



ESG Performance Report for Listed Companies in 2025

MEGA LIFESCIENCES PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



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ESG Performance

Company Name : MEGA LIFESCIENCES PUBLIC COMPANY LIMITED Symbol : MEGA

Market : SET Industry Group : Services Sector : Commerce

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity management, Water resources and water quality management, Waste management, Greenhouse gas and climate change management

The company has established an environmental policy with a commitment to energy efficiency and reducing energy consumption. For example, it promotes habits among employees to turn off lights and office equipment when not in use or unnecessary.

The company also aims to reduce greenhouse gas emissions by implementing measures such as minimizing travel through remote conferencing systems.

In terms of recycling and waste reduction, the company practices paper recycling.

Additionally, the company has adopted the ISO 14001 standard to become part of an industrial network that explores opportunities for improving sustainable practices in health, safety, and environmental management.

Reference link for environmental policy and guidelines : <https://investor.megawecare.com/storage/document/cg/20220301-mega-hse-policy-th.pdf>

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

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

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

During the past year, the Company enhanced its environmental practices by integrating sustainability into its business processes and product development lifecycle to reduce the use of non-renewable resources and improve resource efficiency. The Company also conducted climate risk assessments covering potential impacts such as floods, earthquakes, and global warming. In addition, measures were implemented to reduce greenhouse gas emissions and to develop business continuity plans (BCP) to manage risks related to natural disasters and climate change.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : ISO 14001 - Environmental management systems

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management : Thailand Greenhouse Gas Management Organization (TGO) principles and standards

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

The Company implements environmental management initiatives by improving manufacturing processes to enhance efficiency and reduce the use of non-renewable resources. The Company also promotes innovations in manufacturing operations both internally and with suppliers to minimize environmental impacts. In addition, climate risk assessments have been conducted and measures such as reducing greenhouse gas emissions and developing business continuity plans have been implemented to address environmental and natural disaster risks.

Information on incidents related to legal violations or negative environmental impacts

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

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

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on energy management

Energy management plan

The company's energy management plan : Yes

Energy from Mega Lifesciences is committed to its Climate Change Strategy. Our CEO has set a vision to achieve 50% renewable energy by year 2030. Renewable sources

Reference link for company's energy management plan : <https://sustainability.megawecare.com/th/environment/energy-management>

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Increase of electricity consumption from renewable energy sources	2018	2024 : Increased by 14%

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Our solar plants at our facilities in Thailand, Myanmar, and Australia saved 1,425 tons of CO₂ in 2025 (2024: 863 tons of CO₂). We have invested USD 1.5 million in installing these solar plants and achieved USD 304,000 in electricity cost savings in 2025

Information on electricity management

Company's electricity consumption ^(*)

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	16,787,764.00	17,066,436.00	19,262,017.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	15,141,000.00	14,637,000.00	16,848,000.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	1,646,764.00	2,429,436.00	2,414,017.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	3,045.12	3,212.20	3,567.70

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

Electricity Consumption Intensity

	2023	2024	2025
Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²)	N/A	N/A	N/A

Information on fuel management

Company's fuel consumption

	2023	2024	2025
Natural gas (Standard Cubic Feet)	1,223,511.00	1,387,937.00	1,264,928.00

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

	2023	2024	2025
Total fuel expense (Baht)	N/A	N/A	N/A
Percentage of total fuel expense to total expenses (%) ^(**)	N/A	N/A	N/A
Percentage of total fuel expense to total revenues (%) ^(**)	N/A	N/A	N/A

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2023	2024	2025
Total energy consumption within the organization (Megawatt-Hours)	16,788.00	17,066.00	19,262.00

Energy Consumption Intensity

	2023	2024	2025
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*)	0.00106413	0.00110481	0.00134904

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

Water management

Disclosure boundary in water management over the past years

Boundary type : Company
Total number of disclosure boundaries : 3
Actual number of disclosure boundaries : -
Data disclosure coverage (%) : 0.00

Information on water management plan

Water management plan

The Company's water management plan : Yes

The company has set targets for reducing and managing resources as well as the resource efficiency hierarchy to the management of key resource such as energy, water and packaging. The company continuously monitors resource management performance and fosters eco-friendly innovations to enhance efficiency in production and business operations sustainably. Additionally, the Company emphasizes stakeholder engagement, including employees, business partners, and customers, through training, communication, and engaging activities that promote environmental consciousness.

Reference link for company's water management plan : <https://sustainability.megawecare.com/en/environment/water-management>

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	-	2024 : Reduced by 1,387.00 Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

At Mega Bangpu, Phase 2 of the water efficiency program in 2025, focused on upgrading 40 handwashing stations with the latest efficient faucets. This initiative is estimated to reduce water usage by 50%, resulting in annual water savings of approximately 105,000 litres.

Diagram of performance and outcomes in water management



the water efficiency program in 2025

Information on water management

Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	86,350.00	92,824.00	96,866.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	15.66	17.47	17.94
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.01	0.01	0.01

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

Water discharge by destinations

	2023	2024	2025
Total wastewater discharge (cubic meters)	1,377.00	1,387.00	862.00

Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)	86,350.00	92,820.00	96,004.00

Recycled water consumption

	2023	2024	2025
Total recycled water for consumption (Cubic meters)	1,377.00	1,387.00	862.00

Water Consumption Intensity

	2023	2024	2025
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*)	0.00547341	0.00600895	0.00672379

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

Water withdrawal expenses

	2023	2024	2025
Total water withdrawal expense (Baht)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total expenses (%) ^(*)	0.00	0.00	0.00
Percentage of total water withdrawal expense to total revenues (%) ^(*)	0.00	0.00	0.00
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	0.00	0.00	0.00

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

Waste management

Mega Lifesciences manages and optimizes waste generated in the manufacturing process. The Company separates the waste into hazardous and non-hazardous waste. Mega has taken appropriate steps to reduce the waste generation and more importantly taken critical steps to reduce the hazardous waste.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : No

Details of setting goals for waste management

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste management : No

Information on waste management

Waste Generation^(*)

	2023	2024	2025
--	------	------	------

	2023	2024	2025
Total waste generated (Kilograms)	776,774.00	883,432.00	999,858.00
Total non-hazardous waste (kilograms)	756,601.00	860,720.00	974,918.00
Non-hazardous waste - Incineration with energy recovery (Kilograms)	756,601.00	860,720.00	974,918.00
Total hazardous waste (kilograms)	20,173.00	22,712.00	24,940.00
Hazardous waste - Incineration with energy recovery (Kilograms)	20,173.00	22,712.00	24,940.00
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.05	0.06	0.07
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.05	0.06	0.07
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**)	0.00	0.00	0.00

Additional explanation : ^(*) Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost

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

Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	0.00	0.00	N/A
Percentage of total reused/recycled waste to total waste generated (%)	0.00	0.00	N/A

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	3
Actual number of disclosure boundaries	:	-
Data disclosure coverage (%)	:	0.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

TCFD Reporting Greenhouse Gas Management Plan

Mega is preparing to commit itself to TCFD recommendations and considering climate change related risks and opportunities. We have prepared a brief TCFD report and disclosed it on our website. Since the disclosure, we have been promoting dialogue with stakeholders based on the disclosed information.

We aim to reduce climate change risks and capture opportunities by continuously valuing dialogue with stakeholders, reexamining climate-related risks and opportunities from various perspectives, and considering both climate change mitigation and adaptation. Mega will include the promotion of its response to climate change in environmental initiatives, one of the Material Issues forming the foundation for business continuity. With an awareness of the financial impacts of environmental changes on our business, we incorporate responses to risks and opportunities into our management strategies.

Governance for TCFD

Mega has developed a risk management system overseen by the Executive Directors, including the CEO, and supervised by the Board of Directors. We conduct annual company-wide risk assessments by heads of all business units and formulate necessary countermeasures followed by implementation and evaluation. The results are reported regularly, at least once a year, to the Sustainability, Risk Management and Corporate Governance Committee and the Board of Directors.

For climate change issues such as the reduction of GHG emissions that require group-wide initiatives, we have established an environmental management system and incorporated them into our medium- to long-term environmental goals. Our initiatives under this system are reported to the Board of Directors at least once a year as part of our sustainability initiatives.

Reducing Carbon Footprint

Mega Lifesciences remains committed to reducing CO₂ and other greenhouse gases, including SO_x, NO_x and volatile organic compounds. The Company has a strategy to invest in decarbonizing its operations and plans to implement renewable energy sources within its operations.

The Company has established a phased plan consisting of (i) Short-term (20262028), (ii) Medium-term (20292032), (iii) Long-term (20322035), and (iv) Very long-term (20352050).

Short-term plans include improving operational efficiencies, using renewable energy resources, recycling, and innovation. Medium- and long-term plans include measures such as afforestation, advanced energy resources like green hydrogen, carbon accounting, and bioenergy.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : No
goals

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : Yes
management

The Company monitors and reports greenhouse gas emissions from its operations and implements energy efficiency measures, such as improving equipment efficiency and promoting efficient energy use, to reduce environmental impacts. During the year, there were no specific projects or awards related to greenhouse gas reduction.

Information on greenhouse gas management

The company's greenhouse gas emissions

	2023	2024	2025
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	9,000.99	8,962.03	9,852.06
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	1,808.57	2,071.39	2,387.11
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	6,752.89	6,469.55	7,008.77
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	439.53	421.09	456.18

Greenhouse Gas Emissions Intensity

	2023	2024	2025
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) (*)	0.000571	0.000580	0.000690
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	1.63	1.69	1.82

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

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

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

Verification of the company's greenhouse gas : No
emissions

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

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

Absorption and removal of Greenhouse Gas

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

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ESG Performance

Company Name : MEGA LIFESCIENCES PUBLIC COMPANY LIMITED Symbol : MEGA

Market : SET Industry Group : Services Sector : Commerce

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

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

The company establishes policies that promote and support human rights by referencing the business code of conduct and the company's ethical principles. These include non-discrimination, non-harassment, and a non-retaliation policy.

- Reference link for social and human rights policy and guidelines : <https://investor.megawecare.com/storage/document/cg/20220301-mega-human-rights-policy-en.pdf>

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

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

- Review of social and human rights policies, guidelines, and/or goals over the past year : Yes
- Changes in social and human rights policies, guidelines, and/or goals : Employee Rights, Child Labor, Community and environmental rights, Safety and occupational health at work

Employee / Labor Rights

The Company respects labor rights in accordance with the labor laws of the countries in which it operates and promotes a safe and fair working environment. The Company also supports voluntary employment, prohibits forced labor, and ensures that employees receive compensation in compliance with applicable laws.

Prevention of Child Labor

The Company has a policy prohibiting child labor and forced labor in all of its operations and throughout its supply chain. It strictly complies with the legal minimum age requirements for employment.

Consumer / Customer Rights

The Company conducts its business in accordance with its Code of Conduct and responsible marketing practices to ensure accurate product information and to safeguard consumer safety.

Community and Environmental Rights

The Company recognizes its role as a responsible corporate citizen by undertaking activities that promote community health and well-being, while also supporting environmental conservation and reducing the environmental impacts of its operations.

Occupational Health and Safety

The Company has established an occupational health and safety management system, including monitoring workplace incidents and providing personal protective equipment (PPE), to ensure a safe working environment for employees.

Supplier Rights

The Company has established a **Supplier Code of Ethics** to assess suppliers on human rights issues such as the prohibition of child labor, non-discrimination, and respect for labor rights, in order to promote responsible and sustainable business practices throughout the supply chain.

Information on other social management

Plans, performance, and outcomes related to other social management

The Company promotes ethical and transparent business practices through ongoing initiatives related to business ethics and anti-corruption. Policies are communicated to employees and supported by regular training. In addition, the Company places importance on data privacy and information security by implementing appropriate control measures and data management systems. During the year, no significant cases of corruption or data breaches were reported.

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

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

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

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

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	0.00

Information on employees and labor management plan

Employees and labor management plan

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

Fair Employee Remuneration

The Company provides a diversified remuneration structure to encourage employees to achieve their full potential. The remuneration structure includes salaries, bonuses, incentives, allowances and long-term rewards such as employee share-based schemes. In addition, the Company provides various employee benefits including provident fund, social security, accident insurance and other welfare programs to support employees well-being.

Employee Training and Development

The Company places importance on the development of its employees by encouraging them to enhance their skills, knowledge and capabilities. Various training and development programs are provided to support employees professional growth and to strengthen their ability to contribute to the organization.

Employee Engagement and Relations

The Company promotes an open organizational culture and encourages employees to participate in the development of the organization. Communication between management and employees is supported through various channels, together with activities that enhance employee engagement and strengthen organizational relationships.

Child Labor and Human Rights

The Company respects human rights and complies with the labor laws of the countries where it operates. In accordance with the Company's Code of Conduct and business ethics, discrimination is prohibited and the Company does not support the use of child labor or forced labor.

Occupational Health and Safety

The Company places importance on workplace safety, health and working conditions. Appropriate occupational health and safety measures and practices are implemented to prevent accidents and to ensure that employees can work in a safe and healthy environment.

Reference link for employee and labor management plan	:	https://sustainability.megawecare.com/en/social/human-rights
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Information on setting employee and labor management goals

Setting employee and labor management goals

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

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Safety and occupational health at work	Accident reduction,	-	2026: Target Zero LTA

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : Yes
management

The Company continuously develops employees capabilities through training and skill development programs.

- The Company promotes employees health and well-being through various health and welfare initiatives.
- The Company emphasizes occupational health and safety, ensuring a safe and appropriate working environment.
- The Company encourages employee engagement and commitment to enhance work efficiency and support sustainable organizational growth.

