumption	kWh	na	0	0	
	GRI 302-5	Reductions in energy requirements of products and services	kWh	na	na	na	
GRI 303: Water and Effluents 2018							
	GRI 303-1	Interactions with water as a shared resource	Yes/No	na	na	na	The company has no interaction with public water sources.
	GRI 303-2	Management of water discharge related impacts	Yes/No	na	na	Yes	The company contracts external agencies to review wastewater values for warehouses.
	GRI 303-3	Water withdrawal	Cubic meter	na	4283	5397	Disclosed only for warehouses and standalone branches.
	GRI 303-4	Water discharge	Liter	na	na	na	The company contracts external agencies to review wastewater values for warehouses.
GRI 306: Waste 2020							
	GRI 306-2	Management of significant waste related impacts	No unit	13.02	7.32	8.82	
	GRI 306-4	Wasted diverted from disposal	Ton	na	165.35	198.52	
		Hazadous waste	Ton	na	na	na	
		Preparation for reuse	Ton	na	na	na	
		Recycling	Ton	na	165.35	198.52	
		Other recovery operations	Ton	na	na	na	
		Non-hazadous waste	Ton	na	na	na	
		Preparation for reuse	Ton	na	na	na	
		Recycling	Ton	na	165.35	198.52	
		Other recovery operations	Ton	na	na	na	
	GRI 306-5	Wasted directed to disposal	Ton	13.02	7.32	28.82	

Performance Results

SET	GRI	Data	Unit	2022	2023	2024	Notes
		Hazadous waste	Ton	na	na	na	
		Incineration with energy recovery	Ton	na	na	na	
		Incineration without energy	Ton	na	na	na	
		Landfilling	Ton	13.02	7.32	8.82	
		Disposal by other methods	Ton	na	na	20.00	
		Non-hazadous waste	Ton	na	na	na	
		Incineration with energy recovery	Ton	na	na	na	
		Incineration without energy	Ton	na	na	na	
E5 Greenhouse Gas Management							
E5.1C	GRI 3-3	Greenhouse Gas Management Plan	Yes/No	na	na	Yes	
E5.2C	GRI 305-1	Direct greenhouse gas emissions, Scope 1	Tons of carbon dioxide equivalent	na	99.54	101.58	EF = 2,049.8134
	GRI 305-2	Indirect greenhouse gas emissions from energy use, Scope 2	Tons of carbon dioxide equivalent	na	3435.28	4252.94	EF =0.49999
E5.3C		Verification of greenhouse gas emissions data by external agencies	Yes/No	No	No	No	
E5.4R	GRI 3-3	Greenhouse gas management targets	Tons of carbon dioxide equivalent	na	na	Scope 1 = 116.31 Scope 2 = 719.95 Total = 836.26	The company calculates greenhouse gas emissions only for warehouses/HQ and branches that the company has control over, using 2023 as the base year (calculated based on revenue of 1 million baht).
E5.5R	GRI 305-1, GRI 305-2 และ GRI 305-3	Total greenhouse gas emissions from Scope 1, Scope 2, and Scope 3	Tons of carbon dioxide equivalent	na	na	366.34 (for Scope 1, collected only from activities involving company transport vehicles and executive vehicles + Scope 2, electricity costs for warehouses and headquarters only)	Currently, the company collects data only for Scope 1 and Scope 2 greenhouse gas emissions for all branches overall.

