

# 56-1 ONE REPORT 2022

SABINA



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**Message From the Chairman**

The past year of 2022 was a year of hope for a return to normalcy and a readiness to grow again after we had to endure the COVID-19 pandemic that could not be controlled or predicted for over three years. In the first quarter of this year, we were still impacted by the new wave of COVID-19, the Omicron variant, but entering the second quarter, we are confident in our ability to adapt and adjust to a satisfactory level. Moreover, various policies to support tourism have led to an overall improvement and movement in the economy, as reflected in the growth of sales and profits, showing that Sabina understands and can cope with various situations excellently. This is due to the organization's culture and belief where we constantly plan and adjust our work in both the short and long term to be in line with changes. As Charles Darwin once said, *"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change."*

In 2022, Sabina Public Company Limited was able to maintain its operational standards in line with expectations through great cooperation both within and outside the organization. The total revenue in 2022 grew by 19.96% or 530.05 million baht compared to 2021, with a total revenue of 3,185.72 million baht. The net profit generated in 2022 was the highest ever achieved, reaching 13.10%, or a net profit of 417.22 million baht. This is considered the highest profit record that the company has ever achieved and a good omen for the company's rapid growth in the following year.

Based on the company's performance, the Board of Directors passed a resolution to pay a dividend of 1.20 baht per share. However, since the Board has already passed a resolution to pay an interim dividend of 0.61 baht per share, it should be proposed to the Annual General Meeting of Shareholders on April 25<sup>th</sup>, 2023 to approve the payment of an additional dividend of 0.59 baht per share, with the payment date set for May 19<sup>th</sup>, 2023.

The main plan for 2023 is to achieve the highest sales record, surpassing that of 2019, while continuing to focus on developing and improving all sales channels with the principle of reducing waste and increasing efficiency and effectiveness at every stage of business operation. The key focus is to systematically plan in every department in line with the marketing plan set forth, aiming to accomplish the organization's five main missions, which include:





- 01 SABINA PROMISE**  
Customer satisfaction is our ultimate goal.
- 02 DATA-DRIVEN ORGANIZATION**  
Operated with Data-Driven innovation – decision making is implemented on data utilization.
- 03 SUSTAINABLE PROFITABILITY**  
Focusing on sustainable profitability.
- 04 LEAN ENTERPRISE**  
Eliminating wastes occurring at every step of supply chain process to consumers.
- 05 ESG**  
Focusing on sustainable business operation covering environmental, social, and corporate governance aspects.

In 2022, Sabina was proud to be selected to receive the Commended Sustainability Excellence Award for the year 2022 from the Stock Exchange of Thailand. This award is given to registered companies that have excelled in sustainable development and demonstrated good corporate governance, taking into account the well-being of all stakeholders, to achieve economic growth while balancing social and environmental development. This reflects the implementation of sustainable strategies in managing the business, having a good risk management process, adapting and creating opportunities for competition through business innovation, as well as emphasizing the importance of caring for stakeholders in both the community and society.

Another source of pride for SABINA is the Outstanding Investor Relations Awards 2022 from the 19th SET Awards 2022, organized by the Stock Exchange of Thailand in collaboration with Money and Banking magazine. The award recognizes registered companies with excellent investor relations activities, which are evaluated based on the importance of the organization's participation in business operations and feedback from investor relations contacts, such as analysts and institutional investors. The award survey measures user satisfaction with various aspects, including data quality, management and team characteristics toward investor relations work, communication channels' diversity and effectiveness, as well as policies that benefit shareholders and investors. The survey collects opinions from targeted groups of analysts and institutional investors.

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On behalf of the company's board of directors, management, and employees, we pledge to operate our business under the principles of good governance, guided by the company's vision of "We determine to create product value with modern innovation to strengthen consumer confidence for better daily life. We also place importance upon business operations with growth and sustainable profitability." We would like to express our gratitude to our shareholders, customers, partners, and all parties who have trusted and believed in our company's potential over the years. We are ready to lead Sabina to become a regional brand and another source of pride as a Thai brand for Thai people.



(Mr. Viroj Thanalongkorn)

Chairman

Financial Highlights

Unit: Million Baht

	<u>Consolidated financial statements</u>		
<u>Performance</u>	<u>2022</u>	<u>2021</u>	<u>2020</u>
1. Total incomes	3,185.72	2,655.71	2,913.83
2. Incomes from sales and services	3,167.76	2,631.36	2,898.00
3. Gross profit	1,520.31	1,285.59	1,373.20
4. Operating profit	502.10	348.71	339.07
5. Net profit	417.22	294.19	276.81
<u>Financial Status</u>			
1. Total assets	2,739.87	2,703.31	2,803.94
2. Total liabilities	871.44	874.09	1,008.83
3. Total shareholder's equity	1,868.43	1,829.22	1,795.11
<u>Financial Ratio</u>			
<u>Liquidity Ratio</u>			
Current ratio (times)	3.28	3.02	2.54
Account receivable turnover (times)	8.04	6.55	7.10
Inventory turnover (times)	1.38	1.01	1.03
Account payable turnover (times)	10.22	10.51	10.96
<u>Profitability Ratio</u>			
Gross profit margin (%)	3.28	48.86	47.38
Net profitmargin (%)	8.04	11.08	9.50
Return on equity (%)	1.38	16.23	15.14
<u>Efficiency Ratio</u>			
Returns on assets (%)	15.33	10.68	9.51
<u>Financial Policy Ratio</u>			
Debt to equity ratio (times)	0.47	0.48	0.56

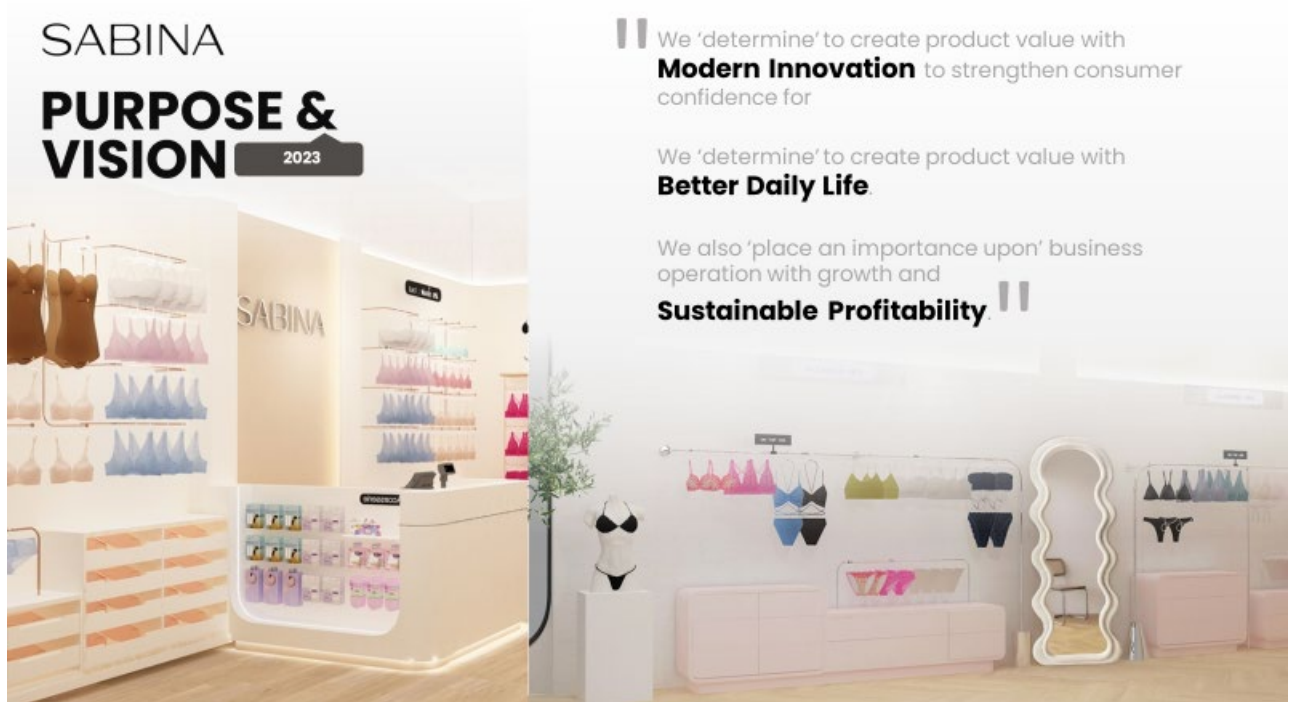
## Part 1

## Business Operation and Performance

## 1. Structure and Operation of the Business Group

## 1.1 Business Policy and Overall Operation

## 1.1.1 Vision, Mission, Objectives and Goals



## Purpose and Vision

The company has adjusted the resolution and vision of the company to be more modern and align with the current age and be the long-term goal for business operations of the company. The purpose and vision of Sabina Public Company Limited are as follows:

We ‘determine’ to create product value with *‘modern innovation’*  
to strengthen consumer confidence for better daily life.

We also *‘place an importance upon’* business operation with growth and *‘sustainable profitability’*.

The long-term goal will be stated in the purpose and vision of the company, which will be the foundation of the company and brand to show the determination of the company to operate the business.



- 01 SABINA PROMISE**  
Customer satisfaction is our ultimate goal.
- 02 DATA-DRIVEN ORGANIZATION**  
Operated with Data-Driven innovation – decision making is implemented on data utilization.
- 03 SUSTAINABLE PROFITABILITY**  
Focusing on sustainable profitability.
- 04 LEAN ENTERPRISE**  
Eliminating wastes occurring at every step of supply chain process to consumers.
- 05 ESG**  
Focusing on sustainable business operation covering environmental, social, and corporate governance aspects.

## Mission

For missions, the company states the operation framework, based on the purpose and vision of the company. Short-term goals (1–5 years) are set as the company mission for clear operations and the minor goals for each section are set using tools to set goals and objective key results for easy result evaluation and real operation. The OKR of every sector in the organization must align with each other to support the overall OKR of the organization to succeed.

The missions of the company are identified as follows.

1. **SABINA PROMISE** : Customer satisfaction is our ultimate goal.
2. **DATA – DRIVEN ORGANIZATION** : Operated with Data-Driven innovation – decision making is implemented on data utilization.
3. **SUSTAINABLE PROFITABILITY** : Focusing on sustainable profitability.
4. **LEAN ENTERPRISE** : Eliminating wastes occurring at every step of supply chain process to consumers.
5. **ESG** : Focusing on sustainable business operation covering environmental, social, and corporate governance aspects.

### Strategy and Long-Term Goals until 2027

The long-term goal from now until 2027 is for the company to return to normal sales conditions within 2022, after passing through the COVID-19 crisis period during the years 2020–2022. The maximum goal remains until 2027 as follows:

The company has clear growth objectives that align with its vision and mission, including:

- a. Elevate the SABINA brand to become the number-one premium brand in Thailand and move towards becoming a regional brand, with a focus on customer satisfaction as a key target.
- b. Be a leader in using modern innovation in product manufacturing by using advanced machinery, utilizing data in managing various tasks to ensure accuracy in planning and quick adaptability (Data-driven Organization).
- c. Focus on developing and improving operations to achieve sustainable profitability.
- d. Aim to lead the organization to excellence by reducing waste at every stage of operations, emphasizing cost reduction, minimizing errors, reducing work time, improving work efficiency, and responding promptly and appropriately to customer needs.
- e. Focus on sustainable business operations, as evidenced by the company's receipt of the Commended Sustainable Award 2022 and the Outstanding Sustainability Prototype Organization Award for Thai Stock Market Support for Persons with Disabilities in 2022, from the Stock Exchange of Thailand.



This reflects the company's strategy of managing sustainable business practices through good risk management processes, adapting and creating opportunities for competition through business innovation, and placing importance on caring for stakeholders, including employees, communities, and society as a whole.



The company has redivided the sales structure into three main parts for clear and easy management as follows:

1. **Domestic sales of the Sabina brand or Retail Business** The company believe that the domestic market can continue to grow as the market changes. The following strategies show how to grow the domestic market effectively:

- a. Modify the sales model to serve customers and meet their changing needs and behaviors by focusing on reaching customers rather than waiting for customers to go to the store.
- b. Continually focus on research and development of quality and product formats by focusing on innovation in order to meet the needs of customer of all types and increase product variety by putting customers first.
- c. Storefront cost management by developing a system for convenience, speed, accuracy.
- d. Develop the ability of salespeople to have multi-skill in working to reach more customers and to be able to generate additional income, focusing on premium services.

2. **Non-Store Retailing : NSR** Another way that the company can use to emphasize on development and accelerate the growth rate is non-store retailing. Despite a few years of implementation, it has generated the highest growth rate. Non-store retailing also covers all sales channels and does not overlap with storefront sales where salespeople stand by to serve customers. The goals and strategy of non-store sales are as follows :

- a. To delivery service channels that normal stores have not been able to reach or that require a high access cost to reach.
- b. Focus on the development and improvement of products for specific sales channels by putting customers first and working towards meeting the needs of each target group.
- c. Use modern technology for service system development, to be fast, accurate and accessible whenever customers want.
- d. To expand the product quality development and service standard for the customers to respond to the goal, which is customers' satisfaction.

3. **Sales of OEM products** Sales of OEM products is a part of revenue structure that contributes to additional income, which has been controlled not to have a proportion of growth than it has at present. However, it will maintain the proportion of sales spending so that it will not decrease. Since selling OEM products is considered a technical development and significantly linked to machinery knowledge, raw materials, and new product formats received from western countries, all which can be applied to product development in our country.



For sales promotion and production process development, there are strategies and operations to successfully support the main goals as follows :

1. Identifying the policy for production under the company brand to cover all groups, and all ages in all price levels. For the product design, we focus on not only the beauty, but also the functions for different bodies of the users. The distinctive point is that it fits the wearers' bodies perfectly. You might not realize by looking from the outside, but the inside part fits perfectly.

The production amount will be predicted from the market competitive situation, the seasons for launching new products, production power of each factory and the policy from management, which is divided into two production types as follows.

- Repetitively-produced products or basic products are the products that consumers prefer to use often, which will always be refilled. This leads to effective production prediction and planning. The production will always be the same or similar, which creates competence, higher effectiveness and more products.

- New products or fashion products are products which will always be redesigned. The patterns are harder to produce and will not be reproduced, but the product in this group will generate higher revenue from sales and gross profit.

The products under the brand trademark will be planned beforehand every year (Made to Stock) to control the production effectively and conduct the monthly production plan. The flexibility would depend on the sales volume during the year. The central production planning department will distribute the orders to factories, based on time appropriateness, product type and competency of each factory for the highest effectiveness of production. On-time delivery and product quality.

For OEM products, the company will receive orders from customers (Made to Order). Customers will order before the real date for a specified time. Then, the central production planning department will distribute the orders to each factory, based on the production power, duration and product type, together with production under the brand trademark. If it is found that orders are more than the remaining production power, the company would not receive that order to prevent the damage which might happen to both customers and the company.

The company values quality control in every operation process, from materials quality inspection, planning before production and adjusting the patterns. During the production, there will be a quality inspection in every process, from cutting, sewing until the products are ready.

2. Product Pricing Policy is divided into two approaches, which are setting the sales price of the products under the trademark of a subsidiary (Sabina) and pricing the products under the trademark of the manufacturer (OEM). The factors affecting pricing of these two types of products are quality, quantity and market value of the products. The price of the products under the subsidiary trademark (Sabina) will be set by appropriateness for the product users and be increased based on the market value of the products, which will be in the same level of competitors in the market, so that customers can use the products as it is worth for its price. The product price of the company is considered medium, compared with the price of the same products

in the market. The company does not have the policy of price competing with other manufacturers. However, there might be some discounts, based on the marketing strategy of shopping malls and each distribution point as appropriate. For OEM product price, the company will select the customers at a high level, then use the cost-plus pricing policy, in which sales price would cover the risk of foreign currency fluctuation to some extent and consider the gross profit from production of each product based on product type and the quantity of products that customers order.

3. Develop product innovation to offer products that meet or exceed consumer expectations. Offering the products that meet the needs or exceed customers' expectations. The company has formed the product research and development team to create the lingerie innovation, in terms of new functions, in accordance with fast-changing customer behaviors and modern designs, by surveying the needs and interests of customers in each age range, studying the fashion trends and analyzing the historical sales data, in order to determine the product character, pattern and fashion to respond to customers' needs at all times. Moreover, the company knows the fashion trends from producing the products for Western and British customers, who are the leaders for fashion and lingerie. The research and development team has searched for appropriate materials and new production approaches to get the products which are in line with customers' bodies and needs. This makes the company's products modern, attractive to customers, various and appropriate for every occasion, as well as continually having product innovation. Furthermore, the company is beginning to design the products from recycled materials to be a part of resource consuming responsibility. Including product design from recycled raw materials in the Sustainable Product group, which is a new trend that everyone pays attention and importance to the impact of climate change.

To get products that meet the market demand, the company surveys customers' needs by various methods, such as a focus group to survey the opinion both before and after launching the products, market survey and talking with target customers in different activities, such as campus tour, workshop, etc. The company would survey for every collection and analyze these data to develop a prototype and test with the target customers further. It takes some time to develop and test the products until the company is assured of the quality and the product that will be launched to the market.

4. Reducing the product costs. The company is always cautious about the costs, consecutively resulting in various strategies. In the past, the costs were up to 65%, but decreased to 50-52% now, which generates higher gross profit. The measures operated include:

- Adjusting the proportion of production proportion and control OEM to be in a proper level as this kind of production requires specific materials indicated by customers, so the company must purchase materials from agreed suppliers, which means material costs cannot be reduced much.

- Increasing the production and sales proportion of products under the company brand as the price can be better pricing and materials can be purchased in total or in a large amount, which affects the negotiation

power for material price. This is a way to reduce material costs by not reducing the quality and helps the company to gain competitive advantages in price, which will lead to increased sales.

- Importing materials just for the needed amount for production (Just In Time) to reduce material stock and reduce the expense from financial cost is another way of reducing product cost.

- Sourcing new material source from both domestic and overseas, as well as asking the suppliers to auction for material price, is a way to increase the alternatives in terms of quality, variety and modernity of the products. Moreover, the company will have more negotiation power, which will make material management more effective.

- Studying the innovations and techniques for some material production to reduce material costs and reduce dependency and monopoly of material suppliers, such as mold bra, which is an important material for producing lingerie. The company can produce 90% of needed mold bra (from 30% previously in 2014).

- Improving material utilization by merging the costs and purchasing department into a consumption controller department, so as to calculate material utilization correctly and adjust the changing amount in time. Including the use of new machines, especially Auto Marker, Auto Cut, to reduce the consumption of fabric raw materials.

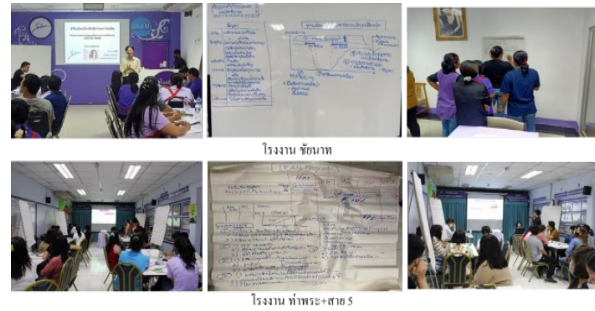
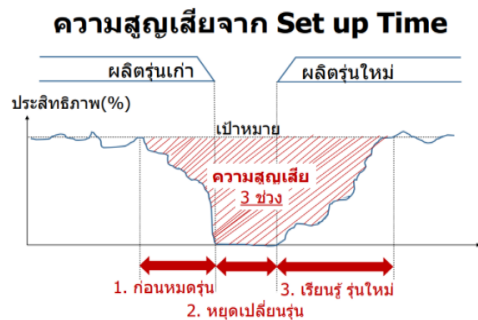
These strategies lead to higher gross profit, reflecting from consecutively increased business performance since 2007. Presently, the company has 48% gross profit.

5. Improving the efficiency of employees of all levels, so that they will work effectively and have the competencies to deal with any change. The efficiency improvement is divided into three levels as follows.

5.1 Improving the skills of sewing employees to have multi-skills or work in different duties to support multi-skill-needed production, which is hard but generates high gross profit. Moreover, they would be adaptive to fast-changing work and able to work with different patterns. The company specifies a skill test for using different types of sewing machines of sewing employees (Work Passport) to use as a database and guideline to plan for employee skill improvement.

5.2 Improving the management skill of managers to apply Lean theory, by arranging the training and workshop in the topic of Finding and Eliminating Waste in Operations for Manager Level by a freelance speaker; then, finding the organization waste on-site, in order to determine the quick-win and long-term improvement plan.

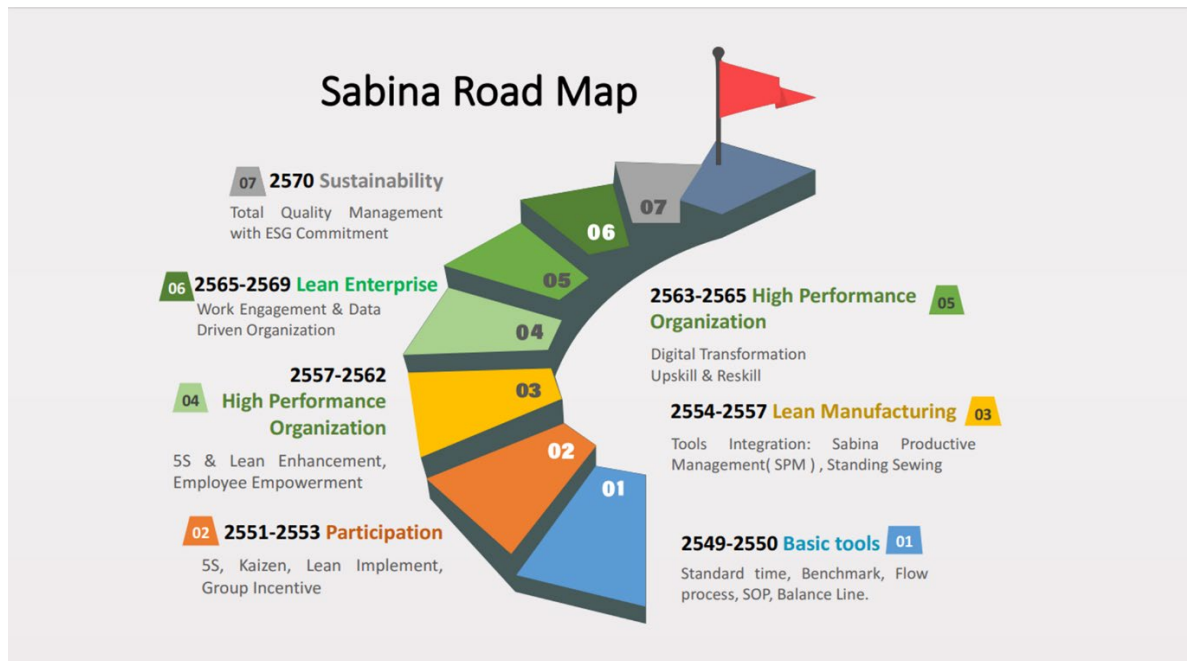
Moreover, training the sewing line manager about adjusting patterns to support the designs with less amount of production, by analyzing causes of the problems to increase the effectiveness during the model change, which is divided into three phases, including analyzing phase or before-ending model phase, model break phase and new model learning phase



5.3 Develop the management skills and leadership potential of small group activity leaders by providing training on management concepts and tools. The five courses include:

- **5S for Increased Productivity:** To instill the concept of 5S in the workplace, create an understanding of cost reduction and profit generation, and develop ideas for applying 5S to improve work quality.
- **Kaizen:** To understand the concept of Kaizen and ECRS principles for improving work processes, and identify areas for improvement.
- **Lean:** To understand Lean concepts (VA, NVA, NNVA), identify waste that hinders goal achievement, and apply Lean tools to work processes.
- **Leadership:** To develop Small Group Activity Leaders' understanding of leadership roles in 6 aspects: 1. Good coaching, 2. Atmosphere building, 3. Knowing each team member, 4. Communication and persuasion, 5. Providing service, and 6. Being a connector.
- **Happiness at Work:** To understand the principles of creating a happy organization, including eight factors: 1. Happy Body (Good health), 2. Happy Heart (Kindness), 3. Happy Relax (Relaxation), 4. Happy Money (Money management), 5. Happy Brain (Learning), 6. Happy Soul (Ethics), 7. Happy Family (Good family), and 8. Happy Society (Good society).

This is in line with the organization's development plan, aiming towards sustainability with the principles of Total Quality Management coupled with ESG (Environmental, Social, and Governance) commitment. The roadmap for improvement and development consists of seven steps, as follows:



- **Step 1 Basic Tools**

Is an improvement by using basic production tools, the Standard Time to determine cost, production planning, production management, and measure the ability of production.

- **Step 2 Participation**

Is to enhance the participation of employees within the organization, promote improvement by using 5S, Kaizen, and adjust incentive payments to Group Incentive to achieve the same goal.

- **Step 3 Lean Manufacturing**

Improvements are made to eliminate waste and non-value-added activities in the process, resulting in a reduction in indirect employee ratio. The production system is transformed from a sitting-sewing system to a standing-sewing system, allowing for continuous flow and reducing the number of employees per production line to accommodate jobs with fewer quantities/models. Additionally, the production system is changed from a push system to a pull system, resulting in continuous improvement in production performance. Suitable improvement tools are incorporated into the organization, using the **Sabina Productive Management (SPM)** system, which includes the 5S+Kaizen, Lean, AM-PM, and QCC tools, implemented through cross-functional teams or agile thinking to work collaboratively across departments.

- **Step 4: High-Performance Organization – 5S & Lean Improvement**

The focus of this step is to elevate the operation to a 5S level in the work process (5S In Process) to eliminate unnecessary steps or non-value-added work; design work methods that are easy, convenient, and fast; clean to check for abnormalities; create a standard for work processes; and promote participation through

the SGA subgroups, which distribute decision-making power and manage at a certain level. In addition, this step also aims to apply Lean in the production process, focusing on managing during changeovers (Quick Change Over) to achieve a highly efficient organization.

- **Step 5: High-Performance Organization – Digital Transformation**

The goal is to achieve high-performance organization by leveraging technology to store data from various work processes, increase work efficiency, reduce labor costs, and minimize errors in recording. The data can be analyzed or used to create added value in the work process. Additionally, the organization aims to enhance employee skills and create new ones that are necessary to efficiently operate within new systems or technologies.

- **Step 6: Lean Enterprise**

Expanding the benefits of Lean Manufacturing to become a Lean Enterprise, with a focus on eliminating waste in every process within the supply chain, from supplier to customer, in accordance with Sabina Mission – Lean Enterprise. This includes utilizing data as a primary factor in decision-making and driving the organization through data, in accordance with Sabina Mission – Data-Driven Organization. Additionally, there is a focus on developing employee work engagement as a driving force for continuous improvement.

- **Step 7: Sustainability**

Aiming for sustainability involves managing quality throughout the organization while also taking responsibility for the environment, society, and governance (Total Quality Management with ESG Commitment). This extends the process of improvement from production to every unit in the organization, promoting high-quality management throughout the organization and creating an organizational culture whereby members prioritize and participate in improving operations. This enables the organization to deal with changes, create competitiveness, and generate customer satisfaction, leading to business opportunities. Additionally, it involves operating with responsibility towards the environment, society, and governance, which contributes to the sustainability of the business in the long run.

6. Increased outsourcing of production of finished products for easy-to-sew items, which results in lower production costs. Products with technological innovations in production, such as weaving technology and bonding technology, are also outsourced. The products are manufactured by outsourcing from various countries, including Thailand, and maintaining Sabina's standards.

In the past, our company has steadily increased its reliance on outsourcing. Looking ahead, we anticipate that our contractors will become increasingly capable as we provide guidance and work with them

as partners to manufacture high-quality products that meet our specific needs. This, in turn, will help to reduce costs and boost our bottom line.

7. In seeking new business opportunities, our company is developing and enhancing our non-store retailing channels to increase convenience and accessibility for customers. This is being accomplished through the implementation of our “24/7 Journey4Seven” strategy, which allows customers to access products at any time, 24 hours a day, 7 days a week. This strategy is in response to changing consumer purchasing behaviors due to advancements in technology. We are expanding our sales channels through online platforms, TV, and catalog, which not only makes accessing our products easier, but also reduces costs associated with investing in physical storefronts, such as furniture, decorations, payments to shopping centers or modern trade stores.

8. Develop logistics in product distribution based on the constantly changing consumer behavior, as well as the need for quick response. Therefore, it is necessary to improve product restocking and inventory management in each store, in order to distribute products to the right place, at the right time, and meet the needs of consumers in each area. This can be achieved by installing point-of-sale (POS) machines to record and store sales data, as well as developing sales analysis software and product volume analysis to manage inventory, ensuring that the style, size, and quantity of products are aligned with customers' needs at each point of sale, thereby increasing the opportunity to sell more products.

In addition, the company focuses on increasing sales through online channels, which requires adjustments to the working processes and inventory management systems. It's necessary to streamline product distribution and reduce the delivery time to be able to deliver products directly to consumers at the specified time.

9. Utilize information technology to systematically collect and store data, which can be retrieved quickly for processing and analysis to facilitate appropriate decision-making. Additionally, integrate IOT into work processes to ensure accuracy and speed in managing operations, based on a data-driven organization framework, while continuously developing AI learning to capture customer needs and present suitable products to them.

10. Operate the business with a sense of responsibility towards the environment, society, and government (ESG) and participate in the 17 targets of the Sustainable Development Goals (SDGs).





The company has been involved in Sustainable Development Goal (SDGs) through various initiatives, including the following:

-No. 4 Quality Education: Promoting equal education opportunities by supporting the quality of education through scholarship grants from primary to high school levels between 2010 and 2022, totaling 2,254 scholarships. The company also supports continuous education for boys and girls, with a total of 26 beneficiaries who have completed their tertiary education from various institutions with the support of the company through the Khun Mae Jintana Scholarship Foundation.

-No. 6: Clean Water and Sanitation. The company has implemented various measures (details in Water Management) to achieve the following objectives:

- All employees have access to safe drinking water and sufficient clean water for consumption.
- Adequate and hygienic sanitation facilities are provided for employees.
- Wastewater from the tanning process is treated to meet legal standards, and the treated wastewater is reused as a substitute for cooling water to reduce the heat on the roof of the foam molding factory.
- Water efficiency is increased through various measures to reduce water usage within the organization.

-No. 7: Affordable and Clean Energy – Clean energy accessible to everyone by transforming the air conditioning system to EVAP (EVAPORATIVE COOLING SYSTEM), which is a clean energy source that uses wind energy instead of electric air conditioning. This was implemented at the Chai Nat factory in 2008, Yasothon factory in 2009, and Buriram factory in 2012, along with many other measures to improve the efficiency of electricity usage. (Details in Energy Management.)

-No. 8: Decent Work and Economic Growth – The company operates to promote sustainability in this area through:

- Establishing factories in communities to promote employment opportunities for everyone. This includes opening branch factories in Chai Nat in 1996, Yasothon in 2002, and Buriram in 2010, which created job opportunities in these communities and encouraged their economic growth.
- Addressing human rights within the organization by eliminating forced labor and child labor and ensuring that hiring practices are fair and lawful. Additionally, equal opportunities are provided to all employees. (Details in Human Rights.)
- Promoting a safe and suitable work environment by conducting assessments of the work environment, including lighting, sound, temperature, dust, and chemicals. Training is also provided to employees for working in dangerous conditions related to electricity and chemicals. (Details in Occupational Health and Safety and Working Environment.)

-No. 12: Responsible Consumption and Production Sustainable Consumption and Production Plan.

The company is responsible for taking action to eliminate waste from its employees and production processes. This is done by selecting contractors who are licensed to dispose of waste to avoid negative impacts on the community. In addition, the company takes action to reduce the amount of buried waste through waste separation, reuse, such as multiple uses of packaging boxes, and maximizing the use of water and valuable wood resources **in line with the concept of “doing more and better with less.”** The company also converts waste into energy and raw materials. (Details in Waste Management.)

-No. 13: Climate Action – The company is taking part in reducing greenhouse gas emissions through non-store sales, remote work operations (CFO), such as transportation, video conferencing meetings, and waste management. In addition, the company is working to reduce greenhouse gas emissions from its products (CFP) by designing environmentally friendly raw materials and eliminating deteriorated products without releasing toxic substances through the recycling project. (Details in Participation in Climate Care.)

## 1.1.2 Significant Change and Development



1997 - A period of economic recession in Thailand called, Tom Yum Kung, was a period of great change. Due to the sudden weakening of the baht overnight from 26 baht to 45 baht, the company seek an opportunity to change direction of doing business and invest in exporting business under customer brands in England and Europe. The company had started to create a brand for quite a while before that.

2002 - The company expanded its business into Yasothorn and built its 4th factory there, which is the largest factory among its three other factories located in Tha Phra, Chainat and the Phutthamonthon 5, so as to meet the needs of increasing OEM customers.

2006 – Due to the trend of the baht appreciating at 36 baht / USD, forecast of the appreciation of 30-31 baht / USD, the cut off from the GSP privileges from Europe, and wages which are rising and causing the competition in the export of the company's products to decrease, the company changed from manufacturing for OEM to selling more brands. This means that the company will no longer benefit from OEMs, so the company has changed its strategy to focus on building more brands and reach the domestic market first.

2006 - The company started to look into the market from segmentation that no one was really interested and the company's positioning was in the production of Doomm Doomm (extra thick bra) for customers with small breast or Size A, which turned out to be a really good brand prepositioning. For the past 10 years, most people can still remember the brand Sabina and that it is number one choice for small sized women.

2011 - The company had to deal with the minimum wage that had gone up to 300 baht / day and the major flooding crisis in the country. Two-three years ago in 2011, the company adopted LEAN system that had been used to help improve production efficiency, changed the production process from sitting while sewing to standing while sewing, which could help reduce employees from 2 persons to 1 person. One production line

normally needed about 40 employees, but the company currently need only 20 people and the company has this policy that does not find replacement for employees who resign. The number of employees were decreased from 5,100 people down to around 3,900 people, resulting in employees doing less overtime. And as a result, the company was able to overcome the minimum wage crisis.

2016 - The company targeted new large-sized customers and developed products that covered customers of all sizes and was able to increase the customer base formerly focused on small-sized customers only.

2017 - The company built a mold making sponge factory to help reduce the cost of production, speed up product development and keep up with market demand.

2017 - The company received the Top Brand Award from the Faculty of Accounting, Chulalongkorn University, in the category of Fashion, for the 5th consecutive year and won the Hall of Fame, which is regarded as a Brand Award that holds value to the SABINA brand.

2019 - The company received the Outstanding Operating Award in the event the "SET Awards 2019" by the Stock Exchange of Thailand. The award was only given to the listed company that had outstanding performance based on business performance, good corporate governance, action complying with the regulations of the stock exchange Information disclosure and the quality of financial statements

2020 – Although this was year requiring a battle against the COVID-19 epidemic, the company still won various awards during this year, such as the Outstanding Innovative Company Awards from the SET Awards 2020, The Best CFO Award 2020 from the Association of Investment Analysts at the "IAA Awards for Listed Companies 2020", Asia's 200 Best Under A Billion 2020 Award by Forbes Magazine (Forbes), the "EXCELLENT CG SCORE" as an excellent level of corporate governance for the third year from the Thai Institute of Directors Association (IOD) in conjunction with the Stock Exchange of Thailand and the Office of SEC Committee, the ESG 100 for outstanding performance in environmental, social, and governance from Thaipat Institute, The Consumer Choice Award from the Shopee Brand Conference 2020, etc.

2021 - Another consecutive year for the COVID-19 epidemic, so the company focused on corporate adjustment and risk management to conform to the fast changes to maintain the continuity in production and distribution to be as normal as possible. The company adjusted both internal operations and operations with stakeholders in the supply chain to the point the company received the Rising Star Sustainability Excellence and Thailand Sustainability Investment 2021 awards for adapting to the COVID-19 epidemic well and still maintaining the operation level excellently. Another pride was that the company attended the Collective Action Coalition against Corruption (CAC) consecutively for the third year to ensure honest business operations.

In the year 2022, the sales situation in the country almost returned to normal. The company continues to adhere to the DNA of the brand, which is SBN (Sustainability, Better Life, New Innovation), and emphasizes adaptation and management using the Lean Enterprise concept. The company has received awards to reaffirm its success, including the Commended Sustainable Award 2022 and the Outstanding Sustainable Market

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Leader for Supporting Persons with Disabilities 2022. Additionally, the company has also received the Outstanding Investor Relations Awards 2022 from the Stock Exchange of Thailand.

During the past 3 years, the company and its subsidiaries have received various awards which can be summarized as follows:

- Year 2020**
- The Outstanding Innovative Company Awards from the SET Awards 2020 by the Stock Exchange of Thailand for “SABINA Seamless Fit Innovation-Non Slip Tech Bra”
  - The Best CFO Award 2020 from the Association of Investment Analysts at the "IAA Awards for Listed Companies 2020"
  - The Asia's 200 Best Under A Billion 2020 by Forbes Magazine - which is 1 of 19 Thai companies in the list this year.
  - The EXCELLENT CG SCORE for 3 consecutive years from Thai Institute of Directors Association (IOD) in collaboration with the Stock Exchange of Thailand and the Office of the SEC Committee.
  - The ESG 100 for outstanding performance in environmental, social, and governance from Thaipat Institute.
  - The Consumer Choice Award from the Shopee Brand Conference 2020.
  - The Top Brand Award for excellent performance from Lazada.
  - The 100K FOLLOWERS for a brand with more than 100,000 followers from Lazada.
  - The FASHION Category Captain from the Lazmall Awards, Lazada.
  - Sabina Public Company Limited, Yasothon Branch, receiving the Outstanding Establishment Award for Outstanding Labor Relations and Labor Protection Welfare up to 15 years or more, 15<sup>th</sup> year on September 21, 2020.
  - Sabina Public Company Limited, Buriram Branch, awarded for the Green Industry Level 1 from the Ministry of Industry on October 28, 2020.
  - Sabina Public Company Limited, Buriram Branch, awarded for Green Industry Level 2 from the Ministry of Industry on July 29, 2020.

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- Sabina Fareast Co., Ltd., Tha Phra Factory, receiving the Outstanding Business Enterprise for Outstanding Labor Relations and Labor Welfare (10 years or more), 13th year, from the Department of Labor Protection and Welfare, February 20, 2020.
  - Sabina Fareast Co., Ltd., Tha Phra Factory, receiving the certificate of Basic TLS8001-2010 from SGS, on September 21, 2020.
  - Sabina Fareast Co., Ltd., Phutthamonthon Sai 5 Factory, receiving the Outstanding Business Enterprise Award for Outstanding Labor Relations and Labor Welfare (10 years or more), 11th year from the Department of Labor Protection and Welfare on September 28, 2020.
- Year 2021**
- The company received the Thailand Sustainability Investment award (THSI) of 2021 from Thailand Stock Exchange.
  - The company received the Rising Star Sustainability Awards from the 18th SET Awards 2021, which was held by Thailand Stock Exchange and Money and Banking Journal.
  - The company passed the certification renewal (for the third time) from the Collective Action Coalition against Corruption (CAC) on 31 March 2021.
  - The company was evaluated as “Excellent” for business operations of CG stores for the fourth consecutive year by the Thai Institute of Directors, Thailand Stock Exchange and Thailand Securities and Exchange Commission.
  - The company received the Lazada Most Valuable Brand 5.5 Campaign award from Lazada.
  - The company received the Lazada Top 9.9 Brand in Women’s Fashion 2021 awards from Lazada.
  - Sabina Public Company Limited, Yasothon Factory received the platinum-level honorary certificate for collecting 24,548,081 hours of activities reducing the work accidents of 2021 for the second year, on 1 September 2021 from the Ministry of Labor.
  - Sabina Public Company Limited, Yasothon Factory received the national 16th highest honor award of excellent business organization for labor relations and welfare of 2021 from the Department of Labor Protection and Welfare.
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- Sabina Public Company Limited, Yasothon Factory received the honorary certificate as the organization attending the Good Labor from Sufficient Economy approach on 30 September 2021 from the Department of Labor Protection and Welfare.
- Sabina Public Company Limited, Yasothon Factory received the Certificate of Drug Protection and Solving Measure in Organization on 10 August 2021 from Yasothon.
- Sabina Public Company Limited, Chainat Factory received the certificate passing the operation based on the Measures of Organization against COVID-19 in New Normal of 2021 from the Department of Disease Control, Ministry of Public Health on 30 September 2021.
- Sabina Public Company Limited, Chainat Factory received the certificate as Level-2 Green Industry with Green Activity, which is the activities to reduce the environmental impacts, which was done successfully as determined, from the Ministry of Industry for 2021 on 28 October 2021.
- Sabina Public Company Limited, Chainat Factory received the Certificate of Drug Protection and Solving Measure in Organization, based on the standard, from Chainat provincial governor on 29 March 2021.
- Sabina Fareast Co., Ltd., Phutthamonthon Sai5 Factory was the 13th Excellent Organization for Labor Relations.
- Sabina Fareast Co., Ltd., Tha Phra Factory received the Honorary Certificate of the 14th National Excellent Organization for Labor Relations and Welfare of 2021 from the Ministry of Labor and the Department of Labor Protection and Welfare on Wednesday, 22 September 2021.
- Sabina Fareast Co., Ltd., Tha Phra Factory received the Certificate of Level-2 Green Industry with Green Activity, issued on Tuesday, 7 September 2021.

#### Year 2022

- Shopee Brand Conference Best Fulfillment 2022 on July 21, 2022.
- Outstanding Investor Relations Awards 2022 on October 28, 2022.
- Commended Sustainability Awards 2022 on October 28, 2022.
- Lazada Top Brand Birthday Sales 2022.
- Lazada Top Brand 11.11 2022 FASHION.



- OEKO-TEX STANDARD 100.
- Thai Sustainable Stock Exchange Awards 2022 in the category of Outstanding Awards for Supporting Persons with Disabilities in 2022.
- Best Corporate Creator Awards 2022.
- Distinguished Employer of the Year Award for outstanding contributions to Social Security Fund in terms of good labor practices on September 3, 2022 from the Social Security Office.
- SABINA Company Limited (Public) Chai Nat Factory received the certificate of honor to recognize the implementation of good labor practices (GLP) on July 16, 2022.
- SABINA Company Limited (Public) Yasothon Branch received the highest honor award for outstanding business establishment in the area of labor relations and welfare at the country level, for the 17th consecutive year in 2022 on September 26, 2022.
- SABINA Company Limited (Public) Yasothon Branch received an excellent level of recognition for its implementation of measures to prevent and control diseases in specific areas (Bubble and seal) on June 30, 2022.
- SABINA Company Limited (Public) Yasothon Branch received the Basic Level Safe Food Court Certification, which emphasizes health and nutrition, on January 7, 2022.
- SABINA Company Limited (Public) received the Platinum Level Certificate of Honor for the campaign to reduce work-related accidents to zero in 2022 on June 30, 2022.
- Sabina Far East Co., Ltd. at the Phutthamonthon 5 factory has been certified by Worldwide Responsible Accredited Production (WRAP).
- Sabina Far East Co., Ltd. at the Tha Phra factory received a certificate of honor for outstanding labor relations and welfare of workers in 2022, for the 15th year at the national level, from the Ministry of Labor and the Department of Labor Welfare and Protection on September 20th, 2022.

**1.1.3 Identifying whether the company has used the funding as per the objectives stated in the property offerings list. The company will reveal the information.**

In 2022, the company did not raise the funds.

**1.1.4 For clarifying the commitment stated in the property offerings list.**

In 2022, the company did not have any commitments in the property offerings list.

**1.1.5 Name, headquarters location, business type, company number, telephone number, fax number, company website (if any), amount and type of all sold shares of the company.**

(The stated information could be viewed at the topic number 5, General Information and Other Significant Information, page 85)

## 1.2 The nature of business

Sabina Public Company Limited or Sabina, a manufacturer and distributor of ladies' lingerie, top number one lingerie brand in Thailand. Sabina distributes its products nationwide through all distribution channels as its business is expanding to neighboring countries in the ASEAN Economic Community, especially CLMV (Cambodia, Laos, Myanmar and Vietnam) as well as other parts of the world. It is also a lingerie manufacturer for leading lingerie brands overseas (OEM).

Sabina lingerie products are available for all age groups, at all market prices. It is also top leader in fashion and function, well known for its beautiful exterior design, great for body functions of the wearer, and suitable for the shape of the individual target customer. Thanks to research data and market survey on product development, Sabina is able to manufacture products that meet the needs of customers with both small and large breasts and bring innovation to develop the production of high quality, comfortable and modern lingerie. The company was established on August 17, 1995, formerly known as J&D Apparel Company Limited, with initial registered capital of 1 million baht, engaged in the production and distribution of lingerie for subsidiaries and customers, who are lingerie distributors overseas (OEM - Original Equipment Manufacturer). The subsidiary company, Sabina Far East Company Limited, was established on January 11, 1977.

The Company and its subsidiaries were founded as a joint venture of the 2nd generation members of the "Thanalongkorn" family, led by Mr. Viroj Thanalongkorn, who has special expertise in the lingerie industry inherited from the 1st generation members of the family, beginning with "limited partnership Jintana "(now renamed Jintana Apparel Company Limited) engages in lingerie business under the pioneering of Mr. Chintana and Mr. Adul Thanalongkorn, the mother and father of Mr. Viroj, who is the management and major shareholder of the company.

J&D Apparel Public Company Limited changed its name to Sabina Public Company Limited on May 18, 2007. The head office is located at 177 Moo 8, Wang Kai Thuan Subdistrict, Hankha District, Chai Nat Province. And other 4 branch offices consisting are located at:

1. No. 12, Arun Amarin Road, Arun Amarin, Bangkok Noi, Bangkok
2. No. 30/5, Village No. 12, Phutthamonthon 5 Road, Rai Khing Subdistrict, Sam Phran District, Nakhon Pathom Province
3. No. 236 Village No. 10, Du Thung Subdistrict, Mueang Yasothon District, Yasothon Province
4. No. 81,106, Village No. 6, Nong Bot, Nangrong District, Buriram Province

And on May 23, 2022, Sabina Far East Limited, a subsidiary, established Sabina International Limited, with its head office located at 12th floor, Arunamarin Road, Arunamarin Subdistrict, Bangkok Noi District, Bangkok, Thailand. The company operates in Thailand and primarily invests in other companies both domestically and abroad.

Originally, the business of manufacturing and distributing OEM products of the company was the production and distribution for subsidiaries which received production orders from another customer. Since the subsidiary has been operating for a long time and is known to foreign customers more than domestic ones. When the company became well-known to foreign customers, it began to sell OEM products directly to customers. So the production for lingerie distributors overseas is the main revenue proportion. However, after the company changed its policies concerning reducing the proportion of OEM production and distribution since 2008, resulting in the company's main revenue proportion coming mainly from the production and distribution of products to the subsidiary under the brand "Sabina".

### 1.2.1 Income structure

Revenue from products sales under the subsidiary's trademark is the main income of the company at present. Which accounted for 87.84% and 88.35% of total revenue in 2021 and 2022, respectively, while revenue from OEM products accounted for 10.53% and 10.78 % of total revenue in 2021 and 2022.

Product Lines	Operated by	Share-holding ratio %	2022		2021		2020	
			Value	%	Value	%	Value	%
Sale of subsidiary's brandname products	Sabina Fareast Co., Ltd.	99.90%	2,814.73	88.35	2,332.78	87.84	2,628.67	90.22
Sale of OEM products	Sabina Plc.	-	343.33	10.78	279.77	10.53	233.54	8.01
Incomes from provision of service and other sources <sup>1, 2</sup>	Sabina Plc.	-	27.66	0.87	43.12	1.63	51.62	1.77
<b>Total</b>			<b>3,185.72</b>	<b>100.00</b>	<b>2,655.67</b>	<b>100.00</b>	<b>2,913.83</b>	<b>100.00</b>

Note: 1. Our sources of incomes are garment production and product sewing services.  
2. Other sources of incomes are interest earning, duty refund, profit from the exchange rates, and rent out real estate.

### 1.2.2. Product Information

#### 1) Products or Services and Business Innovation Development

Products under the Sabina trademark are of high quality and fine fashion designs that are colorful and modern. They provide functions that can meet the needs of customers of all ages, and help create a good personality and boost confidence. The products can be divided into 2 main groups which are as follows:

### 1. The products produced and sold under the trademark of subsidiaries

Products under the trademark of the subsidiary are divided which are group in each group there will be products with fashion and function products. By still focusing on products that can be worn everyday which can be divided into 2 product groups which are as follows:

(1) Underwear products, consisting of bras, underwear, camisole, revealing underwear, slimming sets, accessories for use with underwear or replace underwear such as transparent arm straps, arm straps, fashion hooks to the body length, and silicone nipple protector

(2) Products in groups other than lingerie, consisting of swimwear, exercise sets, and underwear that can be used as outerwear such as the Mad Moisselle Collection.

The company focuses on designing bra products to enhance the personality and give confidence to the wearer and meet the specific needs of customers. Nowadays, bra styles are more diverse than ever.

### 2. The products produced under the trademark of customers who distribute the products overseas (OEM)

The company has manufactured and distributed OEM products based on the specifications that customers require. Products that are manufactured and sold partially come from the prototype that the company and the subsidiary design. It is used to improve the design according to customer requirements and take over approximately 30% of the total OEM volume.

Customers' designers and the company's designers work closely together. Customers' designers from time to time join the company's designers, introducing the trend, color, mood and tone for each season, before starting to develop as a sample product. There is also a joint development with lace fabric vendors and also various patterns and colors with Raw Materials Suppliers as well.

### Product Grouping

The company divides the products into groups based on the target audience and place suitable pricing for each product group. There are 4 main group which are as the following.

1. Children's products
2. Teen products
3. Adult products
4. Other products

Each product group will have different outstanding points; for example, **children's products** are for 6-year-old to 14-year-old children, so the focus would be on material quality, which must not cause irritation, and must be organic without chemicals which might cause danger to children's delicate skin. Moreover, the company uses a cartoon character, Sabine, or popular patterns to communicate with children at school age, so that they can understand their changing bodies.

**Teenage products** are suitable for girls who have grown from children into teenagers. This is for high school and university girls until starting to work at the age of 15–25 years old. This group of customers is

becoming women and pays attention to their appearances and colorful patterns, showing the age of cheerfulness and fun life. The focus of the products will be on variety, so that teenagers can choose for each activity, which have different requirements. Other focuses are modernity and comfort to enhance the confidence in every activity.

**Adult products** This group of products suits working women aged 25 years and over, who have their own incomes and are reasonably interested in shopping for products in term of both their usefulness and their fashionable, beautiful, and modern styles that meet different daily needs. These products focus on personality enhancement according to current lifestyles that continue to change. In 2020, the products were grouped in order to improve communication with customers in matters of uniqueness and in sponge details, which are the heart of decision making for underwear purchases, under the company's new communicate of the "Level Bra," with 4 Bra levels that allow customers to enjoy an experience of buying a new type of bra. The product uses the gimmick for the selection of 4 levels of pearl milk tea sweetness, from 0% to 100%, linked to the sponge thickness of Sabina's bra collection. The thickness ranges from 0%, 25%, 50% to 100%, according to the needs of women, following a survey that most women tend to choose bras with different thicknesses of the sponge depending on various uses.

The sponge % level selection resembles choosing to put a topping on the underwear. This gives customers a new shopping experience that is more enjoyable. At the same time, Sabina's underwear can meet the needs of all groups of customers in a variety of collections. Regardless of their sponge thickness preference, from 0% to 100%, customers can choose underwear with their desired sponge thickness at every distribution channel, including Sabina Shops or Sabina counters in general department stores, as well as the Sabina's online channels.

For the level of underwear, it is divided into **Level 1: 0% bubbles: "Not filled, but with a beautiful shape"** -a group of underwear products with a sponge thickness from 0.5 - 1.0 cm, as a thin level sponge. However, with Sabina's sewing techniques, the breast will look beautiful and natural even without extra sponge. These levels include products from the Pretty Perfect, Mad Moisselle, Maggie Mae, Perfect Bra, and Function Bra collections.

**Level 2: 25% bubbles: "Lightly filled, but stable"** is a group of underwear products with a sponge thickness ranging from 1.5-2.0 cm for shaping the breast to look beautiful, including the Signature and Soft collections.

**Level 3: 50% bubbles: "Moderately filled, with just enough push"** is a group of underwear products that contains sponge thickness from 2.3-3.0 cm, a medium level sponge to push the shape for a more dimensional look, including the Modern V and Soft Doomm collections.

**Level 4: 100% bubbles: "Accentuated fill for prominent slopes"** is a group of underwear products with a sponge thickness of 3.5 cm and up, to help clearly increase the cup size of the breast and the visibility of its slopes, for which its products will be in the Doomm Doomm collection.

Communicating the subject of sponge levels under the 'Bra Level' campaign makes it easier for customers to shop and meet their needs in different occasions, either during a vacation, a work day, or a day with special activities. Sabina has used various channels of communication to re-create a viral phenomenon in the online world by choosing “Bai Fern - Pimchanok. Luewisetphaibun” to represent a woman with a variety of activities. The company has launched the clip, *"How many milk bubbles will you select?"* that links with the selection of sweetness of milk tea to directly reach target customers.

In 2021, the company emphasized the importance of the sponge again by launching the campaign “Sabina, Good Sponge.” Although the bras are small, “Sponges” of the bra are not a small matter. “Sponge” is considered as an important factor for women’s bra production as it is an important part to protect the delicate chest of women and also touches the skin the most. Therefore, Sabina values this small detail to develop the best innovation of bra sponges. The company tested the efficiency of the sponge by pressing it with the bike, but the sponge is still get back into the same shape because the materials were specifically selected and developed by the expertise of bra, so that the sponge quality would be better than normal sponge in terms of both good shape and soft touch, which are the qualities that many people might oversee, but Sabina has always been devoted to developing it.

- Good shape: The sponge can bear the pressure well. It will not be broken and return to the same shape after pressing, with the innovation of adding extra internal sheets, so the sponge will be in shape. We all know that in the girls’ closets, these bras might be pressed, which sometimes cause the bra to lose its shape. Therefore, we develop the bra to be able to return to the beautiful shape even though it is pressed in any situation To assure customers, Sabina tested by pressing the sponge bra with a bike and found that Sabina sponge can get back to the beautiful normal shape. Hence, the Sabina Sponge Bra is undeniably the solution of “worthiness” for bra purchases of women.

- Soft Touch: We specially select the premium sponge material to get the soft touch when worn, which comes with good flow of air ventilation, suitable for the humid and hot weather of Thailand. This bra is comfortable and soft when worn, dries fast when washed, and gives you no worries about fug. Importantly, Sabina Good Sponge also helps extend the bra’s usage life. Sabina Good Sponge comes in four levels to choose, from super thin to thick sponge.

#### **Other Products**

1. Everyday Wear group or products that can be worn daily consist of the following products:

- Sbn Sport products are sports underwear especially for women who need agility, they are comfortable and semi-sporty, perfect for playing sports.

- Soft Collection products are products to which the innovation of Seamless Fit production is applied. They are smooth, comfortable, in beautiful shape, focused especially on seamless comfort.
- 2. Specific products such as maternity products for breastfeeding mothers consist of bra and panty, belly support and fill up bra which are bras mostly used by patients who have their breasts cut. We also provide bras with a bag for breast implants.
- 3. Happy Price products are cheap products produced specifically For Modern Trade stores.

## 2) Marketing and Competition

for marketing strategy Focus on more specific marketing by researching the needs of customers in each group in order to develop products to suit each target group, focusing on Personalized Marketing rather than Mass Marketing, focusing on Data-Driven Organization based on data It is the main base for making decisions in every activity in accordance with The company's mission

### 2.1 Marketing Strategy

- **New Lingerie Innovation Development**

Due to the needs and physiology of consumers constantly changing, the company Therefore giving importance to research and development (new products) Continuous By analyzing the behavior of consumers as to what needs And conducting customer surveys via online media to use the information obtained to develop products in accordance with the needs and changes of customer behavior In terms of function and fashion of underwear, for example, in the past, research showed that most Thai women had relatively small breasts. Therefore, leading to the development of the "Doomm Series" collection to enhance the confidence of wearing lingerie for consumers. And after Sabina succeeded in the small breast bra market Have conducted additional research to find that There are still customers with large breasts. It is a small base for Thailand. In 2015, the company started to capture this group of customers. And develop products to support the good response Made last year the customer base is constantly growing. Therefore, concluded that the products of the company are able to meet customers' needs, whether they are breast or small. With the same answer is Good lingerie production Comfortable to wear as customers want.

While production for sale under the brand of customers from European countries Making the company know how to apply new sewing techniques and applying to become a member of the WGSN, which is the website that the world's leading garment manufacturing companies have used widely for a long time Enabling the company to be aware of the Global Trend Fashion in the future that will occur up to 24 months in advance and can produce products that bring up-to-date fashion that meets the customer's popularity more precisely, while maintaining high quality at a reasonable price, worthwhile for consumers.



- **Customer Base Expansion to Overseas**

The company has a policy of expanding the business by importing the products under the trademark of the subsidiary or SABINA to expand the market overseas more, focusing on the Asia Pacific area first as the bodies and tastes are not much different from Thai people, which makes it easy for marketing communication. The company will focus on appointing the dealers to distribute the products in other countries. As of now, this has already been operated in many countries, such as Vietnam, Laos, Cambodia, Myanmar, and the Philippines. The company still has a goal of expanding SABINA to be well known among the ASEAN market and foreign consumers to set the path to bring “SABINA” to be a regional brand.

**Consecutive New Product Presentation**

The company also plans to sell the products with new innovation consecutively, in order to respond to the needs of customers, which have changed from period to period. The example of such products is a new product called Soft Collection, which focuses on seamless woven fabric, which gives high flexibility and soft touch fabric. Moreover, the company will import the copyright products, which are popular among customers, such as domestic and foreign copyright patterns, which are popular at the time, to design the products for target customers of that design. In 2021, SABINA launched the collection of SABINA x Esther Bunny, capturing the pink bunny that was popular among Korean girls and became popular across Asia. Esther Bunny was created by Esther Kim, a Korean-American artist. This collaboration was the first time for Thailand to bring this cute Esther Bunny character to feature on a bra collection named SABINA x Esther. The target customers were 18-year-old girls to working-age women, who were fun with dressing, liked to mix and match clothes and liked to wear lingerie as external clothes. In the year 2022, the company collaborated with various copyrights both domestically and internationally, with multiple collections receiving positive feedback from target customers, becoming a strong selling point that many customers followed and sought after. Examples include the SABINA x CAREBEARS Collection, SABINA X Pomelo, SABINA x Daddy Collection (which returned for the second round), SABINA X Gentlewomen, and SABINA x Line Friends, among others.



## Maintaining the Sales of Existing Customers and Finding New Customers

The company is determined to maintain the satisfaction of existing customers mainly, by realizing the importance of maintaining good relationships with every customer, which would help maintain the sales level and existing customers' support, so that these customers will repurchase and recommend the products to others. The company has collected the recommendations from existing customers to improve the operations and make it effective by focusing on quality production that responds to the needs of customers, in terms of beautiful designs, standardized quality and timely services, in order to maintain the production and sales of SABINA as per the goals. Moreover, the company highlights expanding the customer base both domestically and internationally by developing the products for specific channels more to respond to the different needs of customers.

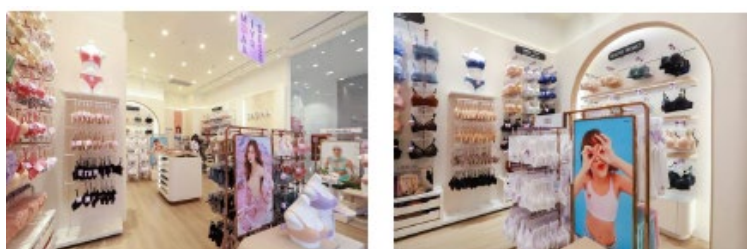
Meanwhile, the company has improved the channels to access the products to meet with customers' behaviors as the customers do not stick with any sole channel nowadays, rather they prefer to choose the purchasing channels based on their needs at the time, which could be online channels to reduce exposure and access the products to repurchase immediately or purchasing in shopping malls to try on the products. The company highlights the fast access service, such as:

### 2.2 Distribution and Distribution Channels

- **Distribution under the Trademark of the Subsidiary**

The company distributes the products under the trademark of the domestic subsidiary, which is categorized into two categories including:

1. **In-store Distribution in Shopping Malls:** There are 526 shops in total all over the country, including the self-owned shops of the company. This form of distribution is mostly consignment by having the sales representatives at the sales point recommend the products and provide services to customers for agility and easy access for customers. Furthermore, the company also has distribution points under the trademark of the company in five countries – Myanmar, Vietnam, Cambodia, Laos and the Philippines – through the dealers and have more than 100 distribution points in shopping malls.



Store	2019	2020	2021	2022
Department Store	83	83	83	82
Modern Trade	308	312	294	286
DTC (Shop+SPC)	106	102	93	66
TT (Traditional Trade)	88	81	71	92
<b>Total</b>	<b>585</b>	<b>578</b>	<b>541</b>	<b>526</b>

2. Non-store Distribution includes online channels, catalog, TV shopping and automatic machines to increase the agility for distribution. The service can be provided to customers anytime, anywhere, highlighting the services, clarity and variety for customers to choose based on their needs. This channel fulfill the customer accessing channel as some customers are not convenient to visit the stores.