Diagram of performance and outcomes for employee and labor management

Training Activity in 2025 are as follows:



Training Activity in 2025

Information on employment

Employment

	2023	2024	2025
Total Employment (Person)	N/A	N/A	5,399
Percentage of employees to total employment (%)	N/A	N/A	100.00
Total employees (persons)	5513	5313	5399
Male employees (persons)	2395	2240	2316
Percentage of male employees (%)	43.44	42.16	42.90
Female employees (persons)	3118	3073	3083
Percentage of female employees (%)	56.56	57.84	57.10

Number of employees categorized by position

	2023	2024	2025
Total number of employees in operational level (Persons)	5,094	4,849	4,934
Percentage of employees in operational level (%)	92.40	91.27	91.39
Total number of employees in management level (Persons)	345	387	386
Percentage of employees in management level (%)	6.26	7.28	7.15
Total number of employees in executive level (Persons)	74	77	79
Percentage of employees in executive level (%)	1.34	1.45	1.46

Number of male employees categorized by position

	2023	2024	2025
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	2023	2024	2025
Total number of male employees in operational level (Persons)	2,183	2,011	2,090
Percentage of male employees in operational level (%)	91.15	89.78	90.24
Total number of male employees in management level (Persons)	152	167	164
Percentage of male employees in management level (%)	6.35	7.46	7.08
Total number of male employees in executive level (Persons)	60	62	62
Percentage of male employees in executive level (%)	2.51	2.77	2.68

Number of female employees categorized by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	2,911	2,838	2,844
Percentage of female employees in operational level (%)	93.36	92.35	92.25
Total number of female employees in management level (Persons)	193	220	222
Percentage of female employees in management level (%)	6.19	7.16	7.20
Total number of female employees in executive level (Persons)	14	15	17
Percentage of female employees in executive level (%)	0.45	0.49	0.55

Significant changes in the number of employees

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

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	0	0	0
Percentage of disabled workers to total employment (%)	N/A	N/A	0.00
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Information on compensation of employees

Employee remuneration by gender

	2023	2024	2025
Total employee remuneration (baht)	311,359,930.00	324,858,397.00	0.00
Total male employee remuneration (baht)	146,476,959.00	149,804,103.00	0.00
Percentage of remuneration for male employees (%)	47.04	46.11	0.00
Total female employee remuneration (baht)	164,882,971.00	175,054,294.00	0.00
Percentage of remuneration for female employees (%)	52.96	53.89	0.00
Average of remuneration of employees (Baht/persons)	56,477.40	61,144.06	0.00
Average of remuneration for male employees (Baht/persons)	61,159.48	66,876.83	0.00
Average of remuneration for female employees (Baht/persons)	52,881.00	56,965.28	0.00
Rate of average of remuneration between female employees and male employees	0.86	0.85	0.00

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

Employees contribute 3% of their salary to the Provident Fund. Company matches the employees contributions and accordingly Company contributes 3% of the salary of employees to the employee provident fund in Thailand.

Reference link to provident fund management policy and guidelines : <https://sustainability.megawecare.com/th/social/human-resources>

Overview of methods for determining employee and employer contribution Rates

Employees contribute 3% of their salary to the Provident Fund. Company matches the employees contributions and accordingly Company contributes 3% of the salary of employees to the employee provident fund in Thailand.

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	948	930	933
Number of employees joining in PVD (persons)	873	854	854
Number of PVD members / Total employees (%)	15.84	16.07	15.82
Number of PVD members / Total eligible employees (%)	92.09	91.83	91.53

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	8,459,223.00	8,016,740.00	9,350,967.00
Total amount of provident fund contributed by employee (baht)	8,459,223.00	8,016,740.00	9,350,967.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
MEGA LIFESCIENCES PUBLIC COMPANY LIMITED	Yes	5,399	933	854	15.82	91.53

Policy and guidelines on promoting savings through the provident fund for non-participating employees

Policy and guidelines on promoting savings through the provident fund for non-participating employees (PVD) : Providing education or information on selecting appropriate investment policies

Providing education or information on selecting appropriate investment policies

The Human Resources department communicates and publicizes investment policies to employees to assist them in their decision-making.

Information on employee development

Employee training and development

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

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

Information on safety, occupational health, and work environment

Number of working hours

	2023	2024	2025
Total number of hours work (Hours)	N/A	2,348,132.00	2,462,476.00

	2023	2024	2025
Total number of hours worked by employees (Hours)	2,287,554.00	2,258,160.00	2,390,689.00
Total number of hours work by non-employee (Hours)	N/A	89,972.00	71,787.00

Statistic of accident and injuries of employees from work

	2023	2024	2025
Total number of lost time injury incidents by employees (Cases)	4	5	4
Total number of employees that lost time injuries for 1 day or more (Persons)	4	N/A	0
Percentage of employees that lost time injuries for 1 day or more (%)	0.07	N/A	0.00
Total number of employees that fatalities as a result of work-related injury (Persons)	0	N/A	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	N/A	0.00
Lost time injury frequency rate (LTIFR) (*) (Persons / 1 million-manhours)	1.75	N/A	0.00
Lost time injury frequency rate (LTIFR) (**) (Persons / 200,000 manhours)	0.35	N/A	0.00

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

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

Information on promoting employee relations and participation

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	1391	1221	1019
Total number of male employee turnover leaving the company voluntarily (persons)	633	634	439
Total number of female employee turnover leaving the company voluntarily (persons)	758	587	580
Proportion of voluntary resignations (%)	25.23	22.98	18.87
Percentage of male employee turnover leaving the Company voluntarily (%)	45.51	51.92	43.08
Percentage of female employee turnover leaving the Company voluntarily (%)	54.49	48.08	56.92

	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes
Types of employee internal groups : Welfare committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

- Consumer data privacy and protection policy and guidelines : Yes
- Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
- Reference link to consumer data privacy and protection policy and guidelines : <https://sustainability.megawecare.com/en/governance-economic/cyber-security-and-initiatives>

Responsible sales and marketing policy and guidelines

- Responsible sales and marketing policy and guidelines : Yes
- Responsible sales and marketing guidelines : Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights.
- Reference link for responsible sales and marketing policy and guidelines :
Page number of the reference link :

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

- Policy and guidelines on communicating the impact of products and services to customers / consumers : Yes
- Policy and guidelines on communicating the impact of products and services to customers / consumers : Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications through digital channels

Information on customer management plan

Customer management plan

- Company's customer management plan : Yes
- Customer management plan implemented by the company in the past year : Responsible production and services for customers, Communication of product and service impacts to customers / consumers, Development of customer satisfaction and customer relationship, Consumer data privacy and protection

The Company implements customer management plans aimed at enhancing customer satisfaction and trust. This includes continuously improving product and service quality, collecting customer feedback through satisfaction surveys, and using the information to improve products and services to better meet customer needs. In addition, the Company emphasizes consumer data privacy and ensures that product information is communicated accurately, transparently, and responsibly to customers.

Reference link for company's customer management plan : <https://sustainability.megawecare.com/en/social/customer-relationship-management>

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> • Responsible production and services for customers • Communication of product and service impacts to customers/consumers • Development of customer satisfaction and customer relationship • Protection of customer personal information 	Customer Relationship Management	-	2025: Maintain targets for Customer Satisfaction as per scores and methodology set by each market/ business segment Improve Information technology applications connecting Mega-Customer-Consumer Build greater sales engagement with customers Build on-line sales and fulfillment Improve product and health awareness

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

In the past year, the Company conducted a Customer Satisfaction Survey by collecting feedback from 200 customers. The survey results were analyzed to continuously improve service quality. In addition, the Company aims to maintain customer satisfaction levels and further develop digital channels to enhance customer engagement and improve service efficiency in the future.

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Channels for receiving complaints from customers/consumers

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

Telephone : +66 2 769 4230

Fax : +66 2 769 4244

Email : investor@megawecare.com

Company's website : megawecare.com

Address : 384, Moo 4, Soi 6, Bangpoo Industrial Estate, Praeksa,
Samutprakarn 10280, Thailand

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : Yes

Reference link for community development and engagement policies : <https://sustainability.megawecare.com/en/social/corporate-social-responsibility>

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Forests and natural resources, Sports and recreation, Occupational health, safety, health, and quality of life

The Mega Joins Forces with IEAT and Local Partners to Restore Coastal Ecosystems through Mangrove PlantingMega Lifesciences PCL., Thailand organized a Corporate Social Responsibility (CSR) activity in collaboration with the Industrial Estate Authority of Thailand, including Bangpoo Industrial Estate Office, Bang Pli Industrial Estate Office, business partners, local authorities, community members, and nearby schools.The mangrove planting activity took place at Bangpoo Seaside Resort on 17 September 2025. Participants joined together to plant hundreds of mangrove seedlings, aiming to restore the coastal ecosystem and expand green areas.The event reflects the companys commitment to sustainable community development and reinforces strong cooperation between industry and the local community in protecting the environment

Reference link for company's community and social management plan : <https://sustainability.megawecare.com/th/social/corporate-social-responsibility>

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : No

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

In 2025, the Center received four national-level awards recognizing its leadership in advancing Lifestyle Medicine across policy, academic, and service dimensions

1) Thailand's Model Organization in Lifestyle Medicine Service Award

Presented at LM KICK OFF 2025. Award presented by the Minister of Public Health. Held at Richmond Stylish Convention Hotel. This award recognizes outstanding organizations delivering comprehensive Lifestyle Medicine services for prevention, rehabilitation, and sustainable health promotion.

2) National Lifestyle Medicine Conference #3 Awards Held at Miracle Grand Convention Hotel.

Organizational Award

Wellness We care Center - Distinguished Supporter and Driver of Lifestyle Medicine.

Leadership Award

Dr. Sant Chaiyodsilp , Chief Wellness Officer - Distinguished Keynote Contributor and Knowledge Leader in Lifestyle Medicine.

Academic Excellence Award

Dr. Supharek Sueurungreang , Wellness Doctor - Outstanding Contributor to Lifestyle Medicine Medical Education Development. 457health-related video content in 2025 Form

Following this award, the company has utilized its knowledge, expertise, and expertise in medical and healthcare fields to develop and offer training courses at the Wellness WeCare Center in Muak Lek, Saraburi Province.

Benefit from implementing social development project

Financial benefits

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

	2023	2024	2025
Human Wellness initiative (Baht)	21,372,970.00	23,006,074.00	18,930,415.00

Non-financial benefits

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

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

ESG Performance

Company Name : MEGA LIFESCIENCES PUBLIC COMPANY LIMITED Symbol : MEGA

Market : SET Industry Group : Services Sector : Commerce

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The company has set a policy to abide by all the laws of the country where it is located. The company shall ensure compliance with all commercial, tax and other laws and all the employees shall be encouraged to highlight any compliance issues to their superior.

Reference link for the full version of corporate governance policy and guidelines : <https://investor.megawecare.com/storage/document/cg/20150710-mega-cg-policy-en.pdf>

Page number of the reference link : 1-10

Policy and guidelines related to the board of directors

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

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

Nomination of directors

Director Nomination

The Nomination and Remuneration Committee considers and proposes qualified individuals with appropriate knowledge, skills and experience for appointment as directors.

Director Remuneration

Director remuneration is reviewed by the Nomination and Remuneration Committee and proposed to shareholders for approval, taking into account responsibilities and industry practices.

Board Independence from Management

The Company maintains an appropriate proportion of independent directors to ensure effective oversight of management.

Director Development

The Company supports directors in attending training and development programs relevant to their roles and responsibilities.

Board Performance Evaluation

The Board conducts annual performance evaluations to improve its effectiveness.

Subsidiary and Associate Governance

The Company oversees subsidiaries and associates to ensure their operations align with the Company's policies and good corporate governance principles.

Determination of director remuneration

Company determined the directors remuneration by using the current applicable criteria to consider the remuneration from the size of business and the responsibilities of the Board in comparison with other companies with the same range of market capitalization and listed on the Stock Exchange of Thailand. The Remuneration shall be paid in accordance with the positions, roles, and responsibilities (without any other benefits).

Reference link for Determination of director remuneration : <https://investor.megawecare.com/storage/document/cg/mega-remuneration-directors-ceo-executives-en.pdf>

Page number of the reference link : 1-4

Independence of the board of directors from the management

Company promotes practices that support conducting business under good corporate governance by encouraging the Chairman of the Board to maintain independence from the management.

Director development

Company engages its directors to participate in training programs and seminars organized by any agencies related to the company's business

Board performance evaluation

Company conducts performance evaluations of the Board of Directors Committee as a whole committee and on an individual basis once a year

Corporate governance of subsidiaries and associated companies

Company has established a framework for supervising its subsidiaries to ensure compliance with relevant laws and regulations, aligning their operation with international standards. We also provide and implement policies on CG and anti-corruptions.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

Guidelines and measures related to shareholders and stakeholders : Shareholder, Employee, Customer

Shareholder

Company recognizes and places importance on equitable and fair treatment to shareholders. Our IR team is a single contact point to communicate with shareholders, ensuring that our shareholder will receive sufficient, accurate and complete information of company's business. Additionally, Company has designated a compliance team to be responsible for organizing shareholder meetings in accordance to law and guidelines and policies of SET.

Employee

Company has established work regulations to ensure that employees operate and perform in a unified direction. Company provides opportunities for employees to develop their potential through training programs and organized club activities to promote employee health and well-being. In addition, company offers appropriate employee welfare benefits.