Performance Results

SET	GRI	Data	Unit	2022	2023	2024	Notes
E5.6R	GRI 305-4	Greenhouse gas emissions per unit (carbon intensity)	Tons of carbon dioxide equivalent/unit	na	3,534.82 tons (warehouses/headquarters/all branches) 715.68 tons (warehouses/headquarters/controllable branches) which represents a ratio of 0.283 tons per revenue	4,354.52 tons (warehouses/headquarters/all branches) 759.89 tons (warehouses/headquarters/controllable branches) which represents a ratio of 0.244 tons per revenue	
COM-E3 Climate change risk							
COM-E3.1		Climate Change Risk Assessment, explaining potential impacts on business operations	Yes/No	na	Yes	Yes	
COM-E3.2		Goals, plans, and measures to mitigate risks from climate change	Yes/No	na	Yes	Yes	
GRI Disclosures beyond the SET manual							
	GRI 305-5	Reduction of GHG emissions	Tons of carbon dioxide equivalent	na	na	40	
	GRI 305-6	Emissions of ozone-depleting substances (ODS)	Tons of chlorofluorocarbon equivalent	na	na	na	
	GRI 305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Kilograms	na	na	na	Due to the company's various operations, no emissions of nitrogen oxides, sulfur oxides, and other air pollutants were found.
E1 Environmental Management Policy and Compliance with Environmental Management Standards							
E1.1C	GRI 3-3	Environmental management policy and practices	Yes/No	na	Yes	Yes	
E1.2C		Number of cases or incidents violating laws or creating environmental impacts with explanation of corrective measures	Number of cases	na	na	0	
E1.3R		Value of damages or fines resulting from violations of laws or creating environmental impacts	Baht	na	na	0	
E1.4R		Compliance with international principles and standards regarding energy management	Yes/No	na	na	na	
E1.5R		Compliance with international principles and standards regarding water management	Yes/No	na	na	Yes	
E1.6R		Compliance with international principles and standards regarding waste and garbage management	Yes/No	na	na	Yes	

Performance Results

SET	GRI	Data	Unit	2022	2023	2024	Notes
E1.7R		Compliance with international principles and standards regarding greenhouse gas management or climate change	Yes/N	na	na	Yes	
GRI Disclosures beyond the SET manual							
GRI 3: Material Topics 2021							
	GRI 3-3	Management of material topics	Yes/No	na	Yes	Yes	
COM-E1 Environmentally Friendly Products							
COM-E1.1		Policies and practices regarding prevention of contamination or leakage from production processes	Yes/No	na	na	na	
COM-E1.2		Impact assessment and life cycle of products	Yes/No	na	na	na	
COM-E1.3		Percentage of sales of environmentally friendly products (eco products) to total product sales	%	na	na	0	
Suggested indicators for additional data collection (if any)							
		Eco-Friednly Product	SKU	0	0	0	
GRI Disclosures beyond the SET manual							
GRI 301: Materials 2016							
	GRI 301-1	Materials used by weight or volume	Kilograms	na	na	0	
	GRI 301-2	Recycled input materials use	%	na	na	0	
	GRI 301-3	Reclaimed products and their packaging materials	%	na	na	na	Will be executed in 2027
COM-E2 Eco- friendly packaging usage							
COM-E2.1	GRI 301-1	Total weight of reusable packaging	Kilograms	na	na	0	
		Amount of reusable packaging by type	Kilograms	na	na	0	
		Total weight of recyclable packaging	Kilograms	na	na	0	
		Amount of recyclable packaging by type	Kilograms	na	na	0	
		Total weight of single-use packaging Reduced	Kilograms	na	na	0	
		Amount of single-use packaging by type	Kilograms	na	na	0	
COM-E2.2	GRI 301-2	Percentage of packaging with recycled materials as a component	%	na	na	0	
COM-E2.3		Percentage of biodegradable packaging	%	na	na	0	
Suggested indicators for additional data collection (if any)							
		Number of SKUs with reduced plastic wrapping	SKU	na	na	8	
		Number of recycled paper tags used	Pieces	na	na	na	