- **OEM Distribution**

The company receives the orders to produce the products which are designed by the company, subsidiary or customers themselves. Most customers are well-known customers, who have their own brand sold in shopping malls, retail stores, wholesale stores, importers, dealers, online and catalog business owners, including those who created the whole new business and those who changed from direct catalog business in Europe and Britain. Most customers are in a long relationship with the company. The company will produce the products based on customers' orders. OEM covers production for products in Thailand and international products, which could be clothes and other things that can use the delicate machines of lingerie for production, such as t-shirts, polo shirts, masks, scarves or other clothes.

#### **Sales Promotional Policy**

The company focuses on providing products and services to suit each group of customers who have different needs, without focusing on all kinds of products in every shop, but the insights to tailored product varies for customers who obtain services in the stores, as well as through various marketing communications directly to target groups, with lower mass media.

With marketing communication plans, the company has a set of customer groups, starting from product development. This is so that products and media can be easily and appropriately accessible to customer groups. Also, the company adapts current events to the marketing communication through up-to-date means to reach customers easily and promptly. It emphasizes the principles to plan on providing services through omni-channel or multiple communication and customer service channels that can be linked to one another, both offline and online. This helps in collecting all customer information for easy and quick access to customer information, and grants the ability to correctly design the Customer Journey or route of the customer decision-making process for further product and service improvement.

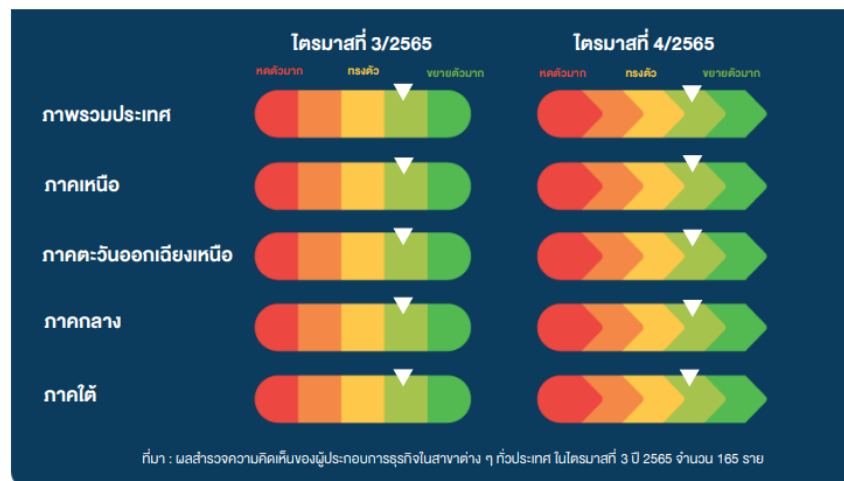
#### **2.3 Industry and Competition Condition**

Most sales proportion of the company still comes from in-store distribution, which is directly affected by retailing area conditions mainly. During 2020–2021, there were very few new retailing areas, compared with the same period of the previous years, which might be the impact of the COVID-19 epidemic. Moreover, the existing areas were closed during some periods due to the government's policy to restrict domestic and

overseas travel, limit the opening and closing time for businesses, and closing the unnecessary product selling areas and some areas in shopping malls. Although the government released some measures to support purchasing power, it was effective only in a short period. However, in the year 2022, there was an expansion of sales areas, with more new store openings, resulting in a return to normal sales conditions.

According to information from the Bank of Thailand on the overall business outlook and trends from the perspective of entrepreneurs, the overall business situation has been improving since the third quarter onwards, compared to 2021, which was still in the orange and yellow zones during both the third and fourth quarters. In 2022, there was enjoyment from the policy of opening up the country, which began in May, and there was an improving trend after relaxation measures were put in place, with tourist arrivals becoming more convenient and faster in the fourth quarter of the year.

**ภาพรวมธุรกิจและแนวโน้มจากมุมมองของผู้ประกอบการ  
(เทียบกับระยะเดียวกันปีก่อน)**



Information source: [https://www.bot.or.th/Thai/MonetaryPolicy/EconomicConditions/BLP/BlpBeigebookThQ3\\_lugfa6fh.pdf](https://www.bot.or.th/Thai/MonetaryPolicy/EconomicConditions/BLP/BlpBeigebookThQ3_lugfa6fh.pdf)

### Domestic Competition

The domestic underwear market is a highly competitive market at all price levels. Many entrepreneurs in the underwear industry are mostly purchase copyrighted brands from abroad. In addition, many small entrepreneurs lacking trademarks produce locally and import from abroad to support the consumer market that considers price to be an important product purchase selection factor.



In the years 2022–2024, it is predicted that the retail business will have a growth trend of 2–3.5%. The main factors contributing to this growth are:

(1) The recovery of domestic purchasing power following economic stimulus measures and tourist spending recovery. It was expected that the number of foreign tourists would reach 7.5 million in the year 2022, and will increase to 21 and 35 million in 2023 and 2024 respectively. (2) The economic growth of the CLMV countries, which supports retail businesses along the border, and (3) Businesses are adjusting and expanding their sales points to be in line with the overall growth trend.

Businesses are accelerating their adjustments to expand their revenue base and customer groups in the long term by (1) increasing online sales in addition to physical stores, (2) partnering with other businesses, such as logistics, and (3) expanding branches to reach consumers, particularly in Bangkok, tourist provinces, secondary provinces, EEC areas, and border areas connected to neighboring countries. Additionally, major businesses are expected to expand investment in neighboring countries, which are potential markets for growth.

The growth trends of each type of retail income are as follows: Department stores are expected to expand an average of 2.0–3.5% per year from a contraction of 7.5% in 2021. Factors that support this growth are the recovering domestic purchasing power, and businesses' focus on investment in provinces with potential, including those in foreign countries.

Discount stores are expected to grow at an average of 1.5–2.8% per year, after contracting 6.0% in 2021. The majority of their customers are middle- to low-income earners who focus on everyday consumer goods. However, price competition within the industry remains fierce, and they must continue to compete with other retailers, such as convenience stores.

Supermarkets are expected to grow at an average of 2.8–4.7% per year, after contracting 6.0% in 2021. They are supported by the purchasing power of their target customers, including middle- to high-income earners.

Convenience stores are expected to grow at an average of 1.7–3.5% per year, after contracting 6.6% in 2021, due to their expansion of branches covering almost every area, making it convenient for customers to access their products.

- **Competitive Capability**

For the market condition with free competition both domestically and internationally, the lingerie manufacturers and distributors need to maintain the competitive capability all the time. The details of the competitive capability of the company compared with domestic and international competitors are as follows.

**(1) Product Quality**

The company focuses on product quality control based on the standards, starting from material selection to be in accordance with OEKO-TEX Standard 100 for both products under the company's trademark and OEM products to assure the customers about the product as lingerie is the product that touches the skin directly. Moreover, the company also takes customers' needs as the main consideration for product design and improvement to always respond to the needs of customers. The company always takes customers' recommendations to develop the products into new innovations, which are launched to the market every year. In 2021, the company began to use environmentally friendly materials to meet with the missions of the company in terms of sustainable products. The goal of this group of products is 5% of all products by the year 2023 and 10% by the year 2027.

**(2) Production and Service Skills Improvement**

The company has continuously developed skilled workers, especially sewing workers, through 2 types of training as follows:

Re Skill is a training to learn new skills of the same routine to increase efficiency or reduce costs in the working process through more than 10 years of Kaizen activities.

Up Skill is to develop existing skills to for more proficiency. This is so that workers can have greater ability in multiple skills, especially in the production line, in which the Working Passport visualizes the ability of the sewing workers for supervisors. Also, it aims to continuously make production planning for workers and improve their skills in using all types of industrial machines, etc.

In 2021, the company has expanded the success of labor skills improvement from production line to services, highlighting the service access. The company began by increasing the convenient communication

channel for the service team, so that customers could access services conveniently. The channels are as follows.

- Every store with sales representatives
- Line Official: @SabinaThailand
- Call Center: 02 422 9430
- E-mail: [crm@sabina.co.th](mailto:crm@sabina.co.th)
- Facebook Inbox: Sabina Thailand

### **(3) Factory Management and Employee Preparation System**

After successfully applying Lean Manufacturing Systems to improve the management system in the factory until receiving the award from the Thai-Nichi Institute of Technology. The company also bring in the KAIZEN system of Japan to manage as well and still find management tools to help manage the factory such as QCC system or Quality Circle Control, TPM system or Total Productive Maintenance (productive maintenance that everyone participates) etc. These help strengthen the management in the factory in order to increase production efficiency and reduce loss

In 2021, the company has set the goals and missions to be a lean enterprise by 2027.

### **(4) Learning Organization**

The company promotes itself to be a learning organization, with mergers and acquisitions of working together as a single unit to make the best use of resources while reducing the amount of work transfer, as well as ensuring the accuracy in the work process. The company also increases the speed of work, focusing on the use of agile management principles, a process that enhances working speed by reducing processes and paperwork. Additionally, there is a more focus on team communication to speed up the joint development of products for testing and feedbacks to return for improvement. This enables faster product development to meet the needs of more customers through the idea of Design Thinking, which is applied in every work process.

## **3) Products and Services Sourcing**

### **Products and Materials Sourcing**

#### **3.1 Materials Sourcing**

Raw materials used in the production can be divided into 3 main types: main raw materials are Fabric, lace, rubber and sponge and decorative products so diverse depend on the product styles and OEM's customer requirements, such as hooks, embellishments, loops, straps, thread, string, etc. There is also Packaging materials include hangers, boxes, straps, plastic bags, etc. The proportion of main raw materials is shown in the table below:

Year	Percentage of main raw materials
2019	82.0
2020	88.0
2021	88.4
2022	85.0

The company and its subsidiaries do not have a policy to purchase raw materials to stock in advance, which affects the cost of storing raw materials. Therefore, to prevent raw materials shortages and price fluctuations, including control of raw materials to meet quality standards and schedule on-time delivery, especially for fabric which is the main raw material for all types of products with a high quantity of use in production, the company therefore makes long-term future purchase contracts to reserve the capacity of raw material production with suppliers and make plans for usual purchase orders through long-term relationships.

For a variety of rubber, which is another main raw material as a component of all types of products, the company thus collaborates with suppliers to design raw materials that suit each customer and reduces production costs.

In addition, sponge is the other main raw material. There are two types of sponges, including unmolded sponges that are ordered from domestic manufacturers, and molded sponges (bubble mold) as key materials in any designs of underwear, both without bubble filling (0% bubble level), light filling (25% bubble level), perfect filling (50% bubble level), and highly filling (100% bubble level). The molded sponges are designed from the company's research and development female body. Therefore, to prevent the disclosure of design information, the company then installed a machine for bubble pumping for the production by itself, which afterwards results in a reduction of production costs. In 2022, the proportion of molded sponge production was 82% of all products with sponges.

Value of purchase of raw materials classified by types of the company and subsidiaries

Unit: Million Baht	2022		2021		2020	
	Value	%	Value	%	Value	%
Main raw material	435.99	81.30	367.72	82.02	364.70	79.74
Decorative products	57.60	10.74	46.56	10.39	48.68	10.64
Packaging materials	42.66	7.96	34.04	7.59	44.01	9.62
<b>Total</b>	<b>536.25</b>	<b>100.00</b>	<b>448.32</b>	<b>100.00</b>	<b>457.39</b>	<b>100.00</b>










The company and its subsidiaries purchase various types of raw materials from more than 200 suppliers, with the proportion of purchase with the top 10 suppliers as shown in the table below



Year	Percentage of purchase with the top 10 suppliers
2020	56.36
2021	60.60
2022	62.41

There is no supplier of raw materials that accounts for more than 15% of the total raw material purchase. In the event that the company and its subsidiaries need new raw materials that have never been used in production, a tender shall be arranged by the procurement department, with considerations from the urgency of the assembly line in the procurement of raw material suppliers.

In the meantime, the company and its subsidiaries purchase raw materials from abroad. The proportion is approximately 30% when compared to the total purchase value of main raw materials each year. The purchase orders are from Hong Kong, Korea, China, Taiwan, etc

Value Purchase of Raw Materials		2022		2021		2020	
Unit : Million Baht		Value	%	Value	%	Value	%
Domestic		296.27	67.95%	260.07	70.73%	294.36	80.71%
Foreign							
Hongkong		28.54	6.55%	19.60	5.33%	10.94	3.00%
Korea		3.87	0.89%	3.26	0.89%	4.74	1.30%
China		55.65	12.76%	40.74	11.08%	32.84	9.00%
Taiwan		11.99	2.75%	9.11	2.48%	11.51	3.16%
Italy		4.49	1.03%	4.29	1.17%	1.04	0.29%
Switzerland		-	-	-	-	-	-
England		6.12	1.40%	9.02	2.45%	-	-
Indonesia		6.25	1.43%	6.85	1.86%	3.66	1.00%
Other		22.81	5.23%	14.78	4.02%	5.60	1.54%
Total foreign		139.72	32.05%	107.65	29.27%	70.34	19.29%
Total Value Purchase of Raw Materials		435.99	100.0%	367.72	100.0%	364.70	100.0%

### 3.2 Product procurement

The marketing operations to spread the company's brand lead to the widely known and highly appreciated by customers. This forces the company to provide products in supporting the significant sales growth. The company has then changed the policy to supply all products from its own manufacturing and hired manufacturing.

- **Self-produced Material Sourcing**

Currently, the company has 3 factories located in the provinces of Chai Nat, Yasothon, and Buri Ram. The company has a production capacity of 5.70 million pieces per year. Meanwhile, the subsidiaries have 2 factories located in Bangkok and Nakhon Pathom province, with a production capacity of 1.68 million pieces per year. The total production capacity is 7.38 million pieces per year. This production capacity can be increased by approximately 20% from overtime work.

The production capacity of each factory is as follows:

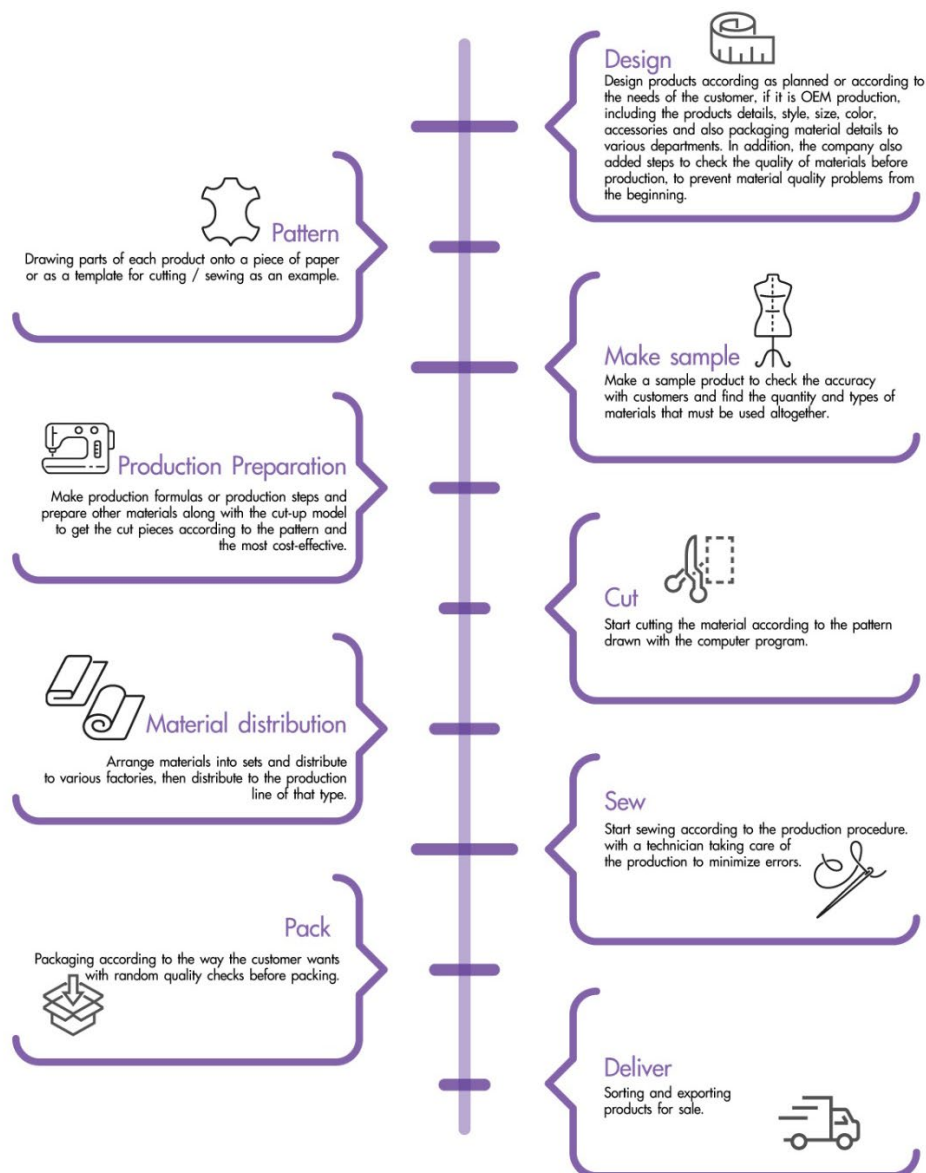
Unit: Million pcs./year *	2022	2021	2020
Phuttamonthon Sai5 Factory			
Maximum Capacity **	0.72	0.74	1.91
Actual Production Volume	0.74	0.74	1.93
Effective Capacity(%)	102.51	99.57	100.95
Thapra Factory			
Maximum Capacity **	0.96	1.01	1.90
Actual Production Volume	0.92	0.93	1.82
Effective Capacity(%)	96.18	92.19	96.10
Chainat Factory			
Maximum Capacity **	1.94	1.63	2.29
Actual Production Volume	1.85	1.63	2.29
Effective Capacity(%)	95.54	100.44	99.88
Yasothon Factory			
Maximum Capacity **	2.93	2.76	6.78
Actual Production Volume	2.93	2.78	6.61
Effective Capacity(%)	100.24	100.81	97.49
Buriram Factory			
Maximum Capacity **	0.83	0.87	1.95
Actual Production Volume	0.81	0.83	1.84
Effective Capacity(%)	97.83	95.32	94.50
Total			
Maximum Capacity **	7.38	7.01	14.83
Actual Production Volume	7.25	6.91	14.49
Effective Capacity(%)	98.24	98.57	97.71

\*\* The maximum capacity is equal to the number of products that are the ultimate goal. Not the highest capacity that can be achieved

### 2.3.3 Production Operations

The company has implemented strict measures to control product manufacturing by establishing a quality control system starting from pre-production meetings, the first sample production to verify understanding, in-line quality control to prevent errors during production (QC In Line), and post-production quality control to perform final checks before delivering to customers (End Control 100 %). Additionally, the company has also set up random inspection procedures to ensure that the manufactured products meet quality standards and production orders. Furthermore, a quality assurance department from the head office has been assigned to conduct post-production product inspections (as representatives of customers), covering the entire manufacturing process from design to delivery, as follows:

## Manufacturing Processes



The company also has quality control measures by promoting the sewing skill and training for sewing workers on quality standards and basic machinery care skills to reduce the rate of production errors. Following the previous inspection, it was found that the non-standard products before packing and distributing to customers equal only 0.5 percent of all products.

- **Hiring a manufacturer to produce finished goods**

From the marketing activities to promote the company's product, the company's brand has become well known and popular among customers. This has resulted in an increase in demand for the products, and the company has therefore started to hire manufacturers to produce finished products, specifically for modern trade, to meet the growing sales volume. Additionally, the company has changed the design of its products to match the current trend of smooth, seamless, and borderless products using weaving technology, bonding, and free cutting to reduce costs. To ensure high-quality products, the company has selected modern and well-equipped manufacturers and conducted quality-control inspections throughout the production process, including the production sample, in-line sample, and final sample, and appointed a third-party inspector to inspect the products before export.

The company has also established measures to determine the appropriate proportion of production and hired finished-product manufacturers to support marketing activities, maintain a suitable inventory level, and periodically review the production proportion.

## 4) Assets for Business Operations

## 4.1 The main fixed assets of the company and subsidiary

The Company and its subsidiary have main fixed assets used in business operations as follows

Asset type	Proprietary characteristics	Net book value (THB Mil.) as of			Obligation
		Dec 31,2022	Dec 31,2021	Dec 31,2020	
<b>Land</b>					
<u>Company</u>					
- 2 plots of land title deeds, located at Wang Kai Thuean Subdistrict, Hankha District, Chainart. Total area of 7 rai, 2 ngan, 28 square wa is the factory location.	Possess	1.00	1.00	1.00	Land and buildings on the land are mortgaged as collateral for loans from Bank of Ayudhya, amount of 100 million baht.
- 1 plot of land title deeds, located at Wang Kai Thuean Subdistrict, Hankha District, Chainat, land size 8 rai, 1 ngan 56 square wa is a factory and office location.	Possess	6.13	6.13	6.13	
- 2 plots of land title deeds, located at Du Thung Subdistrict, Muang District, Yasothon. Total area of 53 rai 2 ngan, 98 square wa is a factory and office location.	Possess	10.29	10.29	10.29	Land and buildings on the land are mortgaged as collateral for loans from Kasikorn Bank, amount 129.78 million baht.
<u>Subsidiary</u>					
- 2 plots of land title deed number, located at 93/23, Soi Rom Sai, Petchkasem Road, Wat Tha Phra Subdistrict, Bangkok Yai District, Bangkok. Total area of 138 square wa is the factory location.	Possess	1.72	1.72	1.72	None
- 3 plots of land title deed number No. 7611,7612,7613 Located at 93/8 Soi Petchkasem 7 Phetkasem Road, Wat Tha Phra Subdistrict, Bangkok Yai District, Bangkok.	Possess	9.95	9.95	9.95	None

Asset type	Proprietary characteristics	Net book value (THB Mil.) as of			Obligation
		Dec 31,2022	Dec 31,2021	Dec 31,2020	
Total area of 2 ngan, 37 square wa is the factory location.					
- 2 plots of land title deed No. 12037,12778 located at 93/47 Soi Petchkasem 7, Phetkasem Road, Wat Tha Phra Subdistrict, Bangkok Yai District, Bangkok, total area of 1, 89 square wa is the factory location.	Possess	7.94	7.94	7.94	None
- T2 plots of land title deed number 12, Arun Amarin Road, ,Arun Amarin Subdistrict, Bangkok Noi District, Bangkok, total area of 2 ngan, 17 square wa is the office location.	Possess	7.96	7.96	7.96	Land and buildings on the land are mortgaged as collateral with Bank of Ayudhya, amount of 200 million baht.
- 1 plot of land title deed, no. 9378 Located at 30/11 Moo 12, Putthamonthon Sai 5 Road, Rai Khing Subdistrict, Sam Phran District, Nakhon Pathom, total area of 11 rai, 2 ngan, 35 square wa is the office and factory location.	Possess	52.10	52.10	52.10	Land and buildings on the land are mortgaged as collateral for loans from Kasikorn Bank, amount 191.86 million baht.
- 1 plot of land title deed, no. 20329, located at 30/5 Moo 12, Putthamonthon Sai 5 Road, Rai Khing Subdistrict, Sam Phran District, Nakhon Pathom, total area 4 rai, 1 ngan, 87 square wa is the office and factory location.	Possess	21.92	21.92	21.92	

Asset type	Proprietary characteristics	Net book value (THB Mil.) as of			Obligation
		Dec 31,2022	Dec 31,2021	Dec 31,2020	
<b>Building</b>					
<u>Company</u>					
- Factory location, Du Thung Subdistrict, Muang District, Yasothon.	Possess	6.75	12.76	18.78	Mortgage with land as collateral for the loan with Kasikorn Bank, amount 129.78 million baht.
- Factory location, Wang Kai Thuean Subdistrict, Hankha District, Chainart.	Possess	1.49	1.70	1.92	Mortgage with the land as collateral for the loan with Bank of Ayudhya, amount of 100 million baht.
- Factory location Nong Bot Subdistrict, Nang Rong District, Buriram		0.87	0.98	1.09	None
<u>Subsidiary</u>					
- 2 storey warehouse building and sewing building and 4 storey office at Phutthamonthon Sai 5 Road, Rai Khing Subdistrict, Sam Phran District, Nakhon Pathom	Possess	16.20	19.02	22.11	Mortgage with land as collateral with Kasikorn Bank, amount of 191.86 million baht.
- Office Location, Arun Amarin Road Arun Amarin Subdistrict, Bangkok Noi District, Bangkok.	Possess	6.16	7.32	8.48	Mortgage with the land as collateral with Bank of Ayudhya, amount of 200 million baht.
- Building 93/23, Wat Tha Phra Subdistrict, Bangkok Yai District, Bangkok.	Possess	5.21	5.71	6.28	None
- Building 93/8 Soi Phetkasem 7, Petchkasem Road, Wat Tha Phra Subdistrict, Bangkok Yai District, Bangkok	Possess	0.44	0.55	0.65	None

Asset type	Proprietary characteristics	Net book value (THB Mil.) as of			Obligation
		Dec 31,2022	Dec 31,2021	Dec 31,2020	
- Building 93/47, Petchkasem Soi 7, Petchkasem Road, Wat Tha Phra Subdistrict, Bangkok Yai District, Bangkok	Possess	0.89	1.11	1.33	None
<b>Machinery and equipment</b>					
<u>Company</u>					
Office equipment	Possess	0.39	0.37	0.64	None
Decoration and installation	Possess	0.28	0.49	0.77	None
Cutting, sewing, textile Machines and other assets.	Possess	13.13	15.71	19.35	None
<u>Subsidiary</u>					
Office equipment	Possess	8.46	9.33	11.99	None
Decoration and installation	Possess	33.16	24.71	28.77	None
Mold stamping machines, cutting, sewing, fabric inspection machines and other assets.	Possess	19.30	20.30	24.00	None
<b>Construction in progress, assets under installation</b>					
<u>Company</u>					
Construction in progress	Possess	-	-	-	None
Assets under installation	Possess	-	-	-	None
<u>Subsidiary</u>					
Assets under installation <sup>1</sup> *	Possess	8.10	3.64	2.35	None
<b>Intangible assets</b>					
<u>Company</u>					
Computer programs and software	Possess	-	-	-	None
Program during installation	Possess	2.94	2.41	2.32	None
<u>Subsidiary</u>					
Computer programs	Possess	13.15	10.57	7.21	None
Program during installation	Possess	2.98	2.94	4.00	None
Deferred leasehold rights	Possess	0.74	2.12	5.14	None



The book value of the main fixed assets used in the business of the company and subsidiary, details are as follows

Unit : THB Mil.

Asset type	Cost according to financial statements as of			Lifetime (year)	Net book value as of		
	Dec 31, 2022	Dec 31, 2021	Dec 31, 2020		Dec 31, 2022	Dec 31, 2021	Dec 31, 2020
Land	119.01	119.01	119.01	-	119.01	119.01	119.01
Buildings and improvements	335.41	335.17	335.16	20	38.02	49.16	60.64
Machines	299.98	299.28	302.89	10	21.54	26.00	31.90
Tools and equipment	18.16	16.85	16.77	5	2.49	1.59	2.30
Decoration and installation	204.64	187.26	181.41	5	33.43	25.20	29.54
office supplies	70.13	67.61	67.38	5	8.85	9.70	12.63
vehicle	10.81	22.81	21.69	5	0.68	1.06	0.48
Program installation fee and computer programs	49.93	45.11	41.46	3	19.8	15.92	13.53
Other assets	0.96	0.96	0.96	5	-	0.01	0.02
Computers and devices	63.91	61.84	57.74	3	8.40	8.25	8.64
Construction in progress	-	-	-	-	-	-	-
Assets under installation	8.10	3.64	2.35	-	8.10	3.64	2.35
Deferred leasehold rights	159.61	155.11	74.28	-	54.81	41.80	5.14
<b>Total</b>	<b>1,340.65</b>	<b>1,314.65</b>	<b>1,221.10</b>		<b>314.41</b>	<b>301.34</b>	<b>286.18</b>

#### 5) Undelivered Tasks

- None -

### 1.3 Shareholding Structure of the Company Group

#### 1.3.1 Shareholding Structure of the Company Group

##### 1) Operation Division Policy of the Company Group

#### The Company

Acting in the business of producing and selling underwear for subsidiaries and customers who are foreign lingerie suppliers (OEM or Original Equipment Manufacturer) Originally, the business of manufacturing and selling OEM products of the company is the production and distribution for subsidiaries which received production orders from another customer because the subsidiary has been operating for a long time and more well known to customer abroad. When the company started to get some recognition in the group of customers abroad then started selling more OEM products directly to customers without passing through subsidiaries.

#### The Subsidiary

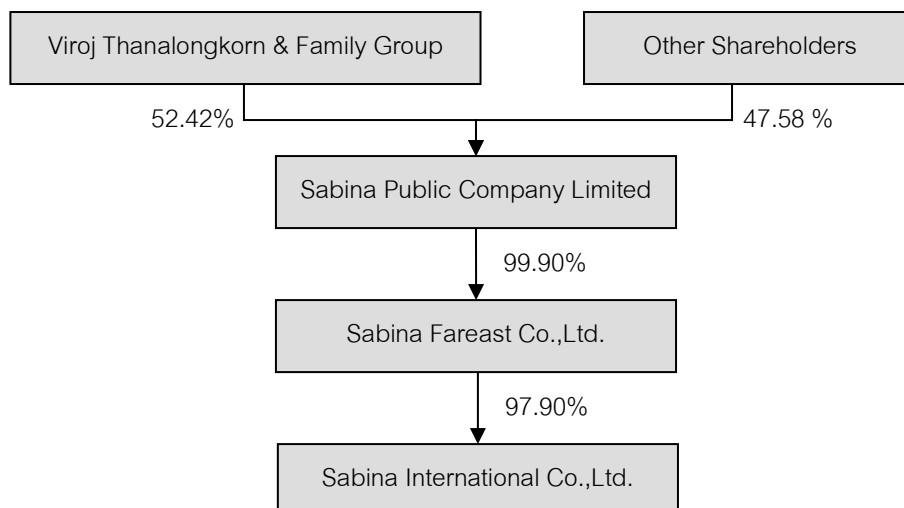
Acting in the design, manufacture and distribution of women underwear under the brand "Sabina" Including produce by the order from customer who is using their own brand or OEM (Original Equipment Manufacturer) and act as company distribute women underwear under the brand "Sabina" to department store, shopping centers and modern trades fair both domestic and international. Including sales through new distribution channels such as TV Shopping, Website and Company's Application and other Websites.

#### Indirect Subsidiaries

Invests in other companies both domestically and abroad.

### 2) Shareholding Structure Figure of the Company Group

#### Shareholding Structure of the Company Group



**Sabina Public Company Limited**

Operate lingerie manufacturing & sales business for subsidiary and customers who are lingerie suppliers in foreign countries (OEM) Currently, there are 3 factories located in Chainart, Yasothon and Burirum. There are 2,740 machines in total which divide into 2,677 of sewing machines and 63 other machines. In addition, there are accessories for sewing machines which can help adjust the machines to work more efficiently and more suitable for product styles. There will be many different types according to the product style which the company has an actual production volume of 6 million pieces per year.

**Sabina Fareast Company Limited (Subsidiaries)**

Operate lingerie design, produce and distribution business which divide into 2 main sections as following.

1. lingerie design, produce and distribution business under the trademark SABINA which comprise of sub collections such as Sabinie, DoommDoomm, Soft Doomm, Modern V by Sabina and several other variety collections meet with the needs of women of all age.

2. lingerie design, produce and distribution business made to customer order who are lingerie suppliers in foreign countries (OEM) such as England, USA, Europe, Russia and Scandinavia etc.

Furthermore, lingerie is also sold under the trademark "SABINA", "SABINIE" and "SBN" which already partially registered in foreign countries. The selling lingerie product under our own trademark is an outright sale to distributor. Most of them would distribute their products in department store or their own store. Fore example in the Middle East, including The United Arab Emirates in Asia, including Pakistan, Bangladesh and the ASEAN Economic Community (AEC), Myanmar, Cambodia, Philippines, Laos and Vietnam.

The current subsidiary has to 2 factories located in Bangkok and Nakorn Pathom. Total number of machines is 1,430 which can be divide into 1,279 of sewing machines and 151 of other machines. Currently, the subsidiary has a production capacity of 2 million pieces per year.

**Sabina International Company Limited (Indirect Subsidiaries)**

Invests in other companies both domestically and abroad.

**Table : Activities of the Company and Subsidiary**

Activity	Design	Manufacturing and Sales under Own Brand Names	Manufacturing and Sales to Subsidiary	Manufacturing and Sales of OEM Products to Overseas Customers	Invests in other companies both domestically and abroad.
Company	✓		✓	✓	
Subsidiary	✓	✓		✓	
Indirect Subsidiary					✓

3) In case the company operates the business by holding the shares of other companies.

- None –

4) Name and location of any corporate of which the company holds 10% or more shares of all issued stocks.

- None –

1.3.2 Controversial individuals hold the shares in the subsidiary or joint venture at more than 10% of the company's common stock.

- None –

1.3.3 The relationship with the business group of major shareholders.

- None –

#### 1.3.4 Shareholders

##### 1) Major Shareholder

First 10 major shareholders of Sabina PLC. as on the latest book closing date, 25 August 2022

Shareholders		
	Number of Shares	Percentage (%)
1. Mr.Viroj Thanalongkorn	161,157,000	46.38
2. Thai NVDR Company Limited	11,250,075	3.24
3. Mr.Atchada Thanalongkorn	10,501,000	3.02
4. Ms.Pitcha Thanalongkorn	10,504,000	3.02
5. Bualuang Long Term Equity Fund	9,997,900	2.88
6. Bualuang Factor 4 Long-Term Equity Dividend Fund	7,937,900	2.28
7. Mr.Chaiyakorn Siriratatsadon	5,483,900	1.58
8. Thai Life Insurance Public Company Limited.	4,492,200	1.29
9. Mr.Vich Maka-apitruk	4,000,000	1.15
10. Krungsri Thai All Stars Dividend LTF (KFLTFSTARD)	3,445,100	0.99

2) Holding shares of other companies requires the shareholders to reveal the information of the subsidiary's shareholders, who operate the main business.

- None -

##### 3) Obligations of Major Shareholders

- None -

#### 1.4 The Amount of Authorized Capital and Paid Capital

##### Amount of authorized capital amount and paid-up share capital

Current authorized capital of Sabina PLC.	347.50 million Baht
Authorized capital	347.50 million Baht
Common shares	347.50 million Shares
Price per share is 1 Baht	

#### 1.5 Other Assets Issue

- None -

#### 1.6 Dividend Payment Policy

The Company has dividend payment policy not to be lower than 40 % of the net profit after tax and reserve deduction according to the laws. Nevertheless, the dividend payment will depend on investment plan, necessity, and appropriateness in the future.

For subsidiaries, the Board of Directors of the subsidiaries will consider dividend payment from cash flow balance when comparing with that subsidiaries' investment budget. If cash flow balance has enough and reserve according to the laws, the Board of Directors of the subsidiaries will consider dividend payment case by case.

Dividend Payment Data

Sabina Co.Ltd.	2022*	2021	2020
Dividend per share (Baht)	1.20	0.85	0.80
Dividend remuneration rate (%) (Overall financial statement)	99.95	100.40	100.43
Dividend remuneration rate (%) (Specific financial statement)	98.48	99.42	87.48

**Remark.** \* 2022 dividend payment - the Board of Directors' meeting passed a resolution to pay interim dividends at the rate of 0.61 baht per share, and on February 20, 2023, the Board of Directors passed a resolution to pay dividends from the retained earnings at the rate of 0.59 baht per share, including dividend payment for the year 2022 equal to 1.20 per share Baht, which will be further proposed to the Annual General Meeting of Shareholders for the year 2023.

#### 1.7 Tax Policy

The Company and its subsidiaries and indirect subsidiaries It has a policy to calculate net taxable profit (loss) by taking items that are not considered taxable expenses. and items that have been reduced or exempted from tax added or deducted in accordance with the rules of the Revenue Code The rate used in the calculation of corporate income tax at a rate of 20 %.

## 2. Risk Management

### 2.1 Risk Management Policy and Plan

### 2.2 Risk Factors of the Company's Business Operations

SABINA Co., Ltd. ("the Company") and SABINA Far East Co., Ltd. ("the subsidiary") have established a comprehensive risk management system that covers the entire organization, and appointed a risk management committee to set risk management frameworks, oversee, support, and assess risk management plans, and monitor risk management results to ensure they are at an acceptable level. This is to align with the business strategy and objectives and to report progress to the Board of Directors at intervals, as part of good corporate governance practices and as a tool for management to increase the chances of achieving the Company's objectives. The Board of Directors, executives, and all employees are risk owners who are responsible for identifying events, analyzing, assessing the probability and severity of impact that could affect the Company's operations, including the subsidiary, and determining measures to limit and prevent risks. This is to provide a risk management framework that covers the entire organization and aligns with objectives, targets, and strategic plans, including assessing the effectiveness of anti-corruption risk management of the Company and subsidiary, evaluating risk management performance, and monitoring situations and factors that could change risks over time. The objectives of the risk management system are as follows:

1. To provide important risk information and an overall understanding of risks to the Risk Management Committee, Board of Directors, and executives, in order to efficiently and effectively supervise risk management.
2. To ensure that all executives and employees apply the same risk management system throughout the organization and to establish risk management as part of the decision-making process for developing strategies, plans, and operations of the organization.
3. To comprehensively search for, identify, limit, and prevent risks throughout the organization in order to minimize losses or damages to the organization.
4. To establish risk management guidelines at an acceptable level by considering measures that effectively reduce the likelihood and/or impact of potential risks and achieve the objectives set by the Company.

The scope of risk management applies to all operations, including board members, executives, and all employees of the Company and its subsidiaries. The Company has established the following risk management policies:

1. The Company and its subsidiaries conduct business at acceptable risk levels in order to achieve objectives and strategic plans, and respond to stakeholders' expectations. Risk management is integrated into the annual business planning, daily operations, and decision-making processes, including project management.

2. Both executives and employees are responsible for identifying and assessing risks, as well as implementing appropriate measures to manage risks within their own departments and responsibilities.
3. Promoting a risk management culture throughout the organization by raising awareness among executives and all employees of the importance of risk management.
4. Managing risks that may affect the Company's objectives and strategies in a timely and continuous manner, including identifying risks and assessing the likelihood of their occurrence and the impact if they occur, as well as managing risks at acceptable levels. This is done by considering the appropriateness of costs and benefits.
5. Implementing, monitoring, and following up risks that may affect the Company's objectives and strategies.

The risk management committee must review this policy annually and propose to the audit committee and Board of Directors for approval if there are any changes.

#### **Enterprise Risk Management (ERM)**

The Company's risk management process is designed to be linked to its policies, strategic plans, and business objectives. This is done by analyzing and assessing risk factors that could impact the organization in terms of likelihood and impact, in order to develop an enterprise-wide risk management (ERM) plan. The ERM plan covers seven areas of risk: strategic risk, operational risk, financial risk, IT risk, fraud/corruption risk, social and environmental risk, and regulatory risk, which could affect the Company's performance, employees, customers, business partners, reputation, society, and the environment. Additionally, the Company considers new and potentially significant risks that could have a severe impact on its operations and cause business disruption. The Company also establishes risk management plans and key performance indicators to monitor and report on risk management to the Company's risk management committee and audit committee as specified.

#### **Enterprise Risk Assessment**

The Company conducts a review of all transactions in order to identify key issues related to risk and establish criteria for assessing the likelihood and impact of potential risks. This process is used to evaluate the organization's overall risk and establish Key Risk Indicators (KRIs), the level of risk that the organization is willing to accept (Risk Appetite), and the level of deviation from established risk tolerance criteria (Risk Tolerance) in order to monitor organizational risk, as follows:

**1. Strategic Risk**

Key issues/Risks	KRI/Controlling	Likelihood	Impact	L x I
1. Inappropriate reliance on sources of income.	Proportion of revenue from each sales channel.	4	4	16
2. Inventory management.	Proportion of in-house production and outsourcing. Inventory turnover (Stock Days).	3	3	9
3. Climate change operations.	Proportion of sustainable products.	4	3	12

**2. Operational Risk**

Key issues/Risks	KRI/Controlling	Likelihood	Impact	L x I
4. Skilled labor shortage.	Multi-skill level.	3	3	9
5. Dependence on a few major suppliers for raw materials.	Proportion of purchases from partners.	3	3	9
6. Business interruption due to flooding caused by changing weather conditions.	Number of shops that have ceased operations. Number of days of business shutdown.	3	3	9

**3. Financial Risk**

Key issues/Risks	KRI/Controlling	Likelihood	Impact	L x I
7. Risk of delayed payment from debtors.	Overdue debt value compared to total debt value.	3	4	12
8. Foreign exchange rate risk.	Actual exchange rate compared to the predetermined exchange rate.	3	3	9
9. Financial risk associated with transitioning to the use of alternative energy.	Proportion of expenses for investment in transitioning to alternative energy sources.	3	3	9

**4. IT Risk**

Key issues/Risks	KRI/Controlling	Likelihood	Impact	L x I
10. Stability of the sales/inventory information technology system.	Frequency of pauses in the sales/warehouse system.	2	3	6
11. Cybercrime.	Firewall risk factor ( <i>Evaluation of firewall by the system</i> ).	1	4	4



**5. Corruption Risk**

Key issues/Risks	KRI/Controlling	Likelihood	Impact	L x I
12. Paying bribes for the convenience of releasing raw materials from the port.	No payment is made for the goods.	1	2	2
13. Abusing power by demanding benefits, gifts, or favors.	No benefits are received in procurement or hiring.	1	2	2

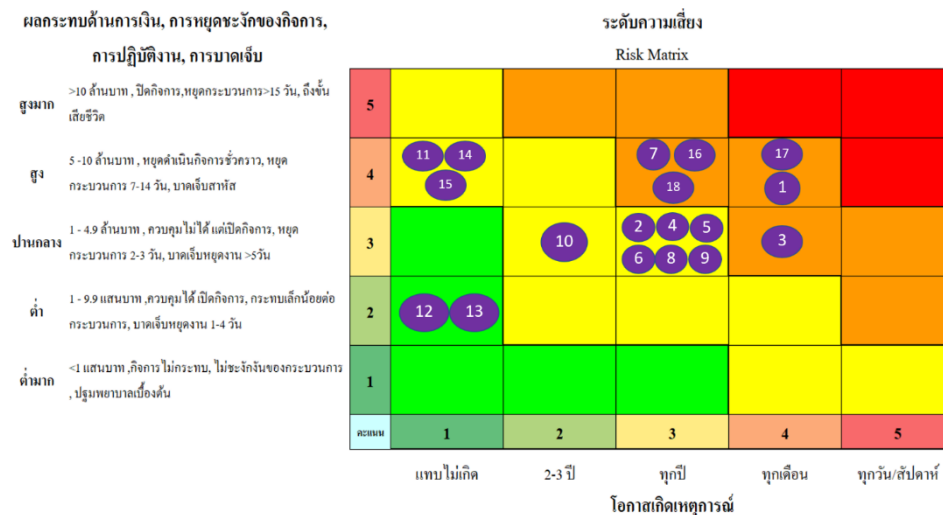
**6. Social & Environmental Risk**

Key issues/Risks	KRI/Controlling	Likelihood	Impact	L x I
14. Negative social impact.	-No complaints from the surrounding community.	1	4	4
15. Negative environmental impact.	-Wastewater treatment from dyeing. -Air pollution control from mold pumping.	1	4	4
16. Human rights.	Employee Engagement evaluation score. Human rights complaints.	3	4	12

**7. Compliance Risk**

Key issues/Risks	KRI/Controlling	Likelihood	Impact	L x I
17. Personal Data Protection Act (PDPA) for employees' and customers' personal data security.	PDPA complaint.	4	4	16
18. Regulatory risks related to climate change.	Setting targets to reduce an organization's greenhouse gas emissions.	3	4	12

Based on the risk assessment, the Company is able to identify the level of organizational risk, as shown in the table.



Based on the organizational risk's score level, as well as to make sure the company has properly managed the risk, the company thus has reviewed all important aspects of the risk for developing control measures in order to diversify and mitigate various risks as follows:

#### Improper Reliance on Income Sources

The company generates revenue through three channels: Retail Business, Non Store Retailing and OEM (Original Equipment Manufacturer), each of which has different risk characteristics:

- Risk in Retail Business: Front-of-store/point-of-sale sales revenue decrease due to store closure policy.

Due to the pandemic crisis and climate change, such as the 2011 floods, as well as competition in the women's lingerie market, sales revenues have not been met.

Although the COVID-19 crisis has eased further in the second quarter of 2022, coupled with the fact that people are vaccinated, there is no longer a risk of store closures; however, the company has implemented a Business Continuity Plan against the store closures during the pandemic and climate change like floods to ensure the ability to operate and achieve sales revenue targets, including marketing execution, sales strategy, manufacturing and fulfillment as well as operating in a social, environmental and governance-responsible manner. This has a positive impact on the company and enable it to compete and maintain its dominant position in the women's lingerie market

- Risk in Non Store Retailing: Non-store sales decreases due to competition with other international brands and also generic products from other domestic women's lingerie manufacturers, which results in sales revenue not meeting targets.

The company has the competitive advantage over competitors in being a leading brand with a good reputation and brand image, perceived as reliable and well established. The product is of good quality, modern and versatile, suitable for every body shape and occasion, with a strategy of fast delivery and proper after-sales service as well as always supporting and participating in marketing activities with marketplace

companies throughout the years. As a result, the company is able to maintain its shelf space on the website. In addition, there are supportive measures in developing online sales through the company's website by gaining the verification trustmark in e-commerce (DBD Verified) as the sales is likely to grow through this channel.

- Risk in OEM (Original Equipment Manufacturer) from the reduced order volume due to Global Recession brought on by the COVID-19 Crisis since 2020 and the Russia-Ukraine War which may result in OEM sales revenues not meeting targets.

Bravissimo and Panache brand OEM customers, who are trusted as an important business partner, are increasingly expanding their product categories, and there is a steady growth in sales through online channels which makes the OEM sales meet the target. In addition, the company has supportive measures in finding domestic customers who are experiencing a lack of supply due to the closure of businesses during the COVID-19 crisis.

The company managed the risk of improper reliance on revenue sources by monitoring various aspects, opportunities and risks in each sales channel and balance sales proportions appropriately.

### Inventory Management

The company's exposure to the risk of improper inventory availability is as follows:

- Excessive inventory due to operations to build confidence by ensuring availability of ready-to-sell products. The risk of excessive inventory is increased by the availability of a wide range of products for different uses, the low cost that comes from mass production, and the fact that women's underwear comes in a variety of sizes. This affects storage, damage from obsolescence, sunk costs which affect financing costs, but at the same time provide opportunities for supporting sales. By having products available for sale, there is a wide range of products to choose from, including several sizes that is suitable for customers.
- Insufficient inventory due to the implementation of "No-take" policy that has been in place since 2020 as a result of the COVID-19 crisis in order to maintain balance between inventory and production which has caused continued inventory declines and may result in insufficient inventory to meet sales growth plans, fulfillment problems and late delivery of OEM products.

In 2022, the company has the appropriate level of inventory and in order to sustain this level to be in line with the sales growth plan, the company has expanded its production capacity, added sewing staff to make up for the reduced production capacity during the past two years, and to increase the flexibility of inventory availability as well as the opportunity for product innovation. Hence, the company continued to manufacture while also outsourcing finished goods, from both domestic and foreign, which includes China, Hong Kong and Vietnam and determined the appropriate proportion of manufacturing and outsourcing.

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**Climate Change Action**

The clothing industry, as a fast fashion industry, has left a huge footprint and waste on the planet which is causing environmental problems and climate change. If business operators are negligent in improving environmentally friendly production processes, there is a risk of affecting brand image, reputation, social acceptance and potentially affecting the company's business operations.

The issue of climate change is a concern for all businesses and should be in everyone's interest. The company conducts strategic risk management for climate change. In terms of developing sustainable products, the company develops environmentally friendly products to ensure that every wearer reduces impact on the planet under the concept of "We care for your EVERYWEAR" which will have long-term and sustainable results with the goal of increasing the proportion of this product group to 5% by 2023 and to 10% by 2025. Sustainable Products have been receiving good feedback and are expected to be the main products driving sales.

**Shortage of Craftsmanship.**

In the production of women's lingerie, the risk in the production process is labor shortages, as the lingerie industry still requires highly skilled labor which is difficult to find. Also, as a result of the COVID-19 pandemic, employees have moved back to their hometowns to escape risky areas. Consequently, production capacity, delivery and production quality are affected by skill shortages.

In 2022, the COVID-19 pandemic began to recover. The company is targeting sales growth and therefore needs to expand its production capacity as well as starting to recruit sewing workers, most of whom lacked sewing skills. The company thus took measures to support them by designing a curriculum to improve the skills of sewing workers to be able to work with multi machines and to be multi-skilled. The company also has incentives for skill development and follow-up assessments to constantly improve employee skills.

**Dependence on Few Major Raw Material Suppliers**

Currently, the company orders from domestic raw material suppliers (48%) and internationally (52%), with seven major raw material suppliers accounted for 42% of the total procurement value. These seven major raw material suppliers were able to provide quality raw materials at a reasonable price while maintaining delivery deadline, focusing on developing and offering new raw materials to support the company's product innovation. In addition, they also operate within the legal framework and are responsible for environmental, social and governance (ESG) performance. If these major raw material suppliers fail to supply raw materials in time, the company has to order from other suppliers instead and may have an impact on production plans, cost of production and delivery of the company's products.

However, such incidents are rare because these suppliers have been doing business with the company for a long period of time and are experts in this business. The company also implements supportive measures to evaluate the suppliers, report the evaluation results along with the results of quality inspection of

raw materials and delivery deadlines every 6 months. The company also conducts the site visit of raw material supplier, review the quality system together (according to QC Traffic Policy), deliver and review the procurement plan on a quarterly basis and determine the proportion of procurement at the risk level that the company can accept, categorized by the raw material types, such as fabric, lace, sponge, and rubber.

#### **Operations Discontinuation due to Flooding as a result of Climate Change**

Currently, we are facing with the effects of climate change which causes an increase in global temperatures, expansion of sandstorms and deserts that have reduced arable land, drought-induced water shortages, as well as droughts which intensify rainstorms and increase in frequency. This affects rainfall, the occurrence of landslides and floods, especially major flooding in 2011 and most recently in 2021. This puts the company at risk of discontinuation of operations in three areas:

- Store closures as a result of flooding in sales areas and surrounding areas. This results in the damage of goods, the suspension of store operations, and also economic loss which affects the purchasing power of consumers. Although this risk factor cannot be controlled but the company has measures to accommodate this risk at various severity levels, with Key Risk Indicators being the number of stores that have to cease operations. For example, if a number of stores cease to operate in some areas (flooded in some provinces), the company will hold promotions in unaffected areas in order to make up for lost revenue. When flood-affected stores resume normal openings, the company will conduct promotions to help consumers in the affected areas and in cases where a large number of stores cease to operate, where sales staff cannot access the store area, the company will allow the employees to do direct sales through Sabina Win Program, an online platform that delivers goods to customers' homes.
- Office closures as a result of flooding in work areas and surrounding areas. This causes employees to be unable to commute to work which would result in interruption in the company's operations, especially during the major floods in 2021. Although the headquarters was not flooded but some employees were unable to travel to work. The company has designed a Work From Home working style that later developed into Work From Anywhere, allowing the company to overcome this crisis.
- Factory closures as a result of flooding in work areas and surrounding areas. This causes employees to be unable to commute to work which would result in interruptions in production and distribution, and the product may be damaged. However, the company has taken preventive measures by monitoring the amount of water in nearby rivers and canals. If found to exceed the acceptable limit, blocking will be carried out in the specified way in order to prevent the factory area from flooding. There is also a Key Risk Indicator which is the number of days that the factory has to stop operating. For example, if operations are stopped for more than one week, the company will move production parts to another plant to ensure that the production process is as planned and within the deadline.

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**Exposure from Late Payment of Receivables**

In business operations, the company may experience financial difficulties from the risk that the debtor will not be able to make scheduled payments due to their operation performance which could result in the company's liquidity problems and its working capital.

In 2022, the company has an overdue ratio of less than 5% of its customers and has no customer with bad debt as the company has established measures to assign a responsible officer to oversee each debtor. By interacting and establishing a good relationship between the company and the debtor, the company can realize the possibility and ability of repayment which allows the company to see the likelihood of debtors who may have difficulty in repaying their debts, and to determine measures to find possible solutions together.

**Exchange Rate Risk**

The company and its subsidiaries businesses are engaged in the production and distribution of women's lingerie, which imports raw materials and finished goods from abroad as well as exporting goods to foreign countries in the form of OEM and therefore is subject to exchange rate risk. The risk characteristic is that the revenue or expenditure flow of the business in Thai baht is uncertain because of the fluctuation of foreign exchange rates, and as a result, the company's operations may incur additional profits or losses.

In 2022, the Thai baht has been volatile since March due to tensions arising from the Russia-Ukraine War which rapidly impacted the currency. There was worldwide concern about this hostile scenario that could turn into a state of war or extreme depreciation of the Thai baht. In October, the Thai baht depreciated sharply, breaking through 38 baht per dollar.

As a result, the company has consistently managed both cash flows received and paid to reduce and hedge foreign exchange risk using the following measures:

1. Assign staff to monitor exchange rate changes closely to assess the situation and trend of exchange rates of various currencies.
2. Open a foreign currency deposit account (FCD) to mitigate the risk of exchange rate fluctuations.
3. Establish forward contracts with trades that are exposed to such volatility risk.
4. The company has planned the import-export ratio according to the framework that has been assessed according to the situation and the exchange rate has been determined in advance.

**Financial Risks in Renewable Energy Transition**

The company's business operations may encounter investment risks in the replacement of the use of fuel in the company's vehicles and transportation processes with renewable energy in order to reduce greenhouse gas emissions from corporate operations and reduce the impact of climate change. This could impact earnings from such budgets.

In 2022, the company started to apply automotive technology to replace traditional vehicles which reduces greenhouse gas emissions that contribute to global warming. The transportation division of the company has realized its emission of greenhouse gas and has set targets to reduce greenhouse gases from transportation in accordance with the plan as well as setting up a transition plan of all active cars into hybrid and electric vehicles in the coming years. Due to the impact of capital risk, the company has set aside funds for such adjustments, which will allow the company to mitigate its financial risks as follows:

1. Reduce the greenhouse gas tax from our transformation of automotive energy.
2. Reduce the cost of fueling and evaporation of fuel.
3. Reduce vehicle maintenance costs

### Human Rights

The company may be exposed to human rights risks in two ways:

- Forcing laborers to work overtime or holidays due to under capacity, having too short production timelines or a need to meet delivery deadlines which may impact employee engagement as well as employee morale.

In 2022, the company has been facing an under capacity problem and is likely to be exposed to such risks. However, the company has taken steps to support it by stipulating the conditions for receiving orders based on the consideration of lead time, delivery schedule (shipment), and production capacity as well as requiring a voluntary review form to be completed in advance for working overtime or during the holiday by the Human Resources Department. **The Key Risk Indicator** is also defined as a quarterly rating scale for assessing employee engagement.

- Employees do not understand or misunderstand human rights, resulting in verbal violence, mental abuse or misconduct by the supervisor which is caused by the employee's mistakes and leads to damage, failure to achieve or to deliver in a timely manner that may affect the dissatisfaction with the supervisor and the job which eventually leads to resignation.

The company has low risks in this area, as measured by employee turnover rates and no human rights complaints. However, the company has supportive measures in place to educate employees on human rights by organizing human rights training for staff and security personnel, as well as leadership training for senior supervisors and supervisors to know how to communicate, influence, motivate, and mentor the team members.

### Employee and Customer Personal Data Protection (PDPA)

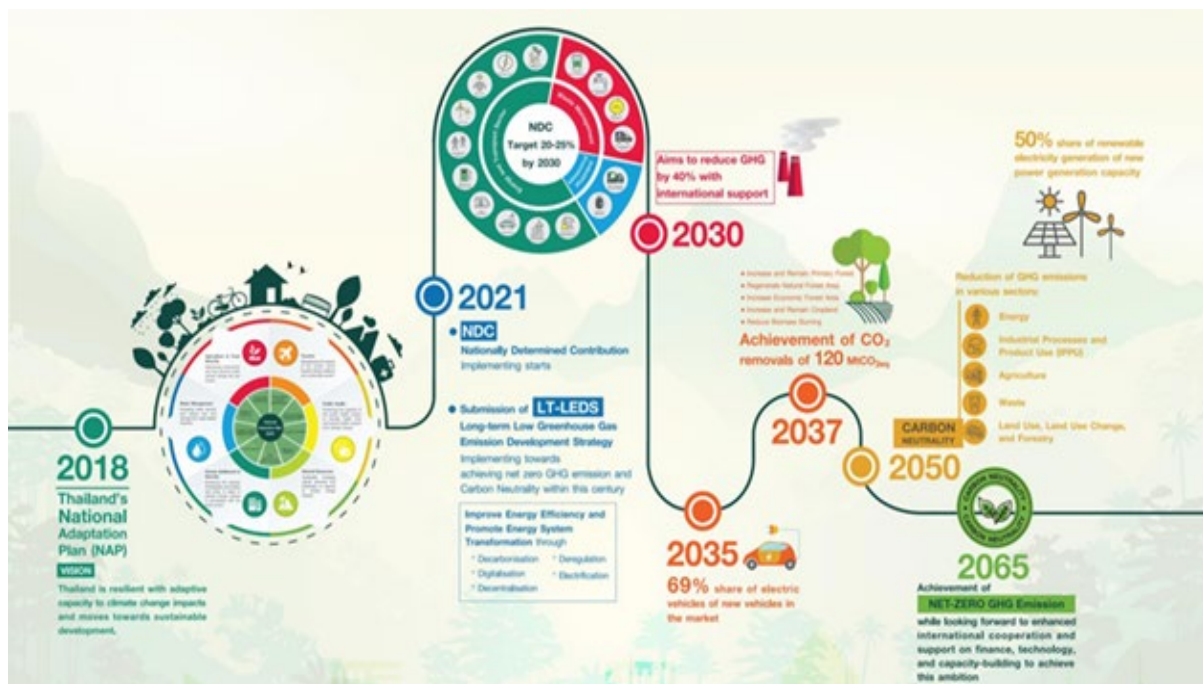
In business, apart from focusing on sales and controlling expenses, the company also recognizes the importance of employee and customer personal data security which may be vulnerable to leakage or

breach of personal information, from unauthorized data access by internal and external parties, affecting the rights and freedoms of data owners and subject to prosecution.

Closing stores and businesses in order to control more information the COVID-19 pandemic is a catalyst for the use of new information technology that makes it easier to access more information. This makes it more likely that the security risks of personal information are greater and the company has become aware of personal information security. In order to prevent leakages and breaches of personal information, the company established personal information policies and procedures by investigating the storage of personal information in order to establish security measures and operate upon requests to exercise the rights of the data owner. The company also determines access to the data in various ways, such as establishing data access rights in respect of which the individual or entity is required to use the data, and using Multi-Factor Authentication.

### Climate Change-related Regulatory Risks

Due to climate change and global warming, there has been agreement and cooperation by the global association to reduce greenhouse gas emissions to “Zero” by 2065. The Thai government has set out plans and strategies for Net-Zero GHG projects by reducing greenhouse gas emissions by 40% by 2030, carbon neutrality by 2050 and Net-Zero GHG by 2065.



As a result of these governmental strategies, regulatory risks related to GHG emissions controls would require the company to adjust its reporting format to conform to the reporting as required by the Stock Exchange of Thailand. CFO and CFP data reports need to be prepared and specialized auditors need to be employed in accordance with the requirements. Failure to do so, the company may be subject to questions



from the Stock Exchange of Thailand, the World Association and investors for non-compliance, affecting the company's image and reputation. And it could lead to a carbon tax, a tax levied on burning fuels that produce greenhouse gases.

The company has put in place supportive measures to reduce the impact of greenhouse gas emission control regulations as follows:

1. Participation in the Greenhouse Gas Emission Reduction Scheme (Voluntary Sector)
2. To formulate strategies and action plans to reduce greenhouse gas emissions both short term and long term in various environmental operations.
3. Adjust the CFO and CFP data collection and reporting model to know the amount of greenhouse gases that can be mitigated and the disclosure of greenhouse gas emissions.

#### **Developing an Organizational Risk Management Culture**

The company recognizes the importance of creating an organizational risk management culture as all departments own the risks that may result in the failure to achieve business goals. Therefore, risk management requires the cooperation of all employees by doing the following:

1. In 2020, the company conducted risk management training for 40 department/division managers on 27<sup>th</sup> August 2020. And in 2021, the company assessed their understanding of risk management. The results of the assessment showed that the understanding score reached the target.
2. Conduct risk management training for senior supervisors and supervisors of all factories during May–July 2022.
3. Publicize risk management throughout the organization by preparing a risk management guideline leaflet in order for employees to know the meaning and importance of risk, the objectives of risk management, the risk management policy, and the complaint and consultation methods and channels.
4. Require all entities to identify their own risks in order to determine the essence of 19 internal risks as well as considering the likelihood of occurrence and impact, to manage the risks in their units by seeking ways to avoid incidents or minimize the risk factors, diversify that risk or find the limit of risk tolerance in order to achieve the organization's goals and instill a culture of risk management in all departments.