Customer

Company has established Supply code of conduct

Reference link for Customer : <https://investor.megawecare.com/storage/document/cg/20220512-mega-supplier-code-en.pdf>

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

Company has established a code of business to serve as a framework for conducting business efficiently with all parties, including business partners and stakeholders

Reference link for the full version of business code of conduct : <https://investor.megawecare.com/storage/document/cg/20130313-MEGA-Ethic-Conduct-EN.pdf>

Page number of the reference link : 1-8

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

Prevention of Conflicts of Interest

Company has established a policy on the disclosure of conflicts of interest.

Anti-corruption

The company has participate in CAC and the renewal is due by the end of 2026.

Whistleblowing and Protection of Whistleblowers

Cases of whistle blower confirmed with Audit Committee: - 1 (Closed)

Prevention of Misuse of Inside Information

The company has a policy to prevent directors, executives, and employees from using insider information for personal gain or for the benefit of shareholders in an improper manner

Reference link for Prevention of Misuse of Inside Information : <https://investor.megawecare.com/storage/document/cg/20150323-mega-insiderPolicy-en.pdf>

Page number of the reference link : 1-3

Compliance with laws, regulations, and rules

The company has a legal and compliance department responsible for establishing, monitoring, and ensuring that the company's regulations are aligned with current laws, to be effectively applied and implemented in operations.

Reference link for Compliance with laws, regulations, and rules : <https://investor.megawecare.com/storage/document/cg/20150608-mega-cgPolicy-en.pdf>

Page number of the reference link : 1

Information and assets usage and protection

The company has a disclosure policy to establish a consistent framework for information disclosure and ensure alignment in its implementation.

Reference link for Information and assets usage and protection : <https://investor.megawecare.com/storage/document/cg/20150609-mega-disclosurePolicy-en.pdf>

Page number of the reference link : 1-5

Anti-unfair competitiveness

The company has a competition policy to serve as a guideline for fair trade practices.

Reference link for Anti-unfair competitiveness : <https://investor.megawecare.com/storage/document/cg/20220301-mega-competition-policy-th.pdf>

Page number of the reference link : 1-5

Information and IT system security

The company has established an information technology policy that outlines guidelines for data storage, control, connectivity, and risk management related to information technology, in order to prevent breaches of IT security systems.

Reference link for Information and IT system security : <https://investor.megawecare.com/storage/document/cg/20220512-information-technology-en.pdf>

Page number of the reference link : 5-24

Environmental management

The company has established guidelines to conduct its business in parallel with environmental management and preservation. These guidelines are defined as part of its operational strategy to help reduce various costs and enhance the organizations image.

Reference link for Environmental management : <https://investor.megawecare.com/en/document/viewer/187392/form-56-1-one-report-2025>

Human rights

The company has a human rights policy that serves as a guideline for colleagues to respect fundamental rights and individual freedoms. It also promotes the security and safety of employees and business partners in the workplace, as well as the prevention of sexual harassment.

Reference link for Human rights : <https://investor.megawecare.com/storage/document/cg/20220301-mega-human-rights-policy-en.pdf>

Page number of the reference link : 5-9

Safety and occupational health at work

The company has established a Health, Safety, and Environment (HSE) policy with the intention of promoting sustainable work practices for employees, while simultaneously ensuring the protection and preservation of the environment.

Reference link for Safety and occupational health at work : <https://investor.megawecare.com/storage/document/cg/20220301-mega-hse-policy-en>

Promotion of compliance with the business code of conduct

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

The Company promotes compliance with the **Code of Conduct** among directors, executives, and employees by communicating relevant policies and providing **regular ethics training**. The Company also provides a **whistleblowing channel** and appropriate investigation procedures for reporting misconduct.

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct : <https://investor.megawecare.com/en/document/viewer/187392/form-56-1-one-report-2025>

Participation in anti-corruption networks

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

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

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

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

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

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

The Company regularly reviews and updates its corporate governance policies, practices, and board charters to ensure alignment with applicable laws, regulatory requirements, and good governance practices, while supporting transparent and sustainable business operations.

Implementation of the CG Code for listed companies

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

The Company has established corporate governance policies, business ethics, and a Code of Conduct to ensure that its operations are conducted with transparency, accountability, and fairness, while taking into account the interests of all stakeholders.

Other corporate governance performance and outcomes

The Company has received a **5-star Excellent corporate governance rating** from the Thai Institute of Directors Association..

The Company has been **certified by the Thai Private Sector Collective Action Against Corruption**, a Thai private sector initiative against corruption, in **December 2023**, with the certification valid until **December 2026**.

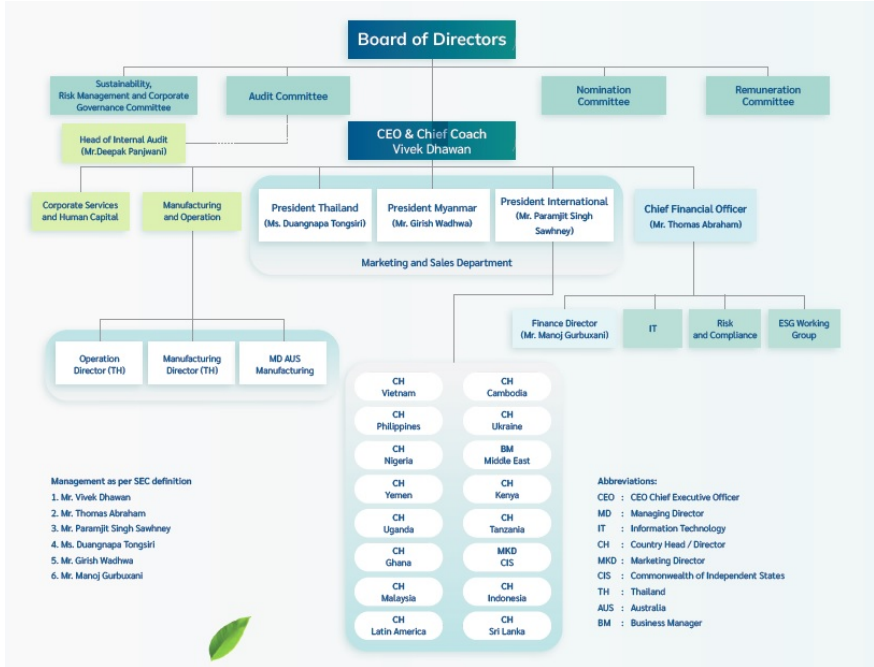
Corporate Governance Structure

Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2023		2024		2025	
	Male (persons)	Female (persons)	Male (persons)	Female (persons)	Male (persons)	Female (persons)
Total directors	11		11		11	
	9	2	9	2	9	2
Executive directors	2		2		2	
	2	0	2	0	2	0
Non-executive directors	9		9		9	
	7	2	7	2	7	2
Independent directors	5		5		5	
	4	1	4	1	4	1
Non-executive directors who have no position in independent directors	4		4		4	
	3	1	3	1	3	1

	2023		2024		2025	
	Male (%)	Female (%)	Male (%)	Female (%)	Male (%)	Female (%)
Total directors	100.00		100.00		100.00	
	81.82	18.18	81.82	18.18	81.82	18.18
Executive directors	18.18		18.18		18.18	
	18.18	0.00	18.18	0.00	18.18	0.00
Non-executive directors	81.82		81.82		81.82	
	63.64	18.18	63.64	18.18	63.64	18.18
Independent directors	45.45		45.45		45.45	
	36.36	9.09	36.36	9.09	36.36	9.09
Non-executive directors who have no position in independent directors	36.36		36.36		36.36	
	27.27	9.09	27.27	9.09	27.27	9.09

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

	2023		2024		2025	
	Male (years)	Female (years)	Male (years)	Female (years)	Male (years)	Female (years)
Average age of board of directors	60		61		62	
	62	49	63	50	64	51

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. MECHAI VIRAVAIIDYA Gender: Male Age : 84 years Highest level of education : Doctoral degree Study field of the highest level of education : Community Development Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Chairman of the board of directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>1 Feb 2013</p>	<p>Strategic Management, Governance/ Compliance, Sustainability</p>
<p>2. Mr. ALAN CHI YIM KAM Gender: Male Age : 69 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p>	<p>Vice-chairman of the board of directors (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	<p>1 Feb 2013</p>	<p>Finance, Accounting, Strategic Management, Leadership, Audit</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. THOR SANTISIRI</p> <p>Gender: Male</p> <p>Age : 73 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Arts</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	1 Feb 2013	Strategic Management, Governance/ Compliance
<p>4. Mr. VIJAY PAUL KARWAL</p> <p>Gender: Male</p> <p>Age : 55 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : No</p> <p>Residence in Thailand : No</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : No</p>	<p>Director</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	13 May 2021	Strategic Management, Accounting, Finance, Risk Management, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Ms. NITHINART SINTHUDEACHA Gender: Female Age : 59 years Highest level of education : Doctoral degree Study field of the highest level of education : organization and Human resource development Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	5 Apr 2023	Strategic Management, Governance/ Compliance, Corporate Social Responsibility, Sustainability
<p>6. Mr. KIRIT SHAH Gender: Male Age : 72 years Highest level of education : Bachelor's degree Study field of the highest level of education : Commerce Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	1 Feb 2013	Strategic Management, Accounting, Finance, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. ISHAAN SHAH Gender: Male Age : 37 years Highest level of education : Bachelor's degree Study field of the highest level of education : Science in Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	1 Feb 2013	Strategic Management, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Ms. SAMEERA SHAH Gender: Female Age : 42 years Highest level of education : Bachelor's degree Study field of the highest level of education : Fine and Applied Arts Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	1 Feb 2013	Strategic Management, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
<p>9. Mr. SHIRAZ ERACH POONEVALA Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Commerce Thai nationality : No Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 0 Shares (0.000000 %) 	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p>	1 Feb 2013	Strategic Management, Accounting, Finance, Governance/ Compliance
<p>10. Mr. VIVEK DHAWAN Gender: Male Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : No DCP course : Yes</p>	<p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p>	1 Feb 2013	Strategic Management, Finance, Risk Management, Governance/ Compliance, Sustainability

List of directors	Position	First appointment date of director	Skills and expertise
11. Mr. THOMAS ABRAHAM Gender: Male Age : 62 years Highest level of education : Bachelor's degree Study field of the highest level of education : Commerce Thai nationality : No Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes	Director (Executive directors) Authorized directors as per the companys certificate of registration : Yes Type of director : Existing director	1 Feb 2013	Strategic Management, Accounting, Finance, Governance/ Compliance, Sustainability

Additional explanation:

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

(1) Dishonest act or gross negligence

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

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

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

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

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
Total (persons)		2	9	5	4	3

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the companys certificate of registration
1. Mr. MECHAI VIRAVAIDYA	Chairman of the board of directors		✓	✓		
2. Mr. ALAN CHI YIM KAM	Vice-chairman of the board of directors		✓	✓		
3. Mr. THOR SANTISIRI	Director		✓	✓		
4. Mr. VIJAY PAUL KARWAL	Director		✓	✓		
5. Ms. NITHINART SINTHUDEACHA	Director		✓	✓		
6. Mr. KIRIT SHAH	Director		✓		✓	✓
7. Mr. ISHAAN SHAH	Director		✓		✓	
8. Ms. SAMEERA SHAH	Director		✓		✓	
9. Mr. SHIRAZ ERACH POONEVALA	Director		✓		✓	
10. Mr. VIVEK DHAWAN	Director	✓				✓
11. Mr. THOMAS ABRAHAM	Director	✓				✓
Total (persons)		2	9	5	4	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Accounting	5	45.45
2. Finance	6	54.55
3. Corporate Social Responsibility	1	9.09
4. Sustainability	4	36.36
5. Leadership	1	9.09
6. Strategic Management	11	100.00
7. Risk Management	2	18.18
8. Audit	1	9.09
9. Governance/ Compliance	10	90.91

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

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

Additional explanation :

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

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

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

The measures for balancing the power between the : Doesnt Have

Information on the roles and duties of the board of directors

Board charter : Have

Company has established a policy on Board Policy

Reference link for the board charter : <https://investor.megawecare.com/storage/document/cg/20210405-mega-board-policy-en.pdf>

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

- Appoint External Auditors based on the selection criteria decided by the Audit Committee
- Appoint Internal Auditor and discuss as well as decide with the Internal Auditor the scope and nature of engagement adopting a risk based approach
- Review and approve the financial statements and propose to Board of Directors.
- Review significant accounting and reporting issues including complex or unusual transactions and highly judgmental areas.
- Discuss with Megas management and external auditor regarding to the audit results, relevant risks and management action to decrease the identified risks.
- Review the effectiveness of internal control over the financial reporting process.
- Review whether management is setting appropriate internal control practices and processes are in place.
- Review whether management has implemented recommendations on internal control from internal and external auditors.
- Review and approve the internal audit charter, annual audit plan, staffing and resources required of internal audit.
- Review the activities of the internal audit, ensuring independence from Megas management, and that no unjustified restrictions or limitations are made.

- Review and approve the compliance charter, annual plan, staffing and resources required of compliance and control function.
- Obtain regular updates from the audit and compliance group regarding all compliance matters affecting Megas operations.
- Review the non-compliance issues raised by regulatory agencies and the rectification of those issues. The audit committee shall report these non-compliance issues to the board of directors.
- Review the effectiveness of the system for monitoring compliance with laws and regulations (Legal Compliance and checklist) and the results of follow-up of any instances of non-compliance. The audit committee shall report these non-compliance issues to the board of directors.
- Review the adequacy of Megas risk management process and policies
- Review the effectiveness of the implementation of Megas risk management systems.
- Ensure that the Code of Conduct and conflict of interest policy is in writing and arrangements are made for all management and employee to be aware of it.
- Promote the compliance with the code of conduct and conflicts of interest policy.
- To prepare and to disclose in the company's annual report, the Audit Committee report which must be signed by the Chairman of the Audit Committee
- Perform other assignments as requested by the Board of Directors.
- Review and assess the adequacy of the audit committee charter on regular basis, requesting board of directors approval for proposed changes.
- Perform self-assessment at least annually and present results to the board of directors
- Review the internal control manuals and fraud prevention measures by the Management.
- Review the Corporate Governance policy and practice of the company

Reference link for the charter

<https://investor.megawecare.com/storage/document/charter/20220801-mega-audit-committee-charter-en.pdf>

Nomination Committee

Role

- Director and executive nomination

Scope of authorities, role, and duties

To determine the procedure and criteria for director nomination.