Performance Results

SET	GRI	Data	Unit	2022	2023	2024	Notes
GRI Disclosures beyond the SET manual							
GRI 301: Materials 2016							
	GRI 301-1	Materials used by weight or volume	Kilograms	na	na	na	
	GRI 301-3	Products that have been returned and their packaging materials	%	na	na	na	Will be executed in 2027
S3 Customer/Consumer Responsibility							
Consumer Rights							
S3.1C	GRI 3-3	Data Privacy Policy for Customers	Yes/No	Yes	Yes	Yes	
S3.2C	GRI 418	Number of Customer Data Breaches with Remedial A	Number of cases	0	0	0	
S3.3C	GRI 418	Number of Consumer Rights Violation Cases/Compla	Number of cases	na	na	21	
S3.4R		Company's Customer/Consumer Complaint Channels	Yes/No	Yes	Yes	Yes	
S3.5R		Customer Satisfaction Improvement Plan	Yes/No	No	No	No	The Customer Satisfaction Development Plan is expected to be completed in 2025
S3.6R		Customer Satisfaction Development Targets	Yes/No	No	Yes	Yes	A target has been set for measuring customer satisfaction, requiring a satisfaction level of more than 85%, based on the annual customer satisfaction survey conducted once per year.
S3.7R		Customer Satisfaction Assessment Results	Yes/No	No	Yes	Yes	In 2024, the customer satisfaction score was 85%.
Responsible Marketing and Advertising							
S3.8R		Ethical Marketing and Advertising Guidelines	Yes/No	No	No	Yes	
S3.9R		T'ransparency in Communicating Product/Service Imp	Yes/No	No	No	No	Currently in progress, expected to be disclosed in 2025
GRI Disclosures beyond SET Guidelines							
GRI 416: Customer Health and Safety 2016							
	GRI 416-1	Assessment of the health and safety impacts of product and service categories		Yes	Yes	Yes	
	GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		0	0	0	
S4 Corporate Social Responsibility (CSR)							
S4.1C		Policy for Community Development and Engagement (Affected Communities)	Yes/No	Yes	Yes	Yes	
S4.2C	GRI 413-1	Community Development and Engagement Plan (Affected Communities)	Yes/No	na	na	Yes	

Performance Results

SET	GRI	Data	Unit	2022	2023	2024	Notes
S4.3C		Number of Community Disputes with Remedial Measures	Number of cases	0	0	0	
S4.4R		Community Development and Engagement Targets (Affected Communities)	Yes/No	na	na	Yes	
S4.5R		Benefits from Community Development/Support Initiatives	Yes/No	Yes	Yes	Yes	
S4.6R		Total Expenditure on Community Development/Support Programs	Million Baht (MB)	No	4,710,264.28	5,631,902.38	
GRI Disclosures beyond SET Guidelines							
GRI 413: Local Communities (2016)							
	GRI 413-1	Operations with local community engagement, impact assessments, and development programs		na	na	na	
	GRI 413-2	Operations with significant actual and potential negative impacts on local communities		0	0	0	

Performance Results

			2022			2023			2024			Notes
			Male	Female	Total	Male	Female	Total	Male	Female	Total	
S1 Fair Labor Practices												
S1 Human Rights												
S1.1C	Human Rights Policy and Practices	Yes/No			No			Yes			Yes	
S1.2R	Comprehensive Human Rights Risk Assessment in Business Operations with Preventive Measures	Yes/No			No			No			No	
S1.3R	Number of Human Rights Violation Incidents with Remediation and Mitigation Measures	Number of cases			-			-			-	
S2 Ethical Treatment of Workers												
Hiring Practices												
S2.1C	Number of Employees by Gender, Age, Position Level, and Geographic Origin											
	GRI 401	Total Number of Employees	People	119	726	845	153	878	1,031	174	1,038	1,212	
	GRI 2-7	Employees by Geographic Origin											
		Bangkok and Metropolitan Area	People	78	438	516	104	537	641	114	606	720	
		Northern Region	People	13	32	45	17	37	54	16	52	68	
		Central Region	People	12	53	65	11	66	77	17	102	119	
		Northeastern Region	People	6	81	87	10	98	108	12	102	114	
		Southern Region	People	5	71	76	5	83	88	8	111	119	
		Eastern Region	People	5	51	56	6	57	63	7	65	72	
		Foreign Countries	People	5	16	21	7	21	28	8	21	29	
		Thai	People	114	710	824	146	857	1,003	166	1,017	1,183	
		Myanmar	People	5	16	21	6	20	26	7	20	27	
		Cambodia	People	-	-	-	-	-	-	-	-	-	
		Laos	People	-	-	-	1	1	2	1	1	2	
		Other Countries	People	-	-	-	-	-	-	-	-	-	
	GRI 2-7	Total Number of Contract Employees (including all contractors and employees with special employment contracts)											
		Thailand	People	-	-	-	-	2	2	-	2	2	
		Thai	People	-	-	-	-	2	2	-	2	2	
		Myanmar	People	-	-	-	-	-	-	-	-	-	
		Cambodia	People	-	-	-	-	-	-	-	-	-	
		Laos	People	-	-	-	-	-	-	-	-	-	
		Others	People	-	-	-	-	-	-	-	-	-	
	GRI 2-7	Employee Types											