Department	Risk	Risk Level
Merchandiser (domestic)	1. Inappropriate Outsourcing of Finished goods	Acceptable but must be controlled
Merchandiser (overseas)	2. Customer Order Cancellation	Acceptable but must be controlled
Accounting + Finance	3. Exchange Rate Management	Acceptable. No control required
	4. Incorrect Tax Remittances	Acceptable but must be controlled
	5. Accounting Control	Acceptable. No control required
Foreign Affairs	6. Incorrect Import documents	Acceptable but must be controlled
HR/ Factory Manager	7. Delayed Renewal of Factory Extension Permit (Ror Ngor. 4) with Provincial Industry Office	Acceptable. No control required
	8. Risk of Power Failure, Unstable Voltage	Acceptable. No control required
	9. Disaster (Fire Hazard)	Acceptable but must be controlled
	10. Disaster (Floods)	Acceptable but must be controlled
	11. Pandemic (COVID-19)	Not acceptable Risk must be managed
IT	12. Risk of assessing data of others	Not acceptable Risk must be managed
	13. Stability of Sales/Inventory IT System	Acceptable but must be controlled
Planning Center	14. Inappropriate Production Capacity Management in different scenarios	Acceptable but must be controlled
Warehouse	15. Late Delivery of goods	Acceptable but must be controlled
	16. Actual Product numbers do not match with the number in the system	Acceptable but must be controlled
Procurement	17. Raw Material Quality below Standard	Acceptable. No control required
	18. Overpurchase of Raw Materials	Acceptable. No control required
	19. Late Delivery of raw materials from the Supplier	Acceptable. No control required

5. To monitor the risk management process by holding quarterly meetings among working group level, consisting of the Risk Management Committee and the Risk Owner and also by holding the meeting of the Risk Management Committee, consisting of the Chairman of the Risk Management Committee, the Risk Management Committee, Secretary of the Risk Committee and Internal Audit Unit 2 times/year.

### **Emerging Risk**

#### **Global economic downturn**

COVID-19 had a far-reaching impact on the recession from 2020 until the present, coupled with tensions from the Russia–Ukraine War, resulting in the global economic downturn and in Thailand. Consequently, consumers have lower purchasing power and are cautious in spending. However, the Thai economy is likely to expand in 2022 by 3.4 percent from the recovery in private consumption and tourism. The company thus has taken measures to promote together with stores and Market Place, through various strategies including marketing with partners, and innovation of environmentally friendly sustainable products to create new market opportunities.

Additionally, the company plans to manage revenue risks of not meeting targets due to economic downturns using distribution plans based on target group as follows:

1. Special product, which has a low price, focusing on selling in packs to distribute products in various marketplaces, including sales through TV and Catalog channels.
2. Sabina Happy Price, which has a relatively low price, distributed in Modern Trade stores such as Big C, Lotus, Provincial Department Store and Sabina Shop
3. General merchandise, which has a moderate price, distributed in stores throughout the country and at various points of sale in department stores which are Central, Robinson, The Mall, Provincial Department Store and Sabina Shop
4. High-priced Swimwear fashion products which are distributed in department stores in Bangkok or major cities including Sabina Shop

As a result of these measures and plans, the company is able to achieve its business performance targets.

### **Crisis Management (Business Continuity Management: BCM)**

Business interruption is the most significant and hazardous risk that could cause the company's operations to fail in achieving targets or be adversely affected. This could be an unpredictable problem caused by factors beyond its control. The company recognizes the need to respond quickly to incidents that will cause such disruption, thus establishing business interruption risk management measures to minimize the negative impact on the company's business and operating results from unexpected events as much as possible, as well as preparing a plan for dealing with unexpected events effectively. The company has clear

guidelines for the business operation to be able to continue or recover quickly and has a crisis management plan as follows:

1. Natural Disaster – Flood Crisis Management Plan. During the 2011 Great Flood, the company was able to continue production and deliver on time, although it was necessary to halt operations at the Phutthamonthon Sai 5 plant, which is in the most flooded area. However, due to the implementation of the crisis management plan, assets, machines and goods were not damaged and were able to resume operations quickly.
2. Fire Hazard Management Plan. The company conducts fire evacuation drills in all plants and headquarters according to the annual plan and also ensures that the training participants are at least 40% of the total number of employees for each unit as well as making sure adequate firefighting equipment is available at all times.
3. Pandemic Crisis Management Plan. The company has prepared a Pandemic Crisis Response Plan in light of the recent COVID-19 pandemic. COVID clusters were not found in all of the company's factories and head office, with normal operations throughout the year 2020-2021, the peak period of the pandemic. Only the Thapra factory stopped operating for the first 3 days of the early phase of the pandemic (March 2020).

### 3. Business Driving for Sustainability

#### 3.1 Sustainability Management Policy and Goals

Sabina (Public) Co., Ltd. as Thailand's biggest ladies' lingerie producer and distributor under the brand name "Sabina" has a strong determination to operate its business with compliance to the sustainability principle which covers three dimensions: Economy, Social and Environment as per the following goals:

Goals	Economy	Social	Environment
	A good business turn-over, stable, growth and generating sustaining profit.	To operate its business with responsibility to employees and consumers and to participate in building a sustainable society.	To operate its business without making any negative impact on the environment and participate to reduce greenhouse gases.

The company has established the operational policies for sustainability development so that all working units of the company apply those policies with their operations objectively, cascade the sustainability development goals into all line operations properly, and help to integrate the operational plans for alignment in the same direction to gain the maximum benefits for all stakeholders. In the year 2022, the Sustainability

Committee has proposed the related policies, goals and performance to the Board of Directors to review and acknowledge.

	Economy	Social	Environment
<b>Sustainability Development operational policies</b>	<ul style="list-style-type: none"> <li>- To operate its business with good governance principles.</li> <li>- To develop product innovation to respond to customers' needs.</li> <li>- Effective Risk Management.</li> <li>- Equitable servicing to all customers, maintain the safety and privacy of customers' personal information.</li> </ul>	<ul style="list-style-type: none"> <li>- To treat all employees with equitability including developing their skills and knowledge and overseeing their working surroundings.</li> <li>- To respect human rights and accept inclusion.</li> <li>- To contribute to the quality of life development for women with breast cancer.</li> <li>- To contribute to the educational quality development for underprivileged persons.</li> <li>- To generate income for society.</li> </ul>	<ul style="list-style-type: none"> <li>- To manage the general and production waste properly.</li> <li>- To monitor the wastewater drainage and air pollution to avoid any environmental impact.</li> <li>- To use energy sparingly and valuably and use alternative energy.</li> <li>- To develop and improve its operations to reduce greenhouse gases emission.</li> </ul>

### 3.2 Stakeholders Impact Management in the Business's Value Chain

#### Responding to the stakeholders

**Customers and Consumers:** These are stakeholders that have a high level of influence on the Company, and the Company pays close attention to this particular group as it plays a very significant role in the Company's sales volume and business operations. This group is considered the Company's primary key player, and thus responds accordingly by;

- Developing product innovations: Comprises Fong Dee and sustainable products that utilize environmentally friendly materials and processes. In 2022, this consists of five main collections:

- Maggie Mae: Friendly Earth
- Twenty-Five
- Sabina x Gentle Woman

- Maggie Mae: Palette of the Earth
- Sabina exclusive for Pomelo

- Monitoring and listening to comments through the Company's CRM process and taking corrective actions accordingly to determine the cause and prevent it from occurring in the future, as well as making improvements to its operations to maintain product quality and be able to meet customers' satisfaction.

**Employees:** Is another group of stakeholders with a high level of influence on the Company, following Customers and Consumers, in which the Company pays very close attention to as they are considered an important resource that will enable the Company to achieve its goals. This group is also classified as a key player in which the Company responds accordingly so that it can create good work results, and work to their fullest efficiency, as well as enhancing their potential through reskilling and upskilling to be able to work efficiently and in line with current technological changes.

- Support for the election and meeting of the SorKor Committee, to represent and share employees' opinions in creating understanding and cooperation in pushing the Company's goals forward.
- Conduct an annual assessment in a transparent and fair manner, by assessing both the employees' performance and potential, and in turn, consider appropriate remuneration and advancement opportunities.
- Training Needs/Multi-skill development

**Partners:** Is a group of stakeholders with a relatively high level of influence on the Company in which the Company is very interested in, as it intends to foster understanding and cooperation to drive sales which are considered significant factors towards generating revenue and enhancing business performance. This group is considered the second next important key player which the Company responds to, by fostering a cordial relationship in order to create opportunities to drive sales by acquiring optimum sales channels or home pages, or participating in special events organized by partners, and leading to collaborative efforts in generating sales through timely marketing plans, swift marketing decisions, organizing promotions with partners, designing point-of-sales and web pages, as well as replenishing products in a timely manner as appropriate.

**Shareholders and Investors:** Is another group of stakeholders with a relatively high level of influence on the Company and which the Company is also relatively interested in, to create awareness and understanding of the Company's operations. This group of key players follows next to customers, employees, and partners respectively. The Company responds to this group of stakeholders, who are interested in business performance and good dividend payouts, and therefore, necessitates a strategic plan to ensure a proper operation to achieve the established business goals in parallel with sustainable operations and periodic

performance reports for acknowledgment and support. The Company has continuously publicized and created understanding among its shareholders and investors through the form of factory visits and presentations on Opportunity Day.

**Suppliers:** Is a group of stakeholders with a moderate level of influence on the Company. The Company is relatively interested in this group as it affects the product cost, as well as delivery and product quality, which is an important factor for product development. This group of stakeholders is classified at the 'Show Consideration' level in which continuous interest must be given at all times. For these stakeholders, the Company focuses on continuous operational monitoring so as to avoid problems with the quality of raw materials and delivery, including creating smooth operations through advance-ordering plans. The Company currently complies with the terms and trade agreements based on ethics, equality and mutual respect, under the partners' code of conduct on accountability. Additionally, it also focuses on fostering cordial relationships and becoming alliances for social issues in the areas of anti-corruption and ESG activities.

**Local Regulators and Government Agencies:** Is a group of stakeholders with a very high level of influence on the Company, to which the Company must make the appropriate adjustments or operate in accordance with the related regulations and laws. The Company has a normal level of interest in this group and will just monitor changes in the relevant legislation. This group only requires a **"Meet Their Needs"** classification. For 2022, the most significant issue was to adapt to the enforcement of the Personal Data Protection Act (PDPA) effective since June 1, 2022, and the announcement of the Wage Committee regarding the minimum wage rate, which was effective since October 1, 2022.

**Community:** Is a group of stakeholders with a moderate level of influence on the Company, but which the Company must also pay considerable attention to, as it needs to operate without creating a negative impact on the community, while at the same time fostering a good understanding and relationship which can contribute towards support and co-existing harmoniously within the community. This group is classified by the Company as the **"least important"** stakeholder group which the Company focuses on ensuring that no negative impacts result from the Company's operations in terms of untreated water, air, and noise pollution, and to not cause annoyance, solid waste, as well as traffic congestion. A community impact survey is conducted on an annual basis, usually in November.

**Society:** Is a group of stakeholders with a moderate level of influence on the Company, but the Company must also pay considerable attention to, as it needs to enhance its brand image. Therefore, in addition to product innovations, beauty, modernity, product and services quality, it is also necessary to consider the creation of a brand that gives back to society. This group is classified by the Company as the **"least important"** stakeholder group which the Company focuses on to create a positive impact for the Company by providing support for

educational support programs for the underprivileged through the Mother Jintana Foundation, and support and encouragement for women with breast cancer and have undergone breast surgery, by donating artificial breasts through the “Sewing Cup Sewing Heart” project.

### 3.2.1 Business's Value Chain

## Supply Chain Management

The company gives priority to the supply chain management in every process of the business chain to achieve a good turnover and the business targets. This will start from the utilization of the production materials, improvement in the production lines, warehouse management, transportations and distribution to the customers included to the after-sales services based on the equitable business operations and responsible for the production supply consumptions which shall not impact to any supply utilization of the next generation and responsible to all stakeholders as well.





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### 3.2.2 Stakeholders Analysis in the Business's Value Chain

#### Resource Management

**Raw materials and raw material suppliers:** The Company focuses on using raw materials that are considered safe and environmentally friendly for consumers, and has begun utilizing recycled materials in some of its product models sourced from reliable partners that operate with strict compliance to the law and according to internationally accepted standards, such as being certified OEKO-TEX Standard 100 (The International Association for Research and Testing in the Field of Textile Ecology) or ISO. It also conducts its business with regard to environmental and social management, especially with regard to respect for human rights, as well as cooperating with business partners to exchange knowledge and developing raw materials that can add value to its products.

**Electricity:** The Company realizes the importance of using electricity in its production process and strives to manage energy for the maximum benefit through the use of efficient tools and equipment, as well as conserving energy through cultivating employee awareness and the use of alternative energy sources.

**Employees:** The Company recognizes the importance of its employees, which are considered as the organization's most important resource. Therefore, it gives its full support for the development of human resources in every aspect by allowing employees to learn new skills (Reskill), as well as providing enhanced knowledge (Upskill), so that employees can apply new approaches and technologies to their work practices, which can then contribute positively towards their success. Additionally, priority is also given to the employees' basic human rights in order to create a happy, fun, and challenging work environment.

#### Production Process

The Company focuses on its products, starting from the design process, to ensure that it is suitable for all generations and ages while also taking into account the reduction in the use of resources in its production process, which is the origin of the Wireless Bra and Seamless Fit product line. The Company also gives great importance to efficiently managing the production process by applying the Lean principle to create value for every process and eliminating work processes that does not create value, thereby helping to reduce the product delivery time and excessive waste. Additionally, it also takes into account the responsible use of resources in its production processes and has therefore implemented the Zero Waste project. Moreover, the Company also emphasizes not creating negative impacts resulting from the Company's operations, whereby the wastewater or air discharged from the factory will be managed and treated until it meets internationally accepted standards. This is to strive towards becoming a Green Industry.

#### Sales & Distribution/Delivery

The Company distributes its own branded products and also manufactures domestic and international contracted products through three sales channels: Retail Business, Non-Store Retailing, and OEM (Original Equipment Manufacturer), which are delivered to both domestic and international customers. As for the sales of the SABINA brand, the products are delivered to the warehouse which is then managed through two channels, namely:

1. Product distribution to sales outlets across the country. The Company has its own sales outlets, as well as of its business partners, whereby the Company occupies 18% of the total sales outlets. It has also installed a Point-of-Sales system to closely monitor product sales and inventory to enable it to efficiently distribute its products in the right place, at the right time, as well as being in accordance with the needs of consumers in each area. This is also to ensure effective product replenishment management to increase sales opportunities.

2. Online distribution. The Company also distributes its products through its own website and the marketing platform of its trading partners. Sales through these channels require efficient management to ensure that products can be delivered within 48 hours of receiving an order. The Company has developed a specialized platform for accepting orders, preparing products with handhelds, generating invoices, delivering, and performing customer interactions, to communicate information regarding their orders and delivery time. In addition, to give customers confidence in their online purchases in which customers cannot actually see or touch the product, the Company has also established a “No Questions Asked Policy,” which has contributed continually and positively towards the rapid growth of this sales channel.

### Delivery

The Company currently has two delivery modes when distributing products to sales outlets across the country, namely:

1. The Company makes its own delivery, which is designed to transport in the form of Full Truck Loads or Milk Run, supported by a tracking system to ensure its exact whereabouts and travel status.
2. The Company hires a delivery contractor or transport company for transporting goods to distant sales outlets, for urgent shipments, or for the delivery of a few items.

### Consumers

The Company focuses on producing quality and safe products in accordance with customer expectations and satisfaction and ensures that there are no complaints. Additionally, the Company also gives great importance to product research and development to create value and product innovations based on the Company’s vision of “Create Value with Innovation” that will meet customers’ needs across all genders and ages. The Company also emphasizes delivering products that are beyond expectations so as to create the highest impression for its customers.

The Company’s products have always comprehensively covered women of all ages and a wide variety of the LGBTQ community through its research and development, to respond to the needs of comfort wear, beauty, and fashion, as well as pricing, through innovative products to satisfy and exceed consumers’ expectations.

### After-Sales Management

The Company has established a Customer Relationship Management (CRM) unit to communicate and build relationships with its customers, as well as listening to opinions, suggestions, and complaints, to enable it to solve customers' problems and refer issues to relevant departments to take corrective and preventive actions.

In addition, the Company has also launched the New Life BRA-CYCLE "Where Does it Go after Discarding" project, for worn-out undergarments that consumers no longer need. In this regard, the project is a collaboration with its partner, namely INSEE Ecocycle Co., Ltd., an affiliate company under the Siam City Cement Group and Kerry Express (Thailand) Public Company Limited. The project was initiated on December 24, 2021, and involves customers delivering discarded Sabina undergarments to the Company's sales outlets and establishments, in addition to all Kerry outlets nationwide. These undergarments will then be delivered to INSEE Ecocycle Co., Ltd. in order to be properly disposed of through an environmentally friendly process that does not cause pollution which involves a closed incineration process.

## 3.3 Sustainability Management in the Environmental Dimension

### 3.3.1 Environmental Policy and Practices

#### 3.3.2 Environmental Performance

The company has stated sustainable management in the environmental dimension in attachment number 6 of the sustainability report, under the topic of Environmental, Social, Governance (ESG)

## 3.4 Sustainability Management in the Social Dimension

### 3.4.1 Social Policy and Practices

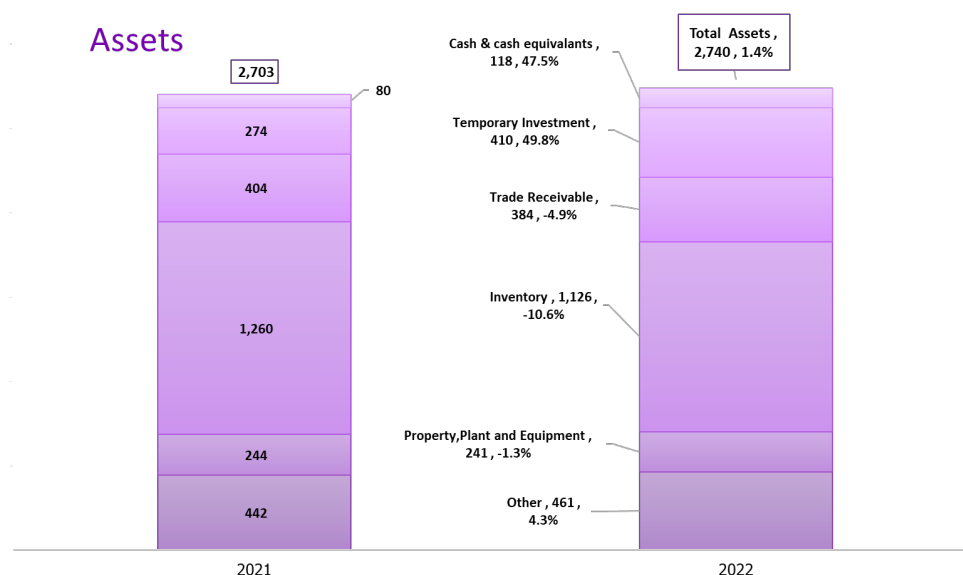
#### 3.4.2 Environmental Performance

The company has stated sustainable management in the social dimension in attachment number 6 of the sustainability report, under the topic of Environmental, Social, Governance (ESG)

#### 4. Management Discussion and Analysis (MD&A)

##### 4.1 Business Operations and Financial Status Analysis

##### The Details and Analysis of Financial Status and Operation Performance



##### Assets

In 2021, the total assets of the company were 2,703.37 million baht, which decreased from 2020 by -3.6%. The inventory was 1,260.30 million baht, which decreased from 2020 by -10.2%. Total land, buildings and equipment were 243.63 million baht, which decreased from 2020 by -8.9%. Other non-current assets were 441.92 million baht, which decreased from 2020 by -13.1%.

In 2022, the company's total assets were 2,740 million baht, a 1.4% increase from 2021. Cash and cash equivalents were 118 million baht, an increase of 47.5% from 2021. Other current financial assets amounted to 410 million baht, an increase of 49.8% from 2021.

##### Account Receivables

In 2021, the account receivables of the company were 403.81 million baht, which increased from 2020 by 1.1%. This included 85% of normal debtors, 10% of 0-3-month-overdraft debtors, 2% of 4-6-month-overdraft debtors, 3% of more-than-6-month-overdraft debtors. The proportion of overdraft debtors increased due to the spread of COVID-19 among CLMV sales representatives. This caused the temporary lack of liquidity to the company. The company had advised the sales representatives to sell products online more to substitute for decreased offline sales. This made their liquidity better and pay all the debts in 2022.

In 2022, the company's trade receivables are 384 million baht, a decrease of -4.9% from 2021. Of all trade receivables, 90% are not yet due, 6% are 0-3 months past due, 2% are 4-6 months past due and another 2% are over 6 months past due.

### Inventory

In 2021, the inventory was 1,260.30 million baht, which decreased by -10.2%, compared with 2020. This resulted from production management and product sourcing to be in line with customers' purchasing power during COVID-19 situation. DTC distribution (Direct to Customer) at the sales point, in which the remaining products in inventory could be seen, made it unnecessary to produce or source a large amount of products to stock at the sales points.

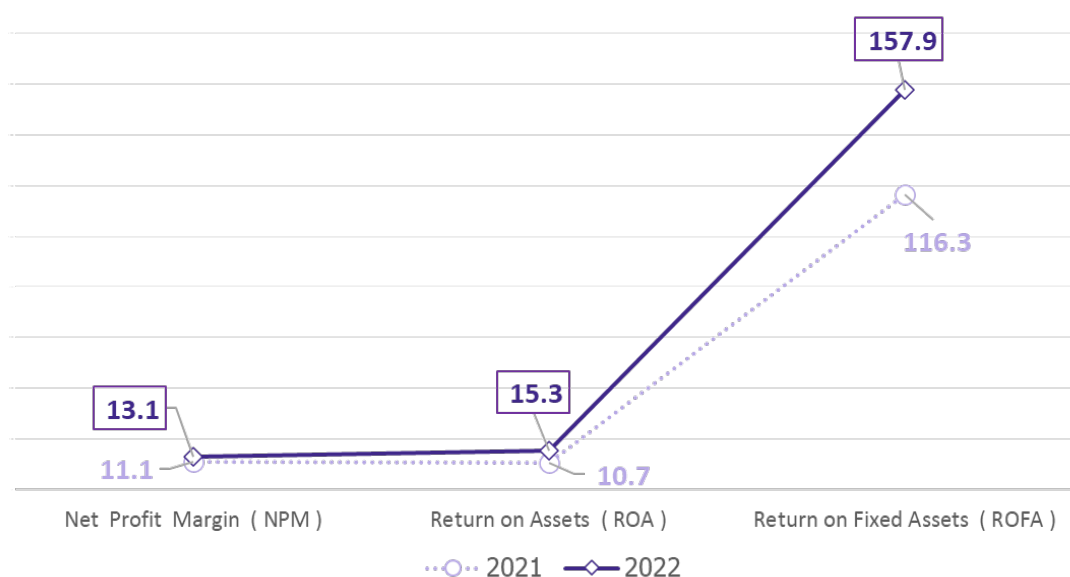
In 2022, inventories equal 1,126 million baht, a decrease of -10.6% from 2021 as a result of effective product management which enables the company to produce goods as well as source products that meet the needs of consumers. This also includes the distribution to the right channel, developing sales software and employee training, leading to better inventory control.

### Land, Buildings and Equipment

In 2021, the accounting value of land, buildings and equipment of the company was 243.63 million baht, which decreased from 2020 by -8.9% as the company bought computer equipment for 5.6 million baht. The installing assets were 6.9 million baht, other assets were 2.6 million baht and amortization were 39 million baht.

In 2022, the book value of the company's land, plant and equipment is 241 million baht, a -1.3%YoY decrease from 2021. During 2022, the company purchased additional assets of 34.5 million baht with a depreciation of 37.6 million baht.

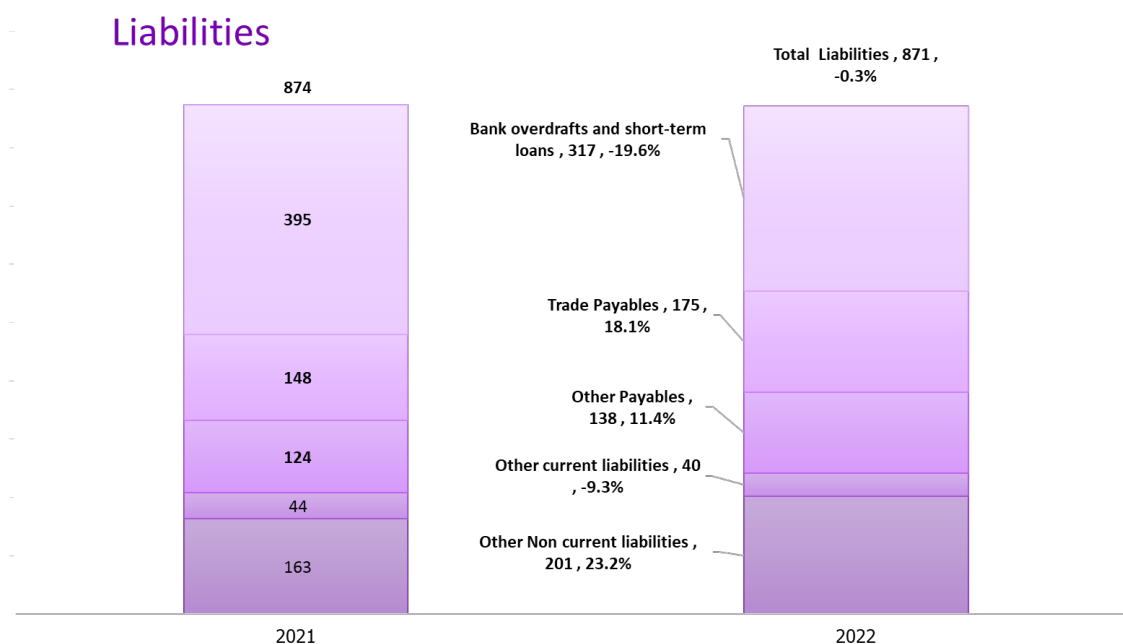
## Efficiency Ratio



### Business Operation Performance

In 2021, the net profit rate recorded as 11.1% resulting in the return on total assets and the return on fixed assets at 10.7% and 116.3%, respectively.

In 2022, the net profit margin is 13.1 percent, resulting in a return on total assets and fixed assets of 15.3% and 157.9%, respectively.

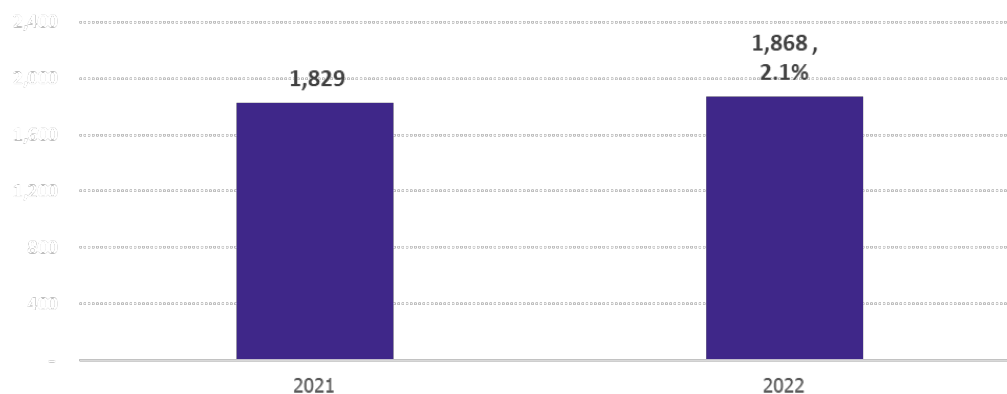


### Liabilities

In 2021, the total assets of the company were 874.09 million baht, which decreased from 2020 by -13.4%, with the overdraft and short-term loans from financial institutes was 394.60 million baht, which decreased by -29.4%. The account payables were 147.84 million baht, which increased by 36.7%. Other account payables were 124.09 million baht, which decreased by -11.80%. Other current debts were 44.41 million baht, which decreased by -2.9%. Other non-current debts were 163.16 million baht, which increased by 4.6%.

In 2022, the company's total liabilities are 871 million baht, a decrease of -0.3 percent from 2021, with overdrafts and short-term borrowings from financial institutions remaining 317 million baht, a -19.6 percent decrease and trade payables equal to 175 million baht, an increase of 18.1 percent. Other trade payables equal to 138 million baht, an increase of 11.4 percent.

## Equity

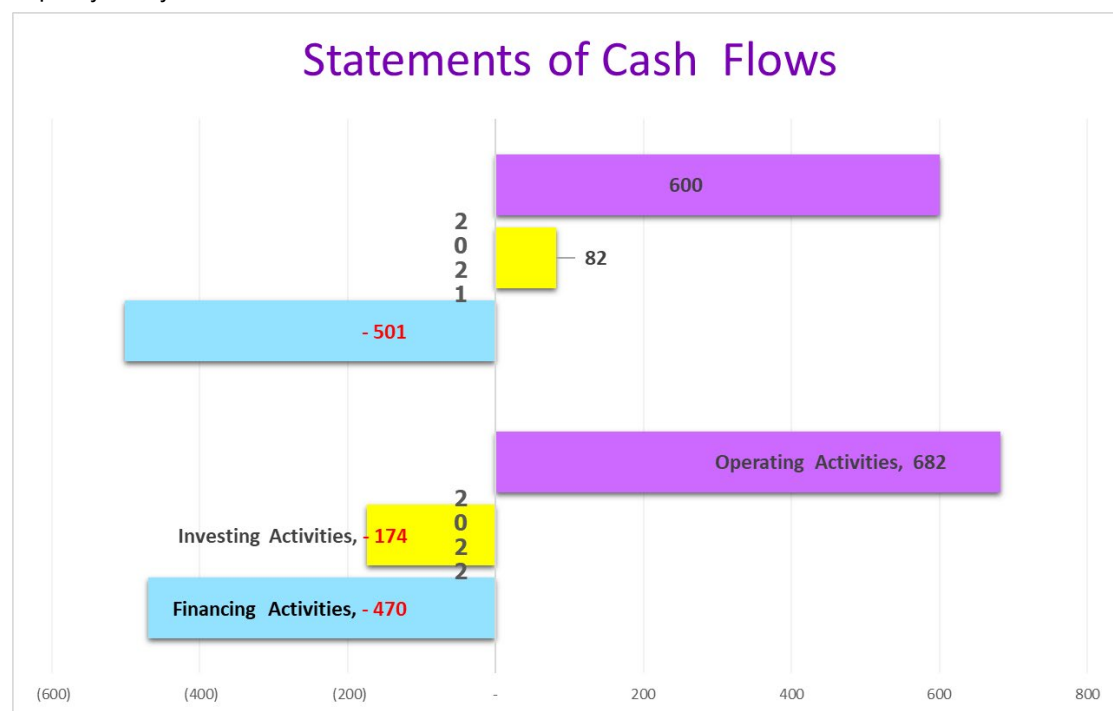


### Shareholders' Equity

In 2021, the Company's shareholders' equity totaled at 1,829.22 million Baht, increased in 34.11 million Baht from last year figure

In 2022, the company's total shareholder's equity was 1,868 million baht, an increase of 2.1% from 2021.

### Liquidity Analysis



**Cash Flow from Operating Activities**

For the year 2021, the company had cash flow from operating activities of 578 million baht, mainly from the period net profit of 294 million baht, depreciation and amortization expense of 80 million baht, and decreased inventories of 144 million baht, etc.

For the year 2022, the company's net operating cash flow was 682 million baht, primarily consisting of net profit for the period of 417 million baht and decrease in inventory by 134 million baht.

**Cash Flow from Investing Activities**

In 2021, net cash flow from investing activities was -81.8 million baht as the company increased temporary investing money by -63 million baht and invested in buildings and equipment by -15 million baht.

In 2022, the company has a net investing cash flow of -174 million baht, primarily consisting of an increase in current investments of -141 million baht and a purchase of additional buildings and equipment of -34 million baht.

**Cash Flow from Financing**

In 2021, paid cash flow from financing activities was -479.20 million baht, consisting of paying dividends of -299 million baht and decreased short-term loans from financial institutes of -164 million baht.

In 2022, the company's net financing cash flow is -470 million baht, primarily consisting of dividend payment of -365 million baht and a decrease in short-term borrowings from financial institutions of -77 million baht.

**Operation Performance****Sales Revenue**

In 2021, the revenue from selling the products was 2,612.55 million baht, which decreased from 2020 by 249.66 million baht, or 9.6%, due to the COVID-19 pandemic, which has spread since 2020. During the third quarter of 2021 when the government announced the control measures and conducted the economic activities in the seriously affected areas in September–August 2021, stores in the control areas needed to be temporarily out of business, which affected the offline revenue of the company. Therefore, the company adjusted the strategy to sell online more, receive more OEM orders and control product costs and operations to maintain good performance in 2021.

In 2022, the company's sales revenue was 3,158.05 million baht, an increase of 545.5 million baht from 2021, accounting for 20.9 percent. After the COVID-19 pandemic unfolded, consumers are returning to their normal lives, shopping more in department stores, and living more outside their homes which help boost the sales of the retail channels as well as the online channel. Also, the company has been effectively managing the financial structure and cost control which leads to strong operating performance in 2022.



## Incomes from Sales Classified by Product (Unit: Million Baht)

	2022	Percentage	2021	Percentage	2020	Percentage
Incomes from OEM product sale						
Bras	238.78	7.56	158.97	6.08	138.11	4.83
Underpants	39.37	1.25	69.88	2.68	24.19	0.85
Others	65.18	2.06	50.92	1.95	71.24	2.49
Total incomes from OEM product sale	343.33	10.87	279.77	10.71	233.54	8.16
Incomes from sale of subsidiary' brandname products						
Bras	1,992.72	63.10	1,639.88	62.77	2,189.00	76.48
Underpants	557.78	17.66	469.06	17.95	429.74	15.01
Others	264.22	8.37	223.84	8.57	9.93	0.35
Total incomes from sale of subsidiary' brandname products	2,814.72	89.13	2,332.78	89.29	2,628.67	91.84
Total incomes from sale	3,158.05	100.00	2,612.55	100.00	2,862.21	100.0

**OEM Products**

In 2021, the revenue from selling OEM products was 279.77 million baht, which increased by 46.23 million baht, or 19.8%, accounting for 10.71% compared with sales revenue. The sales proportion of bras, underpants and other products was 6.08%, 2.68% and 1.95% of sales revenue, respectively.

In 2022, the company's revenue from OEM sales is 343.33 million baht, an increase of 63.56 million baht or 22.72% which accounted for 10.87% when compared to revenue from sales. The revenue from bras, panties and other products was 7.56%, 1.25% and 2.06% of sales revenue respectively.

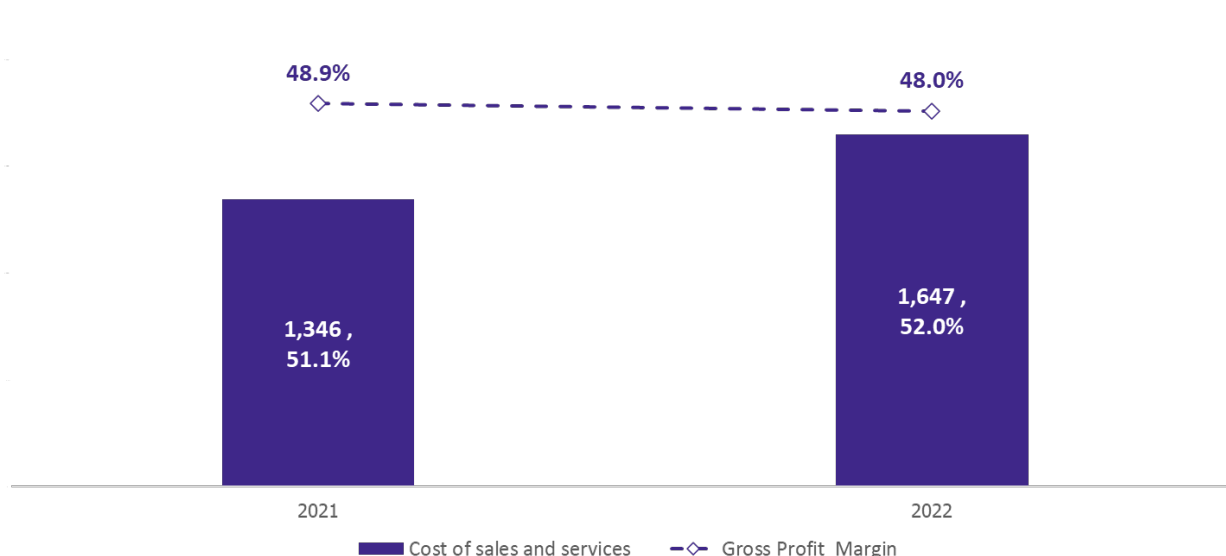
**Products under the Trademark of the Subsidiary**

The revenue from the sales of products under the subsidiaries' trademarks is significant to the Company's revenues since the products have better prices and gross profit margin than the OEM products. In addition, the Company can control the design, quantity, and the distribution period. The revenue from the sales of products under the subsidiaries' trademark with continuous growth as follows.

In 2021, the revenue from selling products under the trademark of the subsidiary was 2,332.78 million baht, which decreased by 295.89 million baht, or 11.3%, accounting for 89.29% compared with sales revenue. The sales proportion of bras, underpants and other products was 62.77%, 17.95% and 8.57%, respectively, compared with sales revenue.

In 2022, the company's revenue from products under the trademarks of its subsidiaries is 2,814.72 million baht, an increase of 481.94 million or by 20.66% which accounted for 89.13% when compared to revenue from sales. The revenue from bras, panties and other products was 63.10%, 17.66% and 8.37% of sales revenue respectively.

### Cost of Sale and Service & Gross Profit Margin

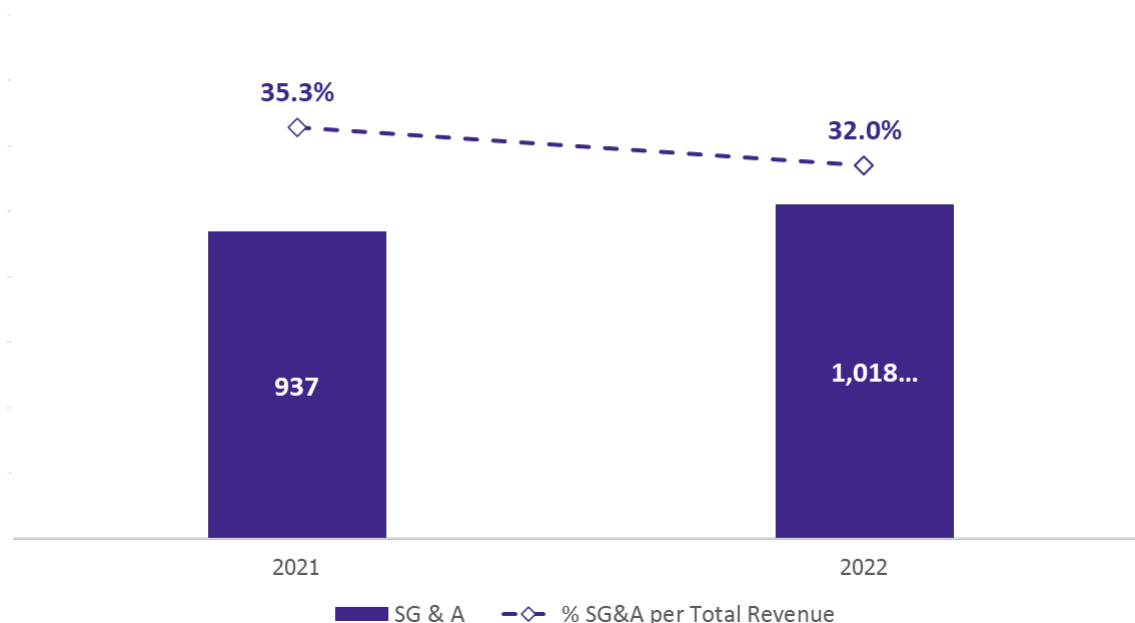


#### Cost of goods sold and Gross profit

In 2021, sales costs of the company were 1,345.77 million baht, or 51.1% of sales and services revenue, which contributed to the gross profit of 1,285.59 million baht or 48.9% of sales and services revenue. In 2021, the company could generate higher gross profit than in 2020, resulting from the company adjusting the sales strategy from 2020 – the company sold more OEM products, which significantly contributed to the higher gross profit, and sourced more quality and reasonably priced products to sell, which made the gross profit of 2021 better than 2020.

In 2022, the company's cost of goods sold is 1,647 million baht, representing 52.0% of sales and services revenues, resulting in a gross profit of 1,520 million baht, or 48.0% of sales and service revenues. Due to the impact of COVID-19 outbreaks that continues to be prevalent in the factories in the second quarter of 2022, costs in the second quarter were higher than usual and the situation has been improving which then eventually returned to normal.

## Selling & Administrative expenses



### Sales and Administrative Expenses and Operating Profit

In 2021, sales and administrative expenses of the company were 936.88 million baht, which decreased from 2020 by -97.29 million baht, or -19%, accounting for 35.3% of overall revenue. The COVID-19 pandemic during 2021 made the government enforce the measures to control economic activities in seriously affected areas during September to August, which made the company receive the exception or discount for some expenses from suppliers. Furthermore, for marketing and promotion, the company adjusted the strategy to sell the products online more and control the expenses to generate more worthwhile income by reducing unnecessary costs.

The operating profit of the company was 348.72 million baht or 13.3% of revenue from sales and services.

In 2022, the company's selling and administrative expense was 1,018 million baht, a decrease of 81 million from 2021 or by 8.7%, representing 32% of total revenue, as a result of effective cost control. (Revenues increased but the cost-to-revenue ratio decreased.)

The company's operating profit was 502 million baht, representing 15.9 percent of sales and service revenue.

### Paid Interest

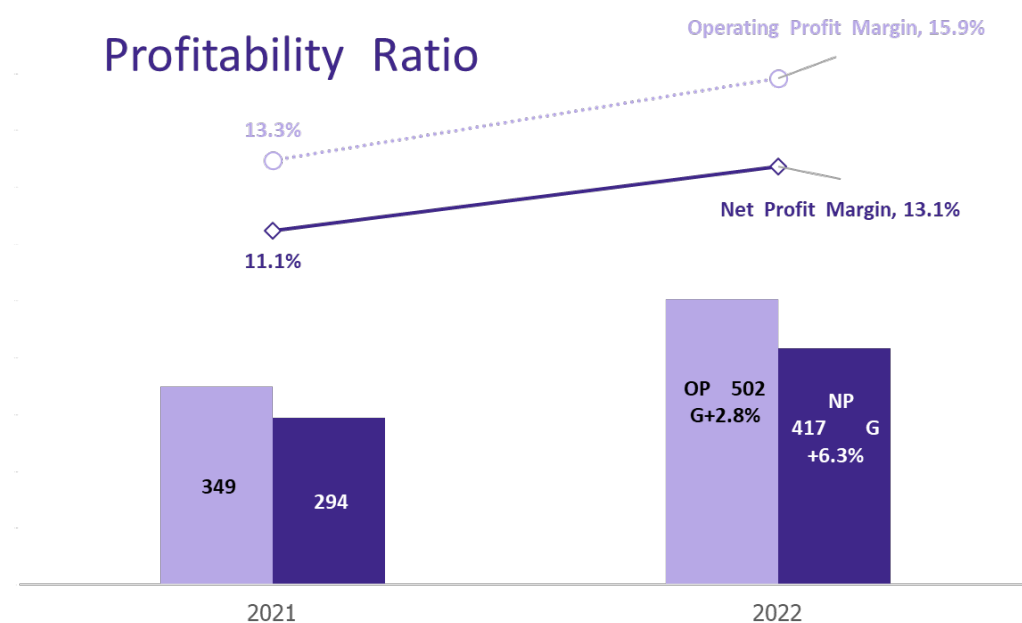
In 2021 the Company had interest paid of 4.91 million Baht, reducing by - 4.19 million Baht.

In 2022, the company's interest expense is 4.3 million baht, a -0.6 million decrease.

### Corporate Income Tax

In 2021, the Company had the corporate tax at 73.92 million Baht.

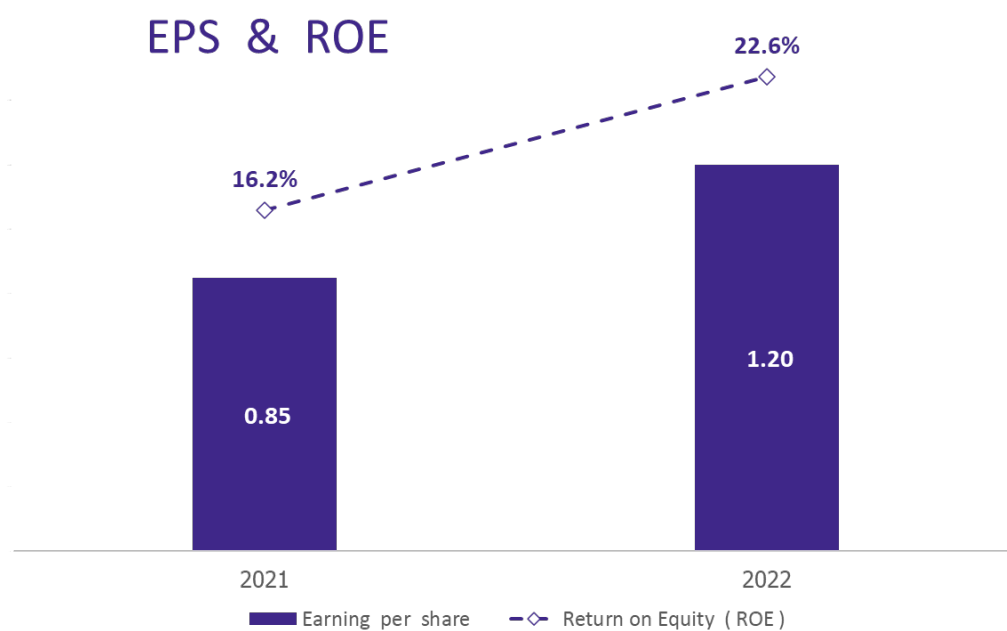
In 2022, the company incurred an income tax expense of 98.5 million baht.



### Net Profit

In 2021, the Company had the net profit of 294.19 million Baht increasing by 17.38 million Baht or 6.3%

In 2022, the company recorded a net profit of 417 million baht, a 123 million baht increase from the previous year or by 41.8 percent.



**Return on Equity for Shareholders**

In 2021, the Company's basic earnings per share was at 0.80 Baht; and the Return on Equity (ROE) was at 16.2%

In 2022, the company expects basic earnings per share of 1.20 baht/share and the average return on equity (ROE) of 22.6 %

**Auditor's Remuneration**

From 2020 to 2022, the auditor, A.M.T Associate Office, was paid as follows:

Unit : Baht	2020	2021	2022
Remuneration to auditor	910,000	910,000	910,000
Other payments	-	-	-

#### 4.2 Explaining external and internal factors or situations which might significantly affect financial status or operations in the future

**Internal Factors**

Craftsman shortage/Craftsman training

The company has adjusted its strategy in many areas to maintain quality and production capacity.

- Employee Training on production capability
- Procurement of efficient, modern, integrated machinery.
- Procurement of semi-auto or auto machinery to replace labor

**External factors**

- A disease outbreak that can spread swiftly.
- Period of a highly fluctuating Thai baht that is difficult to predict or anticipate.
- Domestic economic conditions which could be affected by the shift in political situation.
- Consequences of conflicts between superpower countries which may have a significant impact on overall economic conditions.

## 4.3 Showing the significant information from financial statement and financial ratio

## Financial Highlights

Unit: Million Baht

	Consolidated financial statements		
Performance	2022	2021	2020
1. Total incomes	3,185.72	2,655.71	2,913.83
2. Incomes from sales and services	3,167.76	2,631.36	2,898.00
3. Gross profit	1,520.31	1,285.59	1,373.20
4. Operating profit	502.10	348.71	339.07
5. Net profit	417.22	294.19	276.81
<b>Financial Status</b>			
1. Total assets	2,739.87	2,703.31	2,803.94
2. Total liabilities	871.44	874.09	1,008.83
3. Total shareholder's equity	1,868.43	1,829.22	1,795.11
<b>Financial Ratio</b>			
<b>Liquidity Ratio</b>			
Current ratio (times)	3.28	3.02	2.54
Account receivable turnover (times)	8.04	6.55	7.10
Inventory turnover (times)	1.38	1.01	1.03
Account payable turnover (times)	10.22	10.51	10.96
<b>Profitability Ratio</b>			
Gross profit margin (%)	3.28	48.86	47.38
Net profitmargin (%)	8.04	11.08	9.50
Return on equity (%)	1.38	16.23	15.14
<b>Efficiency Ratio</b>			
Returns on assets (%)	15.33	10.68	9.51
<b>Financial Policy Ratio</b>			
Debt to equity ratio (times)	0.47	0.48	0.56

## 5. General information and other important information

**General Information**

Name:	: Sabina Public Company Limited
Nature of Business	: Manufacture and sale of ladies lingerie
Head Office	: 177, Moo 8, Wang Kai Tuen Sub-District, Han Ka District, Chainat Province
Registration No.	:0107550000068
Home Page	: <a href="http://www.sabina.co.th">www.sabina.co.th</a>
Telephone	:056-437156-8, 02-4229400
Fax	:056-437159, 02-4345911
- First Branch	: 12 Arun Amarin Road, Arun Amarin Sub-District , Bangkok Noi District, Bangkok 10700
Telephone	:02-4229400
Fax	:02-4345911
- Second Branch	: 30/5 ,Moo 12, Phutmonthon V, Rai King Sub-District, Samphan District, Nakhonpathom Province
Telephone	: 02-8118220-31
Fax	:02-8118081
- Third Branch	: 236 , Moo 10, Du Thung Sub-District, Muang District, Yasothon Province
Telephone	:045-737351-3
Fax	: 045-737356
- Fourth Branch	: 81, 106 Moo 6, Nong Bot Sub District, Nangrong District, Burirum Province
Telephone	: 044-657107, 044-657210
Fax	: 044-657207
Investor Relations	: <a href="mailto:ir@sabina.co.th">ir@sabina.co.th</a>
Registered Capital	: 347,500,000 baht
Paid Up Capital	: 347,500,000 baht
Ordinary Shares	: 347,500,000 Shares
Par Value	: 1 baht
Securities Registrar	: The Thailand Securities Depository Co., Ltd. (TSD)
Address	: 93 Ratchadaphisek Road, Dindaeng,Dindaeng Bangkok 10400
Telephone	: 02-009-9999

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Auditor	: Mrs. Natsarak Sarojpanjin or Mr. Chaiyuth Aunsuwittya or Ms.Daranee Somkumnerd or Ms.Jarunee Naummea or Mr.Siramet Aukkarachotikulhun CPA License No.4563, 3885, 5007, 5596 and 11821
Address	: A.M.T. Associate Office 491/27 Silom Plaza, Silom Road, Bang Rak, Bangkok 10500
Telephone	: 02-2341676, 02-2341678, 02-2372132
Fax	: 02-2372133

**For more information** Investors can find additional information about issued asset of the companies from List of Annual Report (56-1) from the website [www.set.or.th](http://www.set.or.th) or [www.sabina.co.th](http://www.sabina.co.th)

### 5.3 Political Dispute

- None –

### 5.4 Minor Market

- None –

### 5.5 Regularly Contacted Financial Institute (in case the company issues bonds)

- None -



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## Part 2

### Corporate Governance

#### 6. Corporate Governance Policy

The Company has managed by believing to the principles of good corporate governance and continuously recognizing the importance and responsibility towards shareholders and stakeholders of the Company. As a result, in 2018-2022, the Company was evaluated by the Thai Institute of Directors Association (IOD) at "Excellent" level.

The Board of Directors attaches importance to compliance with the principles of good corporate governance to increase confidence for shareholders, investors and all parties involved, which requires a review of the corporate governance policy and the implementation of the policy at least once a year. The Company has disclosed the corporate governance policy on the website for external communication and disseminate for communication to employees in the organization to acknowledge the corporate governance of the Company, and to encourage employees to participate in the implementation of such policies.

In 2017, the Securities and Exchange Commission (SET) has issued the principles of good corporate governance for listed companies in 2017 (Corporate Governance Code: CG Code 2017) which has laid out the principles for the 8 main committees as follows.

1. To recognize the roles and responsibilities of the Board of Directors as the organization leader that creates value for the business sustainably.
2. To determine the objectives and main goals of the business that are going for sustainability.
3. To strengthen the Board of Directors efficiently.
4. To recruit and develop high-level executives and personnel management.
5. To promote innovation and be responsible to the business operations.
6. To ensure that there is an appropriate risk management system and internal control.
7. To maintain financial credibility and disclosure.
8. To support participation and communication with shareholders.

In order to allow the Board of Directors to follow the principles of good corporate governance for listed companies in 2017 to apply as appropriate for the operations of the Company as much as possible, and prescribing additional guidelines that the Company should proceed to improve to suit the situation of the Company. And, the Committee shall review the appropriateness of the CG Code to be applied at least once a year.

#### 6.1 Overview of Corporate Governance Policy and Practice Guidelines

##### Corporate Governance Policy

The Board of Directors realizes the importance of good corporate governance, which is announced by the Stock Exchange of Thailand (SET), in order to gain progress and the stability of the Company, and to increase confidence for shareholders, investors and all stakeholders as well as creating long-term value for the Company. The Board of Directors, therefore, has established a policy on corporate governance to be a guideline for the directors, which should be used in corporate governance of the Company as follows.

1. To clearly define the scope of authority, duties and responsibilities of each committee and management according to the management structure of the Company.
2. To conduct business by disclosing accurate, transparent, complete information and reflecting the actual results of operations. There is an assessment and protection standard, and manage risks at the appropriate level.
3. To determine the balance of power in the operation process for transparency and examination.
4. To produce products with the best quality and to meet the needs and customer satisfaction as well as listening to comments and customer complaints to bring the best product development for customers.
5. To believe in the value of employees by training and development and to cultivate morality in creating a good consciousness, and to allow employees to progress with the Company.
6. To recognize and respect the rights of ownership of all shareholders with equality.
7. To act by taking responsibility towards shareholders, stakeholders and society and the environment.
8. To be anti-corruption and to prohibit bribery for the business interests of the Company, and do not violate intellectual property and respect for laws and human rights.

The Board of Directors recognizes the importance of business operations, understands the roles, duties and responsibilities of the Board of Directors with the Company and shareholders with a policy based on the Code of Best Practices, which applies for the directors of listed companies that follow the guidelines of the Stock Exchange of Thailand (SET). Also, it is for the Company to have good corporate governance and have an effective performance measurement system, which will help to promote the business to develop and grow at an appropriate level. This has guidelines for conducting corporate governance of the Company, which can be divided as follow.

#### **Section 1. Rights of shareholders**

##### **1. Rights of shareholders**

The Board of Directors recognizes the importance of respecting the rights of ownership of all shareholders by treating all shareholders equally.

Every shareholder has the rights and equality as follows.

1. The right to receive information, performance and the Company's management policy quickly and in time through the Stock Exchange of Thailand and the Company's website at [www.sabina.co.th](http://www.sabina.co.th).
2. The right to buy and transfer shares, and to obtain a share from the Company's profits.
3. The right to propose matters to be included in the agenda of the general meeting of shareholders and to nominate persons to be considered as directors, which the Company has made the criteria for proposing such matters to be published on the website of the Company at [www.sabina.co.th](http://www.sabina.co.th) and notified via the Stock Exchange of Thailand (SET).

4. The right to send questions to inquire about various issues of the agenda presented at the general meeting of shareholders in advance by sending questions to the Company secretary by email: [secretary@sabina.co.th](mailto:secretary@sabina.co.th) Fax: 02-4345911 and published such rights on the Company's website at [www.sabina.co.th](http://www.sabina.co.th).

5. The right to attend the shareholders' meeting. The Company will hold a shareholder meeting once a year by sending a notice of the meeting together with related documents for the meeting with sufficient details for the shareholders in advance to allow the shareholders to consider in advance before attending the meeting.

6. The Company has a policy to promote and facilitate shareholders to allow shareholders and institutional investors to attend the meeting by arranging a meeting location, which is easy and convenient for the shareholders to travel and has public transportation systems that are accessible and sufficient.

7. The Company discloses the shareholding structure in the Company and subsidiaries and indirect subsidiaries clearly and transparently, and can be examined. There is no cross shareholding in the Company group.

8. The Company has more than 40% of the minority shareholders (Free Float).

9. The Company holds more than 5% of the total shares of institutional investors.

10. The Company does not have a shareholder's agreement that has a significant impact on the Company or other shareholders.

11. The Company has also added a channel to publicize the invitation to the shareholders' meeting, supporting documents for the meeting agenda including the proxy form and other information necessary in both Thai and English in advance on the Company's website [www.sabina.co.th](http://www.sabina.co.th) before submitting the documents to shareholders as to acknowledge and to support decision making in voting. The minutes of the shareholders' meeting are published via the Company's website.

12. To represent their rights, shareholders can appoint proxies to other persons or independent directors of the Company to vote in the event that the shareholders are unable to attend the meeting by themselves.

13. The Company has facilitated all shareholders equally this includes institutional investors to attend the shareholders' meeting by explaining the details of the meeting including how to count the votes of shareholders who have to vote in each agenda according to the Company's regulations, and allow all attendees to inquire comments and suggestions for each agenda, and summarize the results of the votes from every vote count.

14. The Company arranges for the broadcasting of the minutes of the meeting via the Company's website, so that shareholders can check without waiting for the next meeting.

15. The right to be treated equally in the repurchase of shares, and allow shareholders to be able to communicate with each other.

## 2. Shareholder meeting

The Board of Directors gives importance to shareholders' meetings by holding the annual general meeting of shareholders once a year within 4 months from the end of the accounting period of the Company. It is considered as a duty of the Board of Directors that must attend every meeting if not attached to important missions. By organizing the meeting, the Company will send the meeting invitation letter, proxy form, along with information for meeting based on various agendas. Shareholders should receive complete notice at least 14 days before the meeting date for shareholders to make decisions on voting in various agendas. In case, the shareholder wishes to appoint another person to attend the meeting, he/she can choose to appoint a person, or independent directors of the Company can attend the meeting instead.

- 2.1 The Company has a policy to support or promote every group of shareholders including institutional shareholders to attend the shareholders' meeting.
- 2.2 The Company provides a website to present important information and news, such as annual and quarter financial statements report, annual information form (Form 56-1 one report), including invitation letter for the shareholders' meeting which contains information, date, time, venue, agenda of the meeting, information for each agenda decision, rules that are used in the meeting, and voting procedures which is the same information that is delivered to shareholders in the form of documents by disseminating information via the Company's website at least 30 days before the meeting as to allow shareholders to have sufficient time to study the information.
- 2.3 The Company arranges for the shareholders' meeting by facilitating the meeting location to be in the heart of the city for convenient travel and sufficient time to conduct the meeting.
- 2.4 The Company has given the opportunity and offered the rights to the shareholders to propose the agenda of the shareholders' meeting on matters that are considered important, and to propose a list of qualified candidates to be appointed as new directors in advance with clearly defined procedures via the Company's website.
- 2.5 The Company gives the right to shareholders to submit questions about the meeting agenda at least 1 month before the meeting date through the Company website.
- 2.6 The Company has encouraged shareholders to use proxy forms that shareholders can determine the voting direction, and the nomination of at least 1 independent director as an alternative to the proxy of the shareholders.
- 2.7 The Company gives rights to the shareholders, who attended the meeting after the meeting started to have the right to vote on the agenda being considered and have not yet voted.
- 2.8 The Company has appointed representatives from the audit office to inspect the counting of votes in the shareholders' meeting, and disclosed in the meeting minutes of the shareholders.

In the past year, the Company has not bought back shares and there has been no agreement between shareholders that has a significant impact on the Company or other shareholders, and has not prevented or created obstacles for shareholders to communicate between each other.

### 3. Sending invitation letters to shareholders in advance

3.1 The Company has given the authority to Thailand Securities Depository Co., Ltd. (TSD), which is the registrar of the Company share, to invite and to send the invitation letter to the shareholders 21 days prior to the meeting date. Nevertheless, such information, which is the same information that the Company sent to shareholders and used in the meeting via the Company's website. [www.sabina.co.th](http://www.sabina.co.th) at least 30 days before the meeting date, has been published to allow shareholders to have enough time to study the meeting's information in advance. This includes a daily newspaper announcement for at least 3 consecutive days and at least 20 days before the meeting date to inform shareholders of the meeting.

3.2 The invitation letter contains sufficient and complete information for the meeting with details, date, time, place, agenda, and it clearly states that the matter is for acknowledgment or consideration. There are documents supporting various agenda, objectives and reasons, along with the opinions of the Board of Directors, the Company's regulations regarding to shareholders' meetings, map showing meeting locations and details of documents that shareholders must present on the date of the shareholders' meeting with information, which is complete and sufficient for shareholders to make decisions on voting in each agenda and how to attend the meeting and to facilitate communication for foreign shareholders. The Company has also prepared documents related to the shareholders' meeting in English.

3.3 The Company has prepared the meeting agenda information in the invitation to the meeting completely in order to help shareholders make decisions, which the Company considers the rights of shareholders, promotes the exercise of rights by presenting important matters to shareholders for approval and contains important matters in full according to the law, the stock market's requirements, and the Company's regulations. Important agendas are:

- **Agenda for dividend:** The Company has provided details about the dividend policy, dividend rate proposed with related information, specify the date for determining the list of eligible persons to receive dividends and the closing date of the share transfer book, and the date of dividend payment.
- **Agenda for the appointment of directors:** The Company provides opportunities for shareholders to select directors individually with detailed information, name-surname, age, education, career history, number of companies that serve as directors by separating into a listed Company and general companies, criteria and methods of nomination, types of directors proposed meeting attendance data in the past year, number of years in office in order to give shareholders the opportunity to truly elected directors.