- To determine the qualifications of directors with a focus on the skills, experience, and specific capabilities which are beneficial to the Company, and consideration of such directors dedication of time, diversity and personal endeavor to perform their duties as directors.
- To search and select qualified experts to act as directors and nominate them to the Board of Directors by seeking approval for appointment from the annual general meeting of shareholders.
- To deliberate on the succession plan for the Chief Executive Officer while reviewing the list of qualified and suitable persons.
- To select directors who are qualified as committee members for the Board of Directors' in the event of vacancies.
- To make recommendation to the Board of Directors on the organization structure

annually.

- To sub-authorize and/or delegate any other persons to perform certain tasks on behalf of the Nomination Committee, provided that such sub-authorization and/or delegation shall be within the scope of authority specified in the respective power of attorney and/or rules, regulations or resolutions of the Board of Directors. However, in a transaction, the delegation within the scope of duties and responsibilities of the Nomination Committee shall not be a sub-authorization or delegation that allows the Nomination Committee or any authorized person who has a conflict of interest or a conflict of any kind with the Company or its subsidiaries to approve such a transaction.
- To Conduct self-assessment of the Committee minimum once a year and submit to the Board of Directors

Reference link for the charter

<https://investor.megawecare.com/storage/document/charter/20220318-mega-nomination-committee-charter-en.pdf>

Remuneration Committee

Role

- Remuneration

Scope of authorities, role, and duties

- To make recommendation to the Board of Directors on the essential factors of the Board of Directors' compensation annually.
- To propose compensation criteria for the Board of Directors in line with their responsibilities and the overall performance of the Company. Such criteria must be attractive and adequate to retain competent, quality, and capable directors. The Board of Directors must review the proposal before presenting to the annual general meeting of shareholders for approval, if required by law.
- To conduct performance appraisal and decide the compensation for the Chief Executive Officer.
- To sub-authorize and/or delegate any other persons to perform certain tasks on behalf of the Remuneration Committee, provided that such sub-authorization and/or delegation shall be within the scope of authority specified in the respective power of attorney and/or rules, regulations or resolutions of the Board of Directors. However, in a transaction, the delegation within the scope of duties and responsibilities of the Remuneration Committee shall not be a sub-authorization or delegation that allows the Remuneration Committee or any authorized person who has a conflict of interest or a conflict of any kind with the Company or its subsidiaries to approve such a transaction.
- To Conduct self-assessment of the Committee minimum once a year and submit to the Board of Directors

Reference link for the charter

<https://investor.megawecare.com/storage/document/charter/20220318-mega-remuneration-committee-charter-en.pdf>

Sustainability Risk Management and Corporate Governance Committee

Role

- Risk management
- Corporate governance
- Sustainability development

Scope of authorities, role, and duties

- Consider and provide opinions on the Risk Management policy and framework to be presented to the Board for approval
- Acknowledge, consider and provide opinion on Risk Assessment and Risk measurement/management including action plans to manage risks at an acceptable level
- Monitor and follow up the action plan to continuously manage risks
- Report risks to the Board of Directors on a regular basis or minimum once a year
- Hire independent parties if necessary
- Screen the risk management specialist to be appointed on Board of Directors and report to Nomination Committee
- Establish a sustainability policy framework according to the operations of the Company to ensure acceptance from the stakeholders including communities and society
- Review and adapt the scope for the preparation of sustainability reports
- Supervise compliance with the good corporate governance principles and regulations of the Securities and Exchange Commission
- Review and update the Sustainability Policy of the Company
- Appoint a Sustainability working group to proceed according to the sustainability policy of the Company
- Supervise and guide the sustainability working group regularly
- Review and comment on the Corporate Governance policy, business ethics and code of conduct the Anti-Bribery policy and related policies including but not limited to Human Rights Policy to comply with the laws and regulations of government and government agencies including Stock Exchange of Thailand and Securities and Exchange Commission of Thailand
- Oversee and ensure that the Board of Directors and Management of the Company complies with the policies
- Review and report the results of activities undertaken, results of compliance and report key issues related to corporate governance and anti-corruption
- Coordinate with the Board of Directors and Committees to ensure compliance with Corporate Governance Policy, guidelines, Anti-corruption Policy and Guidelines and Business ethics and Code of Conduct including its sub-policies.
- To sub-authorize and/or delegate any other persons to perform certain tasks on behalf of the Sustainability, Risk Management and Corporate Governance Committee, provided that such sub-authorization and/or delegation shall be within the scope of authority specified in the respective power of attorney and/or rules, regulations or resolutions of the Board of Directors. However, in a transaction, the delegation within the scope of duties and responsibilities of the Sustainability, Risk Management and Corporate Governance Committee shall not be an sub-authorization or delegation that allows the Sustainability, Risk Management and Corporate Governance Committee or any authorized person who has a conflict of interest or a conflict of any kind with the Company or its subsidiaries to approve such a transaction.

- To Conduct self-assessment of the Committee minimum once a year and submit to the Board of Directors

Reference link for the charter

<https://investor.megawecare.com/storage/document/charter/20230614-mega-sustainability-risk-management-charter-en.pdf>

Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. ALAN CHI YIM KAM^(*) Gender: Male Age : 69 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	1 Feb 2013	Finance, Accounting, Strategic Management, Leadership, Audit
<p>2. Mr. THOR SANTISIRI^(*) Gender: Male Age : 73 years Highest level of education : Bachelor's degree Study field of the highest level of education : Arts Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p>	<p>Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p>	1 Feb 2013	Strategic Management, Governance/ Compliance

List of directors	Position	Appointment date of audit committee member	Skills and expertise
3. Mr. VIJAY PAUL KARWAL (*) Gender: Male Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Economics Thai nationality : No Residence in Thailand : No Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)	13 May 2021	Strategic Management, Accounting, Finance, Risk Management, Governance/ Compliance

Additional explanation :

(*) Directors with expertise in accounting information review

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

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. VIVEK DHAWAN Gender: Male Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Feb 2013
2. Mr. THOMAS ABRAHAM Gender: Male Age : 62 years Highest level of education : Bachelor's degree Study field of the highest level of education : Commerce Thai nationality : No Residence in Thailand : Yes	Member of the executive committee	1 Feb 2013

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

Other Subcommittees

Subcommittee name	Name list	Position
Nomination Committee	Mr. VIJAY PAUL KARWAL	The chairman of the subcommittee (Independent director)
	Ms. NITHINART SINTHUDEACHA	Member of the subcommittee (Independent director)
	Mr. ALAN CHI YIM KAM	Member of the subcommittee (Independent director)
Remuneration Committee	Mr. THOR SANTISIRI	The chairman of the subcommittee (Independent director)
	Mr. KIRIT SHAH	Member of the subcommittee
	Mr. VIVEK DHAWAN	Member of the subcommittee
Sustainability Risk Management and Corporate Governance Committee	Ms. NITHINART SINTHUDEACHA	The chairman of the subcommittee (Independent director)
	Mr. VIVEK DHAWAN	Member of the subcommittee
	Mr. THOMAS ABRAHAM	Member of the subcommittee

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

Information on the executives

Information on the executives

List and positions of the executive

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

List of executives	Position	First appointment date	Skills and expertise
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List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. VIVEK DHAWAN Gender: Male Age : 64 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	<p>Chief Executive Director (The highest-ranking executive)</p>	<p>15 Sep 1986</p>	<p>Strategic Management, Finance, Risk Management, Governance/ Compliance, Sustainability</p>
<p>2. Mr. THOMAS ABRAHAM (*)(**) Gender: Male Age : 62 years Highest level of education : Bachelor's degree Study field of the highest level of education : Commerce Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : Yes</p>	<p>Chief Financial Officer</p>	<p>20 Feb 2008</p>	<p>Strategic Management, Accounting, Finance, Governance/ Compliance, Sustainability</p>

List of executives	Position	First appointment date	Skills and expertise
<p>3. Ms. Duangnapa Tongsir Gender: Female Age : 65 years Highest level of education : Bachelor's degree Study field of the highest level of education : Pharmaceutical Sciences Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	President, Thailand	17 Jan 2013	Corporate Management, Strategic Management, Business Administration
<p>4. Mr. Manoj Gurbaxani^(*) (**)</p> <p>Gender: Male Age : 51 years Highest level of education : Bachelor's degree Study field of the highest level of education : Commerce Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : Yes</p>	Deputy CFO	17 Jan 2023	Economics, Banking, Accounting, Finance

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

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

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

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

Remuneration policy for executive directors and executives

Independent Directors and Non-Executive Directors are paid remuneration on a quarterly basis. There is no other bonus or other entitlement for the Independent Directors and Non-Executive Directors apart from the remuneration

Reference link for remuneration policy for executive directors and executives : <https://investor.megawecare.com/storage/document/cg/mega-remuneration-directors-ceo-executives-en.pdf>

Does the board of directors or the remuneration committee have an opinion on the remuneration policy for executive directors and executives : Have

Independent Directors and Non-Executive Directors are paid remuneration on a quarterly basis. There is no other bonus or other entitlement for the Independent Directors and Non-Executive Directors apart from the remuneration

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	0.00	0.00	0.00
Total remuneration of executive directors (baht)	0.00	0.00	0.00
Total remuneration of executives (baht)	0.00	0.00	0.00

Other remunerations of executive directors and executives

	2023	2024	2025
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Outstanding remuneration or benefits of executive directors and executives

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

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Mr. Thomas Abraham	thomas@megawecare.com	02-7694222

List of the company secretary

General information	Email	Telephone number
1. Ms. Sujintana Boonworapat	suijin@megawecare.com	02-7694222

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Ruamphorn Wanitworanan	Ruamphorn@mazars.co.th	-

List of the head of the compliance unit

General information	Email	Telephone number
1. Mr. Deepak Panjwani	deepak@megawecare.com	02-7694222

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Mr. Manoj Gurbuxani	manoj@megawecare.com	-

Company's auditor

Details of the companys auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
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Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED No. 1 Empire Tower Building, 50th Floor, Sathorn South Road. YAN NAWA SATHON Bangkok 10120 Telephone number 0 2677 2000	11,536,500.00	Types of non-audit service : Transfer Pricing / Information technology consultancy Details of non-audit service : Transfer Pricing / Information technology consultancy Total non-audit fee 3,117,384.00 baht	1. Ms. SUREERAT THONGARUNSANG Email: sureerat@kpmg.co.th License number: 4409 2. Ms. VILAIVAN PHOLPRASERT Email: vilaivan@kpmg.com License number: 8420 3. Mr. CHOKECHAI NGAMWUTIKUL Email: chokchai@kpmg.com License number: 9728 4. Mr. SUMATE JANGSAMSEE Email: sumate@kpmg.com License number: 9362

Assigned personnel in case of a foreign company

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

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

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

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

The Board of Directors of Mega Lifesciences Public Company Limited is responsible for the preparation and fair presentation of the separate and consolidated financial statements of Company and its Subsidiaries. The aforementioned financial statements have been prepared in accordance with Thai Financial Reporting Standards using appropriate accounting policy which has been consistently employed by the Company. In preparing the said financial statements, the Company has adopted accounting practices and standards that are appropriate to its nature of business. The Company has applied careful judgment and best estimation and important information is adequately disclosed in the notes to financial statements

.The financial statements have been audited by independent and qualified independent auditors who are satisfied that financial statements fairly present in all material respects the financial position as at December 31, 2025 and the financial performance and cash flows for the year ended on that date.

The Board of Directors has provided and maintained an effective internal controls system to enable the preparation of consolidated and separate financial statements and to reasonably ensure that financial statements and accounting records are accurate, complete and adequate to protect its interests

.To accomplish this task, the Board of Directors has appointed an Audit Committee, which consists of Independent Directors and is responsible for the quality of financial statements, Internal controls system and disclosure of related party transactions, whose comments on these issues are readily included in the Audit Committee Report in this Annual report.

The Board of Directors has also appointed a Sustainability, Risk Management and Corporate Governance Committee and the Company prepares a Sustainability reports in compliance with global standards.

The Board of Directors is of the opinion that the Companys overall internal controls system is adequate and suitable and has rendered reasonable credibility to the reliability of the consolidated financial statements of the Company and its subsidiaries for the year ended December 31, 2025. The Board of Directors is satisfied with the internal controls, corporate governance, Compliance, Sustainability and risk management practices.

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of newly appointed director to replace the ex-director

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

Selection of independent directors

Criteria for selecting independent directors

Nomination Criteria for Independent Directors

Independent Directors shall be those who are:

1. Not employees of the company or its subsidiaries
2. Experts in the industry or any function which they review in the company.
3. Having no business or dealings or relation with the company or its subsidiaries which will compromise the interests of the company or its shareholders
4. The Independent Directors shall be members of Committees and shall be available for retirement by rotation.
5. The Board may assign a time limit for the Independent Directors, however, this shall be reviewed considering the expertise and the knowledge about the company operations that the Independent Directors possess.