Performance Results

				2022			2023			2024			Notes
				Male	Female	Total	Male	Female	Total	Male	Female	Total	
		Total Number of Permanent Employees	People	119	726	845	153	878	1,031	174	1,038	1,212	
		Number of Temporary Employees	People	-	-	-	-	-	-	-	-	-	
		Number of Part-Time Employees	People	-	-	-	-	-	-	-	-	-	
		Employees Classified by Position Level											
	GRI 2-9	Senior Management Level	People	2	4	6	3	5	8	2	5	7	
		Percentage of Employees by Job Level	%	33.33	66.67		37.50	62.50		28.57	71.43		
	GRI 405-1	Percentage of Senior Management from T(	%			71.00			78.00			58.00	
	GRI 2-9	Middle Management Level	People	3	15	18	4	16	20	6	18	24	
		Percentage of Employees by Job Level	%	16.67	83.33		20.00	80.00		25.00	75.00		
	GRI 405-1	Percentage of Middle Management from T(	%			2.13			1.94			1.98	
	GRI 2-9	Operational Management Level	People	114	707	821	146	857	1,003	166	1,015	1,181	
		Percentage of Employees by Job Level	%	13.89	86.11		14.56	85.44		14.06	85.94		
	GRI 405-1	Percentage of Operational Management fr(	%			97.16			97.28			97.44	
	GRI 405-1	Employees by Age:											
		Under 30 Years	People	60	335	395	71	365	436	92	472	564	
		Percentage of Employees by Age Group	%	15.19	84.81		16.28	83.72		16.31	83.69		
		Percentage of Senior Management from T(	%			46.75			42.29			46.53	
		Aged 30-50 Years	People	58	366	424	79	468	547	79	526	605	
		Percentage of Employees by Age Group	%	13.68	86.32		14.44	85.56		13.06	86.94		
		Percentage of Senior Management from T(	%			50.18			53.06			49.92	
		Over 50 Years	People	1	25	26	3	45	48	3	40	43	
		Percentage of Employees by Age Group	%	3.85	96.15		6.25	93.75		6.98	93.02		
		Percentage of Senior Management from T(	%			3.08			4.66			3.55	
	GRI 405-1	Number of Disabled and/or Elderly Employ	People	3	11	14	5	10	15	7	9	16	
S2.2C		Number of Disabled Employees	People	3	10	13	5	7	12	7	6	13	
		Number of Elderly Employees	People	-	1	1	-	3	3	-	3	3	

Employee Compensation

				2022			2023			2024			Notes
S2.3C	GRI 405-2	Total Employee Compensation	Baht (THB)			199,400,019.71			270,277,082.17			330,978,620.13	
S2.4C		% of Employees Who Are Members of Pro	%			15.00			14.00			14.00	
S2.5R		Compensation Differences by Gender	Female-to-Male Ratio			NA			0.91 : 1			0.87 : 1	

Occupational Health, Safety and Working Environment

Performance Results

				2022			2023			2024			Notes
				Male	Female	Total	Male	Female	Total	Male	Female	Total	
S2.12C	GRI 403-1	Safety, Occupational Health, and Workplace Environment Development Plans and Activities	Yes/No			Yes			Yes			Yes	
Work-Related Fatal Injuries													
S2.13C	GRI 403	Number of work-related injury/fatality cases	Times			-			2			3	
		Work-related illness statistics	People			-			-			-	
		Employees	People			-			-			-	
		Contractors	People			-			-			-	
		Work-related fatality statistics	People			-			-			-	
		Employees	People			-			-			-	
		Contractors	People			-			-			-	
		Work-related injury statistics (no lost time)	People			-			1			2	
		Employees	People			-			1			2	
		Contractors	People			-			-			-	
		Work-related injury statistics (lost time)	People			-			1			1	
		Employees	People			-			1			1	
		Contractors	People			-			-			-	
		Number of lost-time work injury cases	Times			-			1			1	
S2.14R		Occupational health, safety and work environment improvement targets	No unit			Yes			Yes			Yes	
S2.15R	GRI 403-9	Lost Time Injury Frequency Rate: LTIFR	(Number of lost time injuries × 1,000,000) / Total hours worked			-			0			0	
COM-S1 Respect for Diversity and Equality													
COM-S1.1	GRI 405-1	Policy and Practices on Respecting Diversity and Equality (within organization and supply chain without discrimination by gender, age, nationality, disability, religion, etc.)	Yes/No			na			Yes			Yes	
	GRI 405-1	Employee Data by Gender and Nationality											
		Total employees (by gender)	People	119	726	845	153	878	1,031	174	1,038	1,212	
		Thai	People	114	710	824	146	857	1,003	166	1,017	1,183	
COM-S1.2		Myanmar	People	5	16	21	6	20	26	7	20	27	
		Cambodian	People	-	-	-	-	-	-	-	-	-	
		Laotian	People	-	-	-	1	1	2	1	1	2	
		Others	People	-	-	-	-	-	-	-	-	-	