- **Remuneration package for the Company's directors:** Details concerning the policy and criteria in considering the directors' remuneration are provided and the remuneration budget is allocated, with the facilitation of the Nomination and Remuneration Committee to propose to the Shareholders' Meeting for an approval.
- **Agenda for the appointment of auditors And determine the amount of exam fees:** The Company has provided details about the name of the auditor, audit office's experience, competency of the auditor, independence, remuneration for the year of the audit (In case of the same auditor), and how to consider the audit fee which has been considered by the Audit Committee.

#### 4. Operation on the day of the shareholders' meeting

4.1 Before the meeting of shareholders, the chairman of the meeting will introduce the board of directors, various sub-committees, executives, auditors and legal advisors to the meeting for acknowledgment and clarifying rules that are used in the meeting including the procedure for voting and in the event that any shareholder comes after the meeting has started. The Company also gives the right to vote in the remaining agenda that has not been considered and voted, which is counted as a quorum.

4.2 The Company has applied the technology to register shareholders, to vote counting and to display results to conduct the meeting quickly and accurately, and inform the voting method and vote counting for each agenda to shareholders before starting the meeting.

4.3 The Company has determined that the Board of Directors, Sub-committees, and executives to attend the shareholders' meeting, and allow shareholders to ask questions or give opinions in the shareholders' meeting on various and related matters.

4.4 The Company uses ballots for every agenda for transparency and verification in the event of a dispute later.

4.5 The Company has provided the opportunity for shareholders to elect to vote for each director individually, and to allow shareholders to ask questions about the meeting agenda appropriately.

4.6 The Company avoids adding other agenda, which is not set in advance in the shareholders' meeting, because it is unfair to shareholders, who do not attend the meeting.

4.7 The Company has arranged for the vote counting inspectors in the shareholders' meeting, and disclosed in the meeting minutes of the shareholders.

#### 5. Operation after the shareholders' meeting

5.1 The Company has prepared the minutes of the shareholders' meeting by recording the clarification of the voting procedure and how to show the score to the meeting before the meeting started including the opportunity for shareholders to have equal rights in expressing opinions and asking questions. The Company has recorded the question or comments or suggestions of shareholders. Voting results for

each agenda that there are from shareholders who agreed, disagreed and abstained including recording the names of the directors attending the meeting and not attending the meeting in the minutes of the meeting and published on the Company's website both Thai and English.

5.2 The Company disclosed the resolutions of the shareholders' meeting together with the voting results on the next business day from the date of the shareholders' meeting by reporting the news through the Stock Exchange of Thailand and publishing it on the Company's website.

5.3 The Company has complied with the guidelines for assessing the quality of the shareholders' meeting (AGM Checklist) by preparing by the Thai Investors Association.

5.4 The Company has recorded the minutes correctly and completely so that the shareholders can examine by recording details of the Board of Directors and the Executives attending the meeting, voting method, vote counting, comments, questions of shareholders, explanation of the directors including the resolution of the meeting clearly, and reported to the Stock Exchange of Thailand (SET) within 14 days from the date of the shareholders' meeting, and published such reports on the Company's website. In addition, the images and sound of the shareholders' meeting are also published on the Company's website.

## **Section 2. Equitable treatment of shareholders**

The Company gives importance to shareholders and ensures that all shareholders are treated equally and fairly as follows:

### **1. Proposal of the agenda and nominate persons to be appointed as directors**

The Company gives shareholders the opportunity to propose additional agenda in advance and nominate persons to be elected as directors in advance according to the criteria set by the Company. It has been published through the Stock Exchange of Thailand (SET) and the Company's website before the meeting date on 28 October 2021 to 31 December 2021.

### **2. Proxy to attend the shareholders' meeting**

In the event that shareholders are not able to attend the meeting by themselves, the Company allows shareholders to appoint proxies to other persons, or the independent director of the Company can attend the meeting instead to protect their rights. The Company has informed details about the documents supporting the proxy, and clearly instructed the methods and procedures of the proxy, which the Company has sent along with the proxy form B. This is a way that shareholders can determine the voting direction. In case that shareholders are foreigners; the Company has delivered the English version of the invitation letter and the proxy form C to facilitate foreign shareholders as well as to view from the Company's website.

### **3. Determine the right to vote in the shareholders' meeting**

The Company gives shareholders the right to vote according to the number of shares held, with one share equal to one vote, and no shares that have special rights to restrict the rights of other shareholders.

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**4. Each agenda's voting is done transparency**

Voting cards are used in every agenda, and will collect ballots only if shareholders do not agree or abstain from voting except for the election of directors, which will collect ballots from all shareholders attending the meeting by using the barcode system for counting votes in each agenda.

**5. Prevention of the use of internal information of the Company and conflicts of interest**

The Company has a policy and method to protect the Directors, Executives and Employees in seeking benefits from the use of internal information of the Company that has not been disclosed to the public for personal gain, including trading of the Company's securities as follows.

1. The Company has provided a firewall system to prevent those who come with harm to reach or destroy important information of the Company. In addition, there is an anti-virus system to prevent the virus from being released or destroying data.

2. The Company has established a security system to access employee information. Security in each software program is set the level of employees to access information.

3. The Company has determined the storage and prevention of the use of internal information of the Company in the labor contract, work regulations, Corporate Governance Policy, and working practices in not seeking benefits for themselves and related persons from any information or news of the Company that is still confidential and not yet disclosed to the public.

4. The Company will inform the management to receive the internal information and avoid or refrain from buying or selling the Company's securities during the 7 days before the financial statements are made public. If there is a trading during this period, the Company has punishment and will inform the punishment which starts from verbal warnings, written warning, temporary suspension and leaving work respectively, and the Company has corrective measurement by allowing such offender to return items. The profits from the trading of those shares will be donated to charity organizations.

5. The third parties, which participate in the examination, preparation or transactions related to information that may affect the price movement of the Company's securities, must have a confidentiality agreement with the Company until the information is disclosed to the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC).

6. The Company has a non-complex shareholding structure, almost all related transactions are normal business transactions.

7. The Company complies with the law and regulations of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC) regarding rules and procedures for connected transactions, rules for the acquisition, disposition of assets, etc.

8. The Company provides knowledge to directors, executives, and employees on the prevention of the use of inside information

9. The Company provides knowledge to directors, executives, and employees on the prevention of conflicts of interest and has disclosed the results in Section 9.2.



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### Section 3. Role of stakeholders

#### 1. Rights of various groups of stakeholders

The Board of Directors selects the rights of various groups of stakeholders whether they are internal and external stakeholders, and has formulated a policy as a guideline in the Company's code of ethics for transparency and fairness, and ensured that the relevant legal rights of all stakeholders will be treated fairly. Therefore, it has set a policy to be a guideline for treating stakeholders in each group as well as considering the community, society and environment for sustainable development, anti-corruption, non-infringement of intellectual property or copyright and respect for human rights.

##### Shareholders

The Company is determined to develop the business of the Company to progress with knowledge, ability, honesty in order for the Company to be stable and able to generate sustainable and appropriate returns for shareholders while protecting the interests and take care of the Company's assets. This includes the performance report for all shareholders to acknowledge regularly, completely and accurately, and eliminate conflicts of interest carefully logically, and have a regular dividend payment policy.

##### Customers

The Company intends and strives to create satisfaction and confidence in the quality of products for customers by innovation, and continually adds value to products and services to meet the needs of customers of all ages as well as paying attention and performing fairly to customers' complaints through the Company's sales staff, which is based on the counter of products sold at leading stores, department stores nationwide.

##### Personnel

Employees are valuable resources and are the key to bringing the organization to success. The Company, therefore, treats employees by focusing on training and developing the knowledge and competency of the employees thoroughly while creating stability in the profession and providing opportunities for progress according to each person's potential. This includes allowing employees to participate in determining the direction of operations and developing the Company, providing fair returns, which suit for knowledge, ability, responsibility, and the performance of each employee as well as maintaining the working environment with regards to safety for health, life and property of employees. The Company provides care for employees in safety and provides various benefits such as:

- First aid room
- Annual check-up
- Welfare products shop to help the employees' living
- Forms for employees
- Provident Fund or future savings
- Loan project when employees need emergency usage
- Organizing training and seminars both inside and outside to develop employees

- Sending staff to study visits both domestically and internationally

#### **Partners or Creditors**

The Company gives importance to business partners or creditors who are important to the production cost of the Company. The Company has set the criteria for selecting and evaluating vendors as well in order to ensure that the seller has ability to respond to the quality requirements of the Company and the customer, different product materials and including the assessment of the seller as follows.

The criteria for selection of raw materials and general product materials are as follows.

1. Delivery time 2. Price of the product 3. Minimum order quantity 4. System for checking each product according to the specified standard. 5. Payment terms 6. Production period 7. Production capacity 8. Delivery frequency

The criteria for selection for raw material, which is used in production, and the employment of equipment, which is used in production\are as follows.

1. Product quality 2. Time to solve problems 3. The amount sent regards to the purchase order 4. Deliver the goods at the specified time. 5. Payment terms 6. Document delivery system (only for overseas sellers), which the Company has provided a form to select the seller and arrange for a seller assessment at least 2 times a year.

The Company will maintain and comply with various trade agreement terms with partners and strictly creditors, and not calling or accepting property or any other benefit that is dishonest in the trade. The Company will create a good relationship and understanding including exchanging knowledge and jointly developing products and services to add value to products and services. If in the case of non-compliance with the agreed conditions, the Company will inform the creditors in advance in order to find ways to consider further solutions.

The company has a policy to recommend customers to join the Anti-Corruption project.

In the year 2019, the company persuaded business partners to attend the meeting and listen to details about the CAC FOR SME project. There were 48 business partners interested in attending the meeting. The company invited Rattana Banangkun, the CAC, CAC FOR SME project director, to provide information about the project details on 4 July 2019 at Meeting Room 702, Arun Amarin Headquarters Building.

#### **Society and Environment**

The Company operates its business with regards to the impact on natural resources and the environment, consciousness cultivation, responsibility to the community and society in the Company continuously. This includes supporting activities that are beneficial to the community and major society. The Company does not take any action or to support illegal actions or to cause harm to the country and / or to society and national security by setting policies and activities that relate to social responsibility (as per Article 5.Responsibility Environmental, Social and Governace (ESG) topic in Attachmet 6 Sustainability Report).

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### Competitors

The company complies with the rules of fair competition. It does not seek confidential information of competitors through inappropriate methods, or that of against any law. There are guidelines for the following practices

1. Conducting within the framework of good competition.
2. Not trying to damage the reputation of competitors by accusing them without the truth
3. Not seeking confidential information of competitors with dishonest or inappropriate methods such as paying stipend to employees of competitors.
4. Supporting and promoting free Fair trade, not monopolization or requiring customers of the company to trade with the company only
5. Supporting cooperation with competitors that are beneficial to consumers, not for monopolization of revenue allocation and market share, reducing product and service quality, setting prices for product and service which will cause a negative effect on consumers as a whole.

In 2022, the company conducted an impact assessment and provided care to stakeholders with impact mitigation.

1. The company conducted an impact assessment and provided mitigation and / or benefits to employees and their families as follows:

- 1) The company did not have a policy to lay off employees and no reduction in employees' salaries, as well as still provided usual welfare.
- 2) There was a fund for employees to borrow without interest.
- 3) Working time was reduced and Work From Home was offered to decrease the congestion of workplaces and travel. In addition, meetings were held online to keep employees safe from the COVID-19 epidemic.
- 4) The company provided care for the Employees' hygiene by providing hand sanitizers. Also, all of them had to wear face masks, lunch time was adjusted to begin earlier to keep them safe from going out to eat during peak hours. Have the staff measure the ATK.

2. The company conducted an impact assessment and provided mitigation and / or benefits) for shareholders.

- 1) The Opportunity Day was organized via online channels to communicate with investors and to build shareholders' confidence by providing information of the company's current status.

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## 2. Non-infringement of intellectual property or copyright

The Company has a policy and guideline regarding non-infringement of intellectual property or copyright by requiring all directors, executives and employees of the Company and subsidiaries and indirect subsidiaries to comply with the business code of conduct regarding intellectual property or copyright by protecting the intellectual property of the Company from being violated and avoiding the violation of other people's intellectual property.

The Company has never been reported any complaints about intellectual property or copyright violations.

## 3. Anti-corruption and bribery for business benefits

The Board of Directors has a policy for anti-corruption and the Company has signed a declaration of intention in the Private Sector Collective Action Coalition against Corruption Project. The Company also determines all directors, executives and employees of the Company and its subsidiaries and indirect subsidiaries to comply with the Anti-corruption policy by setting policies that focus on cultivating awareness among employees and executives at all levels to recognize the disadvantages of corruption and creating good values. This is to develop the organization to be accurate, transparent, and efficiently monitored without causing any risk of damage to the business. This includes clearly defining policies relating to corruption, therefore, in order to prevent such problems and strictly comply with relevant laws. the Company has determined the executive directors and employees of the Company, and every subsidiary and indirect subsidiaries to comply with the anti-corruption policy as follows.

- To focus on cultivating awareness among employees and executives at all levels realizing the disadvantage of corruption. This includes creating good values in order to develop the organization to be accurate, transparent, and efficiently monitored.
  - To requires the directors and all employees must comply with the anti-corruption policy without being involved in corruption whether directly or indirectly for the benefits of both the Company and the family, friends and acquaintances.
  - To create an internal control system prevents corruption, which result in transparency and good corporate governance, to be physically created and examined.
  - The Company has measures to protect the complainant in reporting complaints and complaints by keeping the information received from the complainant in secret and considering the safety of the complainant important, which will be protected from unfair practices.
  - Corruption is a violation of the business ethics of the Company, which will be subject to disciplinary action according to the regulations set by the Company if the action is illegal.
  - The Company recognizes the importance of communication and public relations to create knowledge and to understand the directors, employees and related parties in matters that must be complied with anti-corruption policy.
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In this regard, the policy determination, practice, including the creation of internal control systems to prevent corruption will result in transparency and good corporate governance. This can be examined by the said policy as a measure against corruption that may occur. This includes finding suitable solutions and sets up channel for clues or complaints to the Company's audit department and the independent directors of the Company, which the Company has published such policies on the Company website [www.sabina.co.th](http://www.sabina.co.th) (as per Article 5.Responsibility Environmental, Social and Governace (ESG) topic in Attachmet 6 Sustainability Report).

#### 4. Communication channels

The Company has channels for stakeholders, which can send suggestions, comments or questions including complaints to the Company via the Company's secretary. E-mail address: [secretary@sabina.co.th](mailto:secretary@sabina.co.th) or investor relations department is Mr.Somkid Pradungkittisak E-mail address: [ir@sabina.co.th](mailto:ir@sabina.co.th) Telephone: 02-4229400 Postal address: Sabina Public Company Limited 12 Arun-amarin Rd., Arun-amarin, Bangkoknoi, Bangkok 10700.

In the case of an important issues or subjects that may cause damage to the Company, the secretary will present the matter to the board of directors of the Company.

#### 5. Measures for reporting clues, complaints and protection of complainants

The company provided opportunities for the company's personnel, related persons, and all groups of stakeholders to directly contact / complain about problems or matters to the Board of Directors. There were channels for reporting clues and complaints to guide the development and create sustainability for the organization as follows:

- Complaint recipients gather facts that related to violations or not complying following the Company's anti-corruption policy.
- Complaint recipients report the facts to the independent directors to investigate the facts to consider the complaint by identifying matters related to anti-corruption policies, dividing into political support, financial support and donations for charity, and receiving gifts, property or other benefits.
- The complaint recipients presented to the Anti-Corruption Commission for investigation of the facts with a period not exceeding 30 days from the date of receiving complaints, along with setting measures for actions in order to stop the violation or non-compliance with the anti-corruption policy. The Anti-Corruption committee would screen the information and send it to the company's Board of Directors for further considerations.

- The recipient of the complaint is responsible for reporting the investigation result to the complainant. If the complainant discloses himself in the case that is important. The recipient of the complaint reports the investigation result to the Chairman, and / or the Board of Directors to acknowledge.
- If the accused acting in real corruption is considered a violation of anti-corruption policy, he/she must be considered disciplinary punishment according to the Company's regulations. In case of violating the law, he/she must continue to receive legal penalties.

**Channels for reporting complaints**

- Internal Audit Department via e-mail : [GRP\\_AUDIT\\_HO@sabina.co.th](mailto:GRP_AUDIT_HO@sabina.co.th)
- Internal Audit Department via phone : 02-422-9400
- Internal Audit Department via mail : Internal Audit Department via phone
- Or report directly through the audit committee

Mail: Sabina Public Company (Limited)  
12 Arun Amarin Road Kwang Arun Amarin  
Ket Bangkoknoi Bangkok 10700

The general complaint will be collected by the secretary of the audit committee to report to the audit committee directly and the company will take further steps.

**Protection of complainants**

- Complainants can choose not to reveal themselves for security reasons/ However, if the complainants choose to reveal his/her identity, the company can report progress and explain facts to the complainant.
- The recipients of the complaint must confidentially keep the information and prioritize the safety of the complainant. By providing protection for the complainant and / or the person who provide the information and / or data verification cooperation, they will be protected from unfair practices, such as changing job positions, job characteristics, workplaces, work orders, intimidation, interference with employment, termination due to the cause of complaint, etc. General information will be kept confidentially only to the Chairman of the Executive Committee and / or the Audit Committee and to be confidentially and directly kept by the Board of Directors and the Audit Committee.

In addition, the company provides channels for clues reporting or complaints for any related personnel to file a complaint in the event of a violation of the law and the code of ethics of senior management.

The violation of the company's business ethics includes the behavior that implies corruption and inequality, via the following methods

Mail: : Chairman of the Executive Committee or Chairman of the Audit Committee  
Sabina Public Company (Limited)  
12 Arun Amarin Road Kwang Arun Amarin Ket Bangkoknoi Bangkok 10700

The general complaint information will be confidentially kept only to the Chairman of the Executive Committee and / or the Audit Committee. The company will not disclose the information of the whistleblowers and treat them fairly. As for the misconduct of top management, the complaint will be collected directly by the audit committee and the company will take further steps.

In the past, the company has never had a history of violating labor laws, employment, consumers, competition and environment.

In the past, the Company has followed up on the results of whistleblowing. and the process of handling complaints in the past year. As a result, in the past year there were no complaints.

#### **Section 4. Information disclosure and transparency**

##### **1. Disclosure of Company information**

The Company has disclosed important information related to the Company both financial and non-financial, which may affect the interests or decisions of shareholders in the investment by providing sufficient information disclosure, complete and in time for the annual report, Management Discussion and Analysis Various, and press releases via the website of the stock exchange, and the Company's website [www.sabina.co.th](http://www.sabina.co.th) in both Thai and English.

##### **2. Financial report preparation**

To show responsibility for the preparation of financial reports, which refers to being complete, accurate, transparent and adequate, the Board of Directors, who is responsible for the consolidated financial statements of the Company and financial information appearing in the annual report to be prepared in accordance with accounting standards, uses appropriate accounting policies and consistently performing including the disclosure of important information in the notes to the financial statements. The Board of Directors has appointed an Audit Committee consisting of independent directors to take charge of the quality of financial reports and internal control systems.

3. The Company has disclosed the corporate governance policy, ethics of management, and of the Board of Directors of the Company Executives and employees in writing and published through the Company's website.

4. The Company has disclosed social and environmental care policy to promote and support the implementation of policies consistently and consistently. (as per Article 5. Responsibility Environmental, Social and Governance (ESG) topic in Attachmet 6 Sustainability Report).

5. The Company has disclosed the related transactions, which the Company has complied with the rules of the Securities and Exchange Commission of Thailand (SET) by disclosing details of the transaction by specifying the name of the person who has related transactions, relationship, nature of the transaction, conditions / policies, price and value between each other (Details in Section 9 Internal Control and Connected Transactions)
6. The Company has set a policy for the directors of the Company to report the purchase-sale of shares / hold the Company's securities to the Board of Directors in every meeting.
7. The Company has a policy for the Board of Directors to report the interest of the directors, and the executives must report to the Company every time when having their own interests and related persons within three months from the date of appointment or the date of change.
8. Remuneration for directors and executives

The company has a policy of remuneration for **Managing Director (CEO) / Board of Directors / Senior Executives**, which is clear, transparent from comparison with the Company in the same industry in order to be able to attract and retain knowledgeable directors. The remuneration of directors is proposed for approval from the shareholders' meeting every year.

For the executive's remuneration, the Board of Directors assigns the Nomination and Remuneration Committee, excluding the executive directors, to be responsible for determining, considering, and monitoring the remuneration structure of the Board of Directors, Managing Director (CEO of the company), Senior Executives, and executives, as well as monitoring the performance evaluation according to the specified criteria. This information is used to determine appropriate compensation in both the short term and long term, as well as communicate to the executives at all levels for acknowledgment. In this regard, all processes must be also carried out with employees at all levels.

#### Guidelines

##### Managing Director (CEO of the company)

The Managing Director's remuneration is considered annually according to the principles and policies set by the Nomination and Remuneration Committee. The remuneration is at a motivating level in accordance with suitability, scope of duties, responsibilities, and performance of the CEO, as well as the company's operating results and profitable growth in the past year, along with the overall economy, strategic objectives, and main goals of the organization. This is consistent with the long-term benefits of business when compared to other companies in the same industry and similar levels. The remuneration is proposed to the Board of Directors for considerations and approval, then proceeded by the management.



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### The Board of Directors

The company has the Nomination and Remuneration Committee to consider and determine the remuneration. The consideration was carried out with prudence, clarity, and transparency, as well as the suitability and compliance with scope, obligations, and responsibilities of directors when compared to other companies in the same industry and similar levels, including the business expansion and profitability of the company. The remuneration shall be high enough to attract and retain the directors with required qualifications. Also, it is proposed to the Board of Directors and the shareholders' meeting for approval.

The remuneration is allocated from the remaining balance after deducting the meeting allowances on average in accordance with positions and duties of the directors. Nonetheless, those higher responsibilities shall receive an increased remuneration that suits the obligations.

### Senior executives

The remuneration for senior executives is considered annually by the managing director. This is in accordance with the same principles and policies set forth by the Nomination and Remuneration Committee, just as the Managing Director (CEO of the company).

The executive compensation is according to the principles and policies set by the Executive Committee, which is linked to the Company's performance and the performance of each executive (The amount of remuneration of directors and executives disclosed in the management structure topic of remuneration for directors and executives).

## 9. Sustainable Business Concept

In 2022, the Company's total revenue grew by 19.96% or 530.05 million baht. The Company achieved its total revenue of 3,185.72 million baht with the highest net profit of 13.10%, or 417.22 million baht net profit.

As a result of the Company's 2022 operating results, the Board of Directors agreed to pay a dividend of 1.20 baht per share, but since the Board of Directors has already agreed to pay an interim dividend of 0.61 baht per share, it is recommended to propose to the Annual General Meeting of Shareholders on April 25, 2023 to approve the dividend payment at the rate of 0.59 baht per share on May 19, 2023.

The 2023 master plan is to pursue higher sales than in 2019 and to continuously develop every sales channel regarding waste reduction and efficiency, and effectiveness improvement in every operational process with the focus on systematic planning in all departments in accordance with the marketing plan to fulfill five key organizational missions:



- 01 SABINA PROMISE**  
Customer satisfaction is our ultimate goal.
- 02 DATA-DRIVEN ORGANIZATION**  
Operated with Data-Driven innovation – decision making is implemented on data utilization.
- 03 SUSTAINABLE PROFITABILITY**  
Focusing on sustainable profitability.
- 04 LEAN ENTERPRISE**  
Eliminating wastes occurring at every step of supply chain process to consumers.
- 05 ESG**  
Focusing on sustainable business operation covering environmental, social, and corporate governance aspects.

Based on the performance in 2022, we are honored to have been chosen for the 2022 Commended Sustainability Excellence Award from the Stock Exchange of Thailand. It is an award given to listed companies that conduct outstanding business in accordance with the guidelines on sustainable development, good corporate governance, taking into account all stakeholders in order to achieve economic growth along with balanced social and environmental development, which reflects the adoption of sustainability strategies for business management with good risk management processes, and adapt and create competitive opportunities through business innovation, as well as giving importance to stakeholders, both community and society.

Another pride of Sabina is the 2022 Outstanding Investor Relations Awards at the 19th SET Awards 2022, organized by the Stock Exchange of Thailand in collaboration with Money & Banking Magazine. It is determined by outstanding investor relations operation which highlights the participation of the entire organization in the operation and the opinions from those who regularly contact with investor relations such as analysts and institutional investors. The award is based on a survey of user satisfaction in characteristics of management and IR team in all aspects, the variety and efficiency of communication channels, as well as policies beneficial to the interests of shareholders and investors gathered from questionnaires of analysts and institutional investors.

#### 10. Relationship with investors

The Board of Directors gives importance to the disclosure of both financial and non-financial information that is complete, adequate, transparent, timely and thorough. The Company has information disclosure, and news to shareholders, investors and related persons through the Company's website

[www.sabina.co.th](http://www.sabina.co.th), so that the shareholders can access information easily and quickly, such as business operation information, financial statements, shareholding structure, organizational structure, annual report, invitation letter to the shareholders' meeting, news from the media and other necessary information.

In addition, the Company has established the Investor Relations Unit to provide information services and news of various activities of the Company with investors, shareholders, analysts and the public as well as answering questions from investors and related parties who can contact the Investor Relations Unit is Mr.Somkid Pradungkittisak by email [ir@sabina.co.th](mailto:ir@sabina.co.th) or Tel. 0-2422-9400.

For the past year, the Company has presented its performance, financial information and general information to analysts, investors and shareholders continuously by disclosing information through public media and the Company participated in various activities to be a channel for information disclosure making it possible to meet and listen to the opinions of analysts, investors and shareholders directly to create good relationships and to provide information for investors' decisions through the following activities.

- |                                    |   |    |       |
|------------------------------------|---|----|-------|
| - Roadshow                         | : | 1  | Times |
| - Opportunity Day                  | : | 4  | Times |
| - Company Visit                    | : | 21 | Times |
| - Newsletter performance Company's | : | 45 | Times |

And other activities, such as meeting with investors.

In the past, the Company has never had a history of being ordered to modify financial statements by Securities and Exchange Commission (SEC), including the disclosure of annual and quarterly financial statements to shareholders and investors within the time limit.

## Section 5. Responsibilities of the Board

The Board of Directors plays an important role in corporate governance for the best interest of the Company. The Board of Directors is responsible for the performance of duties to shareholders and is independent from the management.

### 5.1 Structure of the Board of Directors

The Board of Directors consists of 11 persons consisting of 6 female and 6 male ,non-executive directors of 7 non-executive directors (5 independent directors) with 2 independent female director and 4 executive directors

The Board of Directors has determined the structure of the Board of Directors to be composed of directors with diverse qualifications, which is a person with knowledge and ability, has useful experience with the Company and able to perform duties efficiently with morality and ethics that are accepted and trusted. The Company has a separation of duties and responsibility for the performance of the Board of Directors clearly.

The Board of Directors has been elected from the shareholders' meeting and has a certain term of office, which is in accordance with the Company's Articles of Association, that at every annual general meeting, the directors who hold the longest positions are the ones who retire and when the term has expired,

the ones may be re-elected to be a director. There are no directors who hold directorship in more than 5 listed companies.

The Company has never had a director or a senior executive of the Company, who used to be an employee or partner of an external auditing Company that the Company has been using for the past 2 years.

In the Board of Directors, there is no executive director to serve as directors in more than 2 other listed companies.

In the Board of Directors, there is more than 1 non-executive director who has experience working in the Company's business.

- In the past, there was no record of misuse from the Board of Directors.
- In the past, the Company has no record of violating the regulations of SEC and SET.

#### **5.1.1 Other positions of directors and senior management**

To allow the directors to devote time and effort to perform their duties, the Board of Directors has set a policy to limit the number of companies that each director will hold positions as follows.

1. The Board of Directors has a policy to hold the position of director at other listed companies of the Managing Director (CEO) for not more than 2 companies.

2. The Board of Directors has a policy to allow directors to hold directorship in other listed companies for no more than 5 companies but not defined as directors in companies that are not registered

3. In the event that one of the directors of the Company needs to hold the position of director of more than 5 listed companies, it is important to notify the shareholders and related parties for the reasons and the effects regards to the duties, which stated in the annual report (Form 56-1 one report).

And in the past, the Board of Directors of the Company have not had any directors who serve as directors in more than 5 other listed companies yet.

#### **5.1.2 Balance of the Board**

Board structure as of 31 December 2022 consists of 12 directors, with 5 executive directors and independent directors who meet the definition "Independent Director" of the Securities and Exchange Commission (SEC) And the Stock Exchange of Thailand (SET) for 5 persons and served as the Audit Committee of the Company for 4 persons

At every annual general meeting, the directors shall retire from position at the ration of 1:3 or close to 1:3 according to the Company's regulations, and once the term has expired, he or she may be re-elected to the position.

#### **5.1.3 Consolidation or separation of the position**

The Company has segregated authority and authority by approving and the operation of the Company clearly according to the types of transaction by dividing into categories according to the line of

work, including production units, accounting and finance departments, Human Resource unit, Sales agencies in the country and abroad, and others, which have been included in the authority approval and operation regulations No. 1/2021 dated 27 December 2021.

With different roles and obligations between the Chairman of the Board of Directors with the Managing Director, to clearly separate roles and duties which creates a balance in operating power. In addition, all directors are free to express their opinions regarding the Company's operations to supervise the operations of the management to be effective, transparent and able to be examined. However, the Chairman of the Board of Directors is not an independent director, but he performs his duties with independence, allowing the Board of Directors to freely perform their duties and express their opinions about the Company's operations and suggestions that are useful to the Company.

#### **5.1.4 Board of Directors' diversity policy**

The Board of Directors is aware of the benefits of business operations and therefore has specified the diversity of the Board and is seen as one factor in increasing the efficiency of business operations, decisions and the work of the board.

However, the diversity is not just limited to gender, but also age, educational background, professional experience, skills and knowledge. Therefore, the selection and appointment of the Company's directors will be based on knowledge, capability, and the selection criteria that have been considered for the benefits of diversity.

#### **Authority of the Chairman and Managing Director**

The Board of Directors has defined the duties and responsibilities of the Chairman of the Board of Directors, and the Managing Director is authorized to perform various tasks on behalf of the Company which can be summarized as follows.

#### **Authority and Responsibilities of the Chairman**

The Chairman of the Board of Directors has a duty to set policies and business plans, oversee the management of the management waiting for advice and help, but must not participate and do not interfere in the normal daily administration. In addition, the Chairman of the Board of Directors must have leadership to take care of the directors to not be under the influence of the management by acting as chairman of the meeting, both in the board meeting and fair meeting of shareholders, supporting and encouraging participants to exercise voting rights, and strictly complying with the principles of good corporate governance by having the composition, size and structure of the Board of Directors to create a balance between executive directors and independent directors.

It arranges the participation of executive directors, Non-executive directors and independent directors in the activities and decision-making processes of the Board of Directors.

Providing assessment and work development of the Board of Directors regularly and aiming for collaboration among the directors and the performance of the directors.

#### **Authority and responsibility of the Managing Director**

The Managing Director is responsible for routine management in order to comply with the objectives, regulations, policies, regulations, orders and resolutions of the Board of Directors and / or resolutions of the Board of Directors and / or resolutions of the shareholders' meeting.

1. To provide a business policy, business plans and budgets for submission to the Board of Directors for approval and to be responsible for reporting the progress of the approved business plan as well as the budget approved by the Board of Directors according to the time period specified.

2. To manage the business operations of the Company to comply with the business policy of the Company, business plans and budgets to achieve financial objectives approved by the Board of Directors.

3. To set operational goals for resource allocation to comply with the management policy to ensure that the overall business growth of the Company is in line with the Company's objectives and business plans.

4. To determine, inspect and strengthen the standards of the organization to be strong, which is necessary for competition and creating value for the organization with continuous work with personnel and products.

5. To analyze the current situation and situations that may arise of global industrial conditions to anticipate future changes in the industry and change the Company's strategy.

6. To consider and approve the packing, appointment, transfer, dismissal, consideration of goodness, preference, discipline measures as well as determining remuneration and employee welfare and to establish standards for employee performance evaluation and review such standards on a regular basis. Such measures must not conflict with the authority of the Executive Committee.

7. To issue regulations on the operation of the Company which does not conflict with policies, regulations, regulations, orders and resolutions of the shareholders' meeting Board of Directors Meeting and the Executive Committee.

8. To approve the normal financial transactions of the Company

9. To have the power to delegate power and / or assigning other persons the power to perform specific duties as a delegation of authority and / or assign others must be under the scope of power and / or under internal regulations or orders received from the Board of Directors and / or the Company. The delegation of authority, duties and responsibilities of the managing director may not be possible in the case of approval of items that may have a conflict of interest (According to the definition of the Securities and Exchange Commission or the announcement of the Capital Market Supervisory Board), which may have an interest or

receive benefits in all forms or may have a conflict of interest with the Company or subsidiary and indirect subsidiaries unless such item in accordance with the policies and criteria approved by the shareholders 'meeting or the Board of Directors' meeting.

## 5.2 Sub-committee

The Board of Directors has established 4 sub-committees to monitor and supervise the operations closely and regularly report to the Board of Directors. The Board of Directors has defined the duties and responsibilities of each sub-committee as follows.

1. The Executive Committee is responsible for managing the business of the Company, providing suggestions and solving important problems and monitoring the performance of the Company, and subsidiaries and indirect subsidiaries to be effective in order to meet the goals, which are set.

2. The Audit Committee is obligated to inspect the credibility of the Company's financial reports and the internal control system, as well as consider the disclosure of inter-related transactions and make sure they are accurate, and provide constructive suggestions to the management on the topic of good governance.

3. The Nomination and Remuneration Committee is responsible for considering the criteria and the nomination process and determining the appropriate remuneration in accordance with the qualifications of other sub-committees and directors.

4. The Risk Management Committee has a duty to set rules and evaluation process including advising the overall risk of the Company.

## 5.3 Roles, duties and responsibilities of the Board of Directors

The Board of Directors is responsible for performing duties in considering and giving opinions on important matters relating to the operations of the Company, following up and supervising the management, operating according to the policies and plans with efficiency and effectiveness, internal control and risk management including mechanisms for receiving complaints and proceeding in case of clues, ensuring long-term business continuity including employee development plans and the continuity of the management.

### 5.3.1 Leadership and vision

The Board of Directors is committed to running the business of the Company to progress and have stable growth to create the best return for shareholders; the Board of Directors will perform their duties with knowledge, ability, responsibility and careful management of the Company with full capacity by adhering to laws, rules and best practices about business operations, and to be in accordance with the objectives and goals set for the maximum benefit of the Company, shareholders and all stakeholders.

The Board of Directors assigned the Executive Committee to present the vision and mission, strategy, policy and budget to allow the Board of Directors to approve and to be as guideline for the Board of Directors to supervise, monitor and evaluate the performance in order to meet the goals and ways to increase value and wealth for the Company and shareholders. While also considering the interests of all stakeholders,

and in 2022, the Board of Directors has approved and review the vision and the mission, and goals of the Company and give approval and follow up to the management to follow the plan in accordance with the direction laid down regularly.

The board has monitored the implementation of the company's strategy. In every quarter of the Board of Directors' meeting, the Board monitors the performance of the management by specifying a report on the results of operations and results of the company, especially in terms of financial goals and plans in order to be in accordance with the strategy set out.

The Board of Directors has considered the roles and responsibilities of the Board of Directors and the management of the Company by clearly dividing the structure and performance of duties. In this regard, the Company has prepared a letter of authorization to specify the clear scope of the management and has clearly defined the level of authority in each operation.

As to ensure the performance of the Board of Directors Achieve the objectives and scope of authority, duties and responsibilities assigned. The Company provides an orientation for new directors, which the Company has prepared and submitted useful information documents for the performance of new directors such as capital structure, shareholder structure, list and brief history of the board and senior management, business management with the past performance, and has encouraged training to provide knowledge on corporate governance of the Company including making a summary of business overview and past performance. As well as the Company's policies and regulations for new directors to study and understand with a manual for good practices for directors of listed companies as guidelines for working while holding positions as directors.

#### **5.3.2. Business ethics**

The Company is committed to conducting business by adhering to the principles of honesty, transparency, fairness and in accordance with the law. In order to increase confidence among shareholders, customers, business partners, competitors, employees and the society as a whole, the Company will control and monitor the use of personal interests and related parties by using internal information that has not been disclosed or that is confidential to be used or disclosed to a third party or any action that causes a conflict of interest.

In addition, the Company has also prepared a business ethics manual, and written practices and communicate to all directors, executives and employees to acknowledge and strictly adheres to and strictly complies with the regular follow-up of the manual.

The Company also provides knowledge for directors, all executives, and employees to complete a questionnaire on the business ethics and performance rules. We encourage them all to proceed on the Human Resource Policy Testing periodically through the Company's Internet system to ensure that all employees have knowledge and understanding of rules and regulations and perform their tasks appropriately. In addition, the Company has used the results to assess the level of knowledge and understanding to improve internal communication to have a thorough understanding and realize their duty to promote corporate governance. The company has updated and developed such tests in accordance with the changing laws and regulations.



Those who fail will be required to learn and test until they meet the criteria. The test is included as a part of individual KPIs, and every new staff is also required to take the test as announced in the orientation. The test result is a part of their annual performance.

The Company has published the Code of Business Ethics on the Company's website under the heading "Corporate Governance".

In the past year, directors, executives and employees no offense found business ethics and Company Code of Conduct

### **5.3.3 Conflict of interest**

The Board of Directors complies with the rules of the Securities and Exchange Commission (SEC) and of the Stock Exchange of Thailand (SET). The Board of Directors have clear guidelines for caring and eliminating conflicts of interest carefully with reasonableness.

In case there is a conflict of interest, the Company will disclose the information to the meeting by specifying the value of the transaction, the contract party, the reason of the necessity of such transaction with transparent information that can be checked. If any transaction must be approved by the Board of Directors and the shareholders' meeting, such transactions will be considered and screened by the Audit Committee first, and will give an opinion on the said transaction.

In addition, the Board of Directors also stipulates rules and regulations for directors, executives and related persons to report their own interests or related persons, which is a vested interest in the management of the business of the Company or subsidiary and indirect subsidiaries in order for the Company to have information for the implementation of the regulations regarding connected transactions through the meeting agenda of the Board of Directors every quarter

The Company has disclosed related party transactions with persons who may have conflicts in 2022. In addition, the Board of Directors has commented that all related transactions are reasonable and beneficial to the business operations of the Company in accordance Office requirements SEC (Details in Section 9 Internal Control and Connected Transactions)

The Company has disclosed its plans and performance on preventing conflicts of interest in the Company's Code of Conduct and Anti-Corruption (details can be found on the Company's website under the section "Good Corporate Governance").

Last year, the Company provided directors, management, and employees with training on conflicts of interest prevention and disclosed the results in Section 9.2.

### **5.3.4 Prevention of internal data usage**

The Board of Directors prohibits the executives and staff members who are aware of the internal information to use such information that has not been disclosed to the public, especially if such information might affect the change of the Company's securities value, from buying or selling the Company's securities during the 7-day period before the financial statements are disclosed to the public. Failure to comply and

using an undisclosed internal information to seek one's own benefits is held as disciplinary misconduct according to the Company's regulations. One should refrain from buying or selling the securities, or wait until investors are aware of the information at least 24 hours after the information disclosure. If the information is complicated, the waiting period shall be 48 hours after the information has been disclosed. Furthermore, if directors and executives buy or sell the Company's securities, one must notify the Securities and Exchange Commission, the Stock Exchange of Thailand and the Company every time.

In this regard, the Company has regulated that directors and top-level executives must notify the Board of Directors regarding their securities trading at least 1 day prior to making the transactions.

The Company has regulated that directors must disclose their securities trading or ownership of the Company's securities to the Board of Directors' meeting every time.

The Board of Directors has also reported the holding of securities of the directors, Executive directors and executives including the legitimate family of all directors have a duty to report securities holdings and changes in securities holdings to the Securities and Exchange Commission of Thailand (SEC).

#### **5.3.5 Control system and internal audit**

The Board of Directors gives importance to the internal control system, therefore, the Board of Directors has set up an internal control system that covers both financial management and operations to be effective and efficient. In accordance with relevant laws, regulations, and regulations, it can independently audit and fully balanced. In addition, the focus is on continuous development.

The Board of Directors has established an internal audit unit, which is responsible for monitoring the internal control system and risk management. By requiring the Internal Audit Department report, the audit reports the result directly to the Audit Committee on a quarterly basis for the Audit Committee to review that the Company has sufficient internal control systems.

#### **5.3.6 Information Technology Security (IT Security)**

The Board of Directors recognizes the importance of information technology security nowadays. Therefore, it has established the IT security policy and published the results of the follow-up on the Company's website under the section "Good Corporate Governance."

### **5.4 The Board's Meetings**

The Board of Directors has set a minimum meeting of not less than 6 times a year and may have additional special meeting as necessary. The meeting schedule has been set in advance annually and the meeting agenda has been clearly defined and submitted to the Board of Directors before the meeting date in advance sufficiently to allow the Board of Directors not less than 7 working days and to allow the Board to have time considering sufficient information.

In the meetings, the Chairman of the Board of Directors allowing all directors to freely express their opinions and in the meeting, it is to invite the relevant executives to attend the meeting to identify information or provide additional information as a person directly related to the problem in order to make decisions of the

Board of Directors. In addition, there is a written record of the meeting, and storing certified minutes from the Board of Directors systematically which can be checked and referenced at any time. Moreover, in voting for each agenda of the Board of Directors' meeting, there must be no less than two-thirds of all directors.

The Board of Directors has held a meeting between non-executive directors without any management at least once a year.

#### 5.5 Assessment of the annual performance of the Board

The Board of Directors has provided an annual performance evaluation of The Board of Directors, which is divided into as the board, individual and sub-committees. In this regard, the Company has assigned the Nomination and Remuneration Committee to be the representative in determining the criteria, and evaluating the Board of Directors and individual committees with the same assessment criteria. It is consistent with the self-assessment form of the Securities Commission including having been reviewed for consistency

Self-evaluation form for both the Board of Directors and individual directors, with assessment topics are divided into 4 main topics as follows:

1. Qualifications of directors
2. Meeting attendance
3. Roles, duties and responsibilities of the Board of Directors
4. Other matters, such as the duties of the Board Relationship with management

Self-development of the board and executive development

Individual self-evaluation form of the sub-committee of the individual Company is divided into 3 main topics as follows:

1. Structure and qualifications of sub-committees
2. Meetings of sub-committees
3. Roles, duties and responsibilities of sub-committees

The Company has a process for evaluating the Board of Directors, which the Company Secretary will send the assessment form to the directors to evaluate and return to the Company. The Company will not disclose the name of the appraisal director so that the directors are independent in the assessment results, and the Company has presented the evaluation results to the Board of Directors and individual committees to participate in the evaluation and evaluation of the performance of the directors.

**Evaluation method** Each committee will use the performance evaluation form to evaluate oneself, the entire Board of Directors and the sub-committee by using the method of identifying the opinions of each director by checking the rating box from 1-4.

Each committee will use the evaluation form for the entire Board of Directors and individual and sub-committee by using the method of identifying the opinions of each director by checking the rating box from 1-4.

Which has the following meanings: 1 = strongly disagree 2 = disagree 3 = agree 4 = strongly agree

The evaluation results of the Board of Directors, both individual and sub-committees for the year 2022 is Excellent.

The Chairman of the Board of Directors and the Board of Directors have evaluated the performance of the managing director (CEO) by using the evaluation topics in accordance with the guidelines of the Stock Exchange of Thailand, consisting of the following topics:

1. Leadership
2. Strategy formulation
3. Strategy implementation
4. Financial planning and performance
5. Relationship with the board
6. Relations with external parties
7. Administration and relations with personnel
8. Succession
9. Knowledge of products and services
10. Personal features

The overall performance of the managing director for the year 2022 is included in the "excellent" criteria, with the company intending to evaluate the performance of the managing director on an annual basis in order to comply with good corporate governance principles

## **5.6 Development of the Board's continuous knowledge**

5.6.1 The Board of Directors encourages and facilitates training and education for all Board members, management and employees to continuously improve operations.

The Company has encouraged directors to attend courses related to the performance of duties as directors such as courses organized by the Thai Institute of Directors Association (IOD) and other related institutions. In the year 2022, the directors attended the following courses.

Name	Position	Training
Ms.Dungdao Mahanavanont	- Chief Executive Officer	- Data Thinking & Creativity-Driven Marketing
	- Risk Management Committee	- Visualize It With Power BI
		- Financial Statement for Director 2022 (FSD 46/2022)
Mr.Somkid Pardungkiattisak	- Director	- TLCA CFO Professional Development Program (TLCA CFO CPD) 2022 (for 2nd/2022, 5th/2022 and 7th/2022)
	- Risk Management Committee	- PDPA for Accounting and Finance
Ms.Vachirawan Yamsri	- Director	- Sustainability sharing on challenges and internal GHG management promotion
	- Risk Management Committee	

5.6.2 For new directors, the Company has an orientation for new directors, where the managing director of the relevant management will present information about the shareholding structure Organizational Structure, nature of the business, Company operating policy, Company regulations, financial information, information of affiliated companies, board meetings and other related information.

5.6.3 The Board of Directors has established a succession plan for the main positions by defining as part of the strategic plan for the succession of work and as a guideline for the development of executives as planned. This includes performing duties on behalf of the Managing Director or the executive cannot perform his/her duties.

The Nomination and Remuneration Committee prepares the succession plan for the Chairman of the Executive Committee / the Managing Director and the management of the Company by considering the importance of the business operation efficiently and continuously by having a plan to select personnel that will be responsible for important management positions at all levels to be appropriate and transparent, therefore, the criteria for selecting the successors for the job are as follow.

1. Chairman of the Executive Committee / Managing Director

When the position is vacant or those who are unable to perform their duties, the Company will provide a system for management in a similar order acting in a vacant position until a qualified person is selected according to the criteria set by the Company.

2. Executive level from the deputy director level to the director

When the position is vacant or the person in the position cannot perform the duty, the Company has planned the succession of executive level with the following process. There will be analyzing the situation of the business and personnel to be linked with the policy and strategic of the Company to develop or recruit for those who are resigned by defining knowledge and ability and being a person with a vision, knowledge and ability suitable for the culture of the organization. It is to select and evaluate the work, and assess the potential of employees to consider suitability.

## 5.7 Details of changes in the holding of the Company's shares by the directors As of 31 December 2022

Rank	Name-Surname	Position	Amount of shares on December 31, 2021	Shares changing	Amount of shares on December 31, 2022	Shareholding ratio(%)
1	Mr. Viroj Thanalongkorn	Chairman	161,157,000	-	161,157,000	46.38
	Spouses and minor children		-	-	-	-
2	Mr. Bunchai Punturaumporn	Chairman of Executive Committee, Nomination and Remuneration Committee	688,000	-	688,000	0.20
	Spouses and minor children		-	-	-	-
3	Mrs. Suchanya Thanalongkorn	Managing Director	-	-	-	-
	Spouses and minor children		-	-	-	-
4	Mr. Somkid Padungkiattisak	Managing Director, Risk Management Committee	10,000	-	10,000	0.003
	Spouses and minor children		-	-	-	-
5	Ms. Duangdao Mahanavanont	Chief Executive Officer, Risk Management Committee	10,000	-	10,000	0.003
	Spouses and minor children		-	-	-	-
6	Ms. Vachirawan Yamsri	Managing Director, Risk Management Committee	35,000	320,000	355,000	0.10
	Spouses and minor children		-	-	-	-
7	Ms. Pitcha Thanalongkorn	Managing Director	10,501,000	-	10,501,000	3.02
	Spouses and minor children		-	-	-	-
8	Ms. Raweewan Peyayopanakul	Independent Director, Chairman of Audit Committee, Nomination and Remuneration Committee	-	-	-	-
	Spouses and minor children		-	-	-	-
9	Mr. Somchai Vanavit	Independent Director, Audit Committee, Chairman of Nomination and Remuneration Committee	-	-	-	-
	Spouses and minor children		-	-	-	-
10	Mr. Yuthana Adipath	Independent Director, Audit Committee, Nomination and Remuneration Committee	-	-	-	-
	Spouses and minor children		-	-	-	-
11	Mr. Chakkrit Uttayopas	Independent Director, Chairman of Risk Management Committee	-	-	-	-
	Spouses and minor children		-	-	-	-

Rank	Name-Surname	Position	Amount of shares on December 31, 2021	Shares changing	Amount of shares on December 31, 2022	Shareholding ratio(%)
12	Ms. Pensri Suteerasan	Independent Director, Audit Committee	-	-	-	-
	Spouses and minor children		-	-	-	-

## Details of changes in the holding of the Company's shares by the executives As of 31 December 2022

Rank	Name-Surname	Position	Amount of shares on December 31, 2021	Shares changing	Amount of shares on December 31, 2022	Sharehol ding ratio(%)
1.	Mr. Bunchai Punturaumporn	- Chairman of Executive Committee	688,000	-	688,000	0.20
	Spouses and minor children		-	-	-	-
2.	Mr.Somkid Pradungkittisak	- Chief Financial Officer	10,000	-	10,000	0.003
	Spouses and minor children		-	-	-	-
3.	Ms.Pitcha Thanalongkorn	- Chief Marketing Officer	10,501,000	-	10,501,000	3.02
	Spouses and minor children		-	-	-	-
4.	Ms.Duangdao Mahanavanont	- Chief Executive Officer - Chief Commercial Officer (Acting) - Director of International Sale (Acting) - Director of Business Development (Acting) - Director of Human Resource (Acting)	10,000	-	10,000	0.003
	Spouses and minor children		-	-	-	-
5.	Ms.Vachirawan Yamsri	- Chief Operation Officer - Director of Production and Production Engineering (Acting) - Director of Procurement and Pre-Production (Acting)	35,000	320,000	355,000	0.10
	Spouses and minor children		-	-	-	-
6.	Mr.Vinai Panachaveag	- Director of store retailing	-	-	-	-
	Spouses and minor children		-	-	-	-
6.	Ms.Vaja Mukto	- Director of Accounting and Financial - Company Secretary	10,000	-	10,000	0.003
	Spouses and minor children		-	-	-	-



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**6.2 Business Ethics**

Sabina Public Company Limited, a manufacturer and distributor of women's lingerie, is committed to conducting business with honesty, transparency to all stakeholders of the Company, including shareholders, employees, customers, business partners and / or creditors, including society and environment. The Company established a code of conduct for various responsibilities and these codes of conduct are transferred to employees at all levels of the Company as a guideline for ethical business conduct, including as a guideline for directors, executives, and employees to adhere to and to carry out their duties correctly and appropriately. (Can see more details about the Code of Business Conduct on the Company's Investor Relations website under the topic good corporate governance and Attachment 5 Full version of policies and guidelines for corporate governance and the code of business conduct that the Company has prepared)

**6.3 Significant Changes and Developments in Corporate Governance Policies, Practices, and Systems in the Past Years****6.3.1 Describe Information on Significant Changes and Development in Corporate Governance in Policy Review at Least Once a Year**

The Board of Directors recognizes the importance of business operations, understands the roles, duties and responsibilities of the Board of Directors with the Company and shareholders with a policy based on the Code of Best Practices, which applies for the directors of listed companies that follow the guidelines of the Stock Exchange of Thailand (SET). Also, it is for the Company to have good corporate governance and have an effective performance measurement system, which will help to promote the business to develop and grow at an appropriate level. This has guidelines for conducting corporate governance of the Company, which can be divided as follow.(Can see more details about the Code of Business Conduct on the Company's Investor Relations website under the topic good corporate governance and Attachment 5 Full version of policies and guidelines for corporate governance and the code of business conduct that the Company has prepared)

**6.3.2 In Case the Company has not yet Implemented the Good Corporate Governance Principles for Listed Companies****Practice of corporate governance in other areas**

Board of Directors adapted and translated CG Code into practices based on its business context.

Principles of CG Code that the company has not been able to put to practices include the followings:

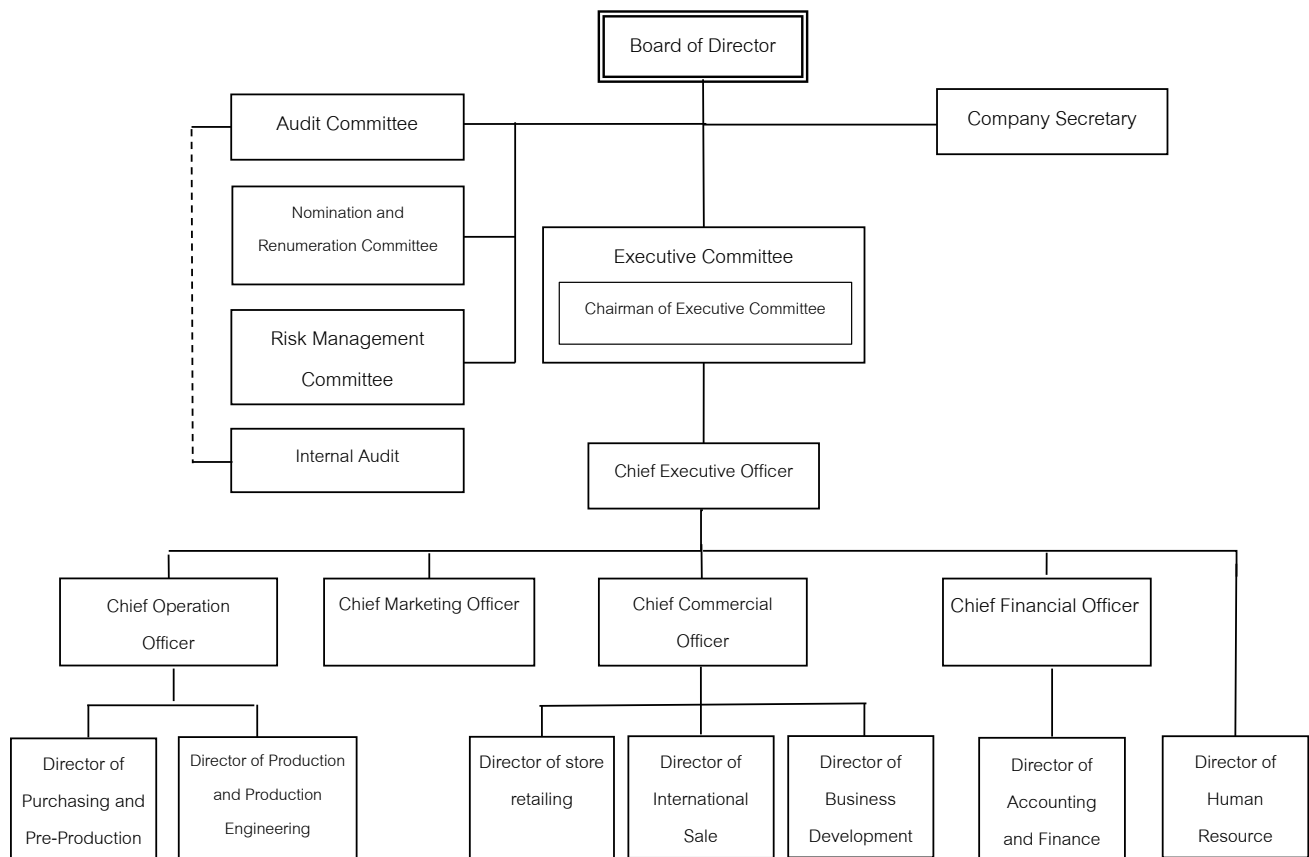
Principles that have not yet practiced	Reasons
1. Board of Directors limits the term for independent directors at 9 years.	Board of Directors has not yet limited the term of independent directors because independent directors still perform their duties with independence and free of influence from the company's executive and major shareholders, and with no personal interests that may conflict with the company's benefit.
2. Board of Directors does not have an independent director with more than 9 years of experience as a director	Board of Directors has three independent directors who serve more than 9 years of directorship. Such independent directors are fully qualified, according to the definition of independent director, are knowledgeable and experienced in the needed fields and have suitably performed the roles of independent directors.
3. Chairman of the Board is an independent director	Board of Directors appointed non-executive director to be Chairman of the Board, considering the fact that he is knowledgeable and experienced in the business of the company. Although Chairman of the Board is not an independent director, he performs his duties independently and allows each director to freely express opinion and give suggestions which are beneficial to the organization.
4. The company should consider appointing CG Committee	Although the company has not appointed CG Committee at the moment, the Board of Directors regularly performs corporate governance duties according to the scope of duties determined in Director Charter.

**6.3.3 The Company may Disclose Information on Other Matters in Accordance with Good Corporate Governance****Principles to Support Various Assessments**

(CGR Checklist, ASEAN CG Scorecard, AGM Checklist, etc.)

## 7. Corporate Governance Structure and Important Information About the Board , Sub-committees, Executives, Employees and Others

### 7.1 Corporate Governance Structure



## 7.2 Information about the Board of Directors

### 7.2.1 Composition of the Board of Directors and the Total Number of Directors

### 7.2.2 Information of the Board of Directors by Specifying the Names of Each Committee

In present, the Board of Directors consists of 12 committees;

- Non-Executive committees: 7 people (Independent committees: 5 people)

- Executive committees: 5 people

Name	Company's Committee	Audit Committee	Executive Committee	The nomination and remuneration Committee	Risk Management Committee
1. Mr. Viroj Thanalongkorn	Chairman	-	-	-	-
2. Mr. Bunchai Punturaumporn*	Committee	-	Chairman	Committee	-
3. Ms. Duangdao Mahanavanont*	Chief Executive Officer	-	Committee	-	Committee
4. Mrs. Suchanya Thanalongkorn	Committee	-	-	-	-
5. Mr. Somkid Padungkiattisak *	Committee	-	Committee	-	Committee
6. Ms. Vachirawan Yamsri	Committee	-	Committee	-	Committee
7. Ms. Pitcha Thanalongkorn	Committee	-	Committee	-	-
7. Ms. Raweewan Peyayopanakul	Independent Director	Chairman	-	Committee	-
8. Mr. Somchai Vanavit	Independent Director	Committee	-	Chairman	-
9. Mr. Yuthana Adipath	Independent Director	Committee	-	Committee	-
10. Mr. ChakkritUttayopas	Independent Director	-	-	-	Chairman
11. Ms. Pensri Suteerasan	Independent Director	Committee	-	-	-

\* Also has a position as a director of a subsidiary and Indirect Subsidiary.

Remark Information of the directors about education, training history from the Thai Institute of Directors Association (IOD) and key experiences related to the business of the Company can be seen in Attachment 1.

### Authorized Directors

The authorized directors for any company decision are “Mr. Viroj Thanalongkorn, Mr. Bunchai Punturaumporn, Mr. Somkid Pardungkiattisak, Miss Dungdao Mahanavanont, and Miss Pitcha Thanalongkorn any two of five may jointly sign their names and affix the corporate seal to legally bind the Company.”

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**7.2.3 Roles and Duties of the Board of Directors****Authority of the Chairman and Managing Director**

The Board of Directors has defined the duties and responsibilities of the Chairman of the Board of Directors, and the Managing Director is authorized to perform various tasks on behalf of the Company which can be summarized as follows.

**Authority and Responsibilities of the Chairman**

The Chairman of the Board of Directors has a duty to set policies and business plans, oversee the management of the management waiting for advice and help, but must not participate and do not interfere in the normal daily administration. In addition, the Chairman of the Board of Directors must have leadership to take care of the directors to not be under the influence of the management by acting as chairman of the meeting, both in the board meeting and fair meeting of shareholders, supporting and encouraging participants to exercise voting rights, and strictly complying with the principles of good corporate governance by having the composition, size and structure of the Board of Directors to create a balance between executive directors and independent directors. It arranges the participation of executive directors, Non-executive directors and independent directors in the activities and decision-making processes of the Board of Directors.

Organize the participation of Executive directors, non-executive directors, and independent directors in various activities and decision-making process of Board of Directors

Providing assessment and work development of the Board of Directors regularly and aiming for collaboration among the directors and the performance of the directors.

**Authority and responsibility of the Managing Director**

The Managing Director is responsible for routine management in order to comply with the objectives, regulations, policies, regulations, orders and resolutions of the Board of Directors and / or resolutions of the Board of Directors and / or resolutions of the shareholders' meeting.

1. To provide a business policy, business plans and budgets for submission to the Board of Directors for approval and to be responsible for reporting the progress of the approved business plan as well as the budget approved by the Board of Directors according to the time period specified.

2. To manage the business operations of the Company to comply with the business policy of the Company, business plans and budgets to achieve financial objectives approved by the Board of Directors.

3. To set operational goals for resource allocation to comply with the management policy to ensure that the overall business growth of the Company is in line with the Company's objectives and business plans.

4. To determine, inspect and strengthen the standards of the organization to be strong, which is necessary for competition and creating value for the organization with continuous work with personnel and products.

5. To analyze the current situation and situations that may arise of global industrial conditions to anticipate future changes in the industry and change the Company's strategy.

6. To consider and approve the packing, appointment, transfer, dismissal, consideration of goodness, preference, discipline measures as well as determining remuneration and employee welfare and to establish standards for employee performance evaluation and review such standards on a regular basis. Such measures must not conflict with the authority of the Executive Committee.

7. To issue regulations on the operation of the Company which does not conflict with policies, regulations, regulations, orders and resolutions of the shareholders' meeting Board of Directors Meeting and the Executive Committee.