Qualifications of Independent Directors

1. They must not hold shares in the company either directly or indirectly exceeding 0.75% of the paid up capital of the company.
2. They must not be involved in the day to day management of the company or a related business or any of its subsidiaries or associated companies.
3. They must not be related directly or indirectly to any of the other Directors.
4. They must not have a related business pursuant to the regulations of the Securities and Exchange Commission and also must be free from any direct or indirect financial or other interest in the management and business of the company, its subsidiaries, associated companies or major shareholders.
5. They must not be acting as the Nominee or representative of any Director, major shareholder/s, relative of such shareholders of the company.

Business or professional relationships of independent directors over the past year

Business or professional relationships of : Yes
independent directors over the past year

Nature of business relationship or professional services

The Company considered that Independent Directors are duly qualified under the Articles of Association of the Company, the PLCA, and requirements of the Office of the Securities and Exchange Commission and the Stock Exchange of Thailand. Since the nominated candidates are variously knowledgeable, experienced in fields relevant to the conduct of business, have performed their duty with honesty according to corporate governance, and can devote their time and expertise in the best interest of the Company as well as all shareholders and stakeholders

Reason and necessity to maintain or appoint such person to be an independent director

Since Independent Directors has various experience and they can devote their valuable time in the best interest of the Company

The board of directors' opinion on the individual's role as an independent director

Since Independent Director did not hold an executive position throughout my tenure as an independent director, there was no interference in the operations. Instead, I provided independent and reasonable opinions for the benefit of the company.

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

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

Number of directors from major shareholders

Rights of minority shareholders on director appointment

The company recognizes the rights of all shareholders, whether large or small. All shareholders have equal rights. Furthermore, the company has provided an opportunity for shareholders to propose candidates for consideration and election as company directors in advance, with a notice period of 4 months.

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
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List of directors	Participation in training in the past financial year	History of training participation
1. Mr. MECHAI VIRAVAIIDYA (Chairman of the board of directors, Independent director)	Non-participating	-
2. Mr. ALAN CHI YIM KAM (Vice-chairman of the board of directors, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2023: Director Leadership Certification Program (DLCP) • 2018: Strategic Board Master Class (SBM) • 2017: Role of the Chairman Program (RCP) • 2004: Director Certification Program (DCP)
3. Mr. THOR SANTISIRI (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2013: Director Certification Program (DCP)
4. Mr. VIJAY PAUL KARWAL (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: Director Accreditation Program (DAP)
5. Ms. NITHINART SINTHUDEACHA (Director, Independent director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2018: Director Accreditation Program (DAP)
6. Mr. KIRIT SHAH (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2005: Director Certification Program (DCP)
7. Mr. ISHAAN SHAH (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2011: Director Certification Program (DCP)
8. Ms. SAMEERA SHAH (Director)	Non-participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2013: Director Certification Program (DCP)

List of directors	Participation in training in the past financial year	History of training participation
9. Mr. SHIRAZ ERACH POONEVALA (Director)	Non-participating	Thai Institute of Directors (IOD) • 2007: Director Certification Program (DCP)
10. Mr. VIVEK DHAWAN (Director)	Non-participating	Thai Institute of Directors (IOD) • 2012: Director Certification Program (DCP)
11. Mr. THOMAS ABRAHAM (Director)	Non-participating	Thai Institute of Directors (IOD) • 2008: Director Certification Program (DCP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The evaluation of the performance of the Board of Directors is a mechanism that reflects the strengths, weaknesses, and obstacles encountered in performing their duties throughout the past year. It is used as a tool to assess the work done during the previous year to enhance operations further. The evaluation result for the year 2024 remains at 94.5%.

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

The evaluation result for the year 2024 remains at 94.5%. The evaluation result for the year 2024 remains at 94.5%. The company employs an evaluation framework based on structure, duties, and responsibilities to ensure that the Board of Directors performance aligns with generally accepted principles of good corporate governance.

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

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	94.5	-
	Self-assessment	97.7	-

List of directors	Assessment form	Grade / Average score received	Grade / Full score
	Cross-assessment (assessment of another director)	None	None

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

Principles and Evaluation Process

- The Board of Directors sets the performance targets of the Chief Executive Officer (CEO) and conducts performance evaluations aligned with the Company's strategic plan and annual plans. These evaluations are used to determine appropriate remuneration and incentive measures for the CEO, both short-term and long-term, on an annual basis.
- The Remuneration Committee proposes performance indicators that reflect the Company's short- and long-term directions, as well as key goals assigned by the Board. It also evaluates the CEO's performance in the first and second halves of the year and makes recommendations to the Board.
- The CEO performance evaluation is divided into six categories: **Group Strategy, Funding Strategy, Financial Performance, People & Culture, Stakeholder Relationships, and Commitment to ESG**, with each category carrying a specific weighting.
- ESG-related factors are integrated into the CEO's annual KPIs, focusing on operations in environmental, social, and governance dimensions. These align with the materiality assessment and the Company's sustainability goals. Examples of ESG indicators include employee engagement score, number of significant corporate governance complaints, number of cybersecurity incidents, reduction in greenhouse gas emissions, and number of work-related fatalities. The CEO and Directors have acknowledged these criteria and applied their capabilities to lead the business and organization toward its goals, demonstrating effective leadership and the ability to promptly and successfully address challenges that impact the Company and its stakeholders.

Reference link for the performance evaluation criteria for the executives : <https://sustainability.megawecare.com/storage/document/policy/mega-ceo-assessment-en.pdf>

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year (times) : 8

Date of AGM meeting : 03 Apr 2025

Details of the board of directors' meeting attendance

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. MECHAI VIRAVAIIDYA (Chairman of the board of directors, Independent director)	5	/	8	1	/	1		/	
2. Mr. ALAN CHI YIM KAM (Vice-chairman of the board of directors, Independent director)	6	/	8	1	/	1		/	
3. Mr. THOR SANTISIRI (Director, Independent director)	7	/	8	1	/	1		/	
4. Mr. VIJAY PAUL KARWAL (Director, Independent director)	8	/	8	1	/	1		/	
5. Ms. NITHINART SINTHUDEACHA (Director, Independent director)	8	/	8	1	/	1		/	
6. Mr. KIRIT SHAH (Director)	8	/	8	1	/	1		/	
7. Mr. ISHAAN SHAH (Director)	7	/	8	1	/	1		/	

Names of Board members	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
8. Ms. SAMEERA SHAH (Director)	6	/	8	1	/	1		/	
9. Mr. SHIRAZ ERACH POONEVALA (Director)	8	/	8	1	/	1		/	
10. Mr. VIVEK DHAWAN (Director)	8	/	8	1	/	1		/	
11. Mr. THOMAS ABRAHAM (Director)	8	/	8	1	/	1		/	

Summary of the board of directors meeting attendance rate

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. MECHAI VIRAVAIIDYA (Chairman of the board of directors)	5/8 (62.50%)	1/1 (100.00%)	N/A
2. Mr. ALAN CHI YIM KAM (Vice-chairman of the board of directors)	6/8 (75.00%)	1/1 (100.00%)	N/A
3. Mr. THOR SANTISIRI (Director)	7/8 (87.50%)	1/1 (100.00%)	N/A
4. Mr. VIJAY PAUL KARWAL (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
5. Ms. NITHINART SINTHUDEACHA (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A

Names of directors	Board of directors meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
6. Mr. KIRIT SHAH (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
7. Mr. ISHAAN SHAH (Director)	7/8 (87.50%)	1/1 (100.00%)	N/A
8. Ms. SAMEERA SHAH (Director)	6/8 (75.00%)	1/1 (100.00%)	N/A
9. Mr. SHIRAZ ERACH POONEVALA (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
10. Mr. VIVEK DHAWAN (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
11. Mr. THOMAS ABRAHAM (Director)	8/8 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	89.77%	100.00%	N/A

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

Remuneration of the board of directors

Types of remuneration of the board of directors

The company has established remuneration criteria based on alignment with its strategy, experience, duties, and scope of responsibilities and considered from the size of business and the responsibilities of the Board in comparison with other companies with the same range of market capitalization and listed on the Stock Exchange of Thailand

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. MECHAI VIRAVAIIDYA (Chairman of the board of directors, Independent director)			2,315,250.00		2,315,250.00
Board of Directors (Chairman of the board of directors)	2,315,250.00	N/A	2,315,250.00	-	
2. Mr. ALAN CHI YIM KAM (Vice-chairman of the board of directors, Independent director)			1,653,750.00		1,653,750.00
Board of Directors (Vice-chairman of the board of directors)	1,653,750.00	N/A	1,653,750.00	-	
Audit Committee (Chairman of the audit committee)	N/A	N/A	N/A	-	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
3. Mr. THOR SANTISIRI (Director, Independent director)			1,203,930.00		1,203,930.00
Board of Directors (Director)	1,203,930.00	N/A	1,203,930.00	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit Committee (Member of the audit committee)	N/A	N/A	N/A	-	
Remuneration Committee (The chairman of the subcommittee)	N/A	N/A	N/A	-	
4. Mr. VIJAY PAUL KARWAL (Director, Independent director)			1,203,930.00		1,203,930.00
Board of Directors (Director)	1,203,930.00	N/A	1,203,930.00	-	
Audit Committee (Member of the audit committee)	N/A	N/A	N/A	-	
Nomination Committee (The chairman of the subcommittee)	N/A	N/A	N/A	-	
5. Ms. NITHINART SINTHUDEACHA (Director, Independent director)			1,203,930.00		1,203,930.00
Board of Directors (Director)	1,203,930.00	N/A	1,203,930.00	-	
Sustainability Risk Management and Corporate Governance Committee (The chairman of the subcommittee)	N/A	N/A	N/A	-	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Nomination Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
6. Mr. KIRIT SHAH (Director)			694,575.00		694,575.00
Board of Directors (Director)	694,575.00	N/A	694,575.00	-	
Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
7. Mr. ISHAAN SHAH (Director)			694,575.00		694,575.00
Board of Directors (Director)	694,575.00	N/A	694,575.00	-	
8. Ms. SAMEERA SHAH (Director)			694,575.00		694,575.00
Board of Directors (Director)	694,575.00	N/A	694,575.00	-	
9. Mr. SHIRAZ ERACH POONEVALA (Director)			694,575.00		694,575.00
Board of Directors (Director)	694,575.00	N/A	694,575.00	-	
10. Mr. VIVEK DHAWAN (Director)			0.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Board of Directors (Director)	0.00	N/A	0.00	-	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	
Sustainability Risk Management and Corporate Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
Remuneration Committee (Member of the subcommittee)	N/A	N/A	N/A	-	
11. Mr. THOMAS ABRAHAM (Director)			0.00		0.00
Board of Directors (Director)	0.00	N/A	0.00	-	
Executive Committee (Member of the executive committee)	N/A	N/A	N/A	-	
Sustainability Risk Management and Corporate Governance Committee (Member of the subcommittee)	N/A	N/A	N/A	-	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	10,359,090.00	0.00	10,359,090.00
2. Audit Committee	0.00	0.00	0.00
3. Executive Committee	0.00	0.00	0.00
4. Nomination Committee	0.00	0.00	0.00
5. Remuneration Committee	0.00	0.00	0.00
6. Sustainability Risk Management and Corporate Governance Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2023	2024	2025
Meeting allowance (Baht)	9,865,800.00	10,359,090.00	10,359,090.00
Other monetary remuneration (Baht)	0.00	0.00	0.00
Total (Baht)	9,865,800.00	10,359,090.00	10,359,090.00

Remunerations or benefits pending payment to the board of directors

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

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and : No / In progress
associated companies

The company has an investment policy that outlines both direct and indirect measures and mechanisms to enable the company to oversee and manage the operations of its subsidiaries. This includes monitoring to ensure that the subsidiaries comply with the established measures and mechanisms

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

The company has stipulated the prevention of conflicts of interest in its Code of Ethics and Business Conduct under Section 19.

Number of cases or issues related to conflict of interest

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

Prevention of the use of inside information to seek benefits

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

Has the company operated in preventing the use of inside information to seek benefits over the past year : No / In progress

The company has established an insider information policy, setting out guidelines and control measures to align with internal operations and the use of internal information. This is to prevent the improper exploitation of such information for personal gain.

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

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

Anti-corruption action

Operations in anti-corruption in the past year

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

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

The company has participated in the Thai Private Sector Collective Action Against Corruption (CAC) in December 2023, with membership extending through 2026

Number of cases or issues related to corruption

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

Whistleblowing

Operations related to whistleblowing over the past year

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

The company has provided a whistleblowing channel on its website. In 2025, one complaint was filed and it was resolved.

Number of cases or issues related to whistleblowing

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

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

List of Directors	Meeting attendance of audit committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. ALAN CHI YIM KAM (Chairman of the audit committee)	3	/	4	3/4 (75.00%)
2 Mr. THOR SANTISIRI (Member of the audit committee)	4	/	4	4/4 (100.00%)
3 Mr. VIJAY PAUL KARWAL (Member of the audit committee)	4	/	4	4/4 (100.00%)
Average meeting attendance rate				(91.67%)

The results of duty performance of the audit committee

The Audit Committee has performed its duties by monitoring, reviewing, and inquiring into financial statements, corporate governance practices, risk management, as well as internal control audits with a focus on the prevention of fraud and corruption.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 0

List of Directors	Meeting attendance of Executive Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. VIVEK DHAWAN (Member of the executive committee)	0	/	0	N/A
2 Mr. THOMAS ABRAHAM (Member of the executive committee)	0	/	0	N/A
Average meeting attendance rate				N/A

The results of duty performance of Executive Committee

The Executive Committee is responsible for overseeing and monitoring the Companys operations in accordance with the policies and strategies set by the Board of Directors. It considers and makes decisions on key business matters, monitors operational performance, and manages the Companys resources efficiently to ensure that operations are aligned with the Companys goals and plans.