Performance Results

			2022			2023			2024			Notes
			Male	Female	Total	Male	Female	Total	Male	Female	Total	
COM-S1.3	GRI 405-1	Number of incidents/complaints (re: rights violation, inequality, unfair labor practices with corrective/remedial actions)	Number of Cases			-			-			-	

COM-S2 Women's Workforce Empowerment

			2022			2023			2024			Notes
			Male	Female	Total	Male	Female	Total	Male	Female	Total	
COM-S2.1	GRI 405-1	Policy and Practices on Gender Equality and Women's Empowerment in the Workplace	Yes/No			na			na			na	
COM-S2.2	GRI 405-1	Female Employee Data by Position Level:											
		Total number of female employees	People	-	726	726	-	878	878		1,038	1,038	
		Senior Management Level	People	-	4	4	-	5	5		5	5	
		Middle Management Level	People	-	15	15	-	16	16		18	18	
		Operational Level	People	-	707	707	-	857	857		1,015	1,015	

GRI Disclosures beyond the SET manual

GRI 401: Employment 2016

			2022			2023			2024			Notes
			Male	Female	Total	Male	Female	Total	Male	Female	Total	
	GRI 401-1	New Hires and Turnover Rate											
		New Employee Hiring											
		Total number of new employees	People	134	553	687	164	597	761	160	622	782	
		New hire rate (% of total workforce)	%	15.86	65.44	81.30	15.91	57.90	73.81	13.20	51.32	64.52	
		New hires by location:											
		Thailand	People	134	553	687	163	596	759	159	620	779	
		Percentage of total employees	%	15.86	65.44	81.30	15.81	57.81	73.62	13.12	51.16	64.27	
		Other countries	People	-	-	-	1	1	2	1	2	3	
		% of total employees	%	-	-	-	0.10	0.10	0.19	0.08	0.17	0.25	
		New hires by age group:											
		<30 years	People	98	405	503	108	413	521	133	444	577	
		% of total employees	%	11.60	47.93	59.53	10.48	40.06	50.53	10.97	36.63	47.61	
		30-50 years:	People	36	148	184	56	184	240	27	177	204	
		% of total employees	%	4.26	17.51	21.78	5.43	17.85	23.28	2.23	14.60	16.83	
		>50 years	People	-	-	-	-	-	-	-	1	1	
		% of total employees	%	-	-	-	-	-	-	-	0.08	0.08	
	GRI 401-2	Benefits for Permanent Employees Only											
		Life insurance	Yes/No			Office locations only			Office locations only			Office locations only	
		Health insurance	Yes/No			Office locations only			Office locations only			Office locations only	

Performance Results

			2022			2023			2024			Notes
			Male	Female	Total	Male	Female	Total	Male	Female	Total	
	Disability protection and benefits	Yes/No			Office locations only			Office locations only			Office locations only	
	Parental leave	Yes/No			Yes			Yes			Yes	
	Retirement benefits	Yes/No			Yes			Yes			Yes	
	Stock ownership	Yes/No			No			No			No	
GRI 401-3	Maternity Leave											
	Employees eligible for maternity/parental leave	People	-	726	726	-	878	878	-	1,038	1,038	
	Employees who utilized maternity/parental leave	People	-	27	27	-	20	20	-	31	31	
	Employees who returned to work after maternity/parental leave	People	-	24	24	-	17	17	-	24	24	
	Employees who returned to work after maternity/parental leave and remained employed for at least 1 year	People	-	19	19	-	9	9	-	-	-	
	% of Employees Returning to Work After Utilizing Maternity/Parental Leave Benefits	% of Employees Who Utilized Full Maternity/Parental Leave Entitlements	-	89.00	89.00	-	85.00	85.00	-	77.00	77.00	