8. To approve the normal financial transactions of the Company

9. To have the power to delegate power and / or assigning other persons the power to perform specific duties as a delegation of authority and / or assign others must be under the scope of power and / or under internal regulations or orders received from the Board of Directors and / or the Company. The delegation of authority, duties and responsibilities of the managing director may not be possible in the case of approval of items that may have a conflict of interest (According to the definition of the Securities and Exchange Commission or the announcement of the Capital Market Supervisory Board), which may have an interest or receive benefits in all forms or may have a conflict of interest with the Company or subsidiary and Indirect Subsidiary unless such item in accordance with the policies and criteria approved by the shareholders 'meeting or the Board of Directors' meeting.

### **7.3 Information about the Sub-Committees**

#### **Sub-committee**

The Board of Directors has set up various committees that have the appropriate expertise in each area to be responsible for the work and help increase the work efficiency of the Board, which consists of the Audit Committee, Executive Committee, Nomination Committee, and Remuneration Committee and the Risk Management Committee by the composition and duties of various committees. The details are as follows.

### Audit Committee

The Audit Committee consists of 4 independent directors, whose have full qualifications according to the SEC's regulations, with a 2-year term.

There are 4 members of the Audit Committee.

Name	Title
Ms. Rawewan Peyayopanakul	Chairman of Audit Committee
Mr. Yuthana Adipath	Member of Audit Committee
Mr. Somchai Vanavit	Member of Audit Committee
Ms. Pensri Suteerasan	Member of Audit Committee

\* Remark : The 4 Audit Committee members are knowledgeable and have experience in reviewing the financial statements of the Company by Miss Rawewan Peyayopanakul, Chairman of the Audit Committee. She graduated Master of Business Administration, Major in Accounting, Michigan State University, USA (Details of education history and work experience of the Audit Committee are in Attachment 1, details about directors, executives, controlling persons and Company secretary)

### Scope of duties and responsibilities of the Audit Committee

1. To review and to ensure that the Company has accurate financial reporting and sufficient information is disclosed by coordinating with independent auditors and responsible executives, and preparing quarterly and annual financial reports. The Audit Committee may suggest the independent auditor to review or examine any transactions that are deemed necessary and important during the audit of the Company's accounts.
2. To review the Company's internal control system and the internal audit system to be appropriate and effective, and to consider the independence of the internal audit unit as well as approving the appointment, transfer and dismissal of the head of the internal audit department or any other agency responsible for internal audit.
3. To review the Company's operations to be in compliance with the law on securities and exchange, regulations of the Securities and Exchange Commission (SEC), The Stock Exchange of Thailand (SET) and laws related to the business of the Company
4. To review the operation according to the plan, policy, goals and objectives of the organization as well as relevant regulations and laws.
5. To consider selection, to propose to appoint an independent person to act as the Company's auditor including considering proposing termination and the remuneration of such person with regard to reliability, resource adequacy and the amount of audit work of that audit office. This includes the experience of the personnel assigned to perform the audit of the Company to the Board of Directors including attending the meeting with the auditor without the management attending the meeting at least once a year.

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6. To consider connected transactions or transactions that may have conflicts of interest to comply with the laws and regulations of the Stock Exchange of Thailand (SET) in order to ensure that such transactions are reasonable and are most beneficial to the Company.
  7. To consider the disclosure of Company information in the event of a related transaction or items that may have conflicts of interest to be accurate and complete.
  8. To prepare the report of the Audit Committee, which is disclosed in the annual report of the Company, and which the report must be signed by the Chairman of the Audit Committee and must contain at least the following information.
    - A. Opinions on the accuracy, completeness and reliability of the Company's financial reports.
    - B. Opinions on the adequacy of the internal control system of the Company.
    - C. Opinions on compliance with the law on securities and Stock exchange market requirements or laws related to the business of the Company.
    - D. Opinion on the suitability of the auditor.
    - E. Opinions about transactions that may have conflicts of interest
    - F. Number of Audit Committee meetings and the attendance of each member of the Audit Committee
    - G. The overall opinion or observation that the Audit Committee received from performing its duties in accordance with the charter.
    - H. Other items that shareholders and general investors should know under the scope of duties and responsibilities assigned by the Board of Directors.
  9. The Audit Committee must be fully cooperative about receiving information that needs resources and operations from the management. The Audit Committee may invite the management or related parties are required to participate in providing relevant information.
  10. The Audit Committee has the authority to hire specific experts or hiring an independent professional advisor when deemed necessary with the cost of the Company
  11. To give approval of the charter, inspection scope, audit plan, budget and manpower of the Internal Audit Department
  12. To review the Company's anti-corruption process in accordance with the guidelines of various regulatory agencies effectively starting from promoting and raising awareness, risk assessment, the creation of a preventive work system, an investigation until reaching a self-evaluation form about anti-corruption measures as audited and assessed by the Internal Audit Office, to ensure that the Company has various systems in anti-corruption as reported in the self-assessment form of the Thai Institute of Directors Association (IOD).
  13. To perform any other duties as assigned by the Board of Directors within the scope of duties as the Audit Committee.
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### Executive Committee

The Executive Committee is responsible for managing the business of the Company, proposing solutions to important problems and monitoring the performance of the Company, subsidiaries and Indirect Subsidiaries to be effective to meet the goals set.

### Composition and appointment of the Executive Committee

The Board of Directors appointed the executive director by electing from a number of directors of the Company.

The Board of Directors of the Company consists of 5 persons, consisting of

Name	Title
Mr. Bunchai Punturaumporn	Chairman of Executive Committee
Ms. Duangdao Mahanavanont	Executive Director
Ms. Pitcha Thanalongkorn	Executive Director
Mr. Somkid Pardungkiattisak	Executive Director
Ms. Vachirawan Yamsri	Executive Director

**Remark:** Mr. Pitcha Thanalongkorn was appointed from the Annual General Meeting of Shareholders No. 1/2022 held on April 21, 2022.

### Scope of duties and responsibilities of Management Board

- 1) Determine the company's policies, directions, strategies, and principles that resonate with the business objectives set forth by the Board of Directors and is authorized to execute the policies given by the Board of Directors in compliance with the laws, regulations, and the company's article of associations.
- 2) Establish organization structure and organization administrative authority encompassing selection, hiring, transfer, training, and termination of contract for employees and staff, except the positions of Chief Executive Officer and Managing Directors
- 3) Review annual budget allocation proposed by Managing Director before submitting to the Board of Directors for approval
- 4) Examine and monitor to ensure effective execution of the policies and business conduct guidelines determined
- 5) Has authority to scrutinize and review investment in core and non-core businesses before proposing to the Board of Director for approval
- 6) Has authority to consider and approve borrowings or borrowings from financial institutions and repayment or payment transactions in the normal course of business
- 7) Has authority to allocate reward, prize, or compensation which has been approved by the Board of Directors

- 8) Execute other task as assigned by the Board of Directors from time to time

Management Board may grant its approval authority to the company's management on any or some financial transactions deemed appropriate by Management Board.

Nevertheless, approval of any transaction abovementioned must not result in Management Board being able to approve related party transactions (RPT) that any member of Management Board or other persons with possible conflicts (according to the company's Article of Association and as determined by Securities Exchange Commission) engage with the company or its subsidiaries and Indirect Subsidiaries, except the normal business transactions that comply with the criteria set forth by the Board of Director. In case of related party transactions involving member of Management Board or persons with possible conflicts with the company or its subsidiaries and Indirect Subsidiaries, such directors are prohibited from voting in the agenda of those transactions.

#### **Nomination and Remuneration Committee**

Board of Directors appoints four members of Nomination and Remuneration Committee, three members from a group of independent directors and one member from Management Board. One of the three independent directors becomes Chairman of the committee.

<b>Name</b>	<b>Title</b>
Mr. Somchai Wanawit	Chairman of Remuneration Committee
Mr. Yuthana Adiphat	Remuneration Committee
Ms. Raweewan Pinyopanukul	Remuneration Committee
Mr. Bunchai Punturaumporn	Remuneration Committee

#### **Scope of duties and responsibilities of Nomination and Remuneration Committee**

##### **Responsibility in nomination of directors**

Establish rules and approaches in the selection of the company's directors, considering multiple aspects of candidate qualifications, including personal status, knowledge and abilities, experiences, and specializations, to identify the candidates who fits the nomination rules and guidelines and propose to the Board of Directors and/or the Meeting of Shareholders.

##### **Responsibility in Determination of Remuneration**

Determine remuneration, financial reward, meeting allowance, bonuses, and other compensation of Management Board and other subcommittees and propose to the Board of Directors and Meeting of Shareholders for approval.

In the course of performing duties according to the rules set forth by Nomination and Remuneration Committee, the committee is obliged to regularly report to the Board of Directors at least twice a year.

**Risk Management Committee**

Board of Directors appoints four members of Risk Management Committee by electing from a number of directors of the Company.

Name	Title
Mr.Chakkrit Uttayopas	Chairman of Risk Management Committee
Mr.Somkid Pardungkiattisak	Risk Mnagement Committee
Ms.Somsri Sripatoomrak	Risk Management Committee
Ms.Vachirawan Yamsri	Risk Management Committee

**Scope of duties and responsibilities of Risk Management Committee**

1. Establish policies, rules, and processes in the assessment and management of risks that affect the company
2. Assess, analyze, prioritize risk factors, and determine proper guidelines and strategies to manage risks
3. Monitor and assess the result of risk management and report to Audit Committee
4. Make decision and give recommendation on critical issues in the risk management process

**Nomination and Appointment of Managing Director (CEO) / Board of Directors / Senior Executives**

In the nomination of Chief Executive Officer (CEO) / Director / Senior Executive, the qualifications of nominated directors are determined in accordance with the Company's business operations using Board Skill Matrix.

**Managing Director (CEO)**

Following the criteria and nomination process for Managing Director (CEO), the Nomination and Remuneration Committee shall select from the existing top executives or third parties with knowledge and capabilities in managing the company's business. Also, the CEO shall have a good understanding and experiences as an organizational leadership to manage the company's business towards the achievement of objectives and goals set by the company, as well as being a qualified person who is not prohibited by law. The nomination is proposed to the Board of Directors for further consideration and appointment.

The Nomination and Remuneration Committee shall consider according to the criteria as follows:

- 1) Being a director of the company according to the regulations
- 2) Having knowledge and abilities to manage the business, with professional skills, experience, and specific qualifications in various fields that are most essential and have the highest benefits to the company's business
- 3) Having experiences in business and organizational management
- 4) Having experiences in organizational leadership at a high level
- 5) Being recognized by the relevant business organizations
- 6) Being approved by the Board of Directors

**Nomination of Directors and Senior Executives** will be conducted through the nomination and remuneration Committee to consider and select the qualified and capable directors in accordance with the business strategy of the company. Then they propose to the board of directors and / or shareholders to consider and appoint again.

Appointment of the company's directors must comply with the company's article of associations and related laws and regulations. Meeting of shareholders consider to appoint directors of the company using majority rule with the following criteria

1. Each shareholder has voting rights equal to the number of shares held
2. Each shareholder can use his/her voting rights according to 1. to choose one candidate or more than one candidate but he/she cannot assign his/her rights to any candidate unequally
3. Candidates are ranked based on his respective votes and the candidates with top votes, the number of whom equals to the vacant director positions, are appointed as directors. In case that two or more candidates are given equal votes, resulting in the total number of eligible candidates exceeding the vacant director positions, Chairman of the meeting will exercise his authority to give the final vote.
4. In case that the director position become vacant due to the causes other than normal expiration, Board of Directors must obtain at least three-out-of-four resolution to select a qualified candidate who does not possess prohibited characteristics to assume the vacant director position in the next meeting, except when the remaining term of the replaced director is less than two months. The term of the replacing director is equal to the remaining term of the replaced director.
5. The Meeting of Shareholder may vote to cause a director to leave the position before his term using at least three-out-of-four voting rights presence in the meeting, which constitute to more than half of the total voting rights of shareholders

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**Director qualifications**

Persons eligible for director positions are knowledgeable and prepared to perform the duties and must possess the following qualifications at the least;

1. Must possess desired qualifications and must not possess prohibited characteristics as stipulated by Securities Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) as well as must not possess characteristics that may lead to untrustworthiness in his/her management conduct from shareholders as determined by the SEC
2. Must possess knowledge, skills, or experiences in related business or in the field of finance and accounting, business administration, or other fields deemed appropriate by the Board of Directors. At least one non-executive director must have experience working in the business related to the business of the company.
3. Be able to devote sufficient time to cautiously and vigorously perform director duties especially when making the critical decisions for the company's benefits and be able to fully attend the meeting of the Board of Directors and the shareholder meetings, except in the time of emergency
4. Possess morals, ethics, and other characteristics possibly determined by laws or by the Board of Directors

Nomination Committee will consider candidates for independent directors based on the qualifications set by the SEC. The company defines qualifications for "**independent directors**" as follows:

1. Holds not more than 1% of shares with voting rights in the company, its parent company, subsidiaries and Indirect Subsidiaries, associated companies, or legal entities with possible conflicts. This includes shares held by related persons of such independent directors.
2. Is not currently or has not been an executive director, employee, staff, consultant with monthly compensation, or a controlling person of the company, its parent company, subsidiaries and Indirect Subsidiaries, associated companies in the same level, or legal entities with possible conflicts, except refraining from such position for no less than two years before director appointment date
3. Is not connected by blood or by legal-biding registration in the form of paternity, maternity, spouse, siblings, or descendants with executives, major shareholders, controlling persons, or persons to be nominated as executives or controlling persons of the company or its subsidiaries and Indirect Subsidiaries.
4. Does not currently have or has not had business relationship with the company, its parent company, subsidiaries and Indirect Subsidiaries, associated companies, or legal entities with possible conflicts which may prevent his/her exercising of independent judgment, and is not currently or has not been a major shareholder, non-independent director, or executive of the entities having business relationship with the company, its parent company, subsidiaries and

Indirect Subsidiaries, associated companies, or legal entities with possible conflicts, except refraining from such position for no less than two years before director appointment date

5. Is not currently or has not been an auditor of the company, its parent company, subsidiaries and Indirect Subsidiaries, associated companies, or legal entities with possible conflicts, nor is a major shareholder, non-independent director, executive, or partner of the audit firm in which the auditor of the company, its parent company, subsidiaries and Indirect Subsidiaries, associated companies, or legal entities with possible conflicts is employed, except refraining from such position for no less than two years before director appointment date
6. Is not currently or has not been a professional service provider, including legal advisor or financial advisor, receiving monthly compensation in the total amount of more than two million baht per year from the company, its parent company, subsidiaries and Indirect Subsidiaries, associated companies, or legal entities with possible conflicts, and in case that the mentioned professional service provider is a legal entity (not a person), the candidate for independent director must not be a major shareholder, non-independent director, executive, or partner of such professional service provider, except refraining from such position for no less than two years before director appointment date
7. Is not appointed a representative of the director of the company, its major shareholder, or a shareholder which is a related entity of the company's major shareholder
8. Does not possess other characteristics that prevent exercising of independent judgment on the business conduct of the company

## 7.4 Information about the Management

### 7.4.1 Name and Positions

#### Executives

There are 7 executives of the company as follows:

Name list	position
Mr. Bunchai Punturaumporn	- Chairman of the Executive Committee
Miss Duangdao Mahanavanont	- Chief Executive Officer
	- Direct of International Sale (Acting)
	- Direct of Business Development (Acting)
	- Direct of Human Resource (Acting)
Mr. Somkid Pardungkiattisak	- Chief Financial Officer
Miss. Picha Thanalongkorn	- Chief Marketing Officer
Miss Vachirawan Yamsri	- Chief Operation Officer
	- Director of Production and Production Engineering (Acting)
	- Director of Procurement and Pre-Production (Acting)
Mr. Winai Phanachaweng	- Director of Store Retailing

### 7.4.2 Remuneration Policy for Executive Directors and Executives

#### Executive Compensation

For the executive's remuneration, the Board of Directors assigns the Nomination and Remuneration Committee, excluding the executive directors, to be responsible for determining, considering, and monitoring the remuneration structure of the Board of Directors, Managing Director (CEO of the company), Senior Executives, and executives, as well as monitoring the performance evaluation according to the specified criteria. This information is used to determine appropriate compensation in both the short term and long term, as well as communicate to the executives at all levels for acknowledgment. In this regard, all processes must be also carried out with employees at all levels.

### 7.4.3 Specify the Total Amount of Remuneration for Executive Directors and Executives

#### Financial Reward

In 2022, the Board of Directors and the Executives were remunerated as follows:

Name	2021	
	Description of payment	Amount (Million Baht)
Directors & Executive (as Executive)	- Salary, position allowance and fuel allowance, cars, and bonuses.	30.11
	- Remuneration to Director	0.40

#### Other Benefits for Directors and Executives

- The Company provides 6 vehicles for the executives to use in the Company business.
- The Company provides a provident fund to employees who are members of the fund which the employees pay the accumulated and the Company pays at the following rate:
  - Department Manager and Director levels     Rate 3 or 4 or 5 or 6 %
  - Deputy Managing Director and Managing Director levels     Rate 3 or 4 or 5 or 6 or 8% based on the income before tax of each month
- Executives level provides life insurance and group health insurance.

## 7.5 Employee information

### 2022 Operational goals

The year 2022 is the year of economic recovery and people's new normal lives. Even though the Covid-19 situation is less severe, the new lifestyle and technology have stayed and fulfilled the quickly changing way of working. As a result, the Company is committed to preparing and developing the potential of its employees to become a learning organization ready for potential change by requiring training for at least 70% of the total number of employees per year and at least 15 hours of training per person a year. We encourage our employees to be happy at work, to have fun, to try new things, and aspire to becoming everyone's second home.

### Human Resource Management Guidelines

#### Manpower Planning and Recruiting

The Company recognizes the value of its employees to the organization and believes in their efficiency and multifaceted skills. A review and an internal operation restructure have been conducted to be concise, streamlined, and ready for potential changes, including promoting opportunities for internal recruitment, transferring to other business functions based on appropriate qualifications, filling in the required functions, enabling a rotation, learning, re-skilling and up-skilling to the employees. In addition, in the past year, the Business Development Unit



has been established as an important mechanism to link the entire working dimensions in accordance with the expected direction to simplify operations and develop effective marketing strategies.



### New Employees Recruitment

The Company focuses on effectively reaching target groups through online systems, such as using various recruitment websites and Facebook Groups to recruit specific skills or local employees to increase recruitment opportunities, and promoting positions through Line groups of each branch to allow employees to participate in recruiting colleagues, including the Friend Referral program. Furthermore, we have enhanced the online screening and interview process for convenience and flexibility in recruitment, and sought part-time employment to support sales activities and provide chances for students who seek an income while studying.

### Performance in 2022

New Employees Recruitment	1,109 people (e-commerce / Marketing / Sale officers / Sewing workers)
Internal recruitment, transfers, and job rotation	22 people (e-commerce / Production line)
Part-time employment (sales support)	967 people (total 5,022,925 baht)



The table shows the employee recruitment statistics from various channels in 2022.

	Online	Friend Referral	Walk in	Total
Monthly	68	54	45	167
Daily	71	380	322	773
Sale officers	93	29	45	167
Total	232	463	412	1,109
	21%	42%	37%	100%

The Company has established appropriate employment policies in relation to the labor market and provides on-the-job training and a buddy system to cultivate knowledge and understanding of key skills through real-world experiences, with the care and mentorship of experienced professionals to make employees ready and able to work happily.

## Elderly Employment in the organization

As Thai society is turning into the aging society, the Company recognizes the importance of the situation and value of its fellow employees, so we launch the post retirement employment policy for those who are healthy physically and mentally, and ready to contribute to success in positions where skills are needed, including providing advice and passing on to fellow employees from the age of 55–65 years old.

Function	Executives	Sale Management	Product Design and Development	Production and sewing techniques	Others	Total
Total (people)	4	27	3	9	13	56

## 2. Employee Capacity Development and Promotion

To create learning opportunities and develop the employee's potential in accordance with the needs of the organization and empower them to be capable of performing their tasks as well as creating a driving force for success, the Company has policies and guidelines to promote knowledge and develop their potential by providing a learning process through various training programs based on the business functions, duties, and responsibilities as well as socio-economic factors.

This year, the Company focuses on driving the organization in line with its vision and mission, particularly in the data-driven innovation management, making decisions through OKR as a tool to move towards goals, thus conveying information, goals, and exploring the training needs from various departments, which is a key factor for the employee and corporate success as shown below.

### Samples on 2022 Training Needs surveys from line managers and business units

Business unit	Training course	Total
Executive/Manager	Driving OKR at the operational level/Quality action plans formulation	84
Sales & Marketing	Innovative data-driven management	30
Production	Multi Skill, Work Passport production techniques	1,283
Human Resource	BIO SOFT program for HR management	20
Sales officers	Sales & Marketing techniques	872

The Company has provided 39 training courses based on a training needs survey from different departments with the following goals and training course examples.

Employee's group	Goals	Training course examples
<b>Executive</b>	Strengthen the vision and action strategy in response to changing circumstances, and to drive the business strategy with Environment, Social, and Governance (ESG) for sustainable business.	TLCA Executive Development Program: EDP2022, CFO 2022, PDPA for Accounting and Finance, ESG for corporate opportunities and risks
<b>Management-level employees</b>	Focus on developing knowledge and skills in data management, including resource management to achieve the goals of happiness, and drive business strategies with Environment, Social, and Governance (ESG) for sustainable business.	Line Manager Skills Development, OKRs for efficient drive, Data Thinking & Creativity-Driven Marketing
<b>Operational level employees</b>	Focus on driving business strategy with Environment, Social, and Governance (ESG)) and provide basic training to employees in all functions and training courses based on each functional need according to the corporate strategy implementation.	Anti-Corruption and Prevention Course, Business Code of Conduct, Human Rights, Risk Management and OKRs to Drive Business Strategy
	<b>Production and warehouse business unit</b> Focus on developing skills to support a variety of work processes with quality and safety for employees so they can work in all areas and different styles, as well as optimizing resources and minimizing waste during the work process to control its expenses and ensure a sustainable environment.	Training on Work Passport for each production machine, multi-skill courses, optimization by reducing losses from setup and losses from machinery and developing warehouse work skills.
	<b>Sales &amp; Marketing business unit</b> Focus on enhancing innovative data management to develop effective marketing strategies, both online and offline, in response to consumer demand.	IDEATE CLASS course, Data-Driven innovation management for decision making, DIGITAL STRATEGY, 36 <sup>th</sup> Super Brand Manager
	<b>Sales Officers</b> Focus on developing product lines expertise, service, and sales skills according to the Company's service standards to create the highest impact and promote communication skills for salespeople.	Basic sales management course, basic product lines learning skills to develop professional sales course

Remark: Disclosure of information in accordance with GRI 404-2: Programs for upgrading employee skills and transition assistance programs

There are several examples of projects based on the survey of training needs to meet with the corporate goals. from the sales & marketing business unit, it will focus on "Innovative data-driven management. At the same time, the Company has organized three training courses from well-known speakers to promote the data usage for employees, such as Data Thinking & Creativity-Driven Marketing course, conducted by Mr. Nattapol Muangtham from the FB page: Everyday Marketing, Workshop on Social Listening, conducted by WISESIGT, the number one social media analytics provider in Thailand, and Visualize It with PowerBI course, conducted by Mr. Nattawut Chatviriyacharoen from the FB page: Engineer's report.



Table on the number of employees who completed the corporate all training courses in 2022





			 
Total employee	2,926	529	3,455
Employee's Participation	2,926	529	3,455
Percentage	100	100	100

Table of summary on the average hours of training per year per employee during 2020–2022

Employee's group	Average hours per employee		
	2020	2021	2022
Executive	20	15	24
Management-level employees	20	12	24
Operational level employees and Sales officers	15	10	18

Remark: Disclosure of information in accordance with the GRI 404-1: Average hours of training per year per employee

## Performance in 2022

As a result of the effective survey on the training needs and plans, the Company has achieved work productivity and employees can still participate in training to meet the targets, especially when it comes to conducting business with the Environment, Social, and Governance (ESG). The Company focuses on providing employees with learning, performing, and testing in all dimensions as well as acquiring skills to perform specific tasks. This is to create knowledge, understanding and management for sustainable growth.




### 3. Opportunities creation, career development, and successors development for key positions

The Company encourages all employees to participate in training, self-development, and empowerment to improve work productivity and generate opportunities for learning, improvement, change, and development, as well as providing equal opportunity for employee promotion. It has a clear and tangible evaluation system and does not discriminate based on gender, race, and religion. In addition, promotions are considered once a year in January, emphasizing the significance of fair evaluation in determining the ability of employees in every field of work. This resulted in the promotion of opportunities and job advancement for 20 people, accounting for 23.8% of the total number of executives and managers.

2022 Employee promotion			
Employees who get promoted	14	6	20

Remarks: Disclosure of information in accordance with GRI 404-3 Percentage of employees receiving regular performance and career development reviews.

The Company recognizes the opportunity to advance for all employees regardless of gender, race, religion. The following numbers make up 81% of the Company's overall amount of female and gender-nonbinary executives and managers:

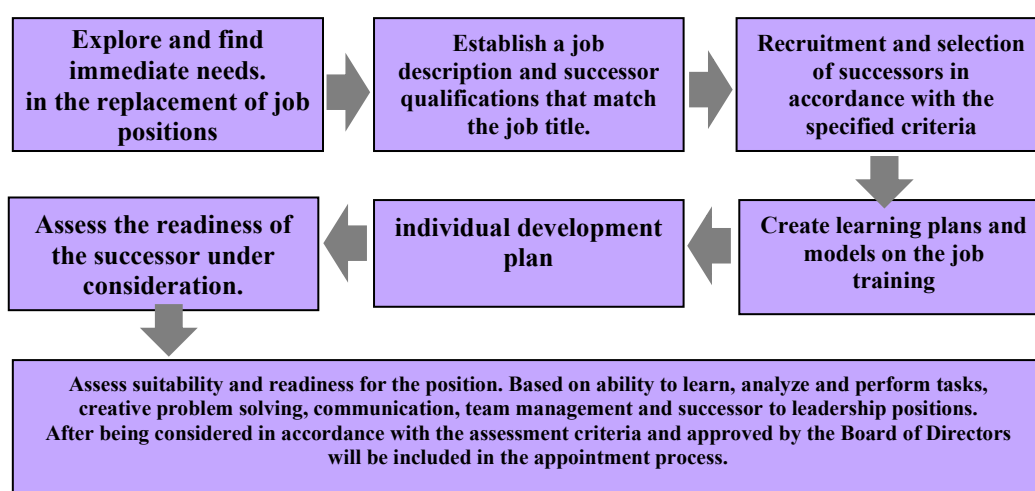
Position			
Executive	4	3	7
Department manager	5	3	8
Division manager	17	5	22
Team manager	42	5	47
Total	68	16	84

The Company also creates a succession plan for important roles that is co-planned by management and human resources, requiring managers and employees in critical positions, who are at the age of 48 or older,

to participate in successor planning and preparation programs. The following criteria and considerations are as follows:

Criteria	Requirement	Remark
Successor' age	No less than 30 years old on the proposed appointment date	-
Successor' working years	No less than 5 years on the proposed appointment date	-
Successor's past performance assessment	No less than B in the 3-year past assessment	Receive A at least one year
Conduct on-the-job training	Report to the executive every 3 months	Based on the future scope of duties
New assignment under the evaluation structure	Progress reports every 3 months	For management skill development
Evaluation and appointment preparation	Pass the productive management, and supervise the team effectively	

#### Succession Plan



#### 4. Compensation and Welfare Management








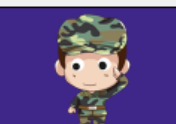




The Company has a policy to pay employees in line with labor laws and suitability according to qualifications, knowledge, ability, and experience at the same amount of the returns of the same industry in the form of salary, overtime pay, commissions/special remuneration when working on target, bonuses (based on the Company's performance) as well as a variety of welfare arrangements. In addition, there is an annual evaluation to consider adjusting wages based on the employee's performance and ability. Remuneration, benefits, and wage adjustments are all considered based on the performance with no difference in origin, race, religion, gender, marital status, etc.

Lists	31 Dec 2020	31 Dec 2021	31 Dec 2022
Salaries and bonuses (million baht)	635.86	556.06	544.36

#### Vacation & Leave Benefits

The Company offers the following leave benefits to employees who have essential business tasks as mandated by law:

SABINA
วันหยุดและวันลา

 วันหยุดประจำสัปดาห์	 วันหยุดประเพณี 13 วัน	 วันหยุดพักผ่อน 6 วัน <small>(เมื่อมีอาการป่วย)</small>	 ลาป่วย 30 วัน	 ลากิจ 5 วัน	 ลาคลอด 98 วัน
 ลาทำนมนัน 7 วัน	 ลาเพื่อรับราชการทหาร <small>(ลาได้ตามกฎหมายจ่ายค่าจ้าง 80 วัน)</small>	 *อายุงาน 1 ปี ลาสมรส 5 วัน	 *อายุงาน 1 ปี ลาปฏิบัติธรรม 3 วัน	 *อายุงาน 1 ปี ลาคลอด 7 วัน	 *เมื่อบรรจุ ลาฌาปนกิจ 5 วัน <small>(มีค่าจ้าง 80% ของเงินเดือน)</small>

## Employee Benefits

The Company offers a variety of equal benefits to employees. It focuses on complying with laws and corporate regulations regardless of race, religion, gender, and marital status as follows:

SABINA

สวัสดิการสำหรับพนักงาน



ค่ารักษาพยาบาล 5,000 บาท/ปี  
สูงสุดไม่เกิน 10,000 บาท



ค่าเชื่อมต่อผู้ป่วยใน 500 บาท/ครั้ง  
ไม่เกิน 2 ครั้ง/ปี



ค่ารับขวัญบุตร 400 บาท/คน  
\*เด็กไม่เกิน 2 คน



กองทุนสำรองเลี้ยงชีพ  
\*อายุงาน 1 ปี บริษัทสมทบตามลำดับขั้น



มงคลสมรส 1,000 บาท  
\*เบิกได้ครั้งเดียว



ปีศาจตามบุตร/คู่สมรส 6,000+1,000 บาท  
\*กรณีพนักงาน 20,000+1,000



สินค้าราคาพิเศษ  
\*สินค้าเกิน 5 ชิ้นพิเศษ 30-40%



ช่วยเหลือผู้ป่วย 7 โรคร้ายแรง  
\*พิจารณาตามอายุงาน


## Welfare for 7 serious illnesses

The Company helps employees who are sick from severe illnesses, which cause sick days to surpass the legal limit and a loss of revenue due to work absence, so the Company takes extra care by providing leave and wages during the treatment and recovery time, using the working year as the criteria, which specifies the disease groups that can be helped as follows:

SABINA

สวัสดิการสำหรับพนักงาน

สวัสดิการช่วยเหลือเจ็บป่วยป่วย 7 โรคร้ายแรง



มะเร็ง

ไตวาย

การทุพพลภาพทั้งหมดอย่างถาวร

HIV

ความผิดปกติของกระดูกหักที่มีภาวะแทรกซ้อน

SLE

โรคหรือการบาดเจ็บของสมองเส้นเลือดสมอง หรือกระดูกสันหลังอันเป็นเหตุแก่อัมพาต

1. ได้รับสวัสดิการในกรณีที่แพทย์ระบุให้รักษาตัว โดยจะต้องมีใบรับรองแพทย์ที่มีความเห็นแพทย์ระบุให้มีการหยุดรักษาตัวส่งถึงฝ่ายบุคคล

2. สามารถใช้สิทธิลาโดยได้รับค่าจ้างจากบริษัท เป็นเวลา 30 วันก่อนเป็นลำดับแรก

3. กรณีที่รักษาตัวมากกว่า 30 วัน แจ้งฝ่าย HR เพื่อรับทราบพร้อมเอกสาร ซึ่งจะพิจารณาจ่ายค่าจ้างคำนวณจากค่าจ้างงวดสุดท้าย โดยพิจารณาการตามอายุงานดังนี้

อายุงานที่พิจารณา	รับค่าจ้างปีที่ 1 / เดือน	รับค่าจ้างปีที่ 2 / เดือน	รับค่าจ้างปีที่ 3 / เดือน	หมายเหตุ
3 ปี ไม่ถึง 6 ปี	100%	-	-	รายงานตัวเป็นลายลักษณ์อักษรทุก 4 เดือน
6 ปี ไม่ถึง 15 ปี	100%	50%	-	
15 ปีขึ้นไป	100%	100%	50%	



## Loan benefits and employee funds

The Company has established loan benefits and funds to help employees who are in an urgent need. The Company provides loans with no interest to reflect the benefits; purpose, especially in times of need and to avoid problems with informal loans or credit card debt with high interest rates, which will affect the financial status and stability of employees in the future.

SABINA			สวัสดิการเงินกู้และกองทุนเพื่อช่วยเหลือพนักงาน		
					
<b>สวัสดิการเงินกู้ยืม 6,000 บาท</b>	<b>กองทุนชุนใจ</b>	<b>สวัสดิการเงินกู้ฉุกเฉิน</b>			
<p>เงินกู้ยืมเพื่อช่วยเหลือพนักงานแบบปลอดดอกเบี้ย วงเงินกู้ 6,000 บาท/ครั้ง/ปี ผ่อนชำระคืนเดือนละ 1,000 บาท เป็นเวลา 6 เดือน</p>	<p>เงินกู้ยืมเพื่อช่วยเหลือพนักงานแบบปลอดดอกเบี้ย วัตถุประสงค์เพื่อชำระหนี้บัตรเครดิต/หนี้โน้ตกระบบ วงเงิน 3-8 เท่าของค่าจ้าง ตามมูลหนี้ และผู้ค้ำประกัน</p>	<p>เงินกู้ยืมเพื่อช่วยเหลือพนักงานแบบปลอดดอกเบี้ย กรณีบิดา, มารดา, สามี, ภรรยา, บุตร และญาติสายตรง เจ็บป่วย/ประสบอุบัติเหตุ วงเงิน 3-5 เท่าของค่าจ้าง</p>			

## Provident Fund

Since 2005, the Company has established a provident fund for the welfare and well-being of employees after retirement. In 2022, the Company changed its rules to enable employees who have previously had issues with the provident fund to rejoin it and to increase enrollment flexibility to support employee crises. Employees with one year of work experience or more are eligible to register for the volunteer contribution program, which has a fulfillment rate of 3–15 percent. The Company will contribute 3–8% of the salary according to the position and can resign from the fund with only the accumulated funds. The Company's contributions are paid at the end of the employee's employment, and employees can choose their provident fund investment plan based on their voluntary, age, and availability. Currently, there are 1,602 members in the fund, representing 46.4% of the current workforce, as detailed below.



Branch	Information on the Employee Enrollment for Provident Fund		
	2020	2021	2022
Head Office	217	209	226
Sales officers	435	337	459
Thaphra	175	125	115
Sai 5	281	179	186
Chainat	401	122	126
Yasothon	522	364	398
Buriram	130	98	92
Total	2,161	1,434	1,602

## 5. Employee Care and Engagement

With the commitment to taking care of the employees to be happy at work, have fun, try new things and become everyone's **second home**, the Company operates and organizes activities to build good relationships between fellow employees and do good deeds for the community and society, such as activities on important festivals, traditions and religions, sports activities within the branches, 5S activities at home to the community, charity shop activities on the occasion of the anniversary of Mother Jintana Thanalongkorn Foundation based on promoting quality of life according to the concept of 8 ways of happiness.



As a result, the Company has received the Labor Management Excellence award for more than 17 consecutive years in Yasothon factory, 15 years in Tha Phra factory and 13 years in Sai 5 factory.



In addition, the Company offers suitable care at the workplace (details in Safety, Occupational Health and Working Environment). We have also encouraged employees to enjoy and challenge themselves at work. They are encouraged to provide feedback and improve their job by participating in various different activities to collect Sabina Reward Points for redemption and engagement activities.



สมุดสะสมแต้ม

สินค้า ของรางวัล

To increase employee engagement, the Company encouraged their corporate involvement and participation in many areas by setting shared commitment to making employees feel valued and proud of their work, while encouraging leadership by empowering them to make appropriate decisions and communicate policies, thereby translating policy into action. There are several public relations plans to keep the overall corporate situations up to date to foster a healthy environment and drive the organization.



Pictures on CEO TALK activities (Employees meeting) held for executive communication to employees

## Employee Satisfaction Assessment



The Company conducts a satisfaction survey to explore employees' opinions once a quarter in four key areas: employee engagement with the organization in terms of their operation, corporate pride, workplace satisfaction, and leadership satisfaction with the expected average satisfaction score at 75% as the evaluation criteria and then the actual score will be analyzed to create a plan for employee satisfaction.

## Performance in 2022

Employee satisfaction assessment	Assessment Results				
	Q1	Q2	Q3	Q4	AVG
Employee engagement with the organization in terms of operations	82.0	83.5	83.5	82.8	82.96
Corporate pride	83.6	85.8	83.9	83.7	84.25
Workplace satisfaction	74.0	76.3	75.7	77.6	75.89
Leadership satisfaction	75.5	77.8	74.7	75.5	75.89
Four areas average	78.8	80.9	79.4	79.9	79.75

The survey findings represent employees' attitudes toward the organization and management. Overall, it demonstrates a high degree of pride and engagement with the Company, as well as satisfaction with the workplace and leadership at the expected level. The survey findings were made public through the Company's various channels to increase employee awareness and the survey results were used to improve the implementation of various aspects as a result of the implementation of employee maintenance and engagement.

## Happy Retirement Program



Based on the Company's belief that "employees are the most important and valuable resource," the Company is committed to taking care of employees from their first day until retirement. We offer many beneficial programs and value employees until their last working day by preparing them for sustainable retirement through the "Happy Retirement Program." We provide pre-retirement training to employees over the age of 50 and interested employees to build knowledge and understanding of stable financial planning

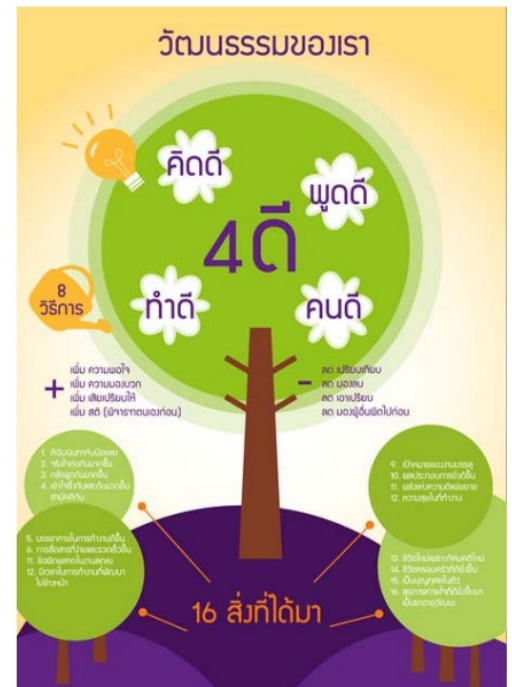


and life security up to retirement age in order to be in line with the current Thai society as it enters into an aging society. There are other support activities such as investment knowledge sharing by experts and “From heart to heart with close bond” activities to pass on good feelings from colleagues, as well as conveying good experiences and work guidelines until the happy retirement of employees retiring that year.

## 6. Cultivating Corporate Culture

Our employees come from different backgrounds, family, education, ideas, which can cause problems and obstacles when working together, as well as when working under pressure to achieve the goals. Therefore, the Company wishes to cultivate a positive attitude towards work to reduce conflicts of opinion, respect, accept, and better understand each other to have a good relationship and work together; meanwhile, the “4-D Good Culture” consists of thinking well, speaking well, doing good, and being a good person based on eight methods.

Increase	Decrease
Satisfaction	Comparison
Optimism	Negativism
Sacrifice (Know how to lose)	Exploitation
Mindfulness (Self-consideration first)	Misperception



This results in more teamwork and collaboration.

Through human capital management (HCM), the Company has increased its business competitiveness from being a “Learning Organization,” encouraging and supporting people in the organization to improve themselves, learn new things all the time, provide knowledge exchange from trial and error and transfer it to other members to ensure continuous learning outcomes. This results in the new products or services development that can meet the needs of customers, creating an advantage for the organization and maximizing the benefits for the business.

As a result of being a learning organization, in 2022, 27 students participated in the training from various institutions, including civil servants in the New Generation Change Agent Development Program, the Office of the Public Sector Development Commission allows internal employees to indirectly benefit from reviewing knowledge before sharing and training the student.

Business unit	Number of students who participated in the Company (persons)		
	2020	2021	2023
Business development	10	2	13
Product Development	5	-	3
Production and warehouse	25	14	11
Total	40	16	27

## 7. Labor practices and Respect for Human Rights

The Company values its employees' opinions and suggestions with regard to human dignity (for more information, see "Respect for Human Rights"). In addition, in case of a change in performance that may affect employees, the Company has established the following minimum notification period for employees to be informed:

Operational changes	Minimum notification period
Change on annual holiday / vacation	1 month
Department / position transfer	1 month
Operational workplace transfer / department merger	1–2 months
Renewing retirement	10 months

Remark: Disclosure of information in accordance with GRI 402-1: Minimum notice periods regarding operational changes

## Personnel Information for 2020–2021–2022

Total number of all employees by level

Branch	Number of employee (people)					
	2020		2021		2022	
	Male	Female	Male	Female	Male	Female
High-level Executives	6	7	6	7	6	9
Mid-level Executives	3	18	4	14	5	17
Entry-level Executives	12	45	7	45	5	42
Full-time employees	230	1,580	205	1,349	206	1,297
Part-time employees	395	1,808	274	1,341	307	1561
Total (people)	646	3,457	496	2,756	529	2,926

Remarks: Disclosure of information in accordance with GRI 405-1: Diversity of governance bodies and employees

Given the current situation, the business sector is back on track and the labor market has returned to normal. As a result, the employee turnover has increased, with an average rate of 27%, as detailed in the table below, which is an increase from the previous year. This is due to the corporate restructuring and development of the operating model to be more efficient. As a result, no employees will be replaced in certain positions, which is consistent with the Company's assessment of the situation and management strategy.

Branch	Employee Turnover Rate					
	2020		2021		2022	
	Male	Female	Male	Female	Male	Female
Head office	1	20	3	16	1	45
Sai 5	71	108	99	152	84	173
Tha Phra	11	66	12	47	8	74
Chainat	13	74	5	64	8	114
Yasothon	35	83	32	89	64	148
Burirum	34	19	21	42	25	53
Sales Officers	0	135	0	184	0	145
Total (people)	165	505	172	594	190	752
Turnover Rate (Percentage)	16.33		23.55		27.26	

Remark: Disclosure of information in accordance with GRI 401-1: New employee hires and employee turnover

#### Maternity leave rate

Factory	Female employee	Maternity leave		Return to work	
		Number	%	Number	%
Head office	296	3	1.01	3	1.01
Sai 5	397	8	2.02	3	0.76
Tha Phra	207	3	1.45	2	0.97
Chainat	328	3	0.91	1	0.30
Yasothon	679	14	2.06	12	1.77
Burirum	144	5	3.47	5	3.47
Sales Officers	875	28	3.20	16	1.83
Total	2,926	64	2.19	42	1.44

Remark: Disclosure of information in accordance with GRI 401-3 Maternity leave

## Benefits and allowances for employees

Factory	จำนวน (คน)	Provident Fund	Medical Expenses	Emergency Loan / Aunjai Fund	Special Allowance	
					Employees and family	Disaster
Head office	226	2,486,791	566,890	66,000	83,900	
Sai 5	186	884,076	155,981	234,000	106,125	
Tha Phra	115	338,201	66,261	318,000	43,148	
Chainat	126	262,097	158,418	678,000	48,800	
Yasothon	398	1,032,376	421,321	426,000	205,197	
Buriram	92	440,672	21,660	246,000	64,148	
Sales Officers	459	1,527,919	201,752	114,000	139,979	14,000
<b>Total</b>	<b>1,602</b>	<b>6,972,132</b>	<b>1,592,283</b>	<b>2,082,000</b>	<b>691,297</b>	<b>14,000</b>

Remark: Disclosure of information in accordance with GRI 401-2: Benefits provided to full-time employees

## 7.6 Other Important Information

### 7.6.1 Information of persons who are directly responsible for accounting supervision, the Company's secretary, head of internal audit together with the information of such person attached.

#### Company Secretary and The person supervising accounting

On November 13, 2013, the Board Meeting resolved to appoint Miss Vaja Mukto as the Company Secretary to be responsible for the following matters for and on behalf of the Board of Directors or the Company.

- To provide fundamental suggestion to the directors related to law and regulations about securities and Company's regulations, and to follow up on compliance including major changes which could affect the directors.
- To arrange meetings of shareholders and board of directors in accordance with the law, and regulations of the Company.
- To prepare the minutes of the shareholders meeting and the minutes of the Board of Directors meeting, and to follow-up and ensure proper practice.
- To be responsible for disclosure and reporting information in the related regulations and requirements of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).
- To establish and to maintain the following documents:
  - Registration Committee.



- Board of Directors' meeting invitation letter, Board of Directors' meeting report and Annual report of the Company.
- The Shareholders' Meeting invitation letter and the Shareholders' Meeting minute
- Annual report form (56-1 One Report).
- To maintain reports of interest reported by directors or executives.
- To perform other activities as specified by the Capital Market Supervisory Board.
- There are also other duties of care activities of the Board of Directors and to ensure that the Board of Directors and the Company practice compliance with law and regulations.

The attributes of the person holding the position of Company's secretary and The person supervising accounting is shown in Attachment 1.

#### **Head of Internal Audit**

In Meeting of Audit Committee dated May 12, 2022, the Committee appointed Mr. Thanawat Krongviriyapap as Secretary of Audit Committee and Head of Internal Audit Unit since he is experienced in the internal audit field and has extensive understanding about the nature of work of the company.

Qualifications of Head of Internal Audit Unit appears in Attachment 2.

#### **Scope of work of the Internal Audit**

The Internal Audit has the scope of work to guarantee that the risk management system, internal control system, and corporate governance processes are adequately provided and effective, as detailed below:

- 1) Review and evaluate the adequacy and efficiency of the Company's risk management and internal control.
- 2) Review the reliability of accounting data and financial records, accounting procedures, accounting standards, and financial filing standards.
- 3) Evaluate the accuracy, reliability, and adequacy of different work systems and information systems, including information system security, to have concise, appropriate, and effective internal control.
- 4) Review the adequacy and appropriateness of asset recording, utilization, and maintenance, as well as the ability to indicate the existence of those assets and other Company interests.
- 5) Review compliance with good corporate governance principles
- 6) Review the performance of various business units to ensure compliance with policy, corporate rules, and regulations, including compliance with the relevant rules, laws, or government regulations, as well as the quality of operations within the Company.
- 7) Monitor, review, or examine various tasks given by the Board of Directors, Audit Committee, or Managing Director to identify performance errors or other corruption issues.

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- 8) Provide advice, recommendations, or comments, as well as work procedures, to guarantee a concise and appropriate internal control system.

**Duties and Responsibilities of the Internal Audit**

- 1) Internal auditors are responsible for auditing in accordance with professional standards of internal audit.
  - 2) Prepare a yearly internal audit plan and submit it to the Audit Committee for approval by the end of the fiscal year.
  - 3) Examine, evaluate, and monitor the performance of different business units to ensure compliance with policy, regulations, orders, and legal requirements.
  - 4) Review and report on the reliability and completeness of the Company's financial and non-financial information.
  - 5) Examine each unit's internal control system and risk management at each operational stage to ensure an appropriate, concise, and adequate system for managing risk at an acceptable level and in accordance with good corporate governance processes.
  - 6) Perform IT General Controls and IT Application Controls.
  - 7) Provide consultations, guidance, reviews, and recommendations for the improvement on the internal control, risk management, corporate governance to executives and audit agencies.
  - 8) Report all key material facts discovered to the Audit Committee and Managing Director.
  - 9) Report the audit results in writing, explaining the objectives, scope of the audit, issues discovered and recommendations for improvement.
  - 10) Monitor and examine the implementation of recommendations from the Internal Audit Office, and auditors to ensure that management is effectively implemented.
  - 11) If the investigation reveals that there are circumstances that are considered to be fraudulent, the Head of Internal Audit shall promptly report the audit's results to the Managing Director and the Audit Committee.
  - 12) Coordinate and facilitate the auditors or officials of other government agencies with legal authority in relation to audits and report summaries of what has been done to the Managing Director.
  - 13) Perform any other audit duties as assigned by the Audit Committee, the Board of Directors, or Managing Director
  - 14) Prepare and review internal audit manuals to ensure they are up to date, appropriate, and in accordance with the office's situation and environment before submitting them to the Audit Committee for approval.
  - 15) The Head of the Internal Audit performs as secretary of the Audit Committee.
  - 16) Comply with the Internal Auditor's Code of Conduct
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### 7.6.2 Investor relations and contact information

the Company has established the Investor Relations Unit to provide information services and news of various activities of the Company with investors, shareholders, analysts and the public as well as answering questions from investors and related parties who can contact the Investor Relations Unit is Mr.Somkid Pradungkittisak by email [ir@sabina.co.th](mailto:ir@sabina.co.th) or Tel. 0-2422-9400.

### 7.6.3 Auditor's remuneration

To conform to the Public Company Act, regulations set forth by the SEC, and the company's regulations determining that Meeting of Shareholders consider and approve the appointment of auditor and annual auditor fee and Notification of Capital Market Supervisory Board Tor Jor 11/ 2009 Notification of Capital Market Supervisory Board no. Tor. Jor. 11/2009 regarding Rules, Conditions and Procedures for Disclosure of Financial Performance and Business Operation of the Company that issue the securities Section 7(7) stipulating that a listed company issuing securities must arrange to rotate its auditor who has reviewed and expressed his/her opinion for 5 consecutive accounting years. The company can appoint the new auditor working for the same office as the previous auditor.

The Meeting of Shareholders 2022 appointed Mrs. Nattsaruk Sarojnanchin or Mr. Chaiyuth Angsuwittaya or Ms.Daranee Somkomnerd or Ms.Jarunee Naummea or Mr.Siramet Certified Public Accountant No. 4563, 3885, 5007, 5596, and 11821 respectively, of AMT Associate Office to be an auditor of the company and its subsidiaries with total audit fee of 910,000 THB. Auditor from AMT Associate Office has satisfactorily completed his/her job with high professional standard, good auditing experiences, proper auditing fee, and independence without business relationship or interest in the company, its subsidiaries, executives, major shareholders, or related persons of such persons.

#### Audit fee

Remuneration	Unit : Bath	
	2022	2021
Sabina Public Company	910,000	910,000
Subsidiary's Company	640,000	640,000
Indirect Subsidiary's Company	50,000	-
Other expenses (Travel, stamp , fax etc.)	will pay for actual expenses	will pay for actual expenses

In 2022, there was no other compensation paid to the auditor of the company and its subsidiaries, audit office in which the auditor worked, and related persons or business connected with the auditor and its office.

## 8. Corporate Governance Performance Report

### 8.1 Summary of the Board's performance in the past year

The Company discloses a summary of the performance of the Board of Directors for the past year in Attachment 7 Report of the Board of Directors.

#### 8.1.1 Nomination, Development and Evaluation of the Performance of the Board of Directors

##### Continuous knowledge development of the board

The Board of Directors encourages and facilitates training and education for all Board members, management and employees to continuously improve operations.

The Company has encouraged directors to attend courses related to the performance of duties as directors such as courses organized by the Thai Institute of Directors Association (IOD) and other related institutions. In the year 2022, the directors attended the following courses.

Name	Position	Training
Ms.Dungdao Mahanavanont	- Chief Executive Officer - Risk Management Committee	- Data Thinking & Creativity-Driven Marketing - Visualize It With Power BI - Financial Statement for Director 2022 (FSD 46/2022)
Mr.Somkid Pardungkiattisak	- Director - Risk Management Committee	- TLCA CFO Professional Development Program (TLCA CFO CPD) 2022 (for 2nd/2022, 5th/2022 and 7th/2022) - PDPA for Accounting and Finance
Ms.Vachirawan Yamsri	- Director - Risk Management Committee	- Sustainability sharing on challenges and internal GHG management promotion

For new directors, the Company has an orientation for new directors, where the managing director of the relevant management will present information about the shareholding structure Organizational Structure, nature of the business, Company operating policy, Company regulations, financial information, information of affiliated companies, board meetings and other related information.

The Board of Directors has established a succession plan for the main positions by defining as part of the strategic plan for the succession of work and as a guideline for the development of executives as planned. This includes performing duties on behalf of the Managing Director or the executive cannot perform his/her duties.

The Nomination and Remuneration Committee prepares the succession plan for the Chairman of the Executive Committee / the Managing Director and the management of the Company by considering the importance of the business operation efficiently and continuously by having a plan to select personnel that will be responsible for important management positions at all levels to be appropriate and transparent, therefore, the criteria for selecting the successors for the job are as follow.

1. Chairman of the Executive Committee / Managing Director

When the position is vacant or those who are unable to perform their duties, the Company will provide a system for management in a similar order acting in a vacant position until a qualified person is selected according to the criteria set by the Company.

2. Executive level from the deputy director level to the director

When the position is vacant or the person in the position cannot perform the duty, the Company has planned the succession of executive level with the following process. There will be analyzing the situation of the business and personnel to be linked with the policy and strategic of the Company to develop or recruit for those who are resigned by defining knowledge and ability and being a person with a vision, knowledge and ability suitable for the culture of the organization. It is to select and evaluate the work, and assess the potential of employees to consider suitability.

#### **Board of Directors' annual performance appraisal**

The Board of Directors has provided an annual performance evaluation of The Board of Directors, which is divided into as the board, individual and sub-committees. In this regard, the Company has assigned the Nomination and Remuneration Committee to be the representative in determining the criteria, and evaluating the Board of Directors and individual committees with the same assessment criteria. It is consistent with the self-assessment form of the Securities Commission including having been reviewed for consistency

Self-evaluation form for both the Board of Directors and individual directors, with assessment topics are divided into 4 main topics as follows:

1. Qualifications of directors
2. Meeting attendance
3. Roles, duties and responsibilities of the Board of Directors
4. Other matters, such as the duties of the Board Relationship with management

Self-development of the board and executive development

Individual self-evaluation form of the sub-committee of the individual Company is divided into 3 main topics as follows:

1. Structure and qualifications of sub-committees
2. Meetings of sub-committees
3. Roles, duties and responsibilities of sub-committees

The Company has a process for evaluating the Board of Directors, which the Company Secretary will send the assessment form to the directors to evaluate and return to the Company. The Company will not disclose the name of the appraisal director so that the directors are independent in the assessment results, and the Company has presented the evaluation results to the Board of Directors and individual committees to participate in the evaluation and evaluation of the performance of the directors.

**Evaluation method** Each committee will use the performance evaluation form to evaluate oneself, the entire Board of Directors and the sub-committee by using the method of identifying the opinions of each director by checking the rating box from 1-4.

Each committee will use the evaluation form for the entire Board of Directors and individual and sub-committee by using the method of identifying the opinions of each director by checking the rating box from 1-4.

Which has the following meanings: 1 = strongly disagree 2 = disagree 3 = agree 4 = strongly agree

The evaluation results of the Board of Directors, both individual and sub-committees for the year 2022 is Excellence.

The Chairman of the Board of Directors and the Board of Directors have evaluated the performance of the managing director (CEO) by using the evaluation topics in accordance with the guidelines of the Stock Exchange of Thailand, consisting of the following topics:

1. Leadership
2. Strategy formulation
3. Strategy implementation
4. Financial planning and performance
5. Relationship with the board
6. Relations with external parties
7. Administration and relations with personnel
8. Succession
9. Knowledge of products and services
10. Personal features

The overall performance of the managing director for the year 2022 is included in the "excellent" criteria, with the company intending to evaluate the performance of the managing director on an annual basis in order to comply with good corporate governance principles

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**1) Independent Directors**

The company defines qualifications for “**independent directors**” as follows:

1. Holds not more than 1% of shares with voting rights in the company, its parent company, subsidiaries and Indirect Subsidiaries, associated companies, or legal entities with possible conflicts. This includes shares held by related persons of such independent directors.
2. Is not currently or has not been an executive director, employee, staff, consultant with monthly compensation, or a controlling person of the company, its parent company, subsidiaries and Indirect Subsidiaries, associated companies in the same level, or legal entities with possible conflicts, except refraining from such position for no less than two years before director appointment date
3. Is not connected by blood or by legal-biding registration in the form of paternity, maternity, spouse, siblings, or descendants with executives, major shareholders, controlling persons, or persons to be nominated as executives or controlling persons of the company or its subsidiaries and Indirect Subsidiaries.
4. Does not currently have or has not had business relationship with the company, its parent company, subsidiaries and Indirect Subsidiaries, associated companies, or legal entities with possible conflicts which may prevent his/her exercising of independent judgment, and is not currently or has not been a major shareholder, non-independent director, or executive of the entities having business relationship with the company, its parent company, subsidiaries and Indirect Subsidiaries, associated companies, or legal entities with possible conflicts, except refraining from such position for no less than two years before director appointment date
5. Is not currently or has not been an auditor of the company, its parent company, subsidiaries and Indirect Subsidiaries, associated companies, or legal entities with possible conflicts, nor is a major shareholder, non-independent director, executive, or partner of the audit firm in which the auditor of the company, its parent company, subsidiaries and Indirect Subsidiaries, associated companies, or legal entities with possible conflicts is employed, except refraining from such position for no less than two years before director appointment date
6. Is not currently or has not been a professional service provider, including legal advisor or financial advisor, receiving monthly compensation in the total amount of more than two million baht per year from the company, its parent company, subsidiaries and Indirect Subsidiaries, associated companies, or legal entities with possible conflicts, and in case that the mentioned professional service provider is a legal entity (not a person), the candidate for independent director must not be a major shareholder, non-independent director, executive, or partner of such professional service provider, except refraining from such position for no less than two years before director appointment date

7. Is not appointed a representative of the director of the company, its major shareholder, or a shareholder which is a related entity of the company's major shareholder
8. Does not possess other characteristics that prevent exercising of independent judgment on the business conduct of the company

## 2) Specify the method of selection of directors and high-level executives

### **Nomination and Appointment of Managing Director (CEO) / Board of Directors / Senior Executives**

In the nomination of Chief Executive Officer (CEO) / Director / Senior Executive, the qualifications of nominated directors are determined in accordance with the Company's business operations using Board Skill Matrix.

#### **Managing Director (CEO)**

Following the criteria and nomination process for Managing Director (CEO), the Nomination and Remuneration Committee shall select from the existing top executives or third parties with knowledge and capabilities in managing the company's business. Also, the CEO shall have a good understanding and experiences as an organizational leadership to manage the company's business towards the achievement of objectives and goals set by the company, as well as being a qualified person who is not prohibited by law. The nomination is proposed to the Board of Directors for further consideration and appointment.

The Nomination and Remuneration Committee shall consider according to the criteria as follows:

- 1) Being a director of the company according to the regulations
- 2) Having knowledge and abilities to manage the business, with professional skills, experience, and specific qualifications in various fields that are most essential and have the highest benefits to the company's business
- 3) Having experiences in business and organizational management
- 4) Having experiences in organizational leadership at a high level
- 5) Being recognized by the relevant business organizations
- 6) Being approved by the Board of Directors

**Nomination of Directors and Senior Executives** will be conducted through the nomination and remuneration Committee to consider and select the qualified and capable directors in accordance with the business strategy of the company. Then they propose to the board of directors and / or shareholders to consider and appoint again.



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Appointment of the company's directors must comply with the company's article of associations and related laws and regulations. Meeting of shareholders consider to appoint directors of the company using majority rule with the following criteria

1. Each shareholder has voting rights equal to the number of shares held
2. Each shareholder can use his/her voting rights according to 1. to choose one candidate or more than one candidate but he/she cannot assign his/her rights to any candidate unequally
3. Candidates are ranked based on his respective votes and the candidates with top votes, the number of whom equals to the vacant director positions, are appointed as directors. In case that two or more candidates are given equal votes, resulting in the total number of eligible candidates exceeding the vacant director positions, Chairman of the meeting will exercise his authority to give the final vote.
4. In case that the director position become vacant due to the causes other than normal expiration, Board of Directors must obtain at least three-out-of-four resolution to select a qualified candidate who does not possess prohibited characteristics to assume the vacant director position in the next meeting, except when the remaining term of the replaced director is less than two months. The term of the replacing director is equal to the remaining term of the replaced director.
5. The Meeting of Shareholder may vote to cause a director to leave the position before his term using at least three-out-of-four voting rights presence in the meeting, which constitute to more than half of the total voting rights of shareholders

**8.1.2 Meeting attendance and remuneration of the Board of Directors individually**

Attendance of the Board of Directors and Board committees in meetings

Name	Board Meeting 2022 (Total Meetings / Attendance)				
	Directors 6 times attendance in total	Audit Committee 4 times attendance in total	Managerial Committee 12 times attendance in total	Nomination and Remuneration Committee 2 times attendance in total	Risk Management Committee 2 times attendance in total
Mr. Viroj Thanalongkorn	6/6	-	12/12	-	-
Mr. Bunchai Punturaumporn *	6/6	-	12/12	2/2	-
Mrs. Suchanya Thanalongkorn	6/6	-	-	-	-
Mr. Somkid Pardungkiattisak*	6/6	-	12/12	-	2/2
Ms. Duangdao Mahanavanont *	6/6	-	12/12	-	2/2
Ms. Vachirawan Yamsri	6/6	-	12/12	-	2/2
Ms. Pitcha Thanalongkorn	5/5	-	12/12	-	-
Ms. Rawewan Peyayopanakul	6/6	4/4	-	2/2	-
Mr. Somchai Vanavit	6/6	4/4	-	2/2	-
Mr. Yuthana Adipath	5/6	3/4	-	2/2	-
Ms. Pensri Suteerasan	6/6	4/4	-	-	2/2
Mr. Chakkris Uthayophas	6/6	-	-	-	-

\* Also has a position as a director of a subsidiary and Indirect Subsidiary.