Meeting attendance of Nomination Committee

Meeting Nomination Committee (times) : 2

List of Directors	Meeting attendance of Nomination Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. VIJAY PAUL KARWAL (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Ms. NITHINART SINTHUDEACHA (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)

List of Directors	Meeting attendance of Nomination Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
3 Mr. ALAN CHI YIM KAM (Member of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Nomination Committee

The Nomination Committee has carried out its duties by monitoring the composition and size of the Board, training, and performance evaluations, as well as considering succession planning. It has also reviewed practices related to human resource management.

Meeting attendance of Remuneration Committee

Meeting Remuneration Committee (times) : 2

List of Directors	Meeting attendance of Remuneration Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Mr. THOR SANTISIRI (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. KIRIT SHAH (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mr. VIVEK DHAWAN (Member of the subcommittee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Remuneration Committee

The Board of Directors has performed its duties in reviewing and assessing the remuneration of the Board and its members, including board evaluations. This is done based on the roles, responsibilities, and experience of each director, and by benchmarking against the remuneration of directors in comparable companies.

Meeting attendance of Sustainability Risk Management and Corporate Governance Committee

Meeting Sustainability Risk Management and
Corporate Governance Committee (times) : 2

List of Directors	Meeting attendance of Sustainability Risk Management and Corporate Governance Committee			Average meeting attendance
	Meeting attendance (times)	/	Meeting attendance rights (times)	
1 Ms. NITHINART SINTHUDEACHA (The chairman of the subcommittee, Independent director)	2	/	2	2/2 (100.00%)
2 Mr. VIVEK DHAWAN (Member of the subcommittee)	2	/	2	2/2 (100.00%)
3 Mr. THOMAS ABRAHAM (Member of the subcommittee)	2	/	2	2/2 (100.00%)
Average meeting attendance rate				(100.00%)

The results of duty performance of Sustainability Risk Management and Corporate Governance Committee

The committee has reviewed the operations related to sustainability, such as greenhouse gas emissions, water management, and social assistance initiatives. Additionally, the committee has reviewed risk management practices.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The company recognizes the importance of conducting business sustainably to build a strong foundation. Therefore, the company has established a sustainability policy, which includes a good governance system, effective risk management practices, and environmentally friendly guidelines.

Reference link for sustainability policy : <https://sustainability.megawecare.com/storage/document/policy/mega-sustainability-policy-en.pdf>

Sustainability management goals

Does the company set sustainability management goals : Yes

The company is committed to becoming a sustainable organization, starting with the use of solar panels installed at the factory. In addition, the company manages environmental aspects such as water management, waste reduction, reduction of packaging materials, and energy improvements.

United Nations SDGs that align with the organization's sustainability management goals : Goal 1 No Poverty, Goal 2 Zero Hunger, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 16 Peace, Justice and Strong Institutions

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

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

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

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

The company reviews its policies and monitors compliance with regulatory policies. It was found that there is no need to revise or amend the policies, as they remain applicable to current business operations.

Information on impacts on stakeholder management in business value chain

Business value chain

The company places great importance on the value chain process, as it is a key strategy for achieving sustainable business growth

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> • Fair work environment • Decent workplace • Responsible business practices 	<ul style="list-style-type: none"> • Good remuneration • Decent working conditions • Career path, security, benefits and training 	<ul style="list-style-type: none"> • Internal Meeting • Employee Engagement Survey • Training / Seminar
<u>External stakeholders</u>			
<ul style="list-style-type: none"> • Analysts • Shareholders • Financial institution 	<ul style="list-style-type: none"> • Product Management & responsibility • ESG standards • Legal compliance • Continuity • Supply Chain management 	<ul style="list-style-type: none"> • Sustainable Return on Investment • Long term sustainable strategy • Good Governance 	<ul style="list-style-type: none"> • Visit • Online Communication • Annual General Meeting (AGM) • Complaint Reception
<ul style="list-style-type: none"> • Customers 	<ul style="list-style-type: none"> • Responsible business practices • Synergies / collaboration 	<ul style="list-style-type: none"> • Good Quality Products / Service • Consumer education • Consumer feedback and reporting related training 	<ul style="list-style-type: none"> • Visit • Social Event • Training / Seminar

Group of stakeholders	Stakeholders expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> • Suppliers 	<ul style="list-style-type: none"> • Responsible Supply Chain • Fair business partnership • Synergies / collaboration 	<ul style="list-style-type: none"> • Fair relationships • Long terms 	<ul style="list-style-type: none"> • Online Communication • Internal Meeting • External Meeting • Satisfaction Survey
<ul style="list-style-type: none"> • Society 	<ul style="list-style-type: none"> • Responsible business practices • ESG compliance • Responsible Product management 	<ul style="list-style-type: none"> • Long term community and social development 	<ul style="list-style-type: none"> • Social Event
<ul style="list-style-type: none"> • Government agencies and Regulators 	<ul style="list-style-type: none"> • Regulatory compliance • Payment of taxes • Responsible business practices 	<ul style="list-style-type: none"> • Payment of taxes • Compliance with laws 	<ul style="list-style-type: none"> • Others • Filing reports and returns • Responding to directives, queries, etc.

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
materiality topics

Over the past year, the company has reviewed its : No
sustainability materiality topics

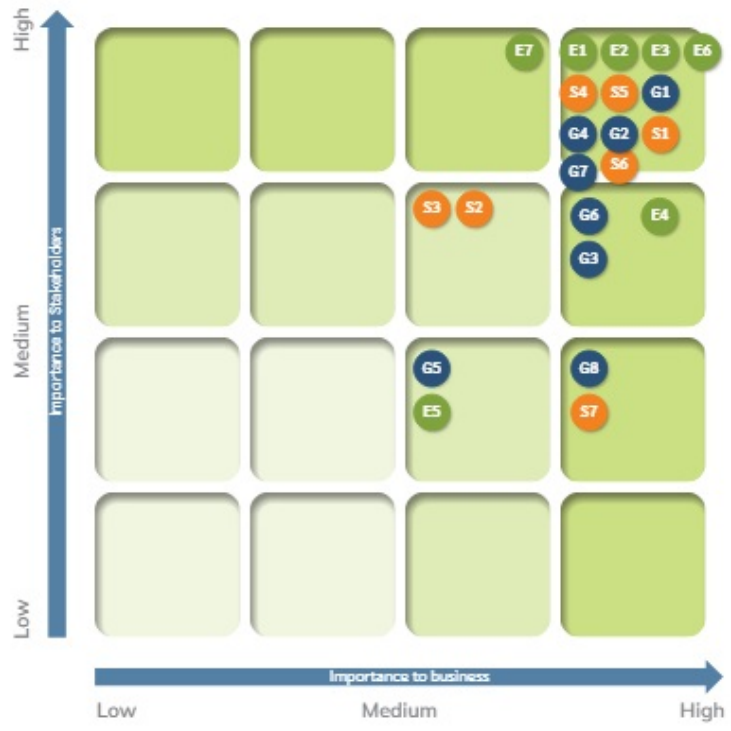
Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
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The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Environment	<ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance • Energy Management • Water Management • Waste and Waste Management • Greenhouse Gas Management
Social	<ul style="list-style-type: none"> • Human Rights • Fair Labor Practices • Customer / Consumer Responsibility • Community / Social Responsibility
Economic	<ul style="list-style-type: none"> • Good Governance • Sustainability Risk Management • Sustainable Supply Chain Management • Innovation Development

Diagram of organizations material sustainability topics

Material Topics



Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data
Reference link for corporate sustainability report : <https://investor.megawecare.com/en/document/sustainability-reports>

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : GRI Standards
standards or guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

Risk Management Policy and Plan

Mega Lifesciences Public Company Limited has established a robust risk management framework to identify, assess, and manage risks that may affect the Company's operations and long-term sustainability. The risk management function is overseen by the Board of Directors and the relevant committees, with implementation supported by senior management and a designated senior officer responsible for coordinating risk management activities across the organization.

Risk management is integrated into the Company's business strategy. The Company systematically identifies and evaluates key risks across all operating locations in consultation with management teams. Each location head is considered a risk owner and is responsible for monitoring and managing risks within their respective operations. The Company has established a Risk Appetite Statement and identifies Key Risk Indicators (KRIs) to monitor potential risks. For each identified risk, the Company develops detailed mitigation plans and regularly monitors their implementation to ensure that risks are effectively addressed and that residual risks remain within acceptable levels. Risk management performance is incorporated as one of the key performance indicators (KPIs) for executives, senior management, and middle management. The Company also promotes a strong risk-aware culture to encourage proactive risk identification, support informed decision-making, and leverage opportunities while minimizing potential threats in a dynamic business and political environment.

Information on ESG risk factors management standards

ESG risk factors management standards

- Standards on ESG risk management : Yes
- Standards on ESG risk management : ISO 22301: Business continuity management systems (BCMS)

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Effective market competition

- Related risk factors : Strategic Risk
 - Volatility in the industry in which the company operates
 - Competition risk
 - Economic risk

- ESG risk factors : No

Risk characteristics

Our business, financial condition and results of operations may be negatively affected if we are unable to compete effectively in our markets. The pharmaceutical industry is highly competitive. Our key competitors are large national and international manufacturers and distributors of pharmaceutical and healthcare products. In addition, we compete with local manufacturers and distributors of pharmaceutical products and other healthcare product providers in each market in which we operate.

Risk-related consequences

we may be impacted by competition from competitors products and we cannot assure you that we will be able to remain competitive by continually distinguishing our products and services from that of our competitors, or maintain our existing supplier and customer relationships. Nor can we assure you that we will increase or maintain our existing market share.

Risk management measures

Niche/ New Products

Understand the market

Innovative Products through active engagement with stakeholders

Track key financial ratios

Risk 2 Introducing a new product to the market

Related risk factors : Strategic Risk

- Volatility in the industry in which the company operates
- Changes in technologies
- Competition risk
- New business risk

ESG risk factors : No

Risk characteristics

We may not be successful in introducing new products. We believe a critical component of the ongoing success and sustainable growth of our Mega We Care™ branded products business is our ability to develop and introduce new products into our portfolio, particularly branded generic products, through a combination of both in-house product development and the procurement from third parties through arrangements including but not limited to purchase of technical dossiers for submission of new products for regulatory approval and or registering and marketing third party brands under Megas trademarks under defined term contracts with options to renew.

As such, the success of our new product candidates is highly dependent on our ability to identify a generic formulation of existing drugs, to develop these drugs in a cost-effective and timely basis, and to commercialize them successfully. The products need to be tested and prove to be equally effective. The development and commercialization process involves a high degree of business risk.

Risk-related consequences

Registration and approvals may get delayed and our competitors may grab the market share.

In addition, our product candidates, may not be functionally or commercially feasible. This may negatively impact our business in a material manner.

The Efficacy of our products and the perceptions in the minds of the customers/ consumers is critical to our survival and growth and any reduction in these indices may adversely impact our revenues and profits.

Risk management measures

Credible partners with higher reference standards

Risk based supplier selection

Adopt higher regulatory standards

Strengthen Business Development practices

Risk 3 Risks associated with doing business in Myanmar

Related risk factors : Strategic Risk
• Government policy

Compliance Risk
• Change in laws and regulations

Financial Risk
• Change in financial and investment policies
of
financial institutions that affect business
operations

ESG risk factors : Yes

Risk characteristics

Due to the ongoing unrest in Myanmar, potential uncertainties in government policies, and the possible impacts of changes in financial and investment policies by financial institutions, there may be obstacles to conducting business operations in Myanmar.

Risk-related consequences

Due to the ongoing unrest in Myanmar, potential uncertainties in government policies, and the possible impacts of changes in financial and investment policies by financial institutions, there may be obstacles to conducting business operations in Myanmar.

Risk 4 Our continued growth depends, in part, on increases in real disposable income and per capita spending across countries in which we operate,

Related risk factors : Strategic Risk
• Volatility in the industry in which the
company
operates
• Behavior or needs of customers / consumers
• Economic risk

ESG risk factors : No

Risk characteristics

Our continued growth depends, in part, on increases in real disposable income and per capita spending across countries in which we operate, each of which may not grow as rapidly as it has in the past or may not grow at all.

While real disposable income and per capita spending on products across countries in which we operate have generally risen in recent years, each may not grow as rapidly as it has in the past or may not grow at all, which might cause our business, financial condition, results of operations and commercial opportunities to be negatively affected in a material manner

Risk-related consequences

If personal net income and average spending per capita in the country where the company operates do not grow or slow down, it may have a significant negative impact on the company's sales, revenue, business operations and marketing opportunities, making the company's continued growth more difficult.

Risk management measures

Competitive Pricing

Niche products marketing to safeguard margins

Aggressive branding

Practice and Build quality image

Elevate the communities through health and economic awareness

Risk 5 acquire or integrate future projects.

Related risk factors : Strategic Risk

- New business risk

ESG risk factors : No

Risk characteristics

One of our business strategies is to take advantage of the consolidation trend in the highly fragmented pharmaceutical industry in our frontier and emerging markets by engaging in acquisition transactions.

Risk-related consequences

we may incorrectly assess the value of any acquisition target;

- we may not realise any of the anticipated benefits from any of the acquisitions we complete;
- we may face difficulties associated with integrating the operations and/or the technologies or products of acquired businesses with our operations;
- we may experience increasing competition for potential business acquisitions or trademark acquisitions;
- we may not have access to sufficient capital to finance potential business acquisitions or trademark acquisitions; and
- we may not be able to retain key employees of companies acquired by us or key employees necessary successfully commercialise technologies and products that we acquire.