GRI 405: Diversity and Equal Opportunity 2016

			2022			2023			2024			Notes
			Male	Female	Total	Male	Female	Total	Male	Female	Total	
GRI 405-1	Workforce Diversity in Supervisory and Organizational Staff											
	Proportion of Female Employees	%		85.90			85.20			86.00		
	Proportion of Female Employees in Senior Management	%		67.00			63.00			71.00		
	Proportion of Female Employees in Middle Management	%		83.00			80.00			75.00		
	Proportion of Female Employees in Operational Management	%		86.00			85.00			86.00		
	Number of female employees in revenue-generating management roles	People		na			na			na		Cannot be clearly separated - includes both direct and indirect revenue generation
	Proportion of female employees in revenue-generating departments (e.g., Product Planning & Distribution, Marketing, Sales & Operations, Strategic Development)	%		na			na			na		
	Total number of board members	People		4			5			5		
	Proportion of female board members	%		40.00			50.00			50.00		
GRI 405-2	Average Salary											
	Senior Management Level (Base Salary Only):	Baht (THB)			na			24,674,286			26,158,235	
	Average base salary	Baht / Person			na			3,084,286			3,736,891	
	Total base salary	Baht (THB)			na			19,313,434			24,771,388	
	Middle Management Level (Base Salary Only)	Baht / Person			na			965,672			1,032,141	
	Average base salary	Baht (THB)			na			23,776,545			30,334,438	
	Total base salary	Baht / Person			na			269,469			232,418	
	Other Positions total salary	Baht (THB)			na			na			na	

Performance Results

			2022			2023			2024			Notes
			Male	Female	Total	Male	Female	Total	Male	Female	Total	
	Other Positions average salary	Baht / Person			na			na			na	
	Female-to-male average salary ratio											
	Senior management total base salary	-	na	na	na		1	1				
	Middle management total base salary	-	na	na	na		2	2				
	Operational management total compensation	-	na	na	na		1	1				
	Other positions total salary	-	na	na	na	-	-	-	-	-	-	

GRI 403 Occupational Health and Safety 2018

			2022			2023			2024			Notes
			Male	Female	Total	Male	Female	Total	Male	Female	Total	
GRI 403-8	Employees Covered by Occupational Health and Safety Management System											
	Permanent Employees Covered by OHS Management System											
	Number of Employees Covered by OHS Management System	People			845			1,031			1,212	
	% of Employees Covered by OHS Management System	%			100.00			100.00			100.00	
	Number of employees covered by OHS management system and audited internally	People			na			na			na	
	% of employees covered by OHS management system and audited internally	%			na			na			na	
	Number of employees covered by OHS management system with external certification/audit	People			na			na			na	
	Contractors/third-party workers covered by OHS management system											
	Number of contractors/third-party workers covered by OHS management system	People			na			na			na	
	% of contractors/third-party workers covered by OHS management system	%			na			na			na	
	Number of contractors/third-party workers covered by OHS management system and internally audited	People			na			na			na	
	% of contractors/third-party workers covered by OHS management system and internally audited	%			na			na			na	
	Number of contractors/third-party workers covered by OHS management system with external certification/audit	People			na			na			na	
	% of contractors/third-party workers covered by OHS management system with external certification/audit	%			na			na			na	
GRI 403-10	Work-Related Illnesses and Occupational Diseases											

Performance Results

			2022			2023			2024			Notes
			Male	Female	Total	Male	Female	Total	Male	Female	Total	
	(Definition: "Illness" refers to health impairments, encompassing diseases, ailments, and disorders - these terms are often used interchangeably depending on symptoms and diagnosis.)											
	Permanent Employees	People			-			-			-	
	Contract Workers/Third-Party Contractors	People			-			-			-	
	Recordable Work-Related Illness Cases											
	Permanent Employees	People			-			-			-	
	Contract Workers/Third-Party Contractors	People			-			-			-	