Remark - Mr. Yuthana Adipath did not attend the meeting of the Board of Directors No.5/2022 and the Audit Committee No.4/2022 on 12 November 2022 due to sick leave.

- Ms. Pitcha Thanalongkorn was elected as a director of the company at the Annual General Meeting of Shareholders No. 1/2022 on April 21, 2022

**Remuneration for Directors and Executives**

Remuneration for Directors and Executives of year 2021 has been approved by AGM according to the proposal of the board of directors, which is considered from the Nomination and Remuneration Committee, by comparing data of the same industry, business expansion, and overall operation, including power, roles, and responsibility.

**Financial Reward**

In 2022, the Board of Directors and the Executives were remunerated as follows:

Name	2022	
	Description of payment	Amount (Million Baht)
- Mr. Viroj Thanalongkorn	- Remuneration to Chairman	0.36
	- Remuneration to Director	0.12
	- Reward to Director	0.54
- Mr. Bunchai Punturaumporn	- Remuneration to Director	0.12
	- Reward to Director	0.32
- Mrs. Suchanya Thanalongkorn	- Remuneration to Director	0.12
	- Reward to Director	0.24
- Mr. Somkid Pardungkiattisak	- Remuneration to Director	0.12
	- Reward to Director	0.24
- Ms. Duangdao Mahanavanont	- Remuneration to Director	0.12
	- Reward to Director	0.32
- Ms. Vachirawan Yamsri	- Remuneration to Director	0.12
	- Reward to Director	0.24
- Ms. Pitcha Thanalongkorn	- Remuneration to Director	0.08
	- Reward to Director	0.18
- Ms. Rawewan Peyayopanakul	- Remuneration to Chairman of Audit Committee	0.06
	- Remuneration to Audit Committee	0.06
	- Remuneration to Director	0.12
	- Reward to Director	0.24
- Mr. Somchai Vanavit	- Remuneration to Audit Committee	0.06
	- Remuneration to Director	0.12
	- Reward to Director	0.24
- Mr. Yuthana Adipath	- Remuneration to Audit Committee	0.06
	- Remuneration to Director	0.12
	- Reward to Director	0.24
- Mr. Chakkris Uthayophas	- Remuneration to Director	0.12
	- Reward to Director	0.24
- Ms. Pensri Suteerasan	- Remuneration to Audit Committee	0.06
	- Remuneration to Director	0.12
	- Reward to Director	0.24

In 2022, the Company's stipulation of the remuneration is equivalent to 2021 of which the basic remuneration of all Board of Directors is equally the same with an additional payment of extra responsibilities with the followings details.

Title	Remuneration (Baht/ Month)
Director	10,000
Chairman of Board of Directors	30,000
Chairman of Executive Committee	5,000
Chairman of Audit Committee	5,000
Executive Director	5,000
Member of Audit Committee	5,000

The Directors' bonus is not over 4 million Baht per year with the quarterly payment and the Directors have the authority to allocate and stipulate the shares among themselves.

In the year 2022 the company paid audit committee's remuneration Baht 300,000 board of director's remuneration Baht 1,763,000, pension Baht 3,280,000 and board of management's remuneration Baht 401,500. *Apart from the Directors' remuneration , there is no other benefit.*

### 8.1.3 Supervision of subsidiaries and associated companies

#### Supervision of subsidiaries and associated companies

The Board of Directors approves the formulation of vision, strategy, business plan and management policy in subsidiaries and indirect subsidiaries. The company holds 99.90% shares of subsidiaries, and the company's subsidiaries holds 97.00% shares of other subsidiaries (indirect subsidiaries). Both subsidiaries and indirect subsidiaries share the same governance policy, and the managements are the authorized director and executives from the company to ensure the alignment with the Board of Directors's approval on vision, strategy, policy, business plan and budget formulation. There are regular executive meetings of subsidiaries and indirect subsidiaries to supervise them in accordance with the corporate goals and ensure the effective monitor and control in their financial policies and operations with the internal control system. The Company has established the following important criteria:

- The company has required its subsidiaries and indirect subsidiaries to establish the appropriate and adequate internal control system and assigned the company's Internal Audit Office to regularly monitor and control their internal control system.
- The Company has determined the operational direction of its subsidiaries and indirect subsidiaries to conduct their businesses and disclose important information in accordance with various regulations in any transactions between the company, subsidiaries, and indirect subsidiaries, or between subsidiaries, indirect subsidiaries and third parties such as connected transactions, asset acquisition or disposition, or any other important transactions to ensure the completion and accuracy.
- There is no agreement between the company and other shareholders to manage its subsidiaries and indirect subsidiaries.

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**8.1.4 Monitoring to ensure compliance with corporate governance policies and guidelines****1. Conflicts of interest**

The Board of Directors complies with the rules of the Securities and Exchange Commission (SEC) and of the Stock Exchange of Thailand (SET). The Board of Directors have clear guidelines for caring and eliminating conflicts of interest carefully with reasonableness.

In case there is a conflict of interest, the Company will disclose the information to the meeting by specifying the value of the transaction, the contract party, the reason of the necessity of such transaction with transparent information that can be checked. If any transaction must be approved by the Board of Directors and the shareholders' meeting, such transactions will be considered and screened by the Audit Committee first, and will give an opinion on the said transaction.

In addition, the Board of Directors also stipulates rules and regulations for directors, executives and related persons to report their own interests or related persons, which is a vested interest in the management of the business of the Company or subsidiary in order for the Company to have information for the implementation of the regulations regarding connected transactions through the meeting agenda of the Board of Directors every quarter

The Company has disclosed related party transactions with persons who may have conflicts in 2021. In addition, the Board of Directors has commented that all related transactions are reasonable and beneficial to the business operations of the Company in accordance Office requirements SEC (Details in Section 9 Internal Control and Connected Transactions)

The company has disclosed plans and performance related to the prevention of conflicts of interest in the Company's Code of Conduct and anti-corruption (Details can be found on the Company's website under the heading "Good Corporate Governance").

in the past year The company provides knowledge to directors, executives and employees about the prevention of conflicts of interest.

**2. Prevention of use of inside information**

The Board of Directors prohibits the executives and staff members who are aware of the internal information to use such information that has not been disclosed to the public, especially if such information might affect the change of the Company's securities value, from buying or selling the Company's securities during the 7-day period before the financial statements are disclosed to the public. Failure to comply and using an undisclosed internal information to seek one's own benefits is held as disciplinary misconduct according to the Company's regulations. One should refrain from buying or selling the securities, or wait until investors are aware of the information at least 24 hours after the information disclosure. If the information is complicated, the waiting period shall be 48 hours after the information has been disclosed. Furthermore, if

directors and executives buy or sell the Company's securities, one must notify the Securities and Exchange Commission, the Stock Exchange of Thailand and the Company every time.

In this regard, the Company has regulated that directors and top-level executives must notify the Board of Directors regarding their securities trading at least 1 day prior to making the transactions.

The Company has regulated that directors must disclose their securities trading or ownership of the Company's securities to the Board of Directors' meeting every time.

The Board of Directors has also reported the holding of securities of the directors, Executive directors and executives including the legitimate family of all directors have a duty to report securities holdings and changes in securities holdings to the Securities and Exchange Commission of Thailand (SEC).

In 2022, the Company has a policy and guidelines on the prevention of the use of inside information according to the Company's Code of Conduct and anti-corruption (Details can be found on the Company's website under the heading "Good Corporate Governance"). The Company also educates its directors, executives and employees on the prevention of inside information usage. and no one commits an offense relating to the use of insider information.

### **3. Anti-corruption and paying bribes for business benefits**

The Board of Directors has a policy for anti-corruption and the Company has signed a declaration of intention in the Private Sector Collective Action Coalition against Corruption Project. The Company also determines all directors, executives and employees of the Company and its subsidiaries and Indirect Subsidiaries to comply with the Anti-corruption policy by setting policies that focus on cultivating awareness among employees and executives at all levels to recognize the disadvantages of corruption and creating good values. This is to develop the organization to be accurate, transparent, and efficiently monitored without causing any risk of damage to the business. This includes clearly defining policies relating to corruption, therefore, in order to prevent such problems and strictly comply with relevant laws. the Company has determined the executive directors and employees of the Company, and every subsidiary and Indirect Subsidiary to comply with the anti-corruption policy as follows.

- To focus on cultivating awareness among employees and executives at all levels realizing the disadvantage of corruption. This includes creating good values in order to develop the organization to be accurate, transparent, and efficiently monitored.
- To requires the directors and all employees must comply with the anti-corruption policy without being involved in corruption whether directly or indirectly for the benefits of both the Company and the family, friends and acquaintances.
- To create an internal control system prevents corruption, which result in transparency and good corporate governance, to be physically created and examined.

- The Company has measures to protect the complainant in reporting complaints and complaints by keeping the information received from the complainant in secret and considering the safety of the complainant important, which will be protected from unfair practices.
- Corruption is a violation of the business ethics of the Company, which will be subject to disciplinary action according to the regulations set by the Company if the action is illegal.
- The Company recognizes the importance of communication and public relations to create knowledge and to understand the directors, employees and related parties in matters that must be complied with anti-corruption policy.

In this regard, the policy determination, practice, including the creation of internal control systems to prevent corruption will result in transparency and good corporate governance. This can be examined by the said policy as a measure against corruption that may occur. This includes finding suitable solutions and sets up channel for clues or complaints to the Company's audit department and the independent directors of the Company, which the Company has published such policies on the Company website [www.sabina.co.th](http://www.sabina.co.th) (as per Article 5.Responsibility Environmental, Social and Governance (ESG) topic in Attachmet 6 Sustainability Report).

#### **4. Measures for reporting clues, complaints and protection of complainants**

The Company provides measures for whistleblowing, complaints, illegal actions, codes of conduct, or behaviors that may cause corruption or misconduct. of personnel in the company both from employees Related person and stakeholders There are channels for reporting complaints and suggestions. through the internal audit department which acts as a complaints department and suggestions as follows

##### **Measures for reporting clues, complaints and protection of complainants**

The company provided opportunities for the company's personnel, related persons, and all groups of stakeholders to directly contact / complain about problems or matters to the Board of Directors. There were channels for reporting clues and complaints to guide the development and create sustainability for the organization as follows:

- Complaint recipients gather facts that related to violations or not complying following the Company's anti-corruption policy.
- Complaint recipients report the facts to the independent directors to investigate the facts to consider the complaint by identifying matters related to anti-corruption policies, dividing into political support, financial support and donations for charity, and receiving gifts, property or other benefits.
- The complaint recipients presented to the Anti-Corruption Commission for investigation of the facts with a period not exceeding 30 days from the date of receiving complaints, along with setting measures for actions in order to stop the violation or non-compliance with the anti-corruption policy.

The Anti-Corruption committee would screen the information and send it to the company's Board of Directors for further considerations.

- The recipient of the complaint is responsible for reporting the investigation result to the complainant. If the complainant discloses himself in the case that is important. The recipient of the complaint reports the investigation result to the Chairman, and / or the Board of Directors to acknowledge.
- If the accused acting in real corruption is considered a violation of anti-corruption policy, he/she must be considered disciplinary punishment according to the Company's regulations. In case of violating the law, he/she must continue to receive legal penalties.

#### Channels for reporting complaints

- Internal Audit Department via e-mail : [GRP\\_AUDIT\\_HO@sabina.co.th](mailto:GRP_AUDIT_HO@sabina.co.th)
- Internal Audit Department via phone : 02-422-9400
- Internal Audit Department via mail : Internal Audit Department via phone
- Or report directly through the audit committee

Mail: Sabina Public Company (Limited)  
12 Arun Amarin Road Kwang Arun Amarin  
Ket Bangkoknoi Bangkok 10700

The general complaint will be collected by the secretary of the audit committee to report to the audit committee directly and the company will take further steps.

#### Protection of complainants

- Complainants can choose not to reveal themselves for security reasons/ However, if the complainants choose to reveal his/her identity, the company can report progress and explain facts to the complainant.
- The recipients of the complaint must confidentially keep the information and prioritize the safety of the complainant. By providing protection for the complainant and / or the person who provide the information and / or data verification cooperation, they will be protected from unfair practices, such as changing job positions, job characteristics, workplaces, work orders, intimidation, interference with employment, termination due to the cause of complaint, etc. General information will be kept confidentially only to the Chairman of the Executive Committee and / or the Audit Committee and to be confidentially and directly kept by the Board of Directors and the Audit Committee.

In addition, the company provides channels for clues reporting or complaints for any related personnel to file a complaint in the event of a violation of the law and the code of ethics of senior management.



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The violation of the company's business ethics includes the behavior that implies corruption and inequality, via the following methods

Mail: : Chairman of the Executive Committee or Chairman of the Audit Committee  
Sabina Public Company (Limited)  
12 Arun Amarin Road Kwang Arun Amarin Ket Bangkoknoi Bangkok 10700

The general complaint information will be confidentially kept only to the Chairman of the Executive Committee and / or the Audit Committee. The company will not disclose the information of the whistleblowers and treat them fairly. As for the misconduct of top management, the complaint will be collected directly by the audit committee and the company will take further steps.

In the past, the Company has followed up on the results of whistleblowing. and the process of handling complaints in the past year. As a result, in the past year there were no complaints.

## **8.2 Report on the performance of the Audit Committee within the past year**

The Company discloses a report on the performance of the Audit Committee for the past year in Attachment 8 Audit Committee Report.

## **8.3 Summary of the Performance of Other Sub-Committees**

The Company discloses reports on the performance of other committees for the past year in Attachment 9 Report of the Nomination and Remuneration Committee and Attachment 10 Report of the Risk Management Committee.

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## 9. Internal Control and Related Transactions

### 9.1 Internal Controls

#### Internal control and risk management

Internal control of the company is investigated and reviewed by Internal Audit Office and process and procedures in each department of the company and its subsidiaries and Indirect Subsidiaries are reviewed based on Audit Plan agreed by Management. The company's Audit Committee reviews internal control system and internal audit system of the company and its subsidiaries and Indirect Subsidiaries to ensure appropriateness and effectiveness.

In Meeting of the Board of Directors No. 1/2023 dated February 20, 2023, the Board of Directors, accompanied by three audit committees, evaluated adequacy of internal control system by reviewing evidence presented by the company's executives and evaluation form for adequacy of internal control prepared by Audit Committee and Management to evaluate internal control system of the company and its subsidiaries and Indirect Subsidiaries in many aspects, including enterprise and environment aspect, risk management aspect, Management's operation control aspect, information and communication aspect, and tracking and measurement aspect. From the evaluation of internal control system of the company and its subsidiaries and Indirect Subsidiaries, the Board viewed that the company and its subsidiaries and Indirect Subsidiaries have adequate and appropriate internal control system that allows transparent and efficient management and operation of the company and its subsidiaries and Indirect Subsidiaries.

## 9.2 Related Transactions

### Connected Transactions between the Company, Subsidiary and Other Persons that May Create Conflict of Interests

According to the Auditor, in the year 2021, Sabina Public Company Limited and Sabina Fareast Co., Ltd. made connected transactions that may create conflict of interests. The details are shown in the table below:

Related Companies	Relationship	Nature of transaction	Value (Million Baht)	Opinion of Audit Committee/ Necessity and reasonableness of the transactions
Sabina Fareast Co., Ltd	Subsidiary, in which Sabina Public Company Limited holds 99.90% of its shares	Purchase material, such as fabric, lace, and rubber	24.92	<p>Goods purchased from Sabina Fareast Company Limited is offered with pricing and payment conditions similar to the goods purchased from other suppliers.</p> <p><u>Necessity of the transaction:</u> Generally, the company and its subsidiaries do not have the policy to collectively purchase materials through a subsidiary. Nevertheless, in the cases where bulk purchase results in bargained reduced price, the company and its subsidiaries will do so collective purchasing.</p> <p><u>Opinion of Audit Committee:</u> The transaction is considered a normal business transaction having market price as reference price. Payment condition is the same as the conditions of unrelated companies.</p>
		Purchase finished goods	-	

Related Companies	Relationship	Nature of transaction	Value (Million Baht)	Opinion of Audit Committee/ Necessity and reasonableness of the transactions
Sabina Fareast Co., Ltd	Subsidiary, in which Sabina Public Company Limited holds 99.90% of its shares	Sell finished goods	467.09	<p>The company' sales of goods and materials to Sabina Fareast Company Limited are normal business transactions with normal pricing and payment conditions.</p> <p><u>Necessity of the transaction:</u> The company manages production capacity of each production unit collectively. Thus, in the situation where the company has excess capacity while its subsidiary reaches full capacity, the company will buy material and produce the goods (undergarment) and sell finished goods to its subsidiary.</p> <p><u>Opinion of Audit Committee:</u> The transaction is considered a normal business transaction having market price as reference price. Payment condition is the same as the conditions of unrelated companies.<sup>2</sup></p>
		Sell material	-	

Related Companies	Relationship	Nature of transaction	Value (Million Baht)	Opinion of Audit Committee/ Necessity and reasonableness of the transactions
Sabina Fareast Co., Ltd	Subsidiary, in which Sabina Public Company Limited holds 99.90% of its shares	Revenue from undergarment sewing service	48.43	<p>The company offered sewing service to Sabina Fareast Company Limited as a normal business transaction with normal pricing and payment conditions.</p> <p><u>Necessity of the transaction:</u> The company does not mainly and continually offer sewing service to subsidiary. This transaction was temporarily offered because the company wanted to best utilize its excess capacity at the time.</p> <p><u>Opinion of Audit Committee:</u> The transaction is considered a normal hiring transaction having market price as reference price. Payment condition is the same as the conditions of unrelated companies.</p>

Related Companies	Relationship	Nature of transaction	Value (Million Baht)	Opinion of Audit Committee/ Necessity and reasonableness of the transactions
Sabina Fareast Co., Ltd	Subsidiary, in which Sabina Public Company Limited holds 99.90% of its shares	Cost of Undergarment cutting	16.07	<p>The cost of undergarment cutting that the company compensated Sabina Fareast Company Limited for its cutting service has the same pricing and payment conditions as in the normal course of business.</p> <p><u>Necessity of the transaction:</u> The company manages production capacity of each production unit collectively. Thus, the company allocates undergarment cutting jobs to each and every production unit.</p> <p><u>Opinion of Audit Committee:</u> The transaction is considered a normal hiring transaction having market price as reference price. Payment condition is the same as the conditions of unrelated companies.</p>
Sabina Fareast Co., Ltd	Subsidiary, in which Sabina Public Company Limited holds 99.90% of its shares	Rental fee	0.24	<p>The company has let Sabina FarEast Co., Ltd. rent warehouse space and shop, Yasothon factory and shop area, Chainat factory on February 15, 2022 (warehouse area), October 16, 2022 (shop), September 1, 2022 (shop) using rental fee in the nearby area as reference rate.</p> <p><u>Opinion of Audit Committee:</u> The transaction is considered a normal rental transaction having market rate as reference.</p>

Related Companies	Relationship	Nature of transaction	Value (Million Baht)	Opinion of Audit Committee/ Necessity and reasonableness of the transactions
Sabina Fareast Co., Ltd	Subsidiary, in which Sabina Public Company Limited holds 99.90% of its shares	Rental fee for office space and warehouse	1.71	On Jun 1 <sup>st</sup> , 2022, the company rented out its office space and warehouse space to Sabina Fareast Company Limited, using rental fee in the nearby area as reference rate.  <u>Opinion of Audit Committee:</u> The transaction is considered a normal rental transaction having market rate as reference.
Sabina Fareast Co., Ltd	Subsidiary, in which Sabina Public Company Limited holds 99.90% of its shares	Dividend	369.37	The company received dividends from Sabina Fareast Company Limited.
Sabina Fareast Co., Ltd	Subsidiary, in which Sabina Public Company Limited holds 99.90% of its shares	Account receivable	228.29	Payment condition is similar to normal, non-related account receivables of Sabina Public Company Limited
		Account payable	8.77	Payment condition is similar to normal, non-related account payables of Sabina Public Company Limited  <u>Opinion of Audit Committee:</u> The transaction is considered a normal business transaction with market reference. Payment condition is the same as the conditions set for unrelated companies.

Related Companies	Relationship	Nature of transaction	Value (Million Baht)	Opinion of Audit Committee/ Necessity and reasonableness of the transactions
Sabina Fareast Co., Ltd	Subsidiary, in which Sabina Public Company Limited holds 99.90% of its shares	Interest income	3.09	Interest income arose from the company's lending to Sabina Fareast Company Limited with interest rate of 3.25 % per annum, which is higher than fixed deposit rate offered by commercial banks.
Sabina Fareast Co., Ltd	Subsidiary, in which Sabina Public Company Limited holds 99.90% of its shares	Borrowing	118.00	The company had excess liquidity so it lent to Sabina Fareast Company Limited to repay the loans with other financial institutions.

#### Measures or approval processes for related party transactions (RPTs)

Board of Directors gave unanimous resolution that any transactions between the company and persons with possible conflicts must be brought to consideration and subject to approval by the Meeting of Board of Directors. The Meeting must be joined by Audit Committee to ensure that the transactions are treated fairly and reasonably with appropriate pricing policy that prioritizes the company's benefits. Directors with possible conflict of interest are prohibited from voting in such transactions.

#### Policy on or tendency of future related party transactions

Meeting of Board of Directors of Sabina Public Company Limited No. 11/2008 dated June 10<sup>th</sup>, 2008 resolved to determine the approval criteria for future related party transactions (RPTs) by categorizing into two RPT types, i.e. normal and frequent trading transactions and infrequent transactions, and to form the policy for future financial support. Details of the RPT approval are as follows:

##### 1. Normal and frequent trading transactions

Normal trading transactions, such as purchase of material, are the transactions expected to frequently take place in the future as they are involved in normal business operations. The company determined criteria and guidelines in handling these transactions by ensuring that the terms and conditions for RPTs are compatible with non-RPT transactions, applying market (fair) prices and reasonable and verifiable conditions. In practice, Audit Committee is responsible for approving the RPT criteria and guidelines as well as for checking and reviewing RPTs periodically.



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2. Special and infrequent transactions

Audit Committee is responsible for judging on reasonableness of the transactions and appropriateness of the pricing for special and infrequent transactions, such as sale and purchase of shares. If Audit Committee is not experienced in evaluating such transactions, the company will arrange to appoint independent expert or the company's auditor to investigate such transactions. Opinions of the expert or the auditor will be used to support approval decision to be made by the Board of Directors or the Meeting of Shareholders, as the case may be according to relevant regulations.

3. Policy on Financial Support

Policy on financial support in the future includes the granting of personal guarantee by major shareholder and/or the company's directors against bank loans of the company or its subsidiaries without guarantee fee and financial support from the company to its subsidiaries.

Future related party transactions must comply with the rules, regulations, and announcement made by Securities Exchange Commission and Stock Exchange of Thailand. Internal Audit Unit will randomly check related party transactions and present to Audit Committee in its regular meeting. Besides, the company will disclose related party transactions in audited Notes to Financial Statement in Form 56-1 one report, consistent with generally accepted accounting standard.

Part 3  
Financial

**SABINA PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2022  
AND  
INDEPENDENT AUDITOR'S REPORT**

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**INDEPENDENT AUDITOR'S REPORT****To The Shareholders and Board of Directors of SABINA PUBLIC COMPANY LIMITED****Opinion**

I have audited the consolidated financial statements of Sabina Public Company Limited and its subsidiaries (the “Group”) and the separate financial statements of Sabina Public Company Limited (the “Company”) which comprise the consolidated and separate statements of financial position as of December 31, 2022, and the related consolidated and separate statements of changes in equity, income, comprehensive income, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of Sabina Public Company Limited and its subsidiaries and of Sabina Public Company Limited as of December 31, 2022, and financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (“TFRSs”).

**Basis for Opinion**

I conducted my audit in accordance with Standards on Auditing. My responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Company in accordance with the Code of Ethics for Professional Accountants including Independence Standards issued by the Federation of Accounting Professions under the royal Patronage of his Majesty the King (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

**Key Audit Matters**

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current year. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Key Audit Matters included Audited Procedures are as follows:

**Presentation of inventories valuation (the consolidate and separated financial statements)**

As describe in note 2.3 and note 7 to the financial statement, the Group has significant amount of inventories which stated at the lower of cost and net realizable value. Most of inventories aging are not long, due to main business of the Group is manufacturing and distribute ready-made clothes, which the main products are underwear. And the management used information from inventories aging analysis report and individual obsolete stock analysis report to consider the allowance for inventories declining value, therefore, I have identified that the valuation of inventories is the significant matter that requires special attention in the audit.

**My Audited Procedures to the Key Audit Matters**

I assessed and tested the internal control related to the calculation of inventories cost, observed the inventory count, checked the aging report of inventories, inquired the management, and considered reasonableness of the policy regarding setup allowance for inventories declining value, and tested compliant of the allowance for inventories declining value to the policy. Including test the calculation of the allowance for inventories declining value by comparing cost of inventories and net realizable value. Additionally, I considered the adequacy of information disclosure related to the measurement of inventories.

**Other matter**

The consolidated statement of financial position of Sabina Public Company Limited and its subsidiary and the separate statement of financial position of Sabina Public Company Limited as of December 31, 2021 and the related consolidated and separate statements of changes in equity, income, comprehensive income, and cash flows for the year then ended, presented herein for

comparison, have been derived from such financial statements, which audited by another auditor in my office, in accordance with Standard on Auditing and expressed an unqualified opinion in her report dated February 21, 2022.

**Other Information**

Management is responsible for the other information. The other information comprise the information included in the annual report of the Group, but does not include the financial statements and my auditor's report thereon, which is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and separate financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and the management of the Group.

**Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements**

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Company's financial reporting process.

**Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements**

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current year and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



(Jarunee Nuammae)  
Certified Public Accountant  
Registration No. 5596

A.M.T. & ASSOCIATES  
Bangkok, Thailand  
February 20, 2023

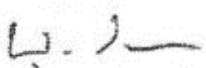
## SABINA PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY


## STATEMENTS OF FINANCIAL POSITION

AS OF DECEMBER 31, 2022

		Baht			
		Consolidated Financial Statement		Separarate Financial Statement	
	NOTE	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
<u>ASSETS</u>					
CURRENT ASSETS					
Cash and cash equivalents	4	117,774,907.65	79,824,352.86	22,256,280.98	11,694,724.14
Trade receivables and other current receivables					
Trade receivable - net					
- Related parties	3.1	-	-	228,290,623.18	233,363,965.05
- Other parties	6	383,902,809.01	403,813,107.83	25,226,367.46	13,808,640.10
Other receivables					
- Other parties		88,283,787.36	41,647,351.19	1,499,255.18	1,019,048.62
Short-term loan to related party	3.2	-	-	118,000,000.00	183,000,000.00
Inventories - net	7	1,126,451,670.61	1,260,296,814.21	66,829,713.58	57,873,983.59
Other current financial assets	5	410,164,528.68	273,835,254.58	410,164,528.68	273,835,254.58
Other current assets					
Prepaid output VAT		68,886,441.33	81,089,123.17	-	-
Others		5,118,918.07	4,501,067.53	330,500.00	296,500.00
Total current assets		2,200,583,062.71	2,145,007,071.37	872,597,269.06	774,892,116.08
NON-CURRENT ASSETS					
Investment in subsidiary company		-	-	144,849,500.00	144,849,500.00
Other non-current financial assets	8	-	5,000,000.00	-	5,000,000.00
Property, plant and equipment - net	9	240,518,604.94	243,625,585.54	41,030,411.45	50,352,040.65
Intangible asset	10	19,084,023.08	15,921,160.66	2,944,719.00	2,408,219.00
Assets usage rights	11	54,805,450.78	41,796,561.84	8,125,772.69	5,090,524.45
Deferred tax assets	19.4	173,394,986.88	203,842,951.58	23,990,488.44	19,820,171.38
Others non-current assets - Deposit		51,485,921.30	48,120,614.44	336,940.00	247,440.00
Total non-current assets		539,288,986.98	558,306,874.06	221,277,831.58	227,767,895.48
TOTAL ASSETS		2,739,872,049.69	2,703,313,945.43	1,093,875,100.64	1,002,660,011.56

The accompanying notes to financial statements are an integral part of these financial statements.

(Signed)..........Director

(Signed)..........Director

## SABINA PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

## STATEMENTS OF FINANCIAL POSITION

AS OF DECEMBER 31, 2022

		Baht			
		Consolidated Financial Statement		Separate Financial Statement	
NOTE		December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>					
<b>CURRENT LIABILITIES</b>					
Bank overdrafts and short-term loans from -					
- financial institutions	12	317,417,159.01	394,598,236.63	-	-
Trade payables and other current payables					
Trade payable					
- related parties	3.3	-	-	8,770,468.94	7,394,197.59
- other parties		174,557,589.93	147,836,128.82	62,119,187.60	37,513,750.71
Other payables	13	114,597,123.15	103,810,840.14	35,697,520.24	30,812,103.77
Finance lease liabilities - Assets usage rights-					
-current portion of- Assets usage rights	14	23,655,422.22	20,276,313.31	3,164,943.99	2,290,232.17
Accrued income tax		30,126,108.56	21,348,780.67	6,463,695.80	13,059,827.33
Revenue Department		10,137,249.41	23,059,922.22	2,825,497.18	2,485,210.94
Total current liabilities		670,490,652.28	710,930,221.79	119,041,313.75	93,555,322.51
<b>NON-CURRENT LIABILITIES</b>					
Liabilities under lease agreements - Assets usage rights	14	30,814,576.37	20,181,292.69	5,023,439.91	2,854,566.59
Non-current liabilities budget for -					
- employees' benefit obligation	15	164,429,848.34	137,039,161.67	89,240,643.00	77,186,062.33
Employees' deposit		5,704,500.00	5,942,500.00	54,000.00	54,000.00
Total non-current liabilities		200,948,924.71	163,162,954.36	94,318,082.91	80,094,628.92
Total liabilities		871,439,576.99	874,093,176.15	213,359,396.66	173,649,951.43

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The accompanying notes to financial statements are an integral part of these financial statements.

SABINA PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
STATEMENTS OF FINANCIAL POSITION  
AS OF DECEMBER 31, 2022

		Baht			
		Consolidated Financial Statement		Separate Financial Statement	
NOTE		December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
<b>SHAREHOLDERS' EQUITY</b>					
Share capital - Par value Baht 1 each					
Authorized share capital					
Common share 347,500,000 shares of Baht 1 each	16	347,500,000.00	347,500,000.00	347,500,000.00	347,500,000.00
Issued and paid - up share capital					
Common share 347,500,000 shares of Baht 1 each		347,500,000.00	347,500,000.00	347,500,000.00	347,500,000.00
Premium on share capital		275,164,000.00	275,164,000.00	275,164,000.00	275,164,000.00
Retained earnings					
Appropriated – legal reserve	17	49,250,000.00	49,250,000.00	34,750,000.00	34,750,000.00
Unappropriated		1,225,214,028.21	1,183,185,604.91	252,541,339.61	197,474,895.76
Total other components of equity		(29,439,635.63)	(25,878,835.63)	(29,439,635.63)	(25,878,835.63)
Total equity of the Parent		1,867,688,392.58	1,829,220,769.28	880,515,703.98	829,010,060.13
Non-controlling interests		744,080.12	-	-	-
Total shareholders' equity		1,868,432,472.70	1,829,220,769.28	880,515,703.98	829,010,060.13
<b>TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY</b>		<b>2,739,872,049.69</b>	<b>2,703,313,945.43</b>	<b>1,093,875,100.64</b>	<b>1,002,660,011.56</b>

*The accompanying notes to financial statements are an integral part of these financial statements.*

(Signed).....Director

(Signed).....Director



SABINA PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY  
CONSOLIDATED FINANCIAL STATEMENT  
FOR THE YEAR ENDED DECEMBER 31, 2022

BAHT

	Retained earnings								
	Issued and paid - up share capital	Premium on share capital	Appropriated legal reserve	Unappropriated	Others			Total	
					Gain (loss) from valuation of Other current financial assets	Gain (loss) on actuarial estimates	Total Other components of equity		
NOTE	347,500,000.00	275,164,000.00	49,250,000.00	1,188,054,695.65	(64,860,035.63)	-	(64,860,035.63)	1,795,108,660.02	1,795,108,660.02
Balance as of January 1, 2021									
	Changes in shareholders' equity for the year								
	Total comprehensive income (loss) for the year	-	-	-	294,194,619.26	38,981,200.00	-	38,981,200.00	333,175,819.26
Dividend Paid	-	-	-	(299,063,710.00)	-	-	-	(299,063,710.00)	(299,063,710.00)
Balance as of December 31, 2021	347,500,000.00	275,164,000.00	49,250,000.00	1,183,185,604.91	(25,878,835.63)	-	(25,878,835.63)	1,829,220,769.28	1,829,220,769.28
Balance as of January 1, 2022									
	Changes in shareholders' equity for the year								
	Investment in subsidiary company (Indirect)	-	-	-	-	-	-	-	750,000.00
Total comprehensive income (loss) for the year	-	-	-	417,224,858.04	(3,560,800.00)	(9,937,659.74)	(13,498,459.74)	403,726,398.30	403,720,478.42
Transfer gain (loss) on actuarial estimates to Retained earnings	-	-	-	(9,937,659.74)	-	9,937,659.74	9,937,659.74	-	-
Dividend Paid	-	-	-	(365,258,775.00)	-	-	-	(365,258,775.00)	(365,258,775.00)
Balance as of December 31, 2022	347,500,000.00	275,164,000.00	49,250,000.00	1,225,214,028.21	(29,439,635.63)	-	(29,439,635.63)	1,867,688,392.58	1,868,432,472.70

The accompanying notes to financial statements are an integral part of these financial statements.

B. J.

(Signed).....Director



(Signed).....Director

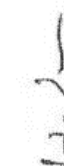
SABINA PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
STATEMENTS OF CHANGES IN SHAREHOLDERS' EQUITY  
SEPARATE FINANCIAL STATEMENT  
FOR THE YEAR ENDED DECEMBER 31, 2022

BAIT

	Retained earnings			Other components of equity		
	Issued and paid - up share capital	Premium on share capital	Appropriated legal reserve	Others		Total
				Gain (loss) from valuation of other current financial assets	Gain (loss) on actuarial estimates	
<i>NOTE</i>						
Balance as of January 1, 2021	347,500,000.00	275,164,000.00	34,750,000.00	(64,860,035.63)	-	791,783,256.81
Changes in shareholders' equity for the year						
Total comprehensive income (loss) for the year	-	-	-	38,981,200.00	-	336,076,803.32
Dividend Paid	-	-	-	-	-	(298,850,000.00)
Balance as of December 31, 2021	347,500,000.00	275,164,000.00	34,750,000.00	(25,878,835.63)	-	829,010,060.13
Balance as of January 1, 2022	347,500,000.00	275,164,000.00	34,750,000.00	(25,878,835.63)	-	829,010,060.13
Changes in shareholders' equity for the year						
Total comprehensive income (loss) for the year	-	-	-	(3,560,800.00)	(3,476,803.74)	416,380,643.85
Transfer gain (loss) on actuarial estimates to Retained earnings	-	-	-	-	3,476,803.74	-
Dividend Paid	-	-	-	(364,875,000.00)	-	(364,875,000.00)
Balance as of December 31, 2022	347,500,000.00	275,164,000.00	34,750,000.00	(29,439,635.63)	-	880,515,703.98

The accompanying notes to financial statements are an integral part of these financial statements.

(Signed).....Director



(Signed).....Director



## SABINA PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

## STATEMENTS OF INCOME

FOR THE YEAR ENDED DECEMBER 31, 2022

NOTE	B A H T			
	Consolidated Financial Statement		Separate Financial Statement	
	2022	2021	2022	2021
<b>REVENUES</b>				
Revenues from sales - net	3,158,059,783.35	2,612,548,162.88	570,175,040.29	570,381,053.13
Revenues from services	9,699,482.54	18,808,827.10	55,528,660.54	52,004,123.10
Revenues from dividend				
- related parties	-	-	369,366,225.00	205,686,290.00
- other parties	5,995,000.00	4,074,500.00	5,995,000.00	4,074,500.00
Other incomes	11,961,184.30	20,235,761.47	7,869,971.56	10,065,076.97
Total Revenues	3,185,715,450.19	2,655,667,251.45	1,008,934,897.39	842,211,043.20
<b>EXPENSES</b>				
Cost of sales and services	1,647,446,052.83	1,345,765,461.91	514,482,936.89	470,302,728.58
Cost of distribution	844,989,202.63	774,670,120.44	2,840,263.72	1,818,079.91
Administrative expenses	173,223,165.95	162,206,575.09	57,801,835.17	51,717,570.66
Total Expenses	2,665,658,421.41	2,282,642,157.44	575,125,035.78	523,838,379.15
PROFIT BEFORE FINANCIAL EXPENSES AND INCOME TAX	520,057,028.78	373,025,094.01	433,809,861.61	318,372,664.05
Financial expenses	(4,328,472.88)	(4,913,163.42)	(115,567.03)	(99,970.48)
PROFIT BEFORE INCOME TAX	515,728,555.90	368,111,930.59	433,694,294.58	318,272,693.57
INCOME TAX EXPENSE	19.1, 19.3 (98,509,617.74)	(73,917,311.33)	(10,276,046.99)	(21,177,090.25)
PROFIT FOR THE PERIODS	417,218,938.16	294,194,619.26	423,418,247.59	297,095,603.32
<b>Net income attributable to :</b>				
Equity holders of the parent	417,224,858.04	294,194,619.26	423,418,247.59	297,095,603.32
Non - controlling interests	(5,919.88)	-	-	-
	417,218,938.16	294,194,619.26	423,418,247.59	297,095,603.32
<b>BASIC EARNINGS PER SHARE</b>				
Earnings (loss) per share (Baht)	1.20	0.85	1.22	0.85
Number of weighted average common shares (shares)	347,500,000	347,500,000	347,500,000	347,500,000

The accompanying notes to financial statements are an integral part of these financial statements.

(Signed).....Director

(Signed).....Director

SABINA PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY  
STATEMENTS OF COMPREHENSIVE INCOME  
FOR THE YEAR ENDED DECEMBER 31, 2022

	หมายเหตุ	BAHT			
		Consolidated Financial Statement		Separate Financial Statement	
		2022	2021	2022	2021
PROFIT FOR THE YEARS		417,218,938.16	294,194,619.26	423,418,247.59	297,095,603.32
Other comprehensive income;					
<i>Item that will be reclassified subsequently to profit or loss :</i>					
Gain (loss) from measurement - fair value of financial assets					
-Marketable equity securities	5.2	(4,451,000.00)	48,726,500.00	(4,451,000.00)	48,726,500.00
Income tax related to other components of equity					
- valuation of fair value of financial assets	19.2	890,200.00	(9,745,300.00)	890,200.00	(9,745,300.00)
Gain (loss) on actuarial estimates	15	(12,422,074.67)	-	(4,346,004.67)	-
Income tax related to other components of equity					
- on actuarial estimates	19.2	2,484,414.93	-	869,200.93	-
Other comprehensive income for the year - net of tax		(13,498,459.74)	38,981,200.00	(7,037,603.74)	38,981,200.00
Total comprehensive income for the year		403,720,478.42	333,175,819.26	416,380,643.85	336,076,803.32
Total comprehensive income attributable to :					
Equity holders of the parent		403,726,398.30	333,175,819.26	416,380,643.85	336,076,803.32
Non - controlling interests		(5,919.88)	-	-	-
		403,720,478.42	333,175,819.26	416,380,643.85	336,076,803.32

*The accompanying notes to financial statements are an integral part of these financial statements.*

(Signed).....Director

(Signed).....Director

## SABINA PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

## STATEMENTS OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2022

	NOTE	BAHT			
		Consolidated Financial Statement		Separarate Financial Statement	
		2022	2021	2022	2021
CASH FLOWS FROM OPERATING ACTIVITIES :					
Profit for the year		417,218,938.16	294,194,619.26	423,418,247.59	297,095,603.32
Adjustments to reconcile profit for the year to net cash proceed (paid)					
Depreciation	9	37,582,327.89	39,018,410.16	10,416,366.54	10,941,405.89
Depreciation - Right-of-use assets	11	29,592,370.09	41,055,257.33	3,348,228.74	3,458,414.49
Amortization	10	1,661,978.70	1,427,413.65	-	-
Employees' benefits obligation	15	22,835,907.00	23,108,947.00	10,318,555.00	11,219,188.00
Loss (gain) from disposal of property		(1,094,911.70)	(254,828.86)	(1,130.67)	(98,711.36)
Unrealised (gain) loss on exchange rate		6,958,661.67	(643,444.66)	321,947.12	(353,230.27)
Interest expenses		4,328,472.88	4,913,166.42	115,567.03	99,970.48
Current tax expense (income)	19.1	64,687,038.11	46,406,418.41	12,686,963.12	22,431,408.66
Deferred tax expense (income)	19.1	33,822,579.63	27,510,892.93	(2,410,916.13)	(1,254,318.40)
Trade receivable - related parties		-	-	5,073,341.87	99,380,748.81
Tade receivable - other parties		19,910,298.82	(4,455,782.46)	(11,417,727.36)	(1,649,924.15)
Other receivable					
- Other parties		(46,636,436.17)	(4,694,066.43)	(480,206.56)	(34,447.91)
Inventories		133,845,143.60	143,653,817.84	(8,955,729.99)	12,853,457.80
Other current assets		11,584,831.30	11,973,971.37	(34,000.00)	78,500.00
Other non-current assets					
- Others		(3,365,306.86)	2,069,169.36	(89,500.00)	(75,600.00)
Trade payables - realted party		-	-	1,376,271.35	3,051,697.95
Trade payables - other parties		19,762,799.44	40,310,107.67	24,283,489.78	(17,464,461.11)
Other payables		10,677,753.30	(812,162.19)	4,885,416.47	370,454.45
Other current liabilities - others		(12,922,672.81)	(10,904,166.00)	340,286.23	(2,219,764.65)
Others non-current liabilities					
Employees' benefit obligation	15	(7,867,295.00)	(11,923,637.00)	(2,609,979.00)	(4,947,596.00)
Employee deposit		(238,000.00)	(674,500.00)	-	-
Net cash received (paid) from operation		742,344,478.05	641,279,603.80	470,585,491.13	432,882,796.00
Payment of interest expenses		(4,219,943.17)	(4,862,703.09)	(115,567.03)	(99,970.48)
Payment of Corporate income tax		(55,909,710.22)	(36,162,086.68)	(19,283,094.65)	(18,389,644.01)
Net cash provided by (Used in) operating activities		682,214,824.66	600,254,814.03	451,186,829.45	414,393,181.51

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## SABINA PUBLIC COMPANY LIMITED AND ITS SUBSIDIARY

## STATEMENTS OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2022

		BAHT			
		Consolidated Financial Statement		Separate Financial Statement	
	NOTE	2022	2021	2022	2021
CASH FLOWS FROM INVESTING ACTIVITIES :					
Cash received (paid) for investment in mutual fund	5.1	(140,780,274.10)	(63,150,106.52)	(140,780,274.10)	(63,150,106.52)
Cash received from sales subordinated debentures	8.0	5,000,000.00	-	5,000,000.00	-
Cash received (paid) from short-term loan to related party	3.2	-	-	65,000,000.00	(58,000,000.00)
Acquisition of property, plant and equipment	9	(34,481,216.45)	(15,139,115.13)	(1,094,797.34)	(1,321,024.94)
Cash paid for purchase of right-of-use assets		(405,000.00)	(160,000.00)	-	-
Cash received from sales of property and equipment		1,100,780.86	255,328.86	1,190.67	99,009.36
Acquisition of intangible assets		(4,824,841.12)	(3,654,254.60)	(536,500.00)	(84,000.00)
Net cash provide by (Used in) investing activities		(174,390,550.81)	(81,848,147.39)	(72,410,380.77)	(122,456,122.10)
CASH FLOWS FROM FINANCING ACTIVITIES					
Cash received from ordinary shares of subsidiary (Indirect)		750,000.00	-	-	-
Dividend Paid	18	(365,258,775.00)	(299,063,710.00)	(364,875,000.00)	(298,850,000.00)
Bank overdrafts and short-term loans received from					
- financial institutions increase(decrease)	16	(77,181,077.62)	(164,222,878.74)	-	-
Payment for lease liabilities	14	(28,183,866.44)	(38,177,405.49)	(3,339,891.84)	(3,447,215.59)
Net Cash Provided by (Used in) Financing Activities		(469,873,719.06)	(501,463,994.23)	(368,214,891.84)	(302,297,215.59)
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS - NET		37,950,554.79	16,942,672.41	10,561,556.84	(10,360,156.18)
CASH AND CASH EQUIVALENTS, BEGINNING OF PERIOD	4	79,824,352.86	62,881,680.45	11,694,724.14	22,054,880.32
CASH AND CASH EQUIVALENTS, END OF PERIOD	4	117,774,907.65	79,824,352.86	22,256,280.98	11,694,724.14
NON CASH ITEMS					
Right-of-use assets increase		42,196,259.03	18,904,716.79	6,383,476.98	2,645,408.64
Lease liabilities increase		(42,196,259.03)	(18,904,716.79)	(6,383,476.98)	(2,645,408.64)

The accompanying notes to financial statements are an integral part of these financial statements.

(Signed).....Director

(Signed).....Director

**SABINA PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES****NOTES TO FINANCIAL STATEMENTS****FOR THE YEAR ENDED DECEMBER 31, 2022****1. GENERAL INFORMATION****1.1 Corporate Information**

SABINA PUBLIC COMPANY LIMITED (Formerly J & D Apparel Company Limited) was incorporated as a limited company under the Civil and Commercial Code on August 17, 1995, and changed its status to a Public Company Limited under the Public Company Limited Act and changed its name to be SABINA PUBLIC COMPANY LIMITED on May 18, 2007. The address of the head office is 177 Moo 8, Wang kaituen Sub-district, Han-ka District, Chai-nart Province. There is a plant as its branch at 236 Moo 10, Doo Tung Sub-district, Mueng District, Yasothon Province. The company established two factory's branches which located at 81 and 106 Moo 6, Nhong-Boht Sub-district, Nang-Rong District, Burirum province. The company operates its business in Thailand and the main business is producing and distributing ready made clothes which main product is lady's underwear.

The company has a subsidiary and indirect subsidiary as follow;

**A. SABINA FAREAST COMPANY LIMITED (Subsidiary)**

was incorporated as a limited company under the Civil and Commercial Code on January 11, 1977. The address of the head office is 12 Arun-Amarin Road ,Arun-Amarin Sub-district, Bangkok Noi District, Bangkok Province. There are plants, which Ta Pra plant located at 93/8 Soi Pet Ka Seam 7, Pet Ka Seam Road, TA PA Sub-district, Bangkok Yai District, Bangkok Province, and Budhamonthon Soi 5 plant located at Rai Keing Sub-district, Sam Pran District, Nakhonpathom Province. The subsidiary company operates its business in Thailand and the main business is producing and distributing ready made clothes which main product is lady's underwear.

**B. SABINA INTERNATIONAL COMPANY LIMITED (Indirect subsidiary)**

was incorporated as a limited company under the Civil and Commercial Code on May 23, 2022. The address of the head office is 12 Arun-Amarin Road ,Arun-Amarin Sub-district, Bangkok Noi District, Bangkok Province. The company operates in Thailand. Its main business is investing in other companies both domestically and internationally.

**1.2 Coronavirus disease 2019 Pandemic**

The Coronavirus disease 2019 (COVID-19) pandemic is continuing to evolve, resulting in an economic slowdown and adversely impacting most businesses and industries. This situation may bring uncertainties and have an impact on the environment in which the group operates. Nevertheless, the Group's management will continue to monitor the ongoing developments and regularly assess the financial impact in respect of the valuation of assets, provisions and contingent liabilities, and has used estimates and judgement in respect of various issues as the situation has evolved.

**1.3 Basis for preparation of financial statements**

The company's financial statements have been prepared in accordance with financial reporting standards including guidelines promulgated by the Federation of Accounting Professional

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

An English language version of the interim financial statements has been prepared from the statutory financial statements that were issued in Thai language. In case of conflict or difference in understanding, the interim financial statements in Thai language shall prevail.

**1.4 Basis for preparation of consolidated of financial statements**

The consolidated financial statements incorporated the financial statements of Sabina Public Company Limited and Sabina Fareast Company Limited, its subsidiary, which 99.90 % of share hold by the Company (treated 100% in the consolidate preparation), and Sabina International company limited, its indirect subsidiaries which 97% of share hold by Sabina Fareast company limited. and being under common controls with the Company. For the purpose of the consolidation, all significant inter-company transactions and all inter-company account balances have been eliminated.

**1.5 The adoption of new financial reporting standards****1.5.1 Financial Reporting Standards which are not effective for the current year**

During the year, the Federation of Accounting Professions has issued the revised and new accounting standard and financial reporting standards, which are effective for financial statements period beginning on or after January 1 in the year indicated as follows:

	<u>Year effective</u>
Accounting Standard	
TAS 16 Property, Plant and Equipment	2023
TAS 37 Provisions, Contingent Liabilities and Contingent Assets	2023
TAS 41 Agriculture	2023
Financial Reporting Standard	
TFRS 1 First - time Adoption of Thai Financial Reporting Standards	2023
TFRS 3 Business Combinations	2023
TFRS 9 Financial Instruments	2023
TFRS 17 Insurance Contracts	2025

The management of the Group has assessed that TAS 16, TAS 37 and TFRS 9 will not have material impact on the financial statements when they are applied. For the other TAS and TFRS are not relevant to the Group's business, therefore they do not have impact on the financial statement when they are applied.



## 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The company has significant accounting policies as follows: -

### 2.1 Revenue and expense recognition

The company records revenue and expenses on an accrual basis.

- Sales revenue are recognized as revenue once the goods have been transferred to customers, that is, when the goods are delivered, except in the case of revenue from sales of products manufactured by customers with special orders will recognize income by considering the stage of work completion
- Service income will be recorded as income by considering Stage of success
- Interest income is recognized as income on an accrual basis, taking into account the real rate of return.

Dividends are recognized as income when the company has the right to receive dividends.

### 2.2 Cash and cash equivalents

Cash and cash equivalents presented in the statement of cash flows consist of cash on hand, and banks saving and current deposits with an original maturity of three months or less.

### 2.3 Inventories

Inventories, working process and raw material are stated at the lower of cost (FIFO) or net realizable value.

Company has estimated amount of inventory impairment or inventory obsolete to be expenses by considering of the condition of inventories and trend of consumer preference.

### 2.4 Investments in subsidiary

Investments in subsidiary, which is the companies in which the Group, directly or indirectly, has an interest of more than one half of the voting rights or otherwise has power to exercise control over the financial and operating policies, has been consolidated. Subsidiary is consolidated from the date on which effective control is transferred to the Group and is no longer consolidated from the date of disposal. All inter-company transactions, balances and unrealized gains (losses) on transactions between group companies have been eliminated.

Investment in subsidiary (in the Separate financial statements) is stated at the cost method.

### 2.5 Property, plant and equipment

Lands and land improvements are stated at cost.

Building, building improvement and equipment stated at cost less accumulated depreciation.

Depreciation is computed by the straight-line method over the estimated useful life as follows;

	Year
Building and building improvement	20
Machinery and equipment	10
Computer equipment	3
Fixture, equipment and furniture	5
Vehicles	5

## 2.6 Foreign currency transactions

Transactions in foreign currencies are converted at the exchange rate of the transaction date. Assets and liabilities in foreign currencies at the end of period are converted at average (buying and selling) rate that Bank of Thailand announce at date of statement of financial position. Gain or loss from conversion is included in the Statements of Income.

## 2.7 Leases

At inception of contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

### The Group as lessee

#### Right - of - use assets

The Group recognises right - of - use assets at the commencement date of the lease. Right - of - use assets are stated at cost, less any accumulated depreciation and impairment losses (if any), and adjusted for any remeasurement of lease liabilities (if any). The cost of right - of - use assets includes the amount of lease liabilities recognised through initial measurement, initial direct costs incurred, and lease payments made at or before the commencement date, less any lease incentives received.

The cost of right - of - use assets also includes an estimate of costs to be incurred by the lessee in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the terms and conditions of the lease.

Unless the Group is reasonably certain that it will obtain ownership of the leased asset at the end of the lease term, the recognised right - of - use assets are depreciated on a straight - line basis from the commencement date of the lease to the earlier of the end of the useful life of the right - of - use asset or the end of the lease term.

### Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of the lease payments that are not paid at the commencement date, discounted by using the interest rate implicit in the lease. If this rate cannot be readily determined, the Group uses its incremental borrowing rate. The lease liabilities are subsequently measured using the effective interest method and by reducing the carrying amount to reflect the lease payments made. The Group recognises interest from lease liability in the statement of income. In addition, the carrying amount of lease liabilities is remeasured if there is a modification or reassessment.

Lease payments included in the measurement of the lease liability comprise:

- Fixed payments (including in - substance fixed payments), less any lease incentives receivable;
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;

- Amount expected to be payable by the lessee under residual value guarantees;
- Exercise price of purchase options, if the lease is reasonably certain to exercise the options; and
- Payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease.

#### Short - term leases and Leases of low - value assets

Payments under leases that, have a lease term of 12 months or less at the commencement date, or are leases of low - value assets, are recognised as expenses on a straight - line basis over the lease term.

#### The Group as lessor

The Group classifies each of its leases as either a finance lease or an operating lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease is for the major part of the economic life of the asset.

The Group recognizes lease payments received under operating leases as income on a straight - line basis over the lease term.

#### Sub lease

When the Group is an intermediate lessor, it accounts for its interests in the head lease and sub - lease separately. It assesses the lease classification of a sub - lease with reference to the right - of - use asset arising from the head lease, not with reference to underlying asset. If a head lease is a short - term lease to which the Group apply the exemption described in Short - term leases and leases of low - value asset, then it classifies the sub - lease as an operating lease.

The Group as an intermediate lessor account for the sublease as follows:

- If the sublease is classified as an operating lease, the Group continues to account for the lease liability and right - of - use asset on the head lease like any other lease; or
- If the sublease is classified as a finance lease, the Group derecognise the right - of - use asset on the head lease at the sublease commencement date and continue to account for the original lease liability in the head lease.

## 2.8 Financial instruments

### Classification and measurement

Financial assets that are debt instruments are measured at amortised cost.

Financial assets which are the equity in trading securities are measured at fair value through profit or loss. For equity instruments for other purposes are measured at fair value through profit or loss or through other comprehensive income. In the case, the equity securities are measured at fair value through other comprehensive income, the accumulated gain (loss) on measurement of these investments will not be reclassified to profit or loss.

Financial liabilities are classified and measured at amortised cost.

Derivatives are classified and measured at fair value through profit or loss.

#### Impairment of financial assets

The Group assesses on a forward - looking basis the expected credit loss associated with its financial assets measured at amortised cost. The Group applies general or simplified approach for credit - impaired consideration which depends on the significant of credit risk.

#### 2.9 Income tax

Income tax expense for the year comprises current and deferred tax. Current and deferred tax are recognized in profit or loss except to the extent that they relate to business combination or items recognized directly in equity or in other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date.

Deferred tax is recognized in respect of temporary differences between the carrying amounts of assets and liabilities at the reporting date and tax base of the relating assets and liabilities.

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date.

A deferred tax asset is recognized to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilized. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realized.

#### 2.10 Employees benefits

The Company and its subsidiary recognize salaries, wages, bonuses, contributions to the social security fund, provident fund and other benefits as expenses when incurred.

Severance Payment as specified in Thai Law are recognized as expenses in the income statement along the service period of employees. The Company and its subsidiaries' post-employment benefit obligations are estimated by a qualified actuary under the actuarial assumption using the Projected Unit Credit Method. However, the actual benefit obligation may be different from the estimate.

The Company and its subsidiary recognized the actuarial gains or losses arising from defined benefit plan in the period incurred in other comprehensive income.

The Company and its subsidiaries recognized termination benefits when it is demonstrably committed, without realistic possibility of withdrawal, to a formal detailed plan to either terminate employment before normal retirement date, or to provide termination benefits as a result of an offer made to encourage voluntary redundancy.

Past service costs are recognized in the income statement when the Company and its subsidiaries' plan amendment or curtailment occurs, or recognition in related restructuring costs or termination benefits.

2.11 Accounting judgments and estimates

The preparation of financial statements in conformity with generally accepted accounting principles at times requires management to make subjective judgments and estimates regarding matters that are inherently uncertain. These judgments and estimates affect reported amounts and disclosures and actual results could differ.

2.12 Basic earnings (loss) per share

Basic earnings (loss) per share is determined by dividing the net profit (loss) by the weighted average number of issued and paid-up of common shares at the end of accounting period.

**3. RELATED PARTY TRANSACTIONS**

Enterprises that directly or indirectly control by the Company, or are under common shareholders/ director controls are as follows:

Name	Type of business	Relationship	Shareholding (%)
<u>Subsidiary</u>			
- Sabina Fareast Co., Ltd. (SBF)	Producing and distributing readymade clothes and lady's underwear	Shares holding and joint directors	99.90%
<u>Indirect subsidiary held by SBF:</u>			
- Sabina International Co., Ltd.	Invest in other companies both domestically and internationally.	Shares holding and joint directors	97.00%

On February 21, 2022, the Board of Directors Meeting No. 1/2022 passed a resolution to approve Sabina Far East Company Limited (SBF), a subsidiary of the Company, to Established a subsidiary, Sabina International Company Limited, to invest in other companies both domestically and internationally with a registered capital of Baht 100 million (1 million ordinary shares with a par value of Baht 100 per share) where SBF holds 97% of the registered capital. On May 23, 2022, which is the date of registration of the establishment of the company, subsidiary call of payment paid-up capital 25%.

The Company had certain accounting transactions with its subsidiary and related persons, which were considered as a normal business practice. The transactions were based on the general market price and in cases where market price was not available, the contract price was used.

Balance of assets and liabilities, accounting and business transactions with subsidiary and related person presented in the statements of financial position as of December 31, 2022 and 2021 are as follows:

### 3.1 Trade Receivable - related parties

	Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
<u>Subsidiary Company</u>				
Sabina Fareast Co., Ltd.	-	-	228,290,623.18	233,363,965.05
Less: Allowance for doubtful account	-	-	-	-
Trade receivable - Related parties net	-	-	228,290,623.18	233,363,965.05

The outstanding balance of above trade receivable is undue amount.

### 3.2 Short-term loan to related party

Movement of short - term loan to related party is as follows;

	Baht			
	Separate Financial Statements			
	Balance		Balance	Transfer
	As of		As of	Pricing
	December 31, 2021	Increase	December 31, 2022	Policy
<u>Subsidiary Company</u>				
Sabina Fareast Co., Ltd.	183,000,000.00	404,000,000.00	118,000,000.00	3% p.a.
Short-term loan to related party - net	183,000,000.00	404,000,000.00	118,000,000.00	

	Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
<u>3.3 Trade Payable – related parties</u>				
<u>Subsidiary Company</u>				
Sabina Fareast Co., Ltd.	-	-	8,770,468.94	7,394,197.59
Trade Payable – related parties net	-	-	8,770,468.94	7,394,197.59

### 3.4 Related party transactions

For the year ended December 31, 2022 and 2021 are as follows:

	Baht				Transfer Pricing Policy
	Consolidated		Separate		
	Financial Statements		Financial Statements		
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021	
<u>Subsidiary company</u>					
Sales of finished goods	-	-	467,090,777.00	515,374,405.31	Contract price
Sawing service cost	-	-	48,428,468.00	39,389,375.00	"
Purchase of raw materials	-	-	24,915,719.28	21,868,151.74	"
Rent of office space and warehouse	-	-	1,490,000.00	1,476,000.00	"
Cutting service cost	-	-	16,067,117.40	16,090,461.18	"
Interest income	-	-	3,092,088.97	4,025,588.93	"
Dividend received (Subsidiary Company)	-	-	369,366,225.00	205,686,290.00	-

### 3.5 MANAGEMENT REMUNERATIONS

Management remunerations consist of salary, bonus, director attendance fee etc.