In addition, businesses that we acquire may not have internal control policies (in particular with respect to accounting control procedures and general internal controls) in place which may incur extra costs and expenses when integrating the operations of acquired businesses into those of our group.

Failure to make acquisitions may also impact our ability to grow business and it may adversely affect our Revenue and profits.

Risk management measures

Calibrated integration

Realise synergies efficiently

Monitoring the implementation of above at the highest levels in the company

Risk 6 Our Controlling Shareholders are able to exercise significant influence over us.

Related risk factors : Strategic Risk

- New business risk

ESG risk factors : Yes

Risk characteristics

Our Controlling Shareholders are able to exercise significant influence over us.

Our controlling shareholders, namely Unistrech Co., Ltd. owned by the Shah family, will own more than, directly and indirectly, atleast 50.0% of our entire issued share capital in aggregate. Accordingly, our controlling shareholders will have the ability to exercise significant influence over our business and on decisions in shareholder meetings except in cases which may require a three fourths majority.

Risk-related consequences

Gives the controlling shareholders the power to control the management of the company.

Risk management measures

Transparency in information and management

Maintain standards of Governance

Stakeholder engagement

Risk 7 Risks relating to the ownership of our shares

Related risk factors : Strategic Risk

- Economic risk
- New business risk

ESG risk factors : No

Risk characteristics

We may not be able to or may elect not to pay dividends.

Our dividend payment policy is to pay dividends in the amount of not less than 25.0% per cent of our annual net profit (after corporate income tax and appropriation of statutory reserves) from the date the Company has been listed on the SET. However, the dividend payment for each year may vary depending on our business operations, financial condition, investment plan and the need for working capital for business operations and expansion as well as other relevant factors.

Risk-related consequences

Board of Directors may decide to leverage funds for pursuing growth and expansion opportunities instead of paying higher dividends

and the Board of Directors may consider paying a lower rate of the specified dividends or may elect not to pay any dividends at all, which may impact our ordinary share price after being listed on the SET.

Risk management measures

Disclosures and transparency

Strategic Focus

Stakeholder engagement and addressing stakeholder concerns

Innovation and technology

Risk 8 substantially on the knowledge and proficiency of our key management personnel

Related risk factors : Strategic Risk

- Competition risk

ESG risk factors : Yes

Risk characteristics

We depend substantially on the knowledge and proficiency of our key management personnel, and our business, cash flow, results of operations, financial condition and commercial opportunities may be negatively affected if we lose their services.

Our future success depends heavily upon the continued services of our key management personnel.

Our ability to attract and retain key personnel, in particular, senior management, key product development personnel and key sales and marketing personnel, is a critical aspect of our competitiveness. Competition for these individuals could require us to offer higher compensation and other benefits in order to attract and retain them, which would increase our operating expenses and, in turn, could materially and adversely affect our business, result of operations, financial condition, results of operations and commercial opportunities.

Risk-related consequences

We may be unable to attract or retain the personnel required to achieve our business objectives, and failure to do so could severely disrupt our business and prospects.

Furthermore, if any of our executive officers join a competitor or form a competing company, we may lose a significant number of our customers, which could have a negative effect on our business, cash flow, result of operations, financial conditions and commercial opportunities.

Risk management measures

Monitoring and Reporting turnover at all levels
Emphasis on Human Capital Development
Retention of Middle-Senior management to ensure continuity
Succession plans

Risk 9 If we are unable to protect our intellectual property, trademarks and trade secrets, our business, results of operations, financial condition and commercial opportunities could be negatively affected in a material manner.

Related risk factors : Strategic Risk
• Damage to company image and reputation
ESG risk factors : No

Risk characteristics

If the company is unable to protect its intellectual property, trademarks, and trade secrets, it could significantly and adversely affect the company's business, operating results, financial position, and business opportunities.

Risk-related consequences

If the company is unable to protect its intellectual property, trademarks, and trade secrets, it could significantly and adversely affect the company's business, operating results, financial position, and business opportunities.

Risk 10 renewal our certifications and other permits and licenses

Related risk factors :
Compliance Risk
• Change in laws and regulations
• Laws and regulations is not favorable for doing business
ESG risk factors : Yes

Risk characteristics

We may not be able to fully comply with applicable regulatory and accounting requirements or renew our certifications and other permits and licenses which enable us to conduct our business. Non-compliance with, changes in or amendments to these regulatory and accounting requirements could have a negative effect on our business, financial condition and results of operations.

Our manufacturing, marketing and distribution activities require us to obtain certain permits and licenses which have certain conditions to be complied with and these conditions may change or get more stringent/ detailed in the future. There are government and regulatory bodies involved in granting such licenses/ permits and certain protectionist measures may be adopted in the interest of the host markets. Furthermore, we may be required to apply for additional permits, licenses or certifications if any interpretation or implementation of the relevant current regulations change, or if new regulations requires us to obtain additional permits, licenses or certifications.

Risk-related consequences

Changes to, or different interpretations of, accounting methods or policies may require us to reclassify, restate or otherwise change or revise our financial statements, including those contained in this filing.

Risk management measures

Monitoring compliance
Internal Audits
License renewals
Regulatory standards

Risk 11 The economic, political and social conditions and government policies in some of our major markets could affect our business, results of operations, financial condition and commercial opportunities.

- Related risk factors : Strategic Risk
- Government policy
 - Competition risk

ESG risk factors : Yes

Risk characteristics

Government policy factors and the promotion of trade competition have an impact on investment and the allocation of resources, both at the domestic and international levels.

Risk-related consequences

This may result in a slowdown in product distribution or potentially lead to monopolistic effects.

Risk 12 We deal with hazardous materials and must comply with environmental laws and regulations

- Related risk factors :
- Compliance Risk
 - Change in laws and regulations
 - Laws and regulations is not favorable for doing business
 - Violations of laws and regulations

ESG risk factors : Yes

Risk characteristics

We deal with hazardous materials and must comply with environmental laws and regulations, which can be expensive and restrict our business operation.

Our activities involve the controlled storage, use and disposal of hazardous materials, including corrosive, explosive and flammable chemicals, and biological waste. We are subject to federal, state and local laws and regulations governing the use, manufacture, storage, handling and disposal of these hazardous materials. Although we believe that our safety procedures for the handling and disposing of these materials comply with the standards prescribed by these laws and regulations, we cannot assure you that we would be able to eliminate the risk of contamination or injury from these materials.

Risk-related consequences

We deal with hazardous materials and must comply with environmental laws and regulations, which can be expensive and restrict our business operation.

Risk management measures

ESG compliance and reporting

Transparency in compliance

Risk 13 Our Mega We Care™ branded products business is highly regulated, and future government regulations

- Related risk factors :
- Compliance Risk
 - Change in laws and regulations
 - Laws and regulations is not favorable for doing business
 - Violations of laws and regulations

ESG risk factors : Yes

Risk characteristics

Our Mega We Care™ branded products business is highly regulated, and future government regulations may place additional burdens on our business as well as have a negative effect on our business, financial condition, results of operations and commercial opportunities in a material manner.

Our Mega We Care™ branded products business is generally subject to extensive government regulation and supervision. In particular, the regulatory framework addresses all aspects of our operations, including approval, production, licensing and certification requirements and procedures for periodic renewal and reassessment processes, registration of new drugs, quality control, pricing of pharmaceutical products and environmental protection and

Risk-related consequences

Violation of these laws, rules and regulations may also constitute civil or criminal offenses under certain circumstances, and could have a negative effect on our business, results of operations current and or future.

In addition, the relevant government authorities may also introduce policies that are unfavorable to the pharmaceutical industry by terminating or materially altering any favorable policies, or introducing any unfavorable policies, which could have a negative effect on our business, financial condition, results of operation and commercial opportunities in a material manner

Risk management measures

- Frequent monitoring
- Stakeholder interaction
- Competitive pricing
- Focus on technology

Company strategy of making high quality products available at competitive prices

Risk 14 We may be subject to product liability, personal injury or wrongful death claims or product recalls in connection with our products and services

Related risk factors :

Compliance Risk

- Violations of laws and regulations
- Legal risk

ESG risk factors : Yes

Risk characteristics

We may be subject to product liability, personal injury or wrongful death claims or product recalls in connection with our products and services.

We are exposed to risks inherent in the manufacturing, packaging, marketing and distribution of pharmaceutical, and nutraceutical products, such as: (1) unsafe products; (2) ineffective products; (3) defective products; (4) contaminated products; (5) improper or inaccurate labeling of products; (6) inadequate warnings or insufficient or misleading disclosures of side effects; and (7) unintentional distribution of counterfeit medicines.

Risk-related consequences

In the event of any use or misuse of our products resulting in personal injury or death, product liability claims may be brought against us for damages. We may also be subject to product recalls and any relevant government may close down our operations.

Risk management measures

- Pharmacovigilance SOPs and action
- Robust Regulatory Audit schedule
- Compliance with quality standards
- Controls on Off-Label claims
- Pragmatic Marketing Code of Conduct
- Product Liability Insurance

Risk 15 Changes in foreign currency exchange

Related risk factors :

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

ESG risk factors : No

Risk characteristics

Changes in foreign currency exchange rates could negatively affect our business, results of operations financial condition, or commercial opportunities in a material manner.

In our operations, there are transactions and balances denominated in currencies other than the Thai Baht (which is the currency used to report our results of operations and financial condition in our financial statements).

Risk-related consequences

As such, we are exposed to the risk of such changes in foreign currency exchange rates in the event that we cannot immediately pass on the effect of any such devaluation in our pricing to our customers.

Risk management measures

- Balancing Foreign currency assets and liabilities
- Transaction timing management
- Foreign currency hedging Natural and otherwise
- Reporting and transparency
- Limit the basket of currencies

Risk 16 Our level of insurance

Related risk factors :

Financial Risk

- Insufficient sources of funding
- Liquidity risk
- Income volatility

ESG risk factors : No

Risk characteristics

Our level of insurance coverage may not be adequate.

Although we maintain insurance coverage that we believe is in accordance with customary industry practice, we are not fully insured against certain risks because such insurance is either not available at all or not available on commercially reasonable terms. In addition, we do not carry coverage for timely completion of our projects under development, loss of rent or profit or defects in the quality of materials used.

Risk-related consequences

Should an uninsured loss or a loss in excess of insured limits occur, we may lose the capital invested in, and the anticipated revenue from, the affected assets. In addition, any payments we make to cover any uninsured loss of the insurer of such event, may have a negative effect on our business, financial condition and results of operations in a material manner.

Risk management measures

- Periodic Insurance review
- Securing all the assets
- KPIs of responsible staff/ Management

Risk 17 Interest rate volatility

Related risk factors : Strategic Risk

- Government policy

ESG risk factors : Yes

Risk characteristics

The company's financial operations may be affected by fluctuations in interest rates.

Risk-related consequences

The company conducts transactions in foreign currencies and is therefore exposed to risks arising from exchange rate fluctuations, as well as potential interest rate changes. These risks cannot be passed on to consumers through product pricing.

Risk 18 Maintaining the customer base for the distribution business under the company's trademark Maxxcare

Related risk factors : Strategic Risk

- Business operations of partners in the supply chain

ESG risk factors : No

Risk characteristics

The inability to maintain the customer base for the distribution business under the company's trademark **Maxxcare** may negatively impact the company's business.

Risk-related consequences

The inability to maintain the customer base for the distribution business under the company's trademark **Maxxcare** may negatively impact the company's business.

Risk 19 unable to operate our Maxxcare™ distribution business efficiently

Related risk factors :

Operational Risk

- Human error in business operations
- Delays in the development of future projects
- Inventory risk
- Pandemic risk

ESG risk factors : No

Risk characteristics

If we are unable to operate our Maxxcare™ distribution business efficiently, our business may be negatively affected

Our ability to meet the demand of our principals within our Maxxcare™ distribution business may be constrained if we are unable to efficiently operate our Maxxcare™ distribution business, or if the operations of one or more of our subsidiaries or warehouses are disrupted or shut down for any reason, including as a result of natural disasters. Any such disruption could result in higher costs or longer lead times associated with product distribution

Risk-related consequences

In addition, as it is difficult to predict accurate sales volume in the distribution industry, we may be unable to optimize our distribution operations, which may result in us: (1) having excess or insufficient inventory; (2) being unable to efficiently warehouse products; and (3) having a decreased ability to distribute products. Any failure to effectively operate our distribution processes may also materially decrease our operating margins and reduce our profitability.

Risk management measures

Monitor inventory and capital investment in distribution business

Modular warehousing and other distribution infrastructure

Cost sensitive operations

Costing of operations

Risk 20 We rely on our distributors for transacting sales of our Mega We Care™ branded products.

Related risk factors :

Operational Risk

- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Pandemic risk

ESG risk factors : No

Risk characteristics

We rely on our distributors for transacting sales of our Mega We Care™ branded products.

Other than in Myanmar, Vietnam (through strategic partners), Cambodia, Nigeria, Yemen and Ghana, where we have set up our own distribution infrastructure, we use third party distributors to distribute our Mega We Care™ branded products in each relevant country.

In line with industry practice, we generally do not have long-term agreements with such third-party distributors, though we have established long-term relationships with many of them.

Risk-related consequences

We cannot assure you all of our distributors will renew their agreements with us, or otherwise continue their business relationships with us. Neither can we assure you that our distributors will meet performance targets in the future.

Risk management measures

- Improved engagement with Distributors
- Market updates
- Timely Contract renewals

Risk 21 The continued success of our marketing and sales team is subject to a variety of risks.