S2 Ethical Treatment of Workers

Employee Development

			2022			2023			2024			Notes
			Male	Female	Total	Male	Female	Total	Male	Female	Total	
S2.6C		Employee Development Programs/Activities	Yes/No		Yes			Yes			Yes	
S2.7C GRI 404-1	Average training hours per employee	Hours /person / year			1			9			9	
S2.8R GRI 404-3	Employee development plan as part of annual performance evaluation	Yes/No			na			na			na	
S2.9R	Employee development targets	Yes/No			Yes			Yes			Yes	
S2.10R	Employee development expenditure	Million baht (MB)			0			1			1	
S2.11R	Benefits gained by employees and/or organization from development programs	Yes/No			Yes			Yes			Yes	

Employee Engagement and Participation Promotion

			Male	Female	Total	Male	Female	Total	Male	Female	Total	Notes
S2.16C	Employee Engagement and Retention Plan	Yes/No			Yes			Yes			Yes	
S2.17C	Voluntary turnover rate (%)	%			53.30			41.60			30.00	
S2.18C	Number of major labor disputes with correc	Number of cases			-			-			-	
S2.19R	Employee engagement and retention targe	Yes/No			Yes			Yes			Yes	
S2.20R	Employee engagement survey results	Yes/No			Yes			Yes			Yes	
S2.21R GRI 407	Employee collective bargaining on benefits and welfare	Yes/No			Yes			Yes			Yes	

Additional KPIs Collected

			Male	Female	Total	Male	Female	Total	Male	Female	Total	Notes
	Number of employees surveyed	People	75	547	622	81	720	801	104	769	873	
	Employee satisfaction score/rating	%	77.10	81.00	80.60	83.10	86.05	85.70	80.50	83.20	82.90	
	Employee satisfaction survey coverage rate	%	63.00	75.34	73.61	52.94	82.00	77.69	59.77	74.08	72.03	

GRI Disclosures beyond the SET manual

GRI 404: Training and Education 2016

			Male	Female	Total	Male	Female	Total	Male	Female	Total	Notes
GRI 404-2	Employee Skill Development Programs Retirement/Employment Termination Preparation Initiatives											
	Types and scope of implemented programs	Yes/No			No			No			Yes	

Performance Results

		2022			2023			2024			Notes
		Male	Female	Total	Male	Female	Total	Male	Female	Total	
Work facilitation programs and Retirement/employment termination preparation programs	Yes/No			No			No			Yes	

GRI content index

Statement of use	Moshi Moshi Retail Corporation Public Company Limited has reported the information cited in this GRI content index for the period [1 January - 31 December 2024] with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	Page Number	
		56-1 One Report (Annual Report 2024)	Sustainability Report
GRI 2: General Disclosures 2021			
	2-1 Organizational details		11
	2-2 Entities included in the organization's sustainability reporting		6,11
	2-3 Reporting period, frequency and contact point		6
	2-6 Activities, value chain and other business relationships		11-16.
	2-9 Governance structure and composition	161-162, 267-277	40, 42,43,87 ,128
	2-11 Chair of the highest governance body	162	40--41
	2-18 Evaluation of the performance of the highest governance body	185-187	
	2-19 Remuneration policies	171-172,190-192	
	2-20 Process to determine remuneration	163, 171-174	
	2-21 Annual total compensation ratio	163, 171-175	177
	2-22 Statement on sustainable development strategy		2-5,18, 23
	2-23 Policy commitments		23,32
	2-24 Embedding policy commitments		6,34
	2-27 Compliance with laws and regulations	66	
	2-28 Membership associations		47
GRI 3: Material Topics 2021			
	3-2 List of material topics		24
	3-3 Management of material topics		32
GRI 204: Procurement Practices 2016			
	204-1 Proportion of spending on local suppliers		166
GRI 205: Anti-corruption 2016			
	205-1 Operations assessed for risks related to corruption	66	
	205-2 Communication and training about anti-corruption policies and procedures	197	47-48
	205-3 Confirmed incidents of corruption and actions taken	200	
GRI 207: Tax 2019		299	
GRI 301: Materials 2016			
	301-1 Materials used by weight or volume		173
	301-2 Recycled input materials used		173
	301-3 Reclaimed products and their packaging materials		174
GRI 302: Energy 2016			
	302-1 Energy consumption within the organization		167