Management remuneration for the year ended December 31, 2022 and 2021 as follow;

	Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
Benefits - Short-term	36,543,131.02	32,751,911.10	14,993,872.19	13,608,568.12
Benefits - After retirement	797,840.00	426,975.00	784,390.00	426,975.00
Benefits - Long-term	-	-	-	-
Total	37,340,971.02	33,178,886.10	15,778,262.19	14,035,543.12

### 4. CASH AND CASH EQUIVALENTS

For the purpose of preparation of the statement of cash flows with relevant accounting standards, as of December 31, 2022 and 2021 are consisted as follows:

	Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
Cash	5,933,497.17	5,427,593.17	553,681.75	280,687.00
Cash at banks and financial institution	111,841,410.48	74,396,759.69	21,702,599.23	11,414,037.14
Total Cash and Cash Equivalents	117,774,907.65	79,824,352.86	22,256,280.98	11,694,724.14

**5. OTHER CURRENT FINANCIAL ASSETS**

Other current financial assets as of December 31, 2022 and 2021 are consisted as follows:

	Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
5.1 Investment in mutual fund	293,773,528.68	152,993,254.58	293,773,528.68	152,993,254.58
5.2 Investment in marketable securities	116,391,000.00	120,842,000.00	116,391,000.00	120,842,000.00
Total other current financial assets	410,164,528.68	273,835,254.58	410,164,528.68	273,835,254.58

**5.1 INVESTMENT IN MUTUAL FUND**

	Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
Investment in mutual fund	293,773,528.68	152,993,254.58	293,773,528.68	152,993,254.58
Total	293,773,528.68	152,993,254.58	293,773,528.68	152,993,254.58

**5.2 INVESTMENT IN MARKETABLE SECURITIES**

As of December 31, 2022 and 2021 Investment in securities of the Company and its subsidiary are as follow;

	Baht					
	Consolidated Financial Statements / Separate Financial Statements					
	December 31, 2022			December 31, 2021		
	Cost	Unrealized Profit (loss)	Fair Value	Cost	Unrealized Profit (loss)	Fair Value
Marketable Security	142,756,794.54	(26,365,794.54)	116,391,000.00	142,756,794.54	(21,914,794.54)	120,842,000.00

Movement of the unrealized profit (loss) of the marketable securities for the year ended December 31, 2022 are as follow;

	Baht	
	Consolidated Financial Statements	Separate Financial Statements
Balance as of January 1, 2022	120,842,000.00	120,842,000.00
The increase(decrease)during the year	-	-
Movement during the year	(4,451,000.00)	(4,451,000.00)
Balance as of December 31, 2022	116,391,000.00	116,391,000.00



**6. TRADE RECEIVABLES - OTHER PARTIES - NET**

Trade receivables - other parties as of December 31, 2022 and 2021 are consisted as follows:

	Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
Trade receivables - other parties	383,902,809.01	403,813,107.83	25,226,367.46	13,808,640.10
<u>Less:</u> Allowance for doubtful account	-	-	-	-
Trade receivables - other parties - net	383,902,809.01	403,813,107.83	25,226,367.46	13,808,640.10

As of December 31, 2022 and 2021 trade receivables - other parties were classified by aging of debt outstanding are as follows:

	Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
Trade receivables - other parties				
- Current	346,023,066.66	341,007,644.73	25,226,367.46	13,808,640.10
- Overdue 0 - 3 months	23,127,277.54	40,076,531.10	-	-
- Overdue 4 - 6 months	7,900,245.81	9,391,652.50	-	-
- Overdue 7 - 12 months	6,852,219.00	8,357,207.50	-	-
- Overdue over 12 months	-	4,980,072.00	-	-
Trade receivables - other parties - net	383,902,809.01	403,813,107.83	25,226,367.46	13,808,640.10

**7. INVENTORIES - NET**

As of December 31, 2022 and 2021 inventories - net are consisted as follows:

	Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
Finished goods	991,113,654.07	1,112,819,773.35	-	1,186,202.98
Work in process	74,666,137.13	71,036,285.85	45,313,772.85	41,620,489.11
Raw materials	51,481,824.29	35,816,882.46	18,992,573.81	13,469,392.14
Supplies	6,268,197.42	3,563,077.23	2,523,366.92	1,597,899.36
Inventories in transit	18,921,857.70	53,060,795.32	-	-
Total	1,142,451,670.61	1,276,296,814.21	66,829,713.58	57,873,983.59
<u>Less:</u> Allowance for obsolete	(16,000,000.00)	(16,000,000.00)	-	-
Inventories - net	1,126,451,670.61	1,260,296,814.21	66,829,713.58	57,873,983.59

As of December 31, 2022 and 2021 the balance of inventories in subsidiary's account which purchased from the Company have been presented net from profit in inventories totaling of Baht 201 million and Baht 199 million respectively (eliminated in consolidated financial statements).

Movement of allowance for obsolete inventories account for the year ended December 31, 2022 is as follow;

	Baht	
	Consolidated Financial Statements	Separate Financial Statements
Balance as of beginning of year	16,000,000.00	-
Increase during the year	-	-
Balance as of end of year	16,000,000.00	-

#### 8. OTHER NON-CURRENT FINANCIAL ASSETS

During August 2017 the Company invested in 5,000 units subordinated perpetual debentures of CP All Public Company Limited, face value 1,000 Baht per unit, total amount of Baht 5,000,000, which redeem upon company liquidation with the issue's right to early redemption. The interest will be paid semiannually and unconditional interest deferral. Interest rate is float rate which the rate during 1st to 5th year is 5% per annum, after that the rate is sum of

- (a) the rate of 5 years government bond,
- (b) Initial Credit Spread, and
- (c) the stated rate of each periods.

During August 2022, the Company returned the subordinated debentures of CP All Public Company Limited.

For the year ended 31 December 2022 are as follows:

	Baht				
	Consolidated Financial Statements / Separate Financial Statements				
	December 31, 2021	Increased	Decreased	December 31, 2022	Interest Rate
<u>Subordinated debentures :</u>					
CP All Public Company	5,000,000.00	-	(5,000,000.00)	-	5%
	5,000,000.00	-	(5,000,000.00)	-	

9. PROPERTY, PLANT AND EQUIPMENT - NET

Changes in the property, plant and equipment for the year ended December 31, 2022 and 2021 as follows:

	Baht										
	Consolidated Financial Statements										
	Land	Building & Building improvement	Machinery & Equipment	Tools & Supplies	Furniture & Fixture	Office equipment	Vehicles	Other equipment	Computer & equipment	Assets installation in progress	Total
COST:											
As of December 31, 2021	119,012,674.50	335,164,834.28	299,272,969.54	16,852,950.68	187,256,366.14	67,612,029.25	22,810,849.89	964,028.25	61,843,169.34	3,642,936.76	1,114,432,808.63
Increase	-	-	899,960.00	1,854,882.29	3,277,083.18	1,075,241.52	-	-	5,687,961.12	21,686,088.34	34,481,216.45
Decrease	-	-	(197,500.00)	(587,050.00)	(899,810.32)	(496,652.10)	(12,000,000.00)	-	(3,619,773.67)	-	(17,800,786.09)
Transfer - In	-	242,151.50	-	39,842.12	15,009,382.22	1,941,574.88	-	-	-	-	17,232,950.72
Transfer - Out	-	-	-	-	-	-	-	-	-	(17,232,950.72)	(17,232,950.72)
As of December 31, 2022	119,012,674.50	335,406,985.78	299,975,429.54	18,160,625.09	204,643,021.22	70,132,193.55	10,810,849.89	964,028.25	63,911,356.79	8,096,074.38	1,131,113,238.99
Accumulated depreciation:											
As of December 31, 2021	-	(286,003,986.57)	(273,274,432.50)	(15,259,491.34)	(162,057,315.37)	(57,907,727.08)	(21,754,802.50)	(955,214.25)	(53,594,253.48)	-	(870,807,223.09)
Increase	-	(11,381,098.12)	(5,361,730.75)	(1,002,341.54)	(10,051,090.70)	(3,861,248.57)	(379,329.55)	(4,571.66)	(5,540,917.00)	-	(37,582,327.89)
Decrease	-	-	197,493.00	587,041.00	899,760.32	491,366.94	11,999,999.00	-	3,619,256.67	-	17,794,916.93
As of December 31, 2022	-	(297,385,084.69)	(278,438,670.25)	(15,674,791.88)	(171,208,645.75)	(61,277,608.71)	(10,134,133.05)	(959,785.91)	(55,515,913.81)	-	(890,594,634.05)
Property, plants and equipment - net											
As of December 31, 2021	119,012,674.50	49,160,847.71	25,998,537.04	1,593,459.34	25,199,050.77	9,704,302.17	1,056,047.39	8,814.00	8,248,915.86	3,642,936.76	243,625,585.54
As of December 31, 2022	119,012,674.50	38,021,901.09	21,536,759.29	2,485,833.21	33,434,375.47	8,854,584.84	676,716.84	4,242.34	8,395,442.98	8,096,074.38	240,518,604.94

## Baht

## Separate Financial Statements

	Land	Building & Building improvement	Machinery & Equipment	Tools & Supplies	Furniture & Fixture	Office equipment	Vehicles	Other equipment	Computer & equipment	Assets installation in progress	Total
<b>COST:</b>											
As of December 31, 2021	17,424,744.50	145,791,955.03	172,994,773.74	6,404,803.60	10,998,549.01	8,327,950.64	7,125,359.81	964,028.25	-	-	370,032,164.58
Increase	-	-	205,960.00	498,832.29	63,993.93	300,720.96	-	-	-	25,290.16	1,094,797.34
Decrease	-	-	(77,500.00)	(37,050.00)	(49,263.78)	(141,521.82)	-	-	-	-	(305,335.60)
Transfer- In	-	-	-	25,290.16	-	-	-	-	-	-	25,290.16
Transfer-Out	-	-	-	-	-	-	-	-	-	(25,290.16)	(25,290.16)
As of December 31, 2022	17,424,744.50	145,791,955.03	173,123,233.74	6,891,876.05	11,013,279.16	8,487,149.78	7,125,359.81	964,028.25	-	-	370,821,626.32
<b>Accumulated depreciation:</b>											
As of December 31, 2021	-	(130,344,790.82)	(158,100,012.65)	(5,601,270.78)	(10,510,423.61)	(7,958,478.03)	(6,209,933.79)	(955,214.25)	-	-	(319,680,123.93)
Increase	-	(6,330,388.46)	(2,875,155.16)	(431,398.60)	(272,879.19)	(277,273.87)	(224,699.60)	(4,571.66)	-	-	(10,416,366.54)
Decrease	-	-	77,495.00	37,042.00	49,225.78	141,512.82	-	-	-	-	305,275.60
As of December 31, 2022	-	(136,675,179.28)	(160,897,672.81)	(5,995,627.38)	(10,734,077.02)	(8,094,239.08)	(6,434,633.39)	(959,785.91)	-	-	(329,791,214.87)
<b>Property, plants and equipment - net</b>											
As of December 31, 2021	17,424,744.50	15,447,164.21	14,894,761.09	803,532.82	488,125.40	369,472.61	915,426.02	8,814.00	-	-	50,352,040.65
As of December 31, 2022	17,424,744.50	9,116,775.75	12,225,560.93	896,248.67	279,202.14	392,910.70	690,726.42	4,242.34	-	-	41,030,411.45

Depreciation for the year ended December 31, 2022 and 2021, in the consolidated income statements as the amount of Baht 37,582,327.89 and Baht 39,018,410.16 respectively, in the separate income statements as the amount Baht 10,416,366.54 and Baht 10,941,405.89 respectively.

As of December 31, 2022 and 2021, the cost of the asset is fully depreciated and still in use which are shown in the consolidated financial statements as the amount of Baht 623,785,800.45 and Baht 617,324,978.43 respectively, in separate financial statements of Baht 193,097,191.89 and Baht 191,012,322.46 respectively.

The Company has pledged a part of land, buildings and machineries owned by company and subsidiary as collateral with banks for the Company's credit facilities.

#### 10. **INTANGIBLE ASSETS - NET**

Changes in the intangible assets for the year ended December 31, 2022 and 2021 is as follow;

	Baht		
	Consolidated Financial Statements		
	Computer Software	Software under installation	Total
<b>Cost:</b>			
As of December 31, 2021	39,762,544.85	5,346,607.60	45,109,152.45
Increase	1,315,900.00	3,508,941.12	4,824,841.12
Decrease	-	-	-
Transfer - In	2,926,208.72	-	2,926,208.72
Transfer - Out	-	(2,926,208.72)	(2,926,208.72)
Write off	-	-	-
As of December 31, 2022	44,004,653.57	5,929,340.00	49,933,993.57
<b>Accumulated amortization:</b>			
As of December 31, 2021	(29,187,991.79)	-	(29,187,991.79)
Increase	(1,661,978.70)	-	(1,661,978.70)
Decrease	-	-	-
Write off	-	-	-
As of December 31, 2022	(30,849,970.49)	-	(30,849,970.49)
<b>Intangible assets - net</b>			
<b>As of December 31, 2021</b>	<b>10,574,553.06</b>	<b>5,346,607.60</b>	<b>15,921,160.66</b>
<b>As of December 31, 2022</b>	<b>13,154,683.08</b>	<b>5,929,340.00</b>	<b>19,084,023.08</b>

	Baht		
	Separate Financial Statements		
	Computer Software	Software under installation	Total
<b>Cost:</b>			
As of December 31, 2021	2,469,288.38	2,408,170.00	4,877,458.38
Increase	-	536,500.00	536,500.00
Decrease	-	-	-
Transfer - In	-	-	-
Transfer - Out	-	-	-
Write off	-	-	-
As of December 31, 2022	2,469,288.38	2,944,670.00	5,413,958.38
<b>Accumulated amortization:</b>			
As of December 31, 2021	(2,469,239.38)	-	(2,469,239.38)
Increase	-	-	-
Decrease	-	-	-
Write off	-	-	-
As of December 31, 2022	(2,469,239.38)	-	(2,469,239.38)
<b>Intangible assets - net</b>			
<b>As of December 31, 2021</b>	<b>49.00</b>	<b>2,408,170.00</b>	<b>2,408,219.00</b>
<b>As of December 31, 2022</b>	<b>49.00</b>	<b>2,944,670.00</b>	<b>2,944,719.00</b>

Amortization expenses for the year ended December 31, 2022 and 2021 are presented in the consolidated income statements as the amount of Baht 1,661,978.70 and Baht 1,267,413.65 respectively, in the separate income statements as the amount Baht 0.00 and Baht 0.00 respectively.

As of December 31, 2022 and 2021, the cost of the asset fully amortized and still in use are shown in the consolidated financial statements as the amount of Baht 24,609,569.09 and Baht 24,527,359.09 respectively, separate financial statements of Baht 2,469,288.38 and Baht 2,469,288.38 respectively.

**11. RIGHT - OF - USE ASSETS - NET**

Changes in the right-of-use assets for the year ended December 31, 2022 and 2021 is as follows:

	Baht	
	Consolidated	Separate
	Financial Statements	Financial Statements
Net book value as of December 31, 2021	41,796,561.84	5,090,524.45
<u>Add</u> Increased during period - at cost	42,601,259.03	6,383,476.98
<u>Less</u> Amortization for the period	(29,592,370.09)	(3,348,228.74)
Net book value as of December 31, 2022	54,805,450.78	8,125,772.69

Depreciation of the right-of-use assets for the year ended December 31, 2022 and 2021, in the consolidated income statements as the amount of Baht 29,592,370.09 and Baht 41,055,257.33 respectively, in the separate income statements as the amount Baht 3,348,228.74 and Baht 3,458,414.49 respectively.

**12. BANK OVERDRAFTS AND SHORT TERM LOANS FROM FINANCIAL INSTITUTIONS**

Bank overdrafts and short-term loans from financial institution as of December 31, 2022 and 2021 were consisted of the follows:

	Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
Short term loan	174,000,000.00	275,000,000.00	-	-
Loan on trust receipt	143,417,159.01	119,598,236.63	-	-
Total	317,417,159.01	394,598,236.63	-	-

The subsidiary company has entered into the bank overdraft and short term loan agreement with several banks. The interest rate was ranging from 1.10% to 7.75% per annum. The subsidiary company pledged its land, buildings and machinery as collateral with the banks. Besides, the company's director and shareholder are also guarantor for the loans.

**13. OTHER PAYABLES**

As of December 31, 2022 and 2021 other payables are consisted as follows:

	Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
Advance for merchandise	2,941,673.08	11,628,381.85	2,362,096.48	11,067,739.21
Accrued expenses	110,809,214.08	91,436,684.56	32,489,187.77	18,998,590.83
Accrued dividend	846,235.99	745,773.73	846,235.99	745,773.73
Total	114,597,123.15	103,810,840.14	35,697,520.24	30,812,103.77

**14. LEASE LIABILITIES**

Changes in the lease liabilities for the year ended December 31, 2022 and 2021 is as follows:

	Baht	
	Consolidated	Separate
	Financial Statements	Financial Statements
Lease liabilities of December 31, 2021	40,457,606.00	5,144,798.76
<u>Add</u> Increase during the year	43,268,155.51	6,567,600.00
<u>Less</u> Deferred interest expenses	(1,071,896.48)	(184,123.02)
<u>Add</u> Amortization of deferred cost of financing loans	784,063.43	115,560.33
<u>Less</u> Payment	(28,967,929.87)	(3,455,452.17)
Lease liabilities as of December 31, 2022	54,469,998.59	8,188,383.90
<u>Less</u> : Current portion	(23,655,422.22)	(3,164,943.99)
Lease liabilities - net of current portion	30,814,576.37	5,023,439.91

As of December 31, 2022 and 2021 a maturity analysis of lease liabilities are as follows:

	Baht		
	Consolidated Financial Statements		
	As of December 31, 2022		
	Contract Payable	Deferred Interest expenses	Lease Liabilities Net
Current portion	24,392,084.20	(736,661.98)	23,655,422.22
1 - 5 years	31,293,220.49	(478,644.12)	30,814,576.37
Over 5 years	-	-	-
Total	55,685,304.69	(1,215,306.10)	54,469,998.59

	Baht		
	Separate Financial Statements		
	As of December 31, 2022		
	Contract Payable	Deferred Interest expenses	Lease Liabilities Net
Current portion	3,279,009.33	(114,065.34)	3,164,943.99
1 - 5 years	5,113,125.18	(89,685.27)	5,023,439.91
Over 5 years	-	-	-
Total	8,392,134.51	(203,750.61)	8,188,383.90



**15. NON-CURRENT PROVISIONS FOR EMPLOYEES' BENEFIT**

Movements of present value of employee benefit obligation for the year ended December 31, 2022 and 2021 were as follows:

	Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	For the year ended	For the year ended	For the year ended	For the year ended
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
Employee benefits obligation as of beginning of period	137,039,161.67	125,853,851.67	77,186,062.33	70,914,470.33
Payment of Employees' benefit	(7,867,295.00)	(11,923,637.00)	(2,609,979.00)	(4,947,596.00)
Current service cost and interest cost	22,835,907.00	23,108,947.00	10,318,555.00	11,219,188.00
Loss (gain) from estimate of actuarial assumptions	12,422,074.67	-	4,346,004.67	-
Employee benefits obligation as of ending of period	164,429,848.34	137,039,161.67	89,240,643.00	77,186,062.33

Expenses recognized in statements of income for the year ended December 31, 2022 and 2021 are as follow;

	Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	2022	2021	2022	2021
Current service cost	20,516,751.00	20,118,427.00	9,079,407.00	9,573,632.00
Interest cost	2,319,156.00	2,990,520.00	1,239,148.00	1,645,556.00
Total	22,835,907.00	23,108,947.00	10,318,555.00	11,219,188.00

The principle actuarial assumptions used to calculate the provision under the retirement benefit obligation as of December 31, 2022 are as follows:

	Consolidated Financial Statements	Separate Financial Statements
Discount rate	2.33 %	2.33%
Salary scale increase rate	3.00 %	3.00 %
Employee with voluntary resignation before retirement ratio	0-67 %*	0-52 %*
Mortality rate	TMO 2017 **	TMO 2017 **

\* Based on rate weighted by age group of employee

\*\* Reference to Thai Mortality ordinary Table of 2017 common type (TMO 2017 : Thai Mortality Ordinary Tables of 2017)

**Sensitivity analysis of significant actuarial assumptions**

Significant actuarial assumptions for sensitivity analysis are discount rate, salary increase rate and mortality, while holding all other assumptions constant. The sensitivity analysis of change in the relevant actuarial assumption that was reasonably possible for the year 2022 as follows:

**Separate Financial Statement**

- If the discount rate increases (decreases) by 1.0%, the employee benefit obligation would decrease Baht 4.85 million (increases Baht 5.45 million)
- If the salary increases rate increases (decreases) by 1.0%, the employee benefit obligation would increase Baht 7.59 million (decrease Baht 6.77 million).
- If the Employee with voluntary resignation before retirement increases (decreases) by one year for all employees, the employee benefit obligation would decrease Baht 5.22 million (increases Baht 2.93 million).

**Consolidated Financial Statement**

- If the discount rate increases (decreases) by 1.0%, the employee benefit obligation would decrease Baht 8.78 million (increases Baht 9.85 million)
- If the salary increases rate increases (decreases) by 1.0%, the employee benefit obligation would increase Baht 14.47 million (decrease Baht 12.30 million).
- If the Employee with voluntary resignation before retirement increases (decrease) by one year for all employees, the employee benefit obligation would decrease Baht 9.66 million (increases Baht 6.96 million).

In presenting the above sensitivity analysis, the present value of the employee benefit obligation has been calculated by using the same method that applied in calculating the employee benefit obligation recognized in the statement of financial position.

**16. REGISTERED CAPITAL**

- 16.1 On May 15, 2008 the Company common shares have been approved to be a registered security in SET and the share initial trading has been started since that date.
- 16.2 On July 26, 2012, an extra ordinary shareholder meeting no 1/2012 had approved a resolution to change number of shares and par value of the share capital from; a registered capital of Baht 347,500,000 with 69,500,000 shares at Baht 5.00 par value to a registered capital of Baht 347,500,000 with 347,500,000 shares at Baht 1.00 par value. The change was registered with the Ministry Commerce on July 27, 2012.

**17. LEGAL RESERVE**

According to public company legislation 1992, the Company has to allocate a portion of net profit for the year to be Legal Reserve not less than 5% of profit of the year. The allocation of Legal Reserve should be deducted with the beginning balance of deficit (if any) until the balance of Legal Reserve not less than 10% of registered capital. The Company cannot pay dividend from the Legal Reserve.

**18. DIVIDEND PAYMENT**

On April 22, 2021, the general shareholders meeting No. 1/2021 has approved to pay dividends for the year 2020 to shareholders, at Baht 0.45 per share for the 347.50 million shares, total amount of Baht 156.375 million, which was paid in May 2021.

On August 13, 2021, the Board of Directors meeting No. 3/2021 has resolved to approve an interim dividends to shareholders, at Baht 0.41 per share for the 347.50 million shares, total amount of Baht 142.475 million, which was paid in September 2021.

On April 21, 2022, the Annual General Meeting of Shareholders No. 1/2022 passed a resolution to pay dividends for the year 2021 to shareholders at the rate of Baht 0.85 per share, amounting to 347.50 million shares, totaling Baht 295.375 million. Since the company had already paid an interim dividend at the rate of Baht 0.41 per share, totaling Baht 142.475 million, to shareholders in September 2021, thus the Company has to an additional dividend of Baht 0.44 per share, amounting to 347.50 million shares, totaling Baht 152.90 million, which was paid in May 2022.

On August 11, 2022, the Board of Directors meeting No. 3/2022 has approved to pay interim dividends, which is paid from retain earnings by paying to shareholders at Baht 0.61 per share for the 347.50 million shares, total amount of Baht 211.98 million, which was paid in September 2022.

On February 20, 2023, the meeting of the Board of Directors no. 1/2023 passed the resolution to propose the Annual General Meeting of shareholders approve to pay dividend for the year 2022 to shareholders, at Baht 1.20 per share for the 347.50 million shares, total amount of Baht 417 million. Since an interim dividend of Baht 0.61 per share, total amount of Baht 211.98 million, was already distributed to the shareholders in September 2022, the remaining final dividend is Baht 205.025 million (Baht 0.59 per share), which will be paid in May 2023.

**19. INCOME TAX EXPENSE**

In accordance with taxable conditions on Thailand's revenue code, the Company and its subsidiaries have calculated its net taxable profit (loss) by taking both any for bidding expenditures and any reduced or exceptionable accounting transactions to adding - up or deducting from net profit (loss) under accounting base.

The Company has calculated income tax on its taxable profit for the years ended December 31 2022 and 2021 at the rate 20%.

#### 19.1 Tax income (expense)

For the year ended December 31, 2022 and 2021, consisted of;

	BAHT			
	Consolidated financial statements		Separate financial statements	
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
Income tax charge of current	(64,687,038.11)	(46,406,418.40)	(12,686,963.12)	(22,431,408.65)
Deferred tax income (expense)				
from temporary difference				
- effect in statement of	(33,822,579.63)	(27,510,892.93)	2,410,916.13	1,254,318.40
Tax income (expense) presented				
in the statement of income	(98,509,617.74)	(73,917,311.33)	(10,276,046.99)	(21,177,090.25)

#### 19.2 Income tax relating to components of statements of comprehensive income - other

For the year ended December 31, 2022 and 2021 consisted of :

	BAHT			
	Consolidated financial statements		Separate financial statements	
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
Deferred tax income (expense)				
relating to;				
- Investment in marketable				
securities	890,200.00	(9,745,300.00)	890,200.00	(9,745,300.00)
- Actuarial estimates	2,484,414.93	-	869,200.93	-
Deferred tax income (expense)				
presented in statement of				
comprehensive income	3,374,614.93	(9,745,300.00)	1,759,400.93	(9,745,300.00)

## 19.3 The reconciliation of the tax income (expense) and the result of the multiplying of the accounting profit with tax rate

For the year ended December 31, 2022 and 2021 are presented as the following:

	BAHT			
	Consolidated financial statements		Separate financial statements	
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
Accounting profit before corporate income tax	515,728,555.90	368,111,930.59	433,694,294.58	318,272,693.57
Corporate income tax rates	20%	20%	20%	20%
Accounting profit before corporate income- tax				
- Multiply by tax rates	(103,145,711.18)	(73,622,386.12)	(86,738,858.92)	(63,654,538.71)
Effects to deferred income tax	(33,822,579.63)	(27,510,892.93)	2,410,916.13	1,254,318.40
Effects of income and expenses-				
- not related to income tax	(205,000.00)	(2,570,691.56)	-	-
Income tax effects that is nondeductible in				
Calculation of profit:				
- Revenue exempted in tax calculation	42,821,384.64	33,163,207.23	76,291,789.66	43,068,124.45
- Nondeductible expenses	(4,157,711.57)	(3,376,547.95)	(2,239,893.86)	(1,844,994.39)
Tax income (expense) presented in the -				
Statement of Income	(98,509,617.74)	(73,917,311.33)	(10,276,046.99)	(21,177,090.25)

## 19.4 Components of deferred tax assets and deferred tax liabilities comprised of the following items;

	Baht			
	Consolidated financial statements		Separate financial statements	
	As at December 31, 2022	As at December 31, 2021	As at December 31, 2022	As at December 31, 2021
<u>Deferred tax assets</u>				
Investment in marketable securities	5,273,158.91	4,382,958.91	5,273,158.91	4,382,958.91
Consignment receivable	196,818,403.81	231,683,209.05	-	-
Allowance for impairment of	3,200,000.00	3,200,000.00	-	-
Employee benefit obligation	35,370,384.60	27,407,832.34	18,717,329.53	15,437,212.47
Total	240,661,947.32	266,674,000.30	23,990,488.44	19,820,171.38
<u>Deferred tax liabilities</u>				
Consignment inventories	(67,266,960.44)	(62,831,048.72)	-	-
Total	(67,266,960.44)	(62,831,048.72)	-	-
<u>Deferred tax assets - net</u>	173,394,986.88	203,842,951.58	23,990,488.44	19,820,171.38

**20. PROVIDENT FUND**

During year 2005, the Company and its employees agreed to establish employees' provident fund under authorization from Ministry of Finance as per provident fund legislation 1987. This provident fund is comprised of a portion of not less than 3% from employee's salary and a portion that contributed at the same amount from the Company. Employees entitle to receive money from provident fund if he/she resign and comply with its regulation. The provident fund is managed by MFC Public Co., Ltd.

**21. COMMITMENT**

21.1 As at December 31, 2022, the subsidiary company has commitments under the purchase agreement of finished goods totaling Baht 253.82 million.

21.2 As of December 31, 2022 and 2021, the Company has letter of guarantee which issuing by the bank on behalf of company and subsidiary as follows:

Objective	Baht			
	Consolidated Financial Statements		Separate Financial Statements	
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
1. Guarantee for Custom				
Department	4.88	1.33	-	-
2. Others	3.23	3.25	1.32	1.34
Total	8.11	4.58	1.32	1.34

**22. Financial Instruments****22.1 Financial risk management policy**

The Company's financial instruments, principally comprise deposits with financial institutions, trade receivables and payables, receivable and payable - principals. The financial risks associated with these financial instruments and how they are managed is described below.

**Credit risk****(A) Trade receivables**

The Company is exposed to credit risk primarily with respect to trade. The Company manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. The maximum exposure to credit risk is limited to the carrying amounts of trade receivables and receivable - principals as stated in the statements of financial position.

**(B) Deposits with financial institutions**

The Company is exposed to risk arising from deposit with financial institutions. However, the counterparties are banks with a good credit rating, for which the Company considers to have low credit risk.

**Liquidity risk**

The Company monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Company's operation and to mitigate the effects of fluctuations in cash flows.

The remaining contractual maturities of financial liabilities at the reporting date are as follows:

	Million Baht					
	Contractual cash flows (Consolidated financial statements)					
	Carrying amount	1 year or less	More than 1 year but less than 2 years	More than 2 year but less than 5 years	More than 5 years	Total
<u>As of December 31, 2022</u>						
Non - derivative financial liabilities						
- Other payables	114.60	114.60	-	-	-	114.60
- Lease liabilities	54.43	23.77	19.39	11.27	-	54.43
- Revenue Department	6.58	6.58	-	-	-	6.58
- Corporate income tax payable	30.13	30.13	-	-	-	30.13
	<u>205.74</u>	<u>175.08</u>	<u>19.39</u>	<u>11.27</u>	<u>-</u>	<u>205.74</u>
Derivative financial liabilities	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

	Million Baht					
	Contractual cash flows (Separate financial statements)					
	Carrying amount	1 year or less	More than 1 year but less than 2 years	More than 2 year but less than 5 years	More than 5 years	Total
<u>As of December 31, 2022</u>						
Non - derivative financial liabilities						
- Other payable	35.70	35.70	-	-	-	35.70
- Lease liabilities	8.19	3.16	2.88	2.15	-	8.19
- Revenue Department	2.06	2.06	-	-	-	2.06
- Corporate income tax payable	6.46	6.46	-	-	-	6.46
	<u>52.41</u>	<u>47.38</u>	<u>2.88</u>	<u>2.15</u>	<u>-</u>	<u>51.41</u>
Derivative financial liabilities	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**22.2 Market risk****Risk from foreign exchange rate**

The Company and its subsidiary encounters risk in foreign exchange rate because company has foreign receivables and payables. However, the credit terms given or received from the receivables and payables are short period.

As of December 31, 2022 and 2021, the Company and its subsidiary have assets and liabilities in foreign currencies as follows:

	Amount in Foreign Currencies			
	Consolidated Financial Statements		Separate Financial Statements	
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
<b><u>ASSETS</u></b>				
US Dollar	1,019,476.12	743,863.39	750,940.09	389,364.60
Singapore dollar	22,534.24	-	-	-
Pound Sterling	1,239,655.30	1,187,991.35	-	-
Chinese Yuan	56,610.00	-	56,610.00	-
<b><u>LIABILITIES</u></b>				
US Dollar	335,747.22	1,659,551.35	113,571.95	358,132.98
Hong Kong Dollar	2,063,282.51	-	-	-
Euro Dollar	3,170.78	17,278.45	-	-
Pound Sterling	2,575.06	55,285.98	-	-
Chinese Yuan	3,829,319.44	-	213,612.40	-

**Risk from interest rate**

The interest rate risk depends on the fluctuation of interest rate in financial market. The fluctuation of the interest rate may have impact on the company's operation and cash flows. However, management believes that risk is insignificant in the current financial market because company can generate enough income and cash flows to pay interest.

**Risk from credit term**

Credit risk refers to the risk that trade accounts receivable may default in its obligations resulting in a financial loss to company. However, since the company currently sells its products to creditworthy customers, it does not anticipate any material problem in collecting its debt. The concentration of credit risk with respect to trade receivable is limited because company's debtors are spread over in different area and type of business. Account receivable showed in the statement of financial position, net of a portion of allowance for doubtful debts, represents the maximum exposure to credit risk.



**Fair value**

The Company's financial assets and financial liabilities measured at amortized cost and the majority of the Company's financial instruments are short - term in nature or bear floating interest rates, their fair value is not expected to be materially different from the amounts presented in the statements of financial position.

A fair value is the amount for which an asset can be exchanged or a liability settled between knowledgeable, willing parties in an arm's length transaction. The fair value is determined by reference to the market price of the financial instrument or by using an appropriate valuation technique, depending on the nature of the instrument.

**23. FINANCIAL INFORMATION BY SEGMENT OF BUSINESS**

Statements of income segmented by business

for the year ended December 31, 2022 and 2021 are as follows:

	Consolidated Financial Statements (Million Baht)					
	December 31, 2022			December 31, 2021		
	Export	Domestic	Total	Export	Domestic	Total
Revenue						
Sales - net	389.28	2,768.77	3,158.05	322.23	2,290.31	2,612.54
Services income	-	9.70	9.70	-	18.81	18.81
Total Revenue	<u>389.28</u>	<u>2,778.47</u>	<u>3,167.75</u>	<u>322.23</u>	<u>2,309.12</u>	<u>2,631.35</u>
Cost of sales			<u>(1,647.42)</u>			<u>(1,345.77)</u>
Gross profit			1,520.30			1,285.58
Selling and administrative			<u>(1,018.21)</u>			<u>(936.87)</u>
Net profit from operation			<u>502.09</u>			<u>348.71</u>
Other income and expenses						
Other income			17.96			24.31
Financial cost			<u>(4.33)</u>			<u>(4.91)</u>
Total other income and expenses			<u>13.63</u>			<u>19.40</u>
Profit before income tax			515.72			368.11
Income tax expense			<u>(98.51)</u>			<u>(73.92)</u>
Net profit			<u>417.22</u>			<u>294.19</u>

Property, plant and equipment of the Company have been commonly used for export and domestic operations.

Statements of income segmented by business for the year ended December 31, 2022 and 2021 are as follows:

	Separate Financial Statements (Million Baht)					
	December 31, 2022			December 31, 2021		
	Export	Domestic	Total	Export	Domestic	Total
Revenue						
Sales - net	99.93	470.24	570.17	52.61	517.77	570.38
Services income	-	55.53	55.53	-	52.00	52.00
Total Revenue	<u>99.93</u>	<u>525.77</u>	<u>625.70</u>	<u>52.61</u>	<u>59.77</u>	<u>622.38</u>
Cost of sales			(514.48)			(470.30)
Gross profit			111.22			152.08
Selling and administrative expenses			(59.36)			(53.54)
Net profit from operation			<u>51.86</u>			<u>98.54</u>
Other income and expenses						
Other income			381.95			219.83
Financial cost			(0.12)			(0.10)
Total other income and expenses			<u>381.83</u>			<u>219.73</u>
Profit before income tax			433.69			318.27
Income tax expense			(10.27)			(21.18)
Net profit			<u>423.42</u>			<u>297.09</u>

Property, plant and equipment of the Company have been commonly used for export and domestic operations.

#### **Major customer information**

During year 2022 the Company has earned from 3 major customers amounting to Baht 731.45million.

**24. EXPENSE BY NATURE**


The significant expenses for the year ended December 31, 2022 and 2021 classified by nature are as follow;

	BAHT			
	Consolidated Financial Statements		Separate Financial Statements	
	December 31, 2022	December 31, 2021	December 31, 2022	December 31, 2021
Changes in finished goods -				
- and work in process	118,076,268.00	196,866,833.46	(2,487,180.66)	9,568,072.81
Purchase of finished goods	527,899,531.76	283,767,462.95	-	-
Raw material and supply usage	450,295,549.31	412,480,395.64	233,778,520.54	216,436,409.59
Employees' expenses -				
- (Exclude management)	546,933,275.96	472,640,791.75	105,234,841.02	86,847,445.84
Depreciation and Amortization	68,836,676.68	74,071,554.24	13,764,595.28	14,399,820.38
Transportation expense	23,515,408.56	19,853,946.55	813,870.23	484,208.65
Chemical supplies and				
- cost of analysis	6,800,472.78	4,497,941.77	86,193.01	96,700.00
Advertising and promotion	80,064,678.47	84,621,491.94	353,339.49	192,145.70

**25. APPROVAL OF THE FINANCIAL STATEMENTS**

The financial statement has been approved by the Company's board of directors on February 20, 2023.

(Signed)  Director

(Signed)  Director

## Part 4

### Certification of Data Accuracy

“ The company has reviewed the information in this annual registration statement. With care the company certifies that such information is completely accurate, not false. Do not make other people misunderstand or do not lack information that should be notified in a significant way.

(1) Financial statements and financial information that are summarized in the annual registration statement showing complete and accurate information in material aspects regarding the financial position performance and cash flow of the company and subsidiaries already.

(2) The company has provided a good information disclosure system to ensure that the company has disclosed all significant information of the company and its subsidiaries correctly and completely. Including controlling follow of the implementation of such systems.

(3) The company has provided a good internal control system and supervised the implementation of such systems. And the company has informed the assessment of internal control system as of 20 February 2023 to the auditor and the audit committee of the company. Which covers deficiencies and significant changes in the internal control system including misconduct that may affect the preparation of financial reports of the company and its subsidiaries.

In this regard, as evidence that all documents are the same set of documents that the company has certificated the accuracy. The company has assigned Mr.Somkid Pradungkiattisak to sign on this document every pages as will. If any document does not contain the signature of Mr.Somkid Pradungkiattisak. The company is considered non-information that the company has certificated the accuracy of the information mentioned already.

	Name	Title	Signature
1. Mr.Viroj	Tanalongkorn	Chairman of the board	< Mr.Viroj Tanalongkorn >
2. Mr.Bunchai	Punturaumporn	Chairman of Executive Committee	< Mr.Bunchai Punturaumporn >

	Name	Title	Signature
Attorney	Mr.Somkid Pradungkiattisak	Executive Director	< Mr.Somkid Pradungkiattisak >

Attachment 1

**Details of directors, executives, persons with controlling authority, persons assigned to be responsible for the highest responsibility in accounting and finance, persons assigned to be directly responsible for overseeing bookkeeping, the Company's secretary, and coordinating agent in case of foreign company**

**Details of directors, executives, persons with controlling authority, persons assigned to be responsible for the highest responsibility in accounting and finance, persons assigned to be directly responsible for overseeing bookkeeping, the Company's secretary, and coordinating agent in case of foreign company**

Name / Title / Year for Director	Age (Year)	Education /Training	Share- holding ratio (%)	Relation-ship	Work experience during the past 5 years		
					Period	Title	Company and nature of business
1. Mr. Viroj Thanalongkorn (authorized director as per details in the Certificate of Company Registration)  <b>Year for Director</b> 3 May 2007	69	MINI MBA,  Thammasat University  <b>Thai Institute of Directors (IOD)</b>  - DAP 64/2007	46.38	Ms.Pitcha  Thanalongkorn's father and Mrs. Suchanya  Thanalongkorn's brother	<u>Listed Company</u>		
					2007 - Present	- Chairman  - Consultant of Executive Committee	- Sabina Public Co., Ltd.  - Sabina Public Co., Ltd.
					<u>Subsidiary's Company</u>		
					1973 - Present	- Chairman	-Sabina Fareast Co., Ltd.  /design and manufacturing of ladies lingerie
					<u>Indirect Subsidiary's Company</u>		
					July 2022 -  Present	- Chairman	- Sabina International Co., Ltd./ Invest in other companies both domestically and abroad.

Name / Title / Year for Director	Age (Year)	Education /Training	Share- holding ratio (%)	Relation-ship	Work experience during the past 5 years		
					Period	Title	Company and nature of business
2. Mr. Bunchai Punturaumporn (authorized director as per details in the Certificate of Company Registration / Nomination and remuneration committee)  <b>Year for Director</b> 3 May 2007	58	MBA (Marketing)  , Thammasat University  <b>Thai Institute of Directors (IOD)</b>  - DAP 63/2007  - EDP 5/2010  - HRP 6/2014  - FSD /2016  - BMT 6/2018	0.20	None	<u>Listed Company</u>		
					2022-Present	- Chairman of the Executive Committee	- Sabina Public Co., Ltd.
					2015-Present	-Nomination and Remuneration Committee	- Sabina Public Co., Ltd.
					2007 – Present	- Director	- Sabina Public Co., Ltd.
					2007-2022	- Chief Executive Officer	- Sabina Public Co., Ltd.
					<u>Subsidiary's Company</u>		
					2022-Present	- Chairman of the Executive Committee	- Sabina Fareast Co., Ltd./design and manufacturing of ladies lingerie

Name / Title / Year for Director	Age (Year)	Education /Training	Share- holding ratio (%)	Relation-ship	Work experience during the past 5 years		
					Period	Title	Company and nature of business
					2007 – Present	- Director	- Sabina Fareast Co., Ltd. /design and manufacturing of ladies lingerie
					2007-2022	- Chief Executive Officer	- Sabina Fareast Co., Ltd. /design and manufacturing of ladies lingerie
					<u>Indirect Subsidiary's Company</u>		
					2022-Present	- Director	- Sabina International Co., Ltd./ Invest in other companies both domestically and abroad.



Name / Title / Year for Director	Age (Year)	Education /Training	Share- holding ratio (%)	Relation-ship	Work experience during the past 5 years		
					Period	Title	Company and nature of business
3. Ms. Duangdao Mahanavanont (authorized director as per details in the Certificate of Company Registration / Risk Management Committee)  <b>Year for Director</b> 21 February 2020	46	Master's degree (MS-CIS), Assumption University /  <b>Thai Institute of Directors (IOD)</b> - EDP 2019 - CGE 16/2020 - DCP 2020 - FSD 46/2022	0.003	None	<u>Listed Company</u>		
					2022-Present	- Chief Executive Officer	- Sabina Public Co., Ltd.
					2020-Present	- Risk Management Committee	- Sabina Public Co., Ltd.
					2018-Present	- Director,Executive Committee	- Sabina Public Co., Ltd.
						-Director of Business Development New Channel	- Sabina Public Co., Ltd.
					<u>Subsidiary's Company</u>		
					2022-Present	- Chief Executive Officer	-Sabina Fareast Co., Ltd. /design and manufacturing of ladies lingerie
					2015-Present	- Director,Executive Committee	-Sabina Fareast Co., Ltd. /design and manufacturing of ladies lingerie

Name / Title / Year for Director	Age (Year)	Education /Training	Share- holding ratio (%)	Relation-ship	Work experience during the past 5 years		
					Period	Title	Company and nature of business
					2018-Present	-Director of Business Development New Channel	-Sabina Fareast Co., Ltd. /design and manufacturing of ladies lingerie
					<u>Indirect Subsidiary's Company</u>		
					July 2022- Present	- Director	- Sabina International Co., Ltd./ Invest in other companies both domestically and abroad.

Name / Title / Year for Director	Age (Year)	Education /Training	Share- holding ratio (%)	Relation-ship	Work experience during the past 5 years		
					Period	Title	Company and nature of business
4.Mrs.Suchanya Thanalongkorn (Director)  <b>Year for Director</b> 26 July 2012	67	Bachelor of political Science Ramkhamkhaeng University /  <b>Thai Institute of Directors (IOD)</b> - DAP 105/2013	-	Mr.Viroj Thanalongkorn's Sister and Ms.Pitcha Thanalongkorn's Aunt	<u>Listed Company</u>		
					2012-Present	-Director	- Sabina Public Co., Ltd.
					<u>Other company</u> (not listed company)		
					2009-Present	-Managing Director	-36 Property

Name / Title / Year for Director	Age (Year)	Education /Training	Share- holding ratio (%)	Relation-ship	Work experience during the past 5 years		
					Period	Title	Company and nature of business
5. Mr. Somkid Pardungkiattisak (authorized director as per details in the Certificate of Company Registration)  <b>Year for Director</b> 24 April 2015	56	Bachelor's degree in cost accounting University of the Thai Chamber of Commerce/  <b>Thai Institute of Directors (IOD)</b> - DAP 120/2015 - EDP 16/2016 - ACPG /2016 -FSD34/2017 - BFI 5/2018 - CISA 13/2018	0.003	None	<u>Listed Company</u>		
					2020-Present	-Chief Financial Officer	- Sabina Public Co., Ltd.
						-Risk Management Committee	- Sabina Public Co., Ltd.
					2015-Present	- Director, Executive Committee	- Sabina Public Co., Ltd.
					2015 - Present	- Accounting and Financial director	- Sabina Public Co., Ltd.

Name / Title / Year for Director	Age (Year)	Education /Training	Share- holding ratio (%)	Relation-ship	Work experience during the past 5 years		
					Period	Title	Company and nature of business
					<u>Subsidiary's Company</u>		
					2020- Present	-Chief Financial Officer	-Sabina Fareast Co., Ltd. /design and manufacturing of ladies lingerie
					2015-Present	- Director, Executive Committee	-Sabina Fareast Co., Ltd. /design and manufacturing of ladies lingerie
					2015-2022	- Accounting and Financial director	-Sabina Fareast Co., Ltd. /design and manufacturing of ladies lingerie
					2013-2015	- Accounting manager for factories	-Sabina Fareast Co., Ltd. /design and manufacturing of ladies lingerie

Name / Title / Year for Director	Age (Year)	Education /Training	Share- holding ratio (%)	Relation-ship	Work experience during the past 5 years		
					Period	Title	Company and nature of business
6. Ms. Vachirawan Yamsri (Director / Risk Management Committee)  <b>Year for Director</b> 1 March 2012	57	Bachelor of political and administrative Science (finance) Chulalongkorn University /  <b>Thai Institute of Directors (IOD)</b>  - DAP 99/2012 - EDP 10 - HRP 6/2014	0.10%	None	<u>Listed Company</u>		
					2022-Present	- Chief Operation Officer	- Sabina Public Co., Ltd.
					2018-Present	- Risk Management Committee	- Sabina Public Co., Ltd.
					2012 – Present	- Director and Executive Committee	- Sabina Public Co., Ltd.
					2012-2022	- Director of Production	- Sabina Public Co., Ltd.
					<u>Subsidiary's Company</u>		
					2022-Present	- Chief Operation Offer	-Sabina Fareast Co., Ltd. /design and manufacturing of ladies lingerie
					2012 – 2022	- Director of Production	-Sabina Fareast Co., Ltd. /design and manufacturing of ladies lingerie

Name / Title / Year for Director	Age (Year)	Education /Training	Share- holding ratio (%)	Relation-ship	Work experience during the past 5 years		
					Period	Title	Company and nature of business
7. Ms.Pitcha Thanalongkorn (authorized director as per details in the Certificate of Company Registration)  <b>Year for Director</b> 21 April 2022	31	BA BACHELOR  DEGREE /  LONDON  COLLEGE OF  FASHION	3.02	Mr.Viroj  Thanalongkorn's daughter and  Mrs. Suchanya  Thanalongkorn's granddaughter	<u>Listed Company</u>		
					2565-Present	- Director	- Sabina Public Co., Ltd.
						- Executive Director	- Sabina Public Co., Ltd.
					2019-Present	- Chief Marketing Offer	- Sabina Public Co., Ltd.
					<u>Subsidiary's Company</u>		
					2019-Present	- Chief Marketing Officer	-Sabina Fareast Co., Ltd. /design and manufacturing of ladies lingerie
					2015-2018	- Marketing Director	-Sabina Fareast Co., Ltd. /design and manufacturing of ladies lingerie
					<u>Indirect Subsidiary's Company</u>		
					July 2022 - Present	- Director	- Sabina International Co., Ltd./ Invest in other companies both domestically and abroad.

Name / Title / Year for Director	Age (Year)	Education /Training	Share- holding ratio (%)	Relation-ship	Work experience during the past 5 years		
					Period	Title	Company and nature of business
8. Ms. Rawewan Peyayopanakul (Independent Director / Chairman of Audit Committee / Nomination and Remuneration committee)  <b>Year for Director</b> 3 May 2007	75	MBA (Accounting) , Michigan State University, USA. /  <b>Thai Institute of            Directors (IOD)</b> - DAP 2003 - ACP 2005	-	None	<u>Listed Company</u>		
					2015-Present	- Nomination and Remuneration Committee	- Sabina Public Co., Ltd.
					2007 - Present	-Independent Director - Chairman of Audit Committee	- Sabina Public Co., Ltd. - Sabina Public Co., Ltd.
					<u>Other company</u> (not listed company)		



Name / Title / Year for Director	Age (Year)	Education /Training	Share- holding ratio (%)	Relation-ship	Work experience during the past 5 years		
					Period	Title	Company and nature of business
9. Mr. Somchai Vanavit  (Independent Director / Audit Committee / Chairman of the Nomination and Remuneration)  <b>Year for Director</b> 3 May 2007	73	MBA, Southeastern Louisiana University, USA. /  <b>Thai Institute of Directors (IOD)</b> - DAP 8/2004 - DCP 49/2004	-	None	<u>Listed Company</u>		
					2015-Present	-Chairman of the Nomination and Remuneration Committee	- Sabina Public Co., Ltd.
					2011 - Present	-Independent Director and Chairman of Audit Committee	-T.S.Flowmill Plc. (wheat flour Manufacture)
					2007 – Present	-Independent Director - Audit Committee	- Sabina Public Co., Ltd. - Sabina Public Co., Ltd.
					<u>Other company</u> (not listed company)		

Name / Title / Year for Director	Age (Year)	Education /Training	Share- holding ratio (%)	Relation-ship	Work experience during the past 5 years		
					Period	Title	Company and nature of business
10. Mr. Yuthana Adipath (Independent Director / Audit Committee / Nomination and Remuneration Committee)  <b>Year for Director</b> 3 May 2007	77	MBA, Eastern New Maxico University  <b>Thai Institute of Directors (IOD)</b> - DAP 63/2007	-	None	<u>Listed Company</u>		
					2015-Present	- Nomination and Remuneration committee	- Sabina Public Co., Ltd.
					2007 – Present	-Independent Director - Audit Committee	- Sabina Public Co., Ltd. - Sabina Public Co., Ltd.
					<u>Other company</u> (not listed company)		

Name / Title / Year for Director	Age (Year)	Education /Training	Share- holding ratio (%)	Relation-ship	Work experience during the past 5 years		
					Period	Title	Company and nature of business
11.Mr.Chakkris Uthayoplas (Independent Director / Chairman of Risk Management Committee)  <b>Year for Director</b> 24 April 2015	59	Master of Science  Industrial Engineering&Man agement The  Asian Institute of Technology/ /  <b>Thai Institute of Directors (IOD)</b>  - DCP 24/2002	-	None	<u>Listed Company</u>		
					2018-Present	- Chairman of Risk Management Committee	- Sabina Public Co., Ltd.
					2015-Present	- Independent Director	- Sabina Public Co., Ltd.
					<u>Other company</u> (not listed company)		
					2010-Present	- Chief Executive Director	-Kelx Kaew Kor Kit Co.,ltd.

Name / Title / Year for Director	Age (Year)	Education /Training	Share- holding ratio (%)	Relation-ship	Work experience during the past 5 years		
					Period	Title	Company and nature of business
12. Ms. Pensri Suteerasan (Independent Director / Audit Committee )  <b>Year for Director</b> 23 Apr 2019	54	MBA(Finance), California State University  <b>Thai Institute of Directors (IOD)</b> - DCP 86/2007 -SFE 6/2010	-	None	<u>Listed Company</u>		
					2020-Present	- Independent Director	- Precious Shipping Public Co., Ltd.
					2019-Present	-Independent Director - Audit Committee	- Sabina Public Co., Ltd. - Sabina Public Co., Ltd.
					2018-Present	-Independent Director  -Audit Committee  - Nomination Committee	-Ready Planet Public Co., Ltd. -Ready Planet Public Co., Ltd. -Ready Planet Public Co., Ltd.
					<u>Other company</u> (not listed company)		

Name / Title / Year for Director	Age (Year)	Education /Training	Share- holding ratio (%)	Relation-ship	Work experience during the past 5 years		
					Period	Title	Company and nature of business
					<u>Other Business</u>		
					Feb 2022 – Present	- Advisor	- Thai Listed Companies Association (TLCA)
						- Director	- Thailand Development Research Institute (TDRI)
					March 2021 – Present	- Director	- Private Equity Trust venture capital SMES (sub-fund 2) SME D Bank
					2016 – Present	- The nomination committee best Alumni	- Faculty of Commerce and Accountancy, Chulalongkorn University
					2015 – Present	- The Judging Committee of the Outstanding Ethics Award Project	- Thai Chamber of Commerce

Name / Title / Year for Director	Age (Year)	Education /Training	Share- holding ratio (%)	Relation-ship	Work experience during the past 5 years		
					Period	Title	Company and nature of business
					2014 – Present	- The nomination committee recruiting mentor and allocating Government officials in the project for the development of the new generation of change management to perform the Administration of private agencies	- the office of the Civil Service Commission
					2012 – 2022	- Committee	- Anti-Corruption Organization of Thailand
					2008 – Present	- Executive Development Program Director (EDP)	- Thai Listed Companies Association (TLCA)

Name / Title / Year for Director	Age (Year)	Education /Training	Share- holding ratio (%)	Relation-ship	Work experience during the past 5 years		
					Period	Title	Company and nature of business
					2007-Present	- Sub-Committee on Consideration of Regulations on issuing companies - Committee	- Securities and Exchange Commission (SEC)  - CGR steering Committee Thai Institute of Directors (IOD)
					2001 – 2005	- Consultant,	- Ministry of Finance, Thailand
					1998 – 2001	- Associate Director	- Investment Banking, Dresdner Kleinwort Benson.
					1993 – 1998	- Manager	- Investment Banking, Swiss Bank Corporation

Name / Title / Year for Director	Age (Year)	Education /Training	Share- holding ratio (%)	Relation-ship	Work experience during the past 5 years		
					Period	Title	Company and nature of business
13.Ms. Vaja Mukto  (Company Secretary and The person supervising accounting)	54	Bachelor of Accounting,Suan Dusit Rajabhat University /  <b>Thai Institute of Directors (IOD)</b> - CSP 53/2013	0.003	None	<u>Listed Company</u>		
					2022-Present	- Accounting and Financial Director	- Sabina Public Co., Ltd.
					2015-2022	- Accounting Department Manager	- Sabina Public Co., Ltd.
					2014-Present	- Company Secretary	- Sabina Public Co., Ltd.
					2007 – 2014	- Accounting Segment Manager	- Sabina Public Co., Ltd.
					<u>Subsidiary's Company</u>		
					2022-Present	- Accounting and Financial Director	-Sabina Fareast Co., Ltd. /design and manufacturing of ladies lingerie



Attachment 2

**Details of directors in subsidiaries**

**Details of directors in subsidiaries**

Directors and Executives	Company	Sabina Fareast Co., Ltd.	Sabina International Co., Ltd.
1.Mr. Viroj Thanalongkorn	X	X	X
2.Mr. Bunchai Punturaumporn	/, //	/, //	/, //
3.Ms. Dongdao Mahanavanon	/, //	/, //	/, //
4.Mrs.Suchanya Thanalongkorn	/		
5. Ms. Pitcha Thanalongkorn	/, //	//	/, //
6.Mr. Somkid Pardungkiattisak	/, //	/, //	
7. Ms. Vachirawan Yamri	/, //	//	
8. Ms. Rawewan Peyayopanakul	/, **		
9. Mr. Somchai Vanavit	/, *		
10. Mr. Yuthana Adipath	/, *		
11. Mr.Chakkris Uthayoplas	/		
12.Ms.Pensri Suteerasarn	/, *		

Note: X = Chairman / = Director // = Executive Director

\*\* = Chairman of Audit Committee \* = Audit committee

Attachment 3

**Details about the head of internal audit  
and the Company's supervisor performance (Compliance)**

**Details about the head of internal audit and the Company's supervisor performance (Compliance)**

Name and Title	Age (Year)	Education	Share- holding ratio (%)	Relation- ship	Work experience during the past 5 years		
					Period	Title	Company and nature of business
Mr.Thanawat Krongviriyapap (Head of Internal Audit)	30	Bachelor of Accounting, Rajamangala University of Technology Rattanakosin	-	None	<u>Listed Company</u>		
					2022-Present	- Head of Internal Audit	- Sabina Public co.,ltd.
					2018-2022	- Internal Auditor	- Sabina Public co.,ltd.
					2014-2017	- Accountant	- Sabina Public co.,ltd.

Attachment 4

Assets used in business operations and details of asset appraisal items

**Assets used in business operations and details of asset appraisal items**

- None

Attachment 5

Full version of policies and guidelines for corporate governance and  
the code of business conduct that the Company has prepared

## Corporate Governance

The Board of Directors understands their roles, duties and responsibilities to the Company and shareholders. They have adopted a Code of Best Practices for the Directors of registered companies according to the guidelines as set forth by the Securities Exchange of Thailand. This is to ensure effective management and accurate performance assessment, which will promote growth through the following corporate governance:

### 1. Corporate Governance Policy

The Board of Directors realize the importance of good corporate governance as set forth in the notifications of the Securities Exchange of Thailand. To ensure the Company stability and continuous growth, increase the confidence of shareholders and all interested parties and create additional value to the business in the long run, the Board of Directors have set forth the corporate governance as follows:

1.The scope of powers, duties and responsibilities of the Board of Directors and the Executives is clearly defined according to the Company management structure.

2.The business shall be operated with all the information correctly and transparently disclosed to reflect the true and fair view of the Company's performance and financial status. There shall be proper assessment and measures against risks.

3.There shall be checks and balances among all departments and sections to allow audit and ensure transparency.

4. Excellent quality products shall be turned out to meet the demand in the markets and for the satisfaction of customers. Customers' views or complaints are welcome for product development and improvement.

5. Through training, the Company install moral virtue in employees that they will grow with the Company.

6. The ownership rights of each and every shareholder are equally well aware of and respected.

7. In the operation of our business, the Company bears in mind our responsibility to shareholders, interested parties, the society and the environment.

8. Anti-corruption and never pays a bribe for the business benefits. No violation of intellectual property rights. Respect for the law and human rights.



## 2. The rights of shareholders

The shareholding structure shall be clear and fair. The board of directors, executives and major shareholders shall not have conflicts of interest. The management shall protect investors' rights and treat shareholders equally.

Every shareholders have rights and equity as follows.

1. The right to receive information, performance and the Company's management policy quickly and in time through the Stock Exchange of Thailand and the Company's website at [www.sabina.co.th](http://www.sabina.co.th).
2. The right to buy and transfer shares, and to obtain a share from the Company's profits.
3. The right to propose matters to be included in the agenda of the general meeting of shareholders and to nominate persons to be considered as directors, which the Company has made the criteria for proposing such matters to be published on the website of the Company at [www.sabina.co.th](http://www.sabina.co.th). and notified via the Stock Exchange of Thailand (SET).
4. The right to send questions to inquire about various issues of the agenda presented at the general meeting of shareholders in advance by sending questions to the Company secretary by email: [secretary@sabina.co.th](mailto:secretary@sabina.co.th) Fax: 02-4345911 published such rights on the Company's website at [www.sabina.co.th](http://www.sabina.co.th).
5. The right to attend the shareholders' meeting. The Company will hold a shareholder meeting once a year by sending a notice of the meeting together with related documents for the meeting with sufficient details for the shareholders in advance to allow the shareholders to consider in advance before attending the meeting.
6. The Company has a policy to promote and facilitate shareholders to allow shareholders and institutional investors to attend the meeting by arranging a meeting location, which is easy and convenient for the shareholders to travel and has public transportation systems that are accessible and sufficient.
7. The Company discloses the shareholding structure in the Company and subsidiaries clearly and transparently, and can be examined. There is no cross shareholding in the Company group.
8. The Company has more than 40% of the minority shareholders (Free Float).
9. The Company holds more than 5% of the total shares of institutional investors.
10. The Company does not have a shareholder's agreement that has a significant impact on the Company or other shareholders.
11. The Company has also added a channel to publicize the invitation to the shareholders' meeting, supporting documents for the meeting agenda including the proxy form and other information necessary in both Thai and English in advance on the Company's website [www.sabina.co.th](http://www.sabina.co.th). before

submitting the documents to shareholders as to acknowledge and to support decision making in voting. The minutes of the shareholders' meeting are published via the Company's website.

12. To represent their rights, shareholders can appoint proxies to other persons or independent directors of the Company to vote in the event that the shareholders are unable to attend the meeting by themselves.
13. The Company has facilitated all shareholders equally this includes institutional investors to attend the shareholders' meeting by explaining the details of the meeting including how to count the votes of shareholders who have to vote in each agenda according to the Company's regulations, and allow all attendees to inquire comments and suggestions for each agenda, and summarize the results of the votes from every vote count.
14. The Company arranges for the broadcasting of the minutes of the meeting via the Company's website, so that shareholders can check without waiting for the next meeting.
15. The right to be treated equally in the repurchase of shares, and allow shareholders to be able to communicate with each other.

#### **Meeting of Shareholders**

The Board of Directors gives importance to shareholders' meetings by holding the annual general meeting of shareholders once a year within 4 months from the end of the accounting period of the Company. It is considered as a duty of the Board of Directors that must attend every meeting if not attached to important missions. By organizing the meeting, the Company will send the meeting invitation letter, proxy form, along with information for meeting based on various agendas. Shareholders should receive complete notice at least 14 days before the meeting date for shareholders to make decisions on voting in various agendas. In case, the shareholder wishes to appoint another person to attend the meeting, he/she can choose to appoint a person, or independent directors of the Company can attend the meeting instead.

1. The company has the policy to support or promote any particular shareholders, including institutional shareholders to participate in general meeting of shareholders.
2. The company provided the website to offer news and information such as quarterly financial report for the year, the Annual Registration Statement (Form 56-1 one report). As well as the invitation to the general meeting of shareholders, which contains the date and time that the agenda. Supporting the decision for each agenda item The rules that are used in meetings and procedure pronunciation completely, which is the same data that is delivered to shareholders in paper format by publishing information via the company's Web site at least 30 days before the meeting to allow shareholders to have sufficient time to study the information.