Related risk factors :

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Human error in business operations
- Delays in the development of future projects

ESG risk factors : Yes

Risk characteristics

The continued success of our marketing and sales team is subject to a variety of risks.

The performance of our marketing and sales team is subject to certain risks, including:

- inability to successfully execute advertising, marketing and promotional programs necessary to effectively maintain market share and increase the awareness of our brands, products and services;
- failure to implement effective pricing and other strategies in response to competitive pressures in the industry;
- inability to respond to changes in consumer demand in a timely manner;
- failure to adhere to, or comply with, any relevant local laws, rules or regulations; and
- failure to comply with the terms prescribed within the regulatory or governmental permits, approvals and clearances, or to pass government inspections or audits.

Risk-related consequences

The occurrence of any such circumstances could have a negative effect on our business, results of operations, financial condition, reputation and commercial opportunities in a material manner.

Risk management measures

Performance monitoring
Maintain margins/ market share
Compliance risk assessment

Risk 22 our raw material costs increase

Related risk factors :

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Climate change and disasters
- Impact on the environment
- Inventory risk

ESG risk factors : Yes

Risk characteristics

5 If our raw material costs increase, or if we are unable to procure raw materials at acceptable prices and quality, it may negatively affect our business.

Our Mega We Care™ branded products business and our OEM business division depend heavily on the supply of 4 categories of raw materials, being: (1) active ingredients; (2) excipient; (3) packaging; and or (4) gelatin.

Any decrease in the supply, which may occur for various reasons, for example, due to changes in the natural climate, natural disaster, sudden increase in demand or an increase in the cost of raw materials (particularly active ingredients and gelatin

Risk-related consequences

This will increase the company's raw material procurement costs. Furthermore, the company cannot guarantee that it will be able to pass on these increased raw material costs to consumers, which would have a significant negative impact on the business, operating results, and financial position.

Risk management measures

- Stakeholder engagement
- Market intelligence
- Alternate supply sources and engagement

Risk 23 We rely largely on our own manufacturing and storage facilities in the manufacturing and storage of our products

Related risk factors :

Operational Risk

- Property lease agreement execution
- Safety, occupational health, and working environment
- Climate change and disasters
- Impact on the environment
- System disruption risk

ESG risk factors : No

Risk characteristics

We rely largely on our own manufacturing and storage facilities in the manufacturing and storage of our products. Any disruption of our current facilities or in the development of new facilities could reduce or restrict sales and have a negative effect on our business, financial condition and results of operations in a material manner.

We rely largely on our own manufacturing and storage facilities for the continued operation of our Mega We Care™ branded products business and our OEM business. As such, natural disasters, such as storms, fires or earthquakes, or other unanticipated catastrophic events, including power interruptions, water shortages, terrorist attacks and wars, as well as changes in governmental regulations for the land underlying these facilities, could significantly impair our ability to manufacture products and operate our business.

Risk-related consequences

Due to the current higher standards of manufacturing, as such, if we are forced to re-locate any or all of our manufacturing facilities after experiencing any of the aforementioned disasters, our expenses may rise due to the cost of relocating our tools and equipment to a new manufacturing facility. There may also be delays in obtaining necessary re-certification from the relevant national authorities.

Risk management measures

- Third party suppliers for finished goods formulations
- Alternate contracts for continuity
- Alternate manufacturing locations

Risk 24 existence of counterfeit products in the pharmaceutical retail market

Related risk factors :

Operational Risk

- Product obsolescence
- Loss or damage from non-compliance of partners
or
counterparties
- Corruption
- System disruption risk

ESG risk factors : Yes

Risk characteristics

The existence of counterfeit products in the pharmaceutical retail market may damage our brand and reputation and have a negative effect on our business, financial condition, results of operations and commercial opportunities.

Certain products distributed or sold in the pharmaceutical and health care retail market in certain markets may be manufactured without proper licenses or approvals and/or intentionally and fraudulently mislabeled with respect to their content and/or manufacturer. These products are generally referred to as counterfeit products. These products are generally sold at lower prices than authentic products due to their lower production costs, and in some cases, are very similar in appearance to the authentic products. Furthermore, counterfeit products may or may not have the same chemical content as their authentic counterparts.

Risk-related consequences

Continued proliferation of counterfeit products may reinforce the negative image of distributors and retailers among consumers, and may severely harm the reputation and brand names of companies like ours. As a result, the continued proliferation of counterfeit pharmaceutical products in our operating markets could have a negative effect on our business, results of operations, financial condition and reputation.

Risk management measures

- Market intelligence
- Aggressive IP enforcement
- Stakeholder engagement
- Vigilance

Risk 25 Failure to maintain adequate inventory levels

Related risk factors :

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Human error in business operations
- Inventory risk

ESG risk factors : No

Risk characteristics

Failure to maintain adequate inventory levels could increase our operating costs or cause us to lose sales, either of which could have a negative effect on our business, results of operations, financial condition and commercial opportunities in a material manner.

We need to maintain sufficient inventory levels to operate our Mega We Care™ branded products business and our Maxxcare™ distribution business successfully as well as to meet market demand. At the same time, we are exposed to the risk of excess inventory accumulation, especially of our Mega We Care™ branded products.

We cannot assure you that we can accurately predict these market trends and events, including avoiding over-stocking or under-stocking products, for the following reasons:

- demand for products could change significantly between the time product inventory is ordered and the time it is delivered for sale;
- when we begin to introduce a new product into the market, it is particularly difficult to forecast product demand accurately; and
- the purchase of certain types of inventory may also require significant lead time.

Risk-related consequences

Inventory levels in excess of customer demand may result in: (1) setting up of reserves or inventory write-downs; (2) expiration of products; or (3) increase in inventory holding costs. As such, the occurrence of which could have a negative effect on our business, results of operations, financial condition and commercial opportunities in a material manner.

Risk management measures

- Monitoring and control
- Supplier engagement
- Market intelligence
- Budgetary Control

Risk 26 here is a growing as our business environment changes, data convergence with third parties and cyber security threats become more sophisticated.

Related risk factors :

Operational Risk

- Information security and cyber-attack
- System disruption risk

ESG risk factors : Yes

Risk characteristics

Emerging technologies and embracing new business models may also heighten the risk. Failure to maintain our customer, product, and/or corporate data can result in reputational, financial, and regulatory implications. However, to mitigate this, we have implemented company-wide controls, cybersecurity awareness, and training programs. We also continually review our security controls based on known threats and updated intelligence.

Risk-related consequences

Failure to secure data can lead to reputational damage, loss of customer trust, financial losses from fines or lawsuits, and violations of relevant regulations, impacting the company's long-term sustainability and business operations.

Risk management measures

Data Security training

Access Controls

Firewalls and virus protection

Establishing credibility of sources converging with Companys information security systems

Risk 27 Sustainability

Related risk factors :

Operational Risk

- Shortage or fluctuation in pricing of raw materials
or
productive resources
- Climate change and disasters
- Impact on the environment

ESG risk factors : Yes

Risk characteristics

Our high-quality standards and sustainability, combined with the inherent scarcity of the raw materials/ingredients for our products, run a risk of shortage of such materials. Combined with these factors, Mega's strategy to supply fast-growing underdeveloped and developing countries may lead to a shortage of supplies, and there is a risk of climate change affecting the supplies in response to rising demand.

However, Mega has a process-oriented approach for selecting suppliers that are not only compliant with the requirements of Good Manufacturing Practices but go much beyond those standards. Mega takes all necessary steps to ensure the sustainability of supplies, including maintaining effective long-term relationships with credible suppliers, employing high-level technology in forecasting, investing in long-term relationships, and blending these factors with the advantage of a flexible captive manufacturing facility.

Risk-related consequences

The risks from shortages of natural raw materials and the impacts of climate change could lead to higher costs and production delays for the company. Furthermore, failure to meet sustainability standards could negatively affect its market competitiveness and reputation.

Risk management measures

ESG reporting

Transparency in reporting non-compliances, fines, etc

Setting Targets

Risk 28 Data Privacy and related regulatory environment

Related risk factors :

Operational Risk

- Information security and cyber-attack
- Corruption

- System disruption risk

ESG risk factors : Yes

Risk characteristics

Mega has invested in building an information technology environment that involves the collection and processing of data. Data, including personal data, remains an important part of intellectual property. Countries have announced their data protection laws, which include privacy and the usage of data to the extent approved by the data owners. In addition, data is collected and stored on servers maintained by third parties offering cloud computing on a professional basis.

Mega has implemented a Data Privacy policy and framework. Mega also has a contemporary computer security system and a policy for the restricted use of data in the company's possession. Additionally, Mega has included restrictions in its agreements with vendors to safeguard Mega's proprietary data. Mega has also established a system of stress testing and infrastructure audits conducted by third parties.

Risk-related consequences

If Mega fails to ensure data security or comply with data protection laws, it could face reputational damage, loss of customer trust, regulatory penalties, and financial liabilities. These risks can negatively impact the company's operational efficiency and long-term sustainability.

Risk management measures

- Stakeholder engagement
- Reporting
- Cyber security measures including training
- Optimise data requests

Risk 29 Post-Pandemic recovery

Related risk factors :

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources
- Business operations that have no commercial results
- System disruption risk

ESG risk factors : Yes

Risk characteristics

Society has seen a significant increase in consumption of supplements, NSAIDS and immunity building products during the Pandemic period. This has attracted new local and foreign competitors in the market. Regulatory bodies have opened gates for production and sale of pharmaceutical products and medicinal supplements. The new demand and new players will elevate their aggression to retain their market share and revenues in the markets including those where Mega Lifesciences is present.

Pharmaceutical companies have expanded capacities to cope with the increase in demand of certain products and will now utilise the capacity for other products. The market will see serious changes including reduction in demand for supplements and return back to slightly above pre-pandemic levels and higher number of competitors.

Risk-related consequences

The risks arising from the post-pandemic recovery include increased competition both domestically and internationally, decreased demand for dietary supplements near pre-pandemic levels, and pressure to maintain market share. Companies may face increased costs in adapting to challenges such as new product development, inventory

management, and customer relationship management. Furthermore, expanding production capacity may increase environmental and regulatory compliance risks if not managed properly. These risks could impact long-term sustainability and profitability.

Risk management measures

Focus on Quality

Aggressive branding

Competitive pricing

Building brand image as a credible long term player

Focus on Human wellness

Risk 30 Bribery Risk

Related risk factors :

Operational Risk

- Loss or damage from non-compliance of partners or counterparties
- Delays in the development of future projects
- Corruption

ESG risk factors : Yes

Risk characteristics

The Company deals with government and public hospitals, government agencies, regulatory bodies, certification bodies and various other checks and certifications which are preconditions to obtaining licenses and also conducting regular business.

Management and employees are under constant pressure to maintain, build and grow business and our businesses are conducted in developing and under-developed markets. Mega Lifesciences appoints various third parties to conduct business on its behalf especially in distribution, importation, trademark registration, regulatory services, logistics and certain other services. Mega Lifesciences also conducts distribution business for third party principals and is under increasing pressure to ensure compliance in its dealings with the customers which include government hospitals, government bodies directly or through tenders.

Risk-related consequences

Doing business with government agencies and public hospitals means that complaints about transparency or ethics can negatively impact the company's image, potentially harming its reputation in the eyes of both the public and business partners.

Risk management measures

Corporate values

Anti_Corruption training and monitoring

Financial and internal Audits

Agreements with service providers including clauses for sustainability, anti-corruption, personal data protection, etc

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : Yes

The objectives of creating a framework and supporting plans are:

- -To respond to threats on continuity of business arising from non-routine events resulting from natural calamities, political changes, conflicts, threats, outages of utilities, epidemics/ pandemics, Fire, theft, etc.
- Discharge critical function of health care supply chain by supplying essential, life saving and basic nutritional products. Reassure staff, government, customers including trade customers, Principals, etc.
- Ensure speedy recovery of business to avoid/ minimize any loss shareholders wealth.

Reference link to business continuity plan (BCP) : <https://sustainability.megawecare.com/en/governance-economic/business-continuity-planning>

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

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

Link for company's sustainable supply chain : <https://investor.megawecare.com/en/document/viewer/137538/form-56-1-one-report-2024>
management policy and guidelines

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management : Yes
plan

The sustainable supply chain management plan outlines strategies for business growth in response to the rapid changes in the global and economic landscape. It not only helps protect the environment but also leads to economic benefits and enhances the company's reputation.

Reference link to sustainable supply chain : <https://sustainability.megawecare.com/en/governance-economic/responsible-sourcing>
management plan

Page number of the reference link : 1-2

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

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

	2023	2024	2025
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	56.00	18.00	18.00

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : <https://investor.megawecare.com/storage/document/cg/20220512-mega-supplier-code-en.pdf>

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

Key suppliers acknowledging compliance with the supplier code of conduct

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

	2023	2024	2025
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	60.00	60.00	60.00

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

Research and development (R&D) expenses over the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	41.31	44.04	56.28

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

Mega invests in Product Development and improving pharmaceutical formats like fast action, sustained release, injectable, soft gel ibuprofen, etc. We are not big enough to fund research of new medicines and molecules.

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

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

The company promotes and supports shared values, ideas, and practices within the organization regarding further learning about processes and developing innovations in the form of products, processes, or new business models under the principles of Innovation Culture.

Reference link to organizations innovation culture : <https://sustainability.megawecare.com/en/governance-economic/innovation-and-savings>
development and promotion process

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

Benefits of innovation development

Financial benefits

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

Non-financial benefits

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

	2023	2024	2025
Percentage increase in customer satisfaction scores (%)	4.12	4.30	4.30
Reduction in the organization's greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	1,210.00	1,570.00	1,383.00

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