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GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	Page Number	
		56-1 One Report (Annual Report 2024)	Sustainability Report
	302-2 Energy consumption outside of the organization		90-9, 170
	302-3 Energy intensity		90-92,170
	302-4 Reduction of energy consumption		170
	302-5 Reductions in energy requirements of products and services		174
GRI 303: Water and Effluents 2018			
	303-1 Interactions with water as a shared resource		170
	303-2 Management of water discharge-related impacts		170
	303-3 Water withdrawal		170
	303-4 Water discharge		170
	303-5 Water consumption		170
GRI 305: Emissions 2016			
	305-1 Direct (Scope 1) GHG emissions		171
	305-2 Energy indirect (Scope 2) GHG emissions		171
	305-3 Other indirect (Scope 3) GHG emissions		171
	305-4 GHG emissions intensity		171
	305-5 Reduction of GHG emissions		172
	305-6 Emissions of ozone-depleting substances (ODS)		172
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		172
GRI 306: Waste 2020			
	306-2 Management of significant waste-related impacts		170
	306-4 Waste diverted from disposal		170
	306-5 Waste directed to disposal		170
GRI 308: Supplier Environmental Assessment 2016			
	308-1 New suppliers that were screened using environmental criteria		165
	308-2 Negative environmental impacts in the supply chain and actions taken		165
GRI 401: Employment 2016			
	401-1 New employee hires and employee turnover		179
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		179
	401-3 Parental leave		180
GRI 403: Occupational Health and Safety 2018			
	403-8 Workers covered by an occupational health and safety management system		181
	403-10 Work-related ill health		181-182
GRI 404: Training and Education 2016			

	Statement of use	Moshi Moshi Retail Corporation Public Company Limited has reported the information cited in this GRI content index for the period [1 January - 31 December 2024] with reference to the GRI Standards.
	GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	Page Number 56-1 One Report (Annual Report 2024)	Sustainability Report
	404-1 Average hours of training per year per employee		182
	404-2 Programs for upgrading employee skills and transition assistance programs		182
	404-3 Percentage of employees receiving regular performance and career development reviews		182
GRI 405: Diversity and Equal Opportunity 2016			
	405-1 Diversity of governance bodies and employees		162,177-178
	405-2 Ratio of basic salary and remuneration of women to men		177
GRI 407: Freedom of Association and Collective Bargaining 2016			
GRI 413: Local Communities 2016			
	413-1 Operations with local community engagement, impact assessments, and development programs		175
	413-2 Operations with significant actual and potential negative impacts on local communities		175
GRI 414: Supplier Social Assessment 2016			
	414-1 New suppliers that were screened using social criteria		166
	414-2 Negative social impacts in the supply chain and actions taken		166
GRI 416: Customer Health and Safety 2016			
	416-1 Assessment of the health and safety impacts of product and service categories		174
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services		174
GRI 417: Marketing and Labeling 2016			
	417-1 Requirements for product and service information and labeling		136
	417-2 Incidents of non-compliance concerning product and service information and labeling		137
GRI 418: Customer Privacy 2016			
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data		166

Reader Survey on the 2024 Sustainability Report

1.   **Which reader group do you belong to?**

○ Shareholder/Investor   ○ Employee/Executive of Moshi Moshi Retail Corporation Plc.

○ Customer   ○ Labor

○ Business Partner/Contractor   ○ Media/Press

○ Co-owner/Resident   ○ Other ....

2.   **Satisfaction with the content presentation and format of the sustainability report**

	High	Medium	Low	Need Improvement
You are aware and understand the company's general operations better	○	○	○	○
You are aware and understand the company's operations regarding social, economic, and environmental responsibility	○	○	○	○
The content covers topics that interest you	○	○	○	○
The content is easy to understand	○	○	○	○
Credibility of the content	○	○	○	○
The design of the publication is attractive	○	○	○	○
Overall satisfaction with the report	○	○	○	○

3.   **Objective of reading the "Sustainability Report"**

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4.   **Suggestions for development and improvement in the next edition**

_____

_____

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You may return the completed survey to

Ms. Piyatip Diloksri

Secretary of the Corporate Governance and Sustainable Development Subcommittee

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