3. The company held a shareholders' meeting by facilitating a meeting place in terms of located in the city center, easy access and provide sufficient time to conduct the meeting.
4. The company open up opportunities and grant shareholders to propose the agenda of the shareholder's meeting on matters that are important and believe that the proposed list of candidates qualified for appointment as the new Director of advance. By clearly defined operating through the company's website.
5. The company gives the rights of shareholders to submit questions on the agenda at least 1 month before the meeting via the Company's website.
6. The company encourages shareholders to use the proxy form format that shareholders can assign directions to vote and nominate independent directors at least 1 person as an alternative to shareholder's proxy.
7. The company is entitled to shareholders who join after the meeting began to have the right to vote in the agenda of pending and has not voted.
8. The company provides a representative from audit firm to count of the votes in those meetings and disclosed in the minutes of the meeting and shareholders.

### **3. Equitable Treatment of Shareholders**

The Company recognizes the importance of shareholders and supervises the execution of all shareholders equally and fairly as follows.

1. The proposed agenda and nominate persons to be appointed as directors

The company gives opportunity for the shareholders to propose additional agenda ahead and nominate a person to be considered as an advance on the basis of to the criteria the company in annual general meeting 2023 Both would be published through the Stock Exchange and the company website prior to the shareholders ' meeting on October 11, 2022 to December 31, 2022

2. Proxy to attend shareholders ' meetings

In the case of shareholders are not able to attend self. The company allows shareholders may appoint any other person Independent director of the company or to attend the meeting instead. In order to maintain their rights and introduce the methods and steps in the proxy clearly as the company delivered with the proxy pattern B. which shareholder can determine the direction the vote. In case of foreign shareholders, the company has sent invitation letter, English version and proxy pattern C to facilitate foreign shareholders, and can be seen from the company's website.

3. Determining the right to vote at the AGM, the company has granted to the shareholders to vote according to the number of shares held by each share is entitled to one vote. And do not share any privileged to limit the rights of other shareholders.

4. Each agenda voting done openly and every agendas used of a ballot and collected the ballot only if the shareholders do not agree or no vote except the election of directors. Every agenda would collect the ballots of all shareholders attending the meeting by using a barcode in the vote on each agenda.

5. Policies and Methods of Use of Internal Information

It is our policy to prevent our Directors and Executives from using information on securities trading and other confidential information for their personal gains, the details of which are as follows:

1.) Firewall and antivirus program are used to prevent unauthorized access to our information and to protect our data.

2.) For security reason, access levels are set in each computer program for different employees.

3.) A clause concerning storage of internal data and prevention of access thereto is included in the contract of employment, work regulations, management policy, work procedures, stating that the Company's undisclosed confidential information may not be used for personal gains or for the benefit of outsiders.

4.) We shall notify our Directors and Executives of the confidential information and order them not to trade any company's securities during the period of 7 days before disclosure of our financial statement to the public. Making any transaction during that period constitutes a breach of discipline. The penalties vary from verbal warning, written warning, and suspension from work or dismissal. The offender will be required to reverse the transactions and donate the profit to charitable organizations.

5.) The persons from outside, who take part in the audit or make transactions that may affect the price of the Company's securities, must make a non-disclosure agreement with us, which will be in force until we disclose such confidential information to the Securities Exchange of Thailand and Securities and Exchange Commission.

6) The Company's shareholding structure is not complicated. Almost of all transactions occurred a normal business transaction.

7) The company operates in accordance with the law, requirements of the Exchange Act, the Securities and Exchange Commission, rules and procedures of transactions, and rules for the acquisition and disposition of assets.

#### **4. Rights to Stakeholders**

The Company is aware of the rights of stakeholders and has a policy to ensure the importance of those rights by the appropriate prioritization of all stakeholders, which are shareholders, employees, executives, customers, partners, creditors, society and the general public. Cooperation between stakeholders shall be made according to their roles and responsibilities so that the Company can run

smoothly and strongly in order to fairly benefit all groups of stakeholders. The company also made commitment to social and environmental sustainability, anti-corruption, do not infringement of intellectual property and copyright, and respect for human rights.

#### Shareholders

Through our knowledge, ability and integrity, we intend to make our business grow steadily for the long-term benefit of shareholders and the protection of our properties and interests. We regularly present correct and complete performance reports so that shareholders are kept abreast of all the latest developments. We pay dividend regularly and avoid any conflict of interests.

#### Customers

We intend to establish brand loyalty and ensure customer's satisfaction. Through innovation, we constantly add value to our products and services to meet the requirements of customers of all age groups. We have many salesclerks in leading shops and department stores nationwide; they are happy to send customers' feedback and complaints to us, and we always treat all customers' complaints fairly.

#### Employees

Employees are valuable resources and the key to the success of the organization. We provide training to our employees to improve their knowledge and ability so that they will make achievements in their career. We offer our employees the opportunity for advancement on the basis of their potential. We also allow our employees to set directions for the Company's operation and growth. We pay our employee fair salaries – commensurate with their knowledge, abilities, responsibilities, performance, the way they maintain good working conditions, safety to lives and properties. We take care of our employees in respect of safety and provide them with staff welfare such as;

- First Aid Room
- Annual medical checkup
- Special price product to relieve employee cost of living
- Uniforms
- Provident Fund
- Emergency loan for employee
- Training and conference both on-site and off-site for employee development
- Sending employee to inspect domestic and aboard

#### Trading Partners and/ or Creditors

The Company gives importance to business partners or creditors who are important to the production cost of the Company. The Company has set the criteria for selecting and evaluating vendors

as well in order to ensure that the seller has ability to respond to the quality requirements of the Company and the customer, different product materials and including the assessment of the seller as follows.

The criteria for selection of raw materials and general product materials are as follows.

1. Delivery time 2. Price of the product 3. Minimum order quantity 4. System for checking each product according to the specified standard. 5. Payment terms 6. Production period 7. Production capacity 8. Delivery frequency

The criteria for selection for raw material, which is used in production, and the employment of equipment, which is used in production\are as follows.

1. Product quality 2. Time to solve problems 3. The amount sent regards to the purchase order 4. Deliver the goods at the specified time. 5. Payment terms 6. Document delivery system (only for overseas sellers), which the Company has provided a form to select the seller and arrange for a seller assessment at least 2 times a year.

The Company will maintain and comply with various trade agreement terms with partners and strictly creditors, and not calling or accepting property or any other benefit that is dishonest in the trade. The Company will create a good relationship and understanding including exchanging knowledge and jointly developing products and services to add value to products and services. If in the case of non-compliance with the agreed conditions, the Company will inform the creditors in advance in order to find ways to consider further solutions.

The company has a policy to recommend customers to join the Anti-Corruption project. persuaded business partners to attend the meeting and listen to details about the CAC FOR SME project.

#### Society and Environment

The Company operates its business with regards to the impact on natural resources and the environment, consciousness cultivation, responsibility to the community and society in the Company continuously. This includes supporting activities that are beneficial to the community and major society. The Company does not take any action or to support illegal actions or to cause harm to the country and / or to society and national security by setting policies and activities that relate to social responsibility (in accordance with 10. Social Responsibility Topic (CSR).

#### Competitors

The company complies with the rules of fair competition. It does not seek confidential information of competitors through inappropriate methods, or that of against any law. There are guidelines for the following practices

1. Conducting within the framework of good competition.
2. Not trying to damage the reputation of competitors by accusing them without the truth

3. Not seeking confidential information of competitors with dishonest or inappropriate methods such as paying stipend to employees of competitors.

4. Supporting and promoting free Fair trade, not monopolization or requiring customers of the company to trade with the company only

5. Supporting cooperation with competitors that are beneficial to consumers, not for monopolization of revenue allocation and market share, reducing product and service quality, setting prices for product and service which will cause a negative effect on consumers as a whole.

#### **Non-infringement of intellectual property or copyright.**

The company has policies and practices relating to any infringement of intellectual property rights. The directors, management, employees of the Company, and all its subsidiaries operate under the Code of Conduct on the subject of intellectual property or copyright. By protecting the intellectual property of the company not to be violated, and avoid infringing the intellectual property of others.

#### **The anti-corruption and bribery for business**

The Board has policy to fight against corruption. The company has signed a commitment in the Private Sector Collective Action Coalition against Corruption. Along with the Directors, executives and employees of the Company and its subsidiaries are all performed in accordance with the fight against corruption. The policy focused on raising awareness for employees and executives at all levels of the negative effect of corruption include creating good values to develop an accurate and transparent monitoring effectively without causing a risk of damage to the business. The company also set policies relating to fraud against corrupt clearly in order to prevent such problems and operating according to the relevant laws and regulations. The company has set its managing director, employees, and subsidiaries to comply with all Anti-corruption policies as follows.

- Emphasis on cultivating the consciousness of employees and managers at all levels. Aware of the consequences of corruption, including creating good values to organizational development, fidelity must be transparent, and can be monitored efficiently.
- Determine to company directors and employees to follow the policy against corruption without getting involved with the corruption, whether directly or indirectly. For the benefit of the company towards themselves, family, friends, and acquaintances.
- Create a system of internal controls to prevent fraud. That will result in transparency and good corporate governance, occurs as the concrete and can be checked.
- The Company has taken steps to protect the complainant that complaints will be stored as the confidential. And safety of the complainant is significant. He/she will be protected from unfair practices.

- Corruption is the abuse of the company's business which must be punished by regulations of the company and also the common law if the action is illegal.
- The company is aware of the importance of communication and public relations in order to build knowledge and understanding of the Board of Directors and employees, as well as those who are involved with the company in accordance with the policy against corruption.

However, policies, practices, including the creation of internal control system are to prevent corruption. It will result in transparency, good corporate governance, concrete practice, and able to be inspected. From such of standard is to fight against corruption includes finding appropriate solution. The channel a report or complaint to the Audit Department of the company, and independent director of the company by the company has published such policies on the company's website [www.sabina.co.th](http://www.sabina.co.th)

#### **Occupational health and safety**

The Company has policies and guidelines on health, safety and working environment by providing health checks for employees have the right to medical expenses Including basic medicine equipment for employees and adequate and appropriate welfare It also provides a safe and hygienic working environment and has controls to reduce the risk of accidents and health which may occur in the workplace, having to check light, color, sound, dust, smoke in the workplace and provide equipment in defense and have regular training.

#### **5. Communication channels and The protection of whistle-blower complaints practices**

The Company has channels for stakeholders, which can send suggestions, comments or questions including complaints to the Company via the Company's secretary. E-mail address: [secretary@sabina.co.th](mailto:secretary@sabina.co.th) or investor relations department E-mail address: [ir@sabina.co.th](mailto:ir@sabina.co.th) Telephone: 02-4229400 Postal address: Sabina Public Company Limited 12 Arun-amarin Rd., Arun-amarin, Bangkoknoi, Bangkok 10700.

In the case of an important issues or subjects that may cause damage to the Company, the secretary will present the matter to the board of directors of the Company.

The Company has provided measures to report clues, complaints, wrongdoing, ethics, or behavior that may cause corruption or misconduct from the personnel in the Company both from employees, related persons, and stakeholders. Complaints and suggestions can be reported via the internal audit department, which serves as a complaint agency and the following suggestions.

#### **Process when receiving complaints**

The Company provides opportunities for employees and stakeholders to have channels to report clues and complaints as guidelines to develop and sustain the organization as follows.



- Complaint recipients gather facts that related to violations or not complying following the Company's anti-corruption policy.
- Complaint recipients report the facts to the independent directors to investigate the facts to consider the complaint by identifying matters related to anti-corruption policies, dividing into political support, financial support and donations for charity, and receiving gifts, property or other benefits.
- Action measures by the recipients of the complaint presented to the Anti-Corruption Committee to investigate the facts and to set measures to act to suspend violations or non-compliance with anti-corruption policies.
- The recipient of the complaint is responsible for reporting the investigation result to the complainant. If the complainant discloses himself in the case that is important. The recipient of the complaint reports the investigation result to the Chairman, and / or the Board of Directors to acknowledge.
- If the accused acting in real corruption is considered a violation of anti-corruption policy, he/she must be considered disciplinary punishment according to the Company's regulations. In case of violating the law, he/she must continue to receive legal penalties.

**Channels for reporting complaints**

- Internal Audit Department via e-mail : [GRP\\_AUDIT\\_HO@sabina.co.th](mailto:GRP_AUDIT_HO@sabina.co.th)
- Internal Audit Department via phone : 02-422-9400
- Internal Audit Department via mail : Internal Audit Department via phone
- Or report directly through the audit committee

Mail: Sabina Public Company (Limited)  
12 Arun Amarin Road Kwang Arun Amarin  
Ket Bangkoknoi Bangkok 10700

The general complaint will be collected by the secretary of the audit committee to report to the audit committee directly and the company will take further steps.

**Protection of complainants**

- Complainants can choose not to reveal themselves for security reasons/ However, if the complainants choose to reveal his/her identity, the company can report progress and explain facts to the complainant.
- The recipients of the complaint must confidentially keep the information and prioritize the safety of the complainant. By providing protection for the complainant and / or the person who provide the

information and / or data verification cooperation, they will be protected from unfair practices, such as changing job positions, job characteristics, workplaces, work orders, intimidation, interference with employment, termination due to the cause of complaint, etc. General information will be kept confidentially only to the Chairman of the Executive Committee and / or the Audit Committee and to be confidentially and directly kept by the Board of Directors and the Audit Committee.

In addition, the company provides channels for clues reporting or complaints for any related personnel to file a complaint in the event of a violation of the law and the code of ethics of senior management. The violation of the company's business ethics includes violation of rights and the behavior that implies corruption and inequality, via the following channels

Mail: : Chairman of the Executive Committee or Chairman of the Audit Committee  
Sabina Public Company (Limited)  
12 Arun Amarin Road Kwang Arun Amarin Ket Bangkoknoi Bangkok 10700

The general complaint information will be confidentially kept only to the Chairman of the Executive Committee and / or the Audit Committee. The company will not disclose the information of the whistleblowers and treat them fairly. As for the misconduct of top management, the complaint will be collected directly by the audit committee and the company will take further steps.

## **6. Information disclosure and transparency**

### **1. Information disclosure**

The company has revealed important information of various related companies, accurately and timely in the annual report including explanation and analysis of the management of various news through the website and the securities market the company's website [www.sabina.co.th](http://www.sabina.co.th) both Thai and English.

### **2. The preparation of the financial report**

To show the responsibility to prepare financial statements that are required to be sufficient transparency to the Board of Directors, which is responsible for the company's consolidated financial statements and the financial information that appears in the annual report has been prepared in accordance with accounting standards generally accepted. By using the appropriate accounting policies and practices on a regular basis, as well as the disclosure of important information in notes to the financial statements, the assembly had considered and reasonable prudence in preparing financial statements by the Board of Directors have been appointed to the Audit Committee, which is comprised of independent directors to act responsible about the quality of the financial reporting and internal control systems.

3. The company has announced a policy, regulatory affairs, and ethic in business, company's directors, executives, and employees. Written and published through the company website.

4. The company's Board of Directors has established a social and the environment responsibility policy by promoting and supporting the execution of policy consistently and regularly.

5. The company has to disclose the transaction. The company abides by the rules of the Securities and Exchange Commission and discloses details of transactions, individuals who are making transactions, relationship of terms / policies between price and value.

6. The company has a policy that directors of the company must be reported to the buy-sell shares/securities holdings of the company to be informed by the Board of Directors at all times.

7. The Company has a policy for the Board of Directors to report the interest of the directors, and the executives must report to the Company every time when having their own interests and related persons within three months from the date of appointment or the date of change.

#### 8. Remuneration of Directors and executives

The remuneration of the Board of Directors is clearly transparent by comparison with the company in the same industry to be able to attract and retain directors who are knowledgeable. Remuneration of Directors is also proposed for approval by the shareholders ' meeting every year. For the executives ' remuneration is in accordance with the principles and policies set by the Board of Directors which linked to the performance of the company and the performance of individual persons.

#### 9. Investor Relations

Board of Directors give priority on the disclosure of information, both financial and non-financial information that is adequate, transparent, timely and thorough with the Company's disclosure information, news to shareholders, investors and those involved have been informed via the company's website. [www.sabina.co.th](http://www.sabina.co.th) so shareholders can access information easily and quickly, such as the nature of business financial statements, shareholding structure, organizational structure, annual invitation to AGM, and other necessary information.

In addition, the company has been established the Investor Relations department to provide data and information activities of the company with investors, shareholders, analysts, and the general public which manage by Investor Relations via email [ir@sabina.co.th](mailto:ir@sabina.co.th) or phone call. 0-2422-9400.

### 7. Leadership and vision

Board of Directors is committed to operating the company to progress, and stable growth for the best returns to shareholders. Board of Directors performs with the knowledge and ability in the

duties and responsibilities, and caution in the management of the company which abiding by the laws and rules of conduct that is good about the business, and ensure compliance with the objectives and targets set out for the interest of its shareholders and stakeholders all parties.

Board of Directors assigned the Executive Committee representing the vision, mission, policies and budgets to the Board of Directors for approval and guidance to the Board of Directors to supervise, monitor and evaluate performance to meet the target, and add value and wealth to the Company and shareholders. At the same time, take into consideration the interests of all stakeholders and the company's Board of Directors has considered, approved, and reviewing the company's mission, vision, and Regularly for approval and monitoring, management plans, agreeing to comply with the direction, placing it on a regular basis.

The board has monitored the implementation of the company's strategy. In every quarter of the Board of Directors' meeting, the Board monitors the performance of the management by specifying a report on the results of operations and results of the company, especially in terms of financial goals and plans in order to be in accordance with the strategy set out.

The company's Board of Directors has considered defining roles and responsibilities in the implementation of the company's Board of committee and the management of the company have clearly separate both the structure and compliance officer. Both sides are working together on this power of Attorney specifying the scope of executive power level is defined and the operation each aspect clearly.

In order to fulfill the duties of the Board of Committees to succeed with the purpose and scope of the powers, duties, and responsibilities that have been assigned the company arranges orientation for new directors by the company to prepare and submit information that is beneficial to the new Committee the duties such as funding structure, shareholder structure, brief biography, list of Board of Directors and senior management, nature of business and past performance. They will be encouraged to training, knowledge of the company's corporate governance, the preparation of a summary overview of the business, and past performance, as well as the policies and regulations of the company, therefore the new Committee would have understanding for best practices with handbook for directors of listed companies to guide operations.

## **8. Conflict of Interests**

We comply with the regulations of the Securities and Exchange Commission and the Securities Exchange of Thailand. The Board of Directors follows clear guidelines on how to deal with conflict of interests carefully and reasonably.

Before making any transactions that involve conflict of interests, we will disclose to the Meeting of Shareholders the values of transactions, the names of the parties under the contracts and

the reasons that make such transactions necessary. The disclosure shall be transparent and its validity can be proved. If any transaction shall receive the approval from the Board of Directors, and/or the shareholders' meeting, the transaction must receive the consideration of screening from the Audit Committee which will provide the opinion toward the transaction.

When the Board of Directors provides different opinion from the opinion of the Audit Committee, the Company shall disclose the said different opinions. In addition, when a Director has a conflict of interest in any agenda, the Director shall be abstained from voting right of the agenda which follows the regulations of the Stock Exchange of Thailand.

Moreover, the Company has stipulated the principles for the Company's Directors, Executives, and related persons to report their conflicts of interest or related persons' conflicts of interest concerning the management of the Company and its subsidiaries. The report shall be included in the meeting agenda of the quarterly meetings of the Board of Directors as stipulated by the regulation of the connected transaction.

The company has disclosed a transaction with persons who may have a conflict in the year 2022 including the Board of Directors gave the opinion that all the transactions between the reasonable and beneficial to the business of the Company, pursuant to the Stock Exchange Commission regulations.

In addition, the Company has a policy that prohibiting the management and staff to trade securities of the Company during the 7 days prior to the public disclosure of financial statements which is considered as a disciplinary offense under the regulations of the company. If such of acts are for personal benefit within their intention before revealed to the public. There has to refrain from trading securities or wait for the investors receive information after the date it was published at least 24 hours, but if the data is very complicated is 48 hours waiting after it is published, also the director and the management of the Company's securities are traded, must notify the Securities and Exchange Commission, The Stock Exchange of Thailand and the company to acknowledge every time.

The company has a policy for directors and senior management to inform the Board of Directors about their own stock trading for at least one day in advance before trading.

The Board of Directors has also determined that there have been reports of securities holdings of Directors and Executive Directors, including the legitimate family of a Board of Directors. Including a duty to report holdings of securities and securities holdings changes to the Securities and Exchange Commission of Thailand.

## 9. Business Ethics

The Company is committed to conducting business by adhering to the principles of honesty, transparency, fairness and in accordance with the law. In order to increase confidence among shareholders, customers, business partners, competitors, employees and the society as a whole, the Company will control and monitor the use of personal interests and related parties by using internal information that has not been disclosed or that is confidential to be used or disclosed to a third party or any action that causes a conflict of interest.

In addition, the Company has also prepared a business ethics manual, and written practices and communicate to all directors, executives and employees to acknowledge and strictly adheres to and strictly complies with the regular follow-up of the manual.

The company has periodically tested all employees on the rules and operations, as well as Human Resource Policy Testing, through the company's internet systems to ensure that all employees have the knowledge and understanding of rules and regulations and are able to appropriately perform their duties. The result evaluates the level of knowledge and understanding of employees in order to improve communication for employees to have a thorough understanding and be aware of their duties in promoting good corporate governance of the organization. The company has improved and developed the test to comply with the ever-changing laws and regulations. It also requires the test taker who does not reach the specified criteria to study for additional knowledge and retake tests until passing the criteria. In addition to requiring current employees to take tests as part of their performance indicators, all employees who work during the year are also required to do the test in addition to attending the orientation. The test results are considered as part of an employee's performance in an Annual performance evaluation.

The Company has published the Code of Business Ethics on the Company's website under the heading "Corporate Governance".

## 10. Balance of power of the board

The structure of the Board of Directors on December 31, 2022 consists of 5 Executive Directors.

Director who meets the definition "Independent directors" of the Board of Directors of the Securities and Exchange Commission and the Stock Exchange of Thailand. 5 Persons served as member of the Audit Committee of the company 4 persons.

At every annual general meeting, directors retire 1 of 3 which are or close to 1 of 3 of the company's regulations. When directors have reached an agenda, they might be elected next term.

**11. Integration or Segregation of position**

The Company has segregated authority and authority by approving and the operation of the Company clearly according to the types of transaction by dividing into categories according to the line of work, including production units, accounting and finance departments, Human Resource unit, Sales agencies in the country and abroad, and others, which have been included in the authority approval and operation regulations No. 1/2022 dated 27 December 2022.

**12. Board of Directors' diversity policy**

The Board of Directors is aware of the benefits of business operations and therefore has specified the diversity of the Board and is seen as one factor in increasing the efficiency of business operations, decisions and the work of the board.

However, the diversity is not just limited to gender, but also age, educational background, professional experience, skills and knowledge. Therefore, the selection and appointment of the Company's directors will be based on knowledge, capability, and the selection criteria that have been considered for the benefits of diversity.

**Authority of the Chairman and Managing Director**

The Board has the duties and responsibilities for the Chairman and the Managing Director who authorized to carry a variety of companies which can be summarized as follows

**Duties and responsibilities of the Chairman**

The Chairman of the company is responsible for the policy and administrative management, tracking business plan and operation, advice and assist but do not participate and interfere with the normal operations of the day. In addition, the Chairman of the company must have the leadership by not influenced by the administration and managing departments. The Chairman holds the president position the meeting of the Board of Directors meeting and shareholders' fairness, support and encourages attendees to use rights and compliance with corporate governance principles strictly and efficiently.

By defining the composition, size and structure of the Board of Directors of the company to induce a balance between Executive Directors and independent directors.

Arrange the participation of Executive Directors, Non-executive directors, and independent directors on the activities and processes of the Board of Directors for decision.

Provide assessment and develop a portfolio of the company's Board of Directors on a regular basis and look forward to collaborating directors and directors' performance.

**Duties and responsibilities of Managing Director**

The Managing Director is responsible for routine administration in order to meet the objective complied with regulations policy statements, resolutions of the Board of Directors, and/or resolutions of the Board of Directors and/or the shareholders' meeting resolutions.

1. To provide preparation of business policy, business plan and budget for presentation to the Board of Directors for consideration and approval, and is obliged to report the progress of the business plan, the approved budget as approved by the Board of Directors in accordance with the defined period.

2. Manage the company's business operations in order to comply with the company's business policy. Business plans and budgets to achieve the financial goals that were approved by the Board of Directors.

3. Set resource allocation target for operation to comply with the management policy. Ensuring that the overall business growth of the company under the objectives and business plan.

4. Set review and strengthen the Organization's standards, there is a pure competition, which is something that is essential to the competitiveness and to create value for organizations with the ongoing work with personnel and products.

5. Provide analysis of the current situation and circumstances that might occur in an industrial worldwide to forecast future changes within the industry and change the company's strategy.

6. Consider and approve the appointment of packing withdrawal Migration to consider disciplinary measures, credit, as well as remuneration and employee benefits. Provide a standard assessment of the employee's job performance and review it regularly, such measures must not conflict with the powers of the Executive Committee.

7. Issue regulations on the company's without conflict with policy regulations from statements and resolutions of the general meeting of shareholders, the Board of Directors and Executive Committee.

8. Approve of the company's common finances activities.

9. The competent authority and/or assigned to another person in a premises specifically as empowerment agent and/or assigned to another person shall be governed by the extent of the power and/or under the regulations or instructions received from the Board of Directors of the company. Assigned person might not perform in case of approved materials that may have a conflict of interest (according to the definition of the publishing Committee for the Securities and Exchange Commission or the capital market supervisory board) by there is stake on or may be benefited in either a format, or there may be a conflict of interest with the company or its subsidiaries, unless it complies with policies



and guidelines that have been approved by the general meeting of shareholders or the Board of Directors.

### **13. The tenure of directors and executive director elsewhere**

For the directors to fully devote time and effort to perform their duties, Board of Directors has established a limited number of companies that each director be appointed as follows.

1. The company's Board of Directors has set the policy to the Director of another listed company Chief Executive Officer (CEO) of the company no more than 2.

2. The Board of Directors of the company directors has policy allowed person to be Director in other listed companies no more than 5 companies but does not define as Director in a company that is not registered.

3. In case of any member of the Company required to be directors of other companies more than 5 places shall inform of the reason and to perform such duties in the Annual Information Form (56-1 one report).

So far there is no record of the company's Board of Directors held the director for more than 5 listed companies.

### **14. Remunerations to Directors and Executives**

Our Directors are remunerated on a transparent basis as compared with those in other companies within the same industry. This policy is adopted to keep the Directors with knowledge and ability. The remuneration to Directors in proposed to the Meeting of Shareholders for approval every year.

The remuneration to Executives complies with the principle and policy adopted by the Board of Directors, subject to the company performance and the achievements of each Executive.

### **15. Board Meeting**

The Board of Directors has set a minimum meeting of not less than 6 times a year and may have additional special meeting as necessary. The meeting schedule has been set in advance annually and the meeting agenda has been clearly defined and submitted to the Board of Directors before the meeting date in advance sufficiently to allow the Board of Directors not less than 7 working days and to allow the Board to have time considering sufficient information.

In the meetings, the Chairman of the Board of Directors allowing all directors to freely express their opinions and in the meeting, it is to invite the relevant executives to attend the meeting to identify information or provide additional information as a person directly related to the problem in order to make decisions of the Board of Directors. In addition, there is a written record of the meeting,

and storing certified minutes from the Board of Directors systematically which can be checked and referenced at any time. Moreover, in voting for each agenda of the Board of Directors' meeting, there must be no less than two-thirds of all directors.

#### **16. Annual Performance Assessment of the Board**

The company has conducted an annual performance review of the Board of Directors which divided into both evaluation of a whole and individual type. This is the assessment of the Board of Directors and the Board of subsidiaries which have the same guidelines and are consistent with model of the self-assessment of the Securities Commission, including the reviewing to keep assessment appropriate from time to time.

The company has an evaluation process of the Directors which the Secretary would send to the Directors to assess and evaluate and returned to the Company. The Company will not disclose the names of the directors for independently assessments. Then, its evaluation is presented to the Board of Directors and its committees to integrate, evaluate, and determine ways to improve the performance of the Director's.

#### **17. Continuously Knowledge Development of the Board**

1. The company encourages and facilitates training and education as part of its Board of Directors, the management, and all employees to improve working performance continuously.

2. For the new directors, the company arranges orientation by related directors will present information such as shareholder structure, organization structure, nature of business and operations, financial data, subsidiaries data, meetings data, the Board of Directors data, and other related data.

3. The Company encourages directors to attend the related training courses or seminars which organized.

4. The Company provides Succession Plan for the key position which is the part of the strategic plan to benefited successors and be guidelines for the development of executives as planned. Including the case that Managing Director or the Director is unable to perform duties so it will be standby person to support in emergency.

#### **18. Internal Control and Audit**

The Board of Directors attach importance to internal control; therefore, they have adopted the internal control system that covers management, finances and operation to ensure efficiency, subject to the law and regulations on independence that audit can be conducted because there are checks and balances. The internal control system shall be improved constantly.

The Board of Directors has established an internal audit unit, which monitors the internal control and risk management by defining the internal audit unit which report directly to the Audit Committee on a quarterly basis. The Audit Committee will be responsible for reviewing the Company and have adequate internal control compliance.

#### **19. Investor Relations**

Board of Directors give priority on the disclosure of information, both financial and non-financial information that is adequate, transparent, timely and thorough with the Company's disclosure information, news to shareholders, investors and those involved have been informed via the company's website. [www.sabina.co.th](http://www.sabina.co.th) so shareholders can access information easily and quickly, such as the nature of business financial statements, shareholding structure, organizational structure, annual invitation to AGM, and other necessary information.

In addition, the company has been established the Investor Relations department to provide data and information activities of the company with investors, shareholders, analysts, and the general public which manage by Investor Relations department via email [ir@sabina.co.th](mailto:ir@sabina.co.th) or phone call. 0-2422-9400.

## Ethics and Business Code of Conduct

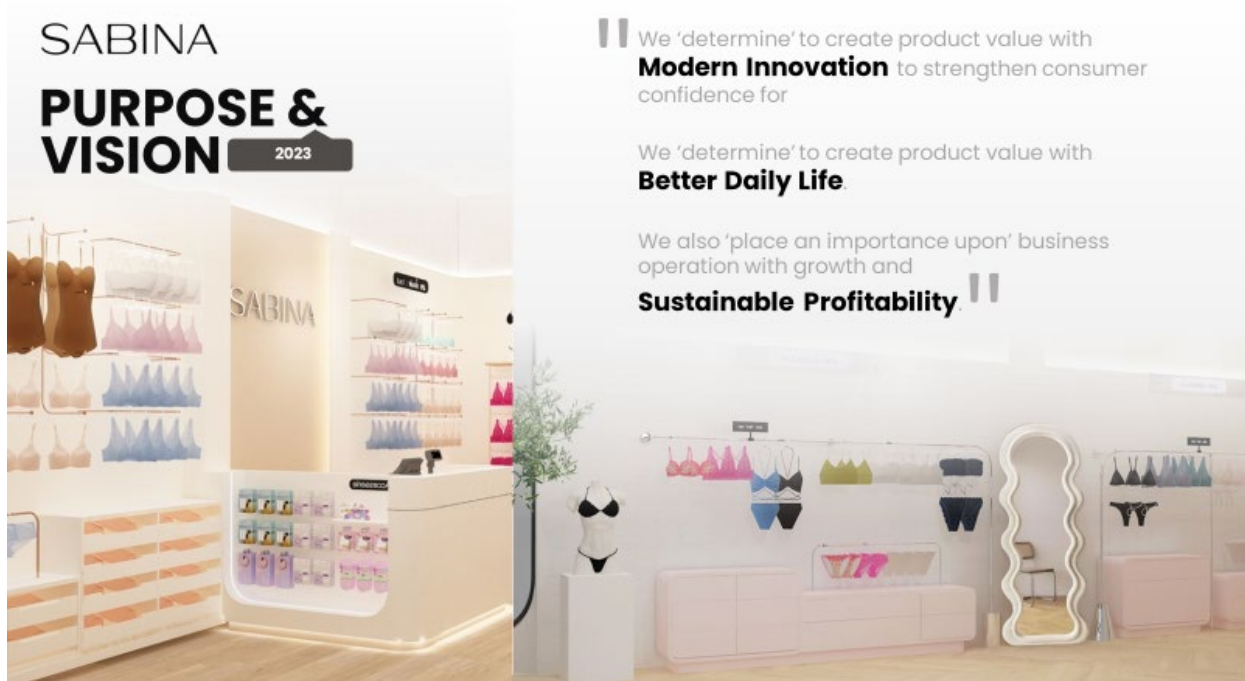
### Introduction

Sabina Public Company Limited, a manufacturer and distributor of women's lingerie, is committed to conducting business with integrity and transparency to all stakeholders relating to the Company including shareholders, employees, customers, business partners and / or creditors as well as society and environment by establishing a code of conduct in the responsibility of various parts. Moreover, the company has passed on these codes of conduct and responsibilities to all levels of the Company's employees as a guideline for ethical business conduct as well as a guideline for directors, executives, and employees to follow correctly and appropriately.

#### 1. Code of Business Conduct

The Code of Business Conduct of Sabina Public Company Limited is a compilation of process to define the scope, the standard of conduct, and behavior for all personnel of the company, including the board of directors, executives, and all employees, to follow in their business conduct and daily operation by acting in the same pattern under the framework of morality and honesty, in a way that is creative, orderly and equal to build the foundation and maintain the image of the company as an organization with sustainable growth.

##### 1) Business Conduct Guidelines



### Purpose and Vision

The company has adjusted the resolution and vision of the company to be more modern and align with the current age and be the long-term goal for business operations of the company. The purpose and vision of Sabina Public Company Limited are as follows:

We 'determine' to create product value with '*modern innovation*'

to strengthen consumer confidence for better daily life.

We also '*place an importance upon*' business operation with growth and '*sustainable profitability*'.

The long-term goal will be stated in the purpose and vision of the company, which will be the foundation of the company and brand to show the determination of the company to operate the business.



- 01 SABINA PROMISE**  
Customer satisfaction is our ultimate goal.
- 02 DATA-DRIVEN ORGANIZATION**  
Operated with Data-Driven innovation – decision making is implemented on data utilization.
- 03 SUSTAINABLE PROFITABILITY**  
Focusing on sustainable profitability.
- 04 LEAN ENTERPRISE**  
Eliminating wastes occurring at every step of supply chain process to consumers.
- 05 ESG**  
Focusing on sustainable business operation covering environmental, social, and corporate governance aspects.

### Mission

For missions, the company states the operation framework, based on the purpose and vision of the company. Short-term goals (1–5 years) are set as the company mission for clear operations and the minor goals for each section are set using tools to set goals and objective key results for easy result evaluation and real operation. The OKR of every sector in the organization must align with each other to support the overall OKR of the organization to succeed.

The missions of the company are identified as follows.

1. **SABINA PROMISE** : Customer satisfaction is our ultimate goal.
2. **DATA – DRIVEN ORGANIZATION** : Operated with Data-Driven innovation – decision making is implemented on data utilization.
3. **SUSTAINABLE PROFITABILITY** : Focusing on sustainable profitability.
4. **LEAN ENTERPRISE** : Eliminating wastes occurring at every step of supply chain process to consumers.
5. **ESG** : Focusing on sustainable business operation covering environmental, social, and corporate governance aspects.

## 2) Anti-Bribery and Corruption Policy

The Board of Directors of the company and subsidiaries has a policy for the company's personnel to conduct business with transparency, refrain from seeking benefits or profits that lead to corruption, and strictly comply with the law for clarity and control in activities that are at risk of corruption. The company and subsidiaries should be careful of the operating guidelines of internal departments that may affect corruption as follows:

### Guidelines

- The company's personnel do not act or support corruption in order to facilitate the performance, business operation, or the benefits of departments within the company and subsidiaries together.
- Products, raw materials, cutting pieces, premium, gift vouchers, or materials including sales transactions in cash and petty cash are the property of the company and subsidiaries. All of them cannot be used for personal use.
- Information, procedures, processes, reports, and programs about the production formulas, product designs, and membership customers of the company are considered as the intellectual property of the company, which may not be violated and disclosed to anyone. Furthermore, intellectual property of the company and subsidiaries not to be modified and copied for personal use.
- The operating guidelines of the departments must follow the standard procedures and regulations of the company and subsidiaries to seal all channels which enable acts related to corruption as follows:

- 1) Opening orders for products to sell directly to the target customers. Any actions beyond the specification of the regulation must be pre-approved by an authorized person only.
- 2) Opening orders for products to showcase to the customers at the reasonable quantity. Any actions beyond the specification of the regulation must be pre-approved by an authorized person only.
- 3) Selling products exactly in accordance with the specified price and promotion.
- 4) Record and review sales data based on actual sales and according to the standards, rules and regulations of the Company and the subsidiaries.
- 5) Record and review the information on product returns according to the items returned from the store only.
- 6) Record and review delivery information according to the list of products that have been ordered for sale only.
- 7) Record and review data on import-export expenses according to actual documents.
- 8) Record and review information on expenses for organizing special promotional activities to ensure they are according to the plan.
- 9) Avoid marketing communications that suggest direct comparison with the competitors' products or services.
- 10) Opening product orders for online sales based on the items and quantities ordered by the customer only.
- 11) Design the products for the company and subsidiaries only, whereby outside work must not be brought into the workplace. The interests of the company, subsidiaries, and customers must be considered as top priorities.
- 12) Research and develop products for the company and subsidiaries only whereby outside work must not be brought into the workplace. The interests of the company, subsidiaries and customers must be considered as top priorities and confidential information about the products of the company and subsidiaries are not to be disclosed.
- 13) Must remain neutral in the procurement process not allowing any irrelevant factors to affect selection decisions, and to comply with the standards and regulations of the company and subsidiaries strictly.

- 14) In case of adjusting / changing raw materials or amendment of the costs, the matter must be received from the purchasing department and merchandiser only. After completing the amendment, the relevant agencies must be notified.
  - 15) Receiving and disbursement of raw materials including cutting pieces, the accuracy of documents must be reviewed to ensure that they match with the raw materials.
  - 16) Recruitment, training, evaluation, compensation, promotion, and the termination of the company's personnel must be performed correctly and fairly in accordance with the criteria of the company and subsidiaries.
  - 17) Follow up debt and prepare reports on any abnormalities associated with debt collection honestly.
  - 18) Count products at the store and prepare a report on any abnormalities found related to the product count honestly.
  - 19) Check the accuracy and completeness of the documents before billing, receiving billing, recording the accounts, and adjusting accounting entries.
  - 20) Record accounts, adjust account items, and prepare accounting reports in accordance with the accounting policies of the company and subsidiaries that are under the accounting standards and other related laws with the approval of the authorized person.
  - 21) Prepare accurate accounting / financial reports with complete and accurate documentations
  - 22) Prepare financial statements, accounting / financial reports and tax return forms for submission to relevant departments as well as disseminating financial information to general investors based on actual information that has been reviewed and approved by authorized persons.
  - 23) Accounting / financial documents are to be filed in an appropriate location for the duration required by the law.
  - 24) Review expenses to be reimbursed to ensure that they must be expenses incurred from the operations of the company and subsidiaries with reliable evidence supporting the disbursement which has been examined and approved by authorized personnel.
  - 25) Make payments honestly according to the documented evidence of disbursement and protection double-payment prevention measures are required.
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26) The financial reports should be prepared with honesty.

#### **Political Support**

The Board of Directors of the company and subsidiaries has a policy for the company's personnel to be politically neutral, and to refrain from taking actions to support any political parties or persons with political power either directly or indirectly. The company and subsidiaries regard respect for political rights and liberties in accordance with the law and adhere to a democracy with the King as the Head of State.

#### **Guidelines**

- The company's personnel strictly abide by the law.
- The company's personnel use their political rights in accordance with the constitutional law such as voting rights, etc.
- The assets of the company and subsidiaries are not used to support political activities of any political parties, political groups, or politicians in order to receive undeserved privileges, or to formulate joint contracts.
- The company's personnel avoid expressing political opinions within the company and subsidiaries which may cause conflicts within the company and subsidiaries.

#### **Funding and Charitable Donations**

The Board of Directors of the company and subsidiaries has a policy that the company's personnel be committed to conducting business with transparency and not seeking any benefits or profits that lead to corruption. The company has established procedures and controls on the granting of grants and charitable contributions with the approval of the authorized persons of the company and subsidiaries. It is also monitored to ensure that donations and charitable donations do not lead to corruption.

#### **Guidelines**

- The company's personnel strictly adhere to the anti-corruption policy on donations and charitable donations.
- Funding and charitable donations must be made on behalf of the company and subsidiaries only, and they are not an excuse for corruption. In addition, the evidence must be correct, complete, and reliable in order to be able to be examined.

**Accepting and Giving Gifts, Properties, or any Other Benefits and Entertainments**

The Board of Directors of the company and subsidiaries has a policy that the company's personnel be committed to conducting business with transparency and not seeking any benefits or profits that lead to corruption. The company has set a policy on accepting and giving gifts, properties, or any other benefits and entertainments including procedures and controls that can be verified to ensure the confidence of accepting and giving gifts, property, or any other benefits and entertainments that meets the policy of the company and subsidiaries, and does not lead to corruption.

**Guidelines**

- The company's personnel comply with the policy related to anti-corruption, giving gifts, properties or any other benefits and entertainment are strictly.
- The company and subsidiaries have established policies relating to giving gifts, property or any other benefits and entertainment to reduce the impact on the decision in the performance of duties arising from embarrassment or a conflict of interest.
- The company and subsidiaries do not prohibit accepting and giving gifts with the company's logo in order to maintain business relationships or act according to tradition and morality.
- Gifts, properties, or other benefits should not be cash or cash equivalents and must not be illegal.
- Entertainment must not be obligated or create a feeling of corruption in return. Moreover, it must not violate any regulations, rules, and laws.
- In the case of selection, price negotiation, and procurement of goods, raw materials, sales areas, or any other benefits for the company and subsidiaries, there must not be any claims to receive or giving of gifts, properties, or any other benefits and entertainment for bribery, leading to undeserved privileges or the establishment of a joint contract as well as resulting in the authorities abstaining from complying with the established regulations.
- The company and subsidiaries have communicated and promoted to the company's personnel including people involved in business operations to create understanding and guidelines on giving gifts, properties, or any other benefits and the entertainments of the company and subsidiaries.

**2. Company Code of Conducts**

The company has established good practice guidelines of the Board of Directors to demonstrate the intention to operate the company's business with transparency, morality, responsibility to the stakeholders, and professionalism, which is considered the code of conduct in performing the duties as follows.

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## 2.1 Compliance with Applicable Laws, Company Rules, and Relevant Regulations

2.1.1 Compliance with the laws, rules, regulations, and various notices related to the company's business operations are as follows:

1) Directors, executives, and employees must comply with the laws, regulations, and requirements of the Stock Exchange of Thailand, the Securities and Exchange Commission, and other relevant agencies.

2) Directors, executives, and employee are required to comply with the company's corporate governance and business ethics policies as well as other policies that have been promulgated.

2.1.2 Perform duties with impartiality. If there is a matter in which any director has a conflict of interest in the meeting, that director must leave the meeting room and refrain from participating in any consideration of the matter.

2.1.3 Avoiding conflicts of personal interest for transparency and efficient management as follows:

1) Do not misuse the information obtained in the performance of duties for the benefit of oneself or others.

2) Do not misuse the corporate secrets and do not disclose the corporate confidential information even after the condition has expired or ceased to function.

3) Do not pursue personal advantage from being a director of the company.

4) Do not create obligations that may later conflict with duties.

5) Do not accept any items or benefits which is in contrary to the interests of the organization.

6) Prioritize the Company's benefits over personal interests and avoid any conflicting interests.

2.1.4 Keep corporate confidential information from leaking to unrelated parties that could damage the organization or stakeholders except in the case compliances with the law.

2.1.5 Acquisition or disposition of listed securities of directors, spouses, and underage children shall be in accordance with the Notification of the Board of Governors of the Stock Exchange of Thailand Re: Disclosure of Information and Other Acts of Listed Companies Concerning the Acquisition and Disposition of Assets B.E. 2004.

## 2.2 Conflict of Interest

### 2.2.1 Conflict of Interest

The Board of Directors complies with the rules and regulations of the Securities and Exchange Commission and the Stock Exchange of Thailand whereby the Board of Directors has clear guidelines for taking care of and eliminating any conflicts of interest prudently with rationale.

In conducting a transaction that may have a conflict of interest, the company will disclose information to the meeting by specifying the transaction value, counterparty, reason, and necessity of such transaction with transparent information that can be verified. If any transaction needs to be approved

by the Board of Directors and / or the shareholders' meeting, such transactions will be reviewed by the Audit Committee first and opinions on such transactions will be given.

In the case that the Board of Directors has opinions that differ from the Audit Committee, the Company will disclose such differences as well. In the event that a director has a conflict of interest in any agenda, that director will not have the right to vote on that agenda according to the regulations of the Stock Exchange of Thailand.

In addition, the Board of Directors has set guidelines for the Board of Directors, Executives, and relevant persons to report their interests or those of related persons as stakes in business management of the company or subsidiaries for providing the company with information to support the implementation of the connected transactions through the Board of Directors meeting every quarter.

According to the policy that directors, executives, and employees are prohibited from taking opportunities from being directors, executives, or employees of the company to pursue personal benefits and / or benefits of related parties, the company therefore stipulates the following guidelines.

- 1) Avoid making transactions that are connected with oneself and / or related parties that may cause a conflict of interest with the company.
- 2) In the event that such transaction is necessary for the benefit of the company, such transaction shall be made as if it was a transaction with a third party having a commercial agreement in the same manner as an ordinary person should do with the general contract with the negotiation power without influence of the director, executive, or related person. Moreover, the concerned persons must not be involved in the approval and has a duty to comply with the requirements of the Stock Exchange of Thailand and the Securities and Exchange Commission regarding the disclosure of connected transactions.
- 3) In the event that a director, executive, or an employee becomes a director, partner, or an advisor in another organization, that position must not contradict the interests and the direct duties of the company.
- 4) Review transactions that contain or may have conflicts of interest between shareholders, directors, management, and other potential conflicts of interest according to the guideline to be confident that such transactions are appropriate, fair, transparent, reasonable, and all

information is disclosed with accuracy and completeness. In addition, a form of report on disclosure of suspected conflicts of interest of the company shall be included in the Corporate Governance Manual.

- 5) The Board of Directors is required to report the interests of company directors and executives and must always report to the company their interests and the interests of related persons within three months from the date of appointment or the date of change.
- 6) The Company has disclosed the connected transactions which the Company has complied with the rules of the Securities and Exchange Commission of Thailand by disclosing the details of the transaction by specifying the name of the person who has entered into the connected transaction. Relative to the nature of the transaction, terms/policy, price and value.
- 7) In the case of related persons taking part or holding shares in businesses that are in competition with the business of the company which may create a conflict of interest with the company, if they are directors, executives and related persons, they must notify the Board of Directors in writing. If they are employees, the supervisor must be informed in writing and report to the company secretary.

#### 2.2.2 Confidentiality and Usage of Inside Information

The Company has a policy and method to prevent directors, executives, and employees from exploiting the company's inside information that has not yet been disclosed to the public for their own benefit including trading in the company's securities as follows:

1. The company has provided a firewall system to prevent unauthorized people from entering or destroying important information of the company. There is also an Anti-Virus system to prevent the virus from spreading or destroying information.
2. The company has established a security system for employees in accessing the information for each program software to categorize the level of employees authorized to access the information.
3. The company has established the terms of maintenance and protection of the use of inside information in the employment contract and work regulations, corporate governance policy, and non-profit seeking work practices to prevent employees and related persons from disclosing any information or news that is confidential and not yet publicized.

4. The company will notify the management of inside information and buying or selling the company's securities should be avoided or refrained within the 7 days before the financial statements are released to the public. If trading occurs during that period, the company has penalty measures in place and notifications of the penalty are available, starting from verbal admonition, written warning, temporary suspension, and termination respectively. In addition, the company has taken corrective measures by allowing the perpetrators to reverse the transaction and donate the profits from the trading shares to charities.

5. the Company has regulated that directors and top-level executives must notify the Board of Directors regarding their securities trading at least 1 day prior to making the transactions.

6. Third parties participating in the investigation, preparation, or transaction of information that may affect the movement of the company's securities prices are required to enter into a confidentiality agreement with the company until the information is disclosed to the Stock Exchange of Thailand and the Securities and Exchange Commission.

7. The company has a simple shareholding structure. Most of the connected transactions are normal business transactions.

8. The company follows the regulations of the Stock Exchange and the Securities and Exchange Commission Regarding the rules and procedures for making connected transactions, criteria for the acquisition and disposal of assets, etc.

### **2.3 Responsibility for Company's Assets**

The company has policy encourages the executives and employees to use resources and assets of the company efficiently in order to increase competitiveness and provide good service to customers. The company has established the following guidelines for executives and employees:

1. Use the Company's assets and resources conservatively yet to achieve the maximum benefits.
2. Cooperate with one another to prevent the company's assets from depreciation or wrongfully lost.

### **The Company's Intellectual Property, Data, and Information Technology**

The company places great importance on the intellectual property of the company which includes the name of the company, logo, copyright, patent, trademark, trade secrets, innovation, data, and information technology, as the following stipulations:

1. Executives and employees are required to comply with intellectual property laws in every country in which the company invests, as well as announcements, orders, and regulations set by the company.
2. Executives and employees are required to maintain and protect the company's intellectual property from damage, loss, and ensure that the intellectual property is used in the best interest of the company.
3. Executives and employees have a duty to keep trade secrets and company information in the most secured location.
4. Executives and employees must use the information technology provided by the company for the Company's business only.
5. Executives and employees must not disclose the password used to access the company's information system to anyone who is not involved.
6. Executives and employees may not distribute, copy, or use any illegal software in the company.
7. Executives and employees must not use Company's e-mail or computer systems to send vulgar, obscene, harassing, threatening, and slandering messages to others as well as avoid entering illegal websites or violating good morals.
8. Executives and employees must respect the intellectual property rights of others, not to infringe copyrights, trademarks, or use other people's work for personal gains or the company's that may cause damages to the company.
9. Security of information systems, including not disclosing the password that accesses the company's information system to others.

#### 2.4 Non-discrimination and anti-harassment policy

Sabina Public Company Limited recognizes and appreciates the benefits of leveraging the diverse and varied thoughts, skills, and experiences of its workforce to drive sustainable organizational success. The Company therefore fosters a respectful work environment where employees can coexist based on their differences, without discrimination, preference, or harassment in any form.

**Discrimination** refers to treating individuals differently, impeding, or providing special privileges to any person or group based on their characteristics, including race, nationality, ethnicity, skin color, lineage, belief, religion, social status, sexual preference, gender, age, physical presence, disability, language, political view, marital status, or any others that lead to discrimination.

**Violation/Harassment** refers to the display of unwanted behaviors that violate/harass personal space, impede, intimidate, or are unfriendly, and which hinder work performance. These actions, regardless of intent, have an impact on the physical and mental well-being of the affected individuals whether or not the behavior is sexually motivated.

The Company therefore set a policy for directors, executives, and employees to comply with the following guidelines:

**1. Recruitment, Selection, and Placement of Personnel**

- 1) Job vacancies shall be advertised without any discriminatory language.
- 2) The recruitment and selection of personnel shall not discriminate based on including race, nationality, ethnicity, skin color, lineage, belief, religion, social status, sexual preference, gender, age, physical presence, disability, language, political view, marital status, or any others that lead to discrimination. The process shall be based on the required qualifications for the position advertised.
- 3) Salaries, benefits, and working conditions offered to all applicants shall be equal according to the standard of the position advertised.
- 4) Job applications and supporting documents shall be kept confidential and not disclosed to anyone not involved in the recruitment process, and the persons who will handle the information should be designated.
- 5) Psychological and physical tests before employment shall be relevant to the position.

**2. Personnel Development**

- 1) Development management must be universal and non-discriminatory, taking into account the necessity of developing each individual for their respective positions and for professional advancement.
- 2) Approval of training programs must be free from discrimination.
- 3) Programs aimed at promoting awareness of objectives and requirements according to this policy must be provided to all employees through training.

**3. Performance Evaluation**

- 1) Performance evaluation guidelines must have clear and transparent criteria, based on actual job performance and behaviors that align with organizational values. During evaluations, there shall be face-to-face discussions between supervisors and subordinates to ensure mutual understanding of the evaluation results.

**4. Employee Benefits and Compensation**

- 1) Employee benefits and promotions shall be managed according to established policies, with transparency and clarity, under consistent standards.



**5. Job Transfer/Resignation**

- 1) The job transfer process must be based on equality and consideration of career advancement opportunities, without discrimination.
- 2) Resignation must be due to poor job performance below Company standards, even after giving the employee opportunities to improve and closely monitoring their progress. It can also be due to disciplinary action or health reasons diagnosed by a doctor, or for other reasons not related to discriminatory practices.

**Steps and guidelines for addressing and handling incidents of discrimination and violation/harassment:**

1. The victim should immediately inform the perpetrator to stop the action that is being taken.
2. If the perpetrator ignores the request and continues with the action, the victim should report the incident directly to their supervisor, department head, or human resources manager, as appropriate.
3. The relevant human resources manager at a manager level or higher should question the victim, perpetrator, and any witnesses (if any) within 7 days of receiving the report.
4. A committee of at least three members should be formed by the relevant human resources manager at a manager level or higher to investigate the incident.
5. Disciplinary action should be taken against the perpetrator or the person submitting the false report based on the investigation and evaluation of the committee.
6. If the incident is a criminal offense and legal action needs to be taken, the legal team must be involved in the investigation.
7. The victim who reports incidents of violation/harassment should be protected appropriately to prevent any negative consequences from the report.

**3. Code of Conduct towards Stakeholders****Code of Conduct for Responsibility to Shareholders**

Sabina Public Company Limited is committed to responsibility and creating the highest satisfaction for the Company's shareholders. The Company is well aware that Shareholders are the owners of the business and the company. It is responsible for creating long added value for shareholders. the company has set a policy for directors, executives and employees to follow the guidelines as follows.

1. The company will perform duties with honesty as well as any action With sincerity and fairness to major and minor shareholders which brings the greatest benefit to the public.

2. The company will manage the organization with caution, prudence and transparency by bringing knowledge and management skills to be applied to the fullest extent to prevent damage to shareholders.
3. The company no action may cause conflicts of interest to the Company.
4. The Company will report to shareholders equally about the future trend of the company both in positive and negative aspects which is based on possibility. There is enough supporting and rational information.
5. The company not seeking benefits for oneself and those involved using any corporate data which has not yet been released to the public.
6. The company to present reports on the Company's status, operating results, financial, accounting and other reports on a regular basis and completely and truthfully.
7. The Company do not disclose confidential information which has a detrimental effect on the company to outsiders.

#### **Code of Conduct in Responsibility towards the Employees**

Sabina Public Company Limited is committed to developing, enhancing, and building confidence for employees at all levels by set policy and the following practice guidelines.

1. The company offers fair compensation and welfare to employees.
2. The company ensures that the work environment is always safe for the lives and properties of employees.
3. The company will provide an evaluation system. Any job appointments and transfers, compensation for performance, rewarding, and penalties for employees will be given honestly and equally based on fairness and the employees' knowledge, competence, and suitability without discrimination and verifiable.
4. The company will pay attention to the development of knowledge and efficacy of the employee by providing an opportunity for employees to develop themselves thoroughly and regularly.
5. The company will accept any comments and suggestions from all level of employees equally.
6. The company will strictly comply with the laws and regulations related to employees.
7. The company will manage the business by avoiding any injustice actions which may affect the job security of employees or may threaten and putting pressure on the employees' mental health.

8. The company will treat employees with courtesy and respect the employee's individuality and human dignity.
9. Respect human rights, without discrimination against any persons in employment, including recruitment, payroll, other benefits, career advancement, disciplinary action, employment termination, or retirement due to the similarities or differences in race, religion, gender, age, education, disability, gender preferences, nationality, status, political opinions, or social or racial origin, as well as respect to individual rights and freedoms, and protection of personal information.
10. The company will create an understanding on the code of conduct and the role that employees can perform in their work to encourage behaviors that are within the framework of the code of conduct thoroughly.
11. The company will provide an opportunity for employees to report any violations to the regulations of the organization to the Board of Directors.

#### **Code of conduct on Responsibility towards the Customers**

Sabina Public Company Limited is committed to be mindful of business integrity as well as the customer's maximum benefits by set policy and the following guidelines.

1. The company will produce quality products at a level that is acceptable to the market.
  2. The company will disclose information about products completely and accurately, without distorting the facts and taking into account the benefits of the customer as a top priority.
  3. The company will provide a guarantee on the product quality covering an appropriate amount of time.
  4. The company will not deliver products to customers with the knowledge that the product is of low quality, defected and damaged without providing a clarification to the customer.
  5. The company will set up a system for customer complaints about products and services to ensure that customers can get a timely response.
  6. The company will provide clear product labels including information such as product code, size, price, production date and product maintenance.
  7. The company will maintain the customer's confidentiality strictly including not using the customer's information for personal gains or related person's in a wrongful manner.
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8. The company will find ways to reduce production costs by maintaining product quality standards in order to continually increase the benefits for customers.
9. Consider the utmost satisfaction of customers with fair pricing and a sense of responsibility towards customers by providing prompt customer service, having a courteous attitude, and not discriminating.

**Code of Conduct on Responsibility towards Business Partners and / or Creditors**

Sabina Public Company Limited is committed to operating the business with integrity and mutual benefits with trading partners and/or creditors by strictly abide by laws and regulations by set policy and the following guidelines.

1. The company will not request, take or pay any benefits that are considered as trade dishonesty from and/or to partners and/or creditors.
2. If there is information that any benefits have been requested, taken or paid that shows dishonesty, the company must disclose details to trading partners and/or creditors and jointly resolve the problems fairly and swiftly.
3. The company will strictly comply with all conditions of creditors, whether it is a matter of the purpose of fund usage, repayment, caring for the quality of the collateral, and any matters that have been agreed with the creditors.
4. If the Company is unable to comply with any of the conditions, the creditor must be notified in advance to jointly consider a solution to the problem based on reasoning.
5. The company will report the company's financial status and financial information to customers and/or creditors with accuracy and honesty regularly.
6. Conduct procurement by treating all suppliers equally, disclosing accurate and transparent information, not being biased and discriminatory, not taking advantage of suppliers, and creating fair competition among suppliers. Provide suppliers with adequate time to prepare supporting documents and quotation documents.

**Code of Conduct on Responsibility towards Competitors**

Sabina Public Company Limited is committed to conducting business with good ethics towards competitors by set policy and the following guidelines.

1. The company will behave within the framework of good competition.
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2. The company shall not attempt to destroy the reputation of trade competitors by making false accusations without any facts.
3. The company shall not seek confidential information of the competitors through dishonest or improper means such as paying bribes to employees of competitors.
4. The company will support and promote free trade with fairness and will not monopolize or force the company's customers to only do business with the Company.
5. The company encourages cooperation with trade competitors that is beneficial to the customers, not to monopolize the allocation of income and market share, reducing the quality of products and services, and pricing of goods and services that lead to overall negative impact on the customers.
6. The company will compete within the frame of fair competition rules.
7. The company will not seek the confidential information of its competitors through any means that are dishonest, inappropriate or illegal.
8. The company will not degrade the reputation of trading partners by slandering or take any actions without factual evidence and fairness.

#### **Code of Conduct on Social and Environmental Responsibility**

Sabina Public Company Limited is mindful and cares about the safety of the society, the environment, and quality of life of the people. The Company also places importance on the conservation of natural resources and environment by set policy and the following guidelines.

1. The company will not take any actions that will impact on damaging the natural resources and the environment.
2. The company will support activities that will enhance the betterment of the society and the environment regularly.
3. The company will instill the awareness of social and environmental responsibility among employees at all levels continuously and seriously.
4. The company will oversee that the Code of Conduct is strictly adhere to in accordance with the spirit of the laws and regulations issued by the governor.
5. The company will not assist or encourage circumvention of any laws or regulations.

6. The company will cooperate with the supervisory authority and report information regarding violations or non-compliance with laws or regulations with that agency.
7. The company will not operate or get involved in bribery, corruption, or use of one's authority for personal gains.
8. The company promotes environmental training for employees both within the organization and sends them to other external organizations to train.

#### **Code of Conduct for Occupational Health and Safety Responsibilities**

Sabina Public Company Limited have cares about hygiene. and safety and working environment by set policy and the following guidelines.

1. The company have annual health check-up
2. The company have medical expenses for employees in the organization. including basic medical equipment for employees and adequate and appropriate welfare.
3. The company provides a safe and hygienic working environment. that controls and reduces the risk of accidents and health that may arise from the workplace.
4. The company has checked the light, color, sound, dust, smoke in the workplace.
5. The company has equipment to prevent danger. and have regular training

#### **4. Code of Conduct for Employees**

1. Employees shall perform their duties responsibly, honestly and with loyalty for the advancement and stability of the company and the employees themselves.
  2. All employees shall maintain and create unity and solidarity among employees, working together and solve problems as an efficient team.
  3. Employees will take care and perform their duties for the company with responsibility, sacrifice, and patience to build a quality, efficient and profitable company in order to drive the Company towards Excellence.
  4. All employees will use the company's assets efficiently, conservatively, and with care to prevent depreciation or loss, as well as refraining from using the company's assets for personal gains.
  5. Employees will strictly protect the confidentiality of customers, partners, and the company.
  6. Employees shall cooperate and assist in working with all colleagues for the benefit of the company and respect the rights of other employees who are united in the same company.
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7. Employees should be attentive and help each other to maintain the good working environment and create a safe work practice to create a workplace that is always clean, safe, and pleasurable.
8. Employees will share knowledge and work experience to their colleagues on the essential basis of the Company's benefits and objectives.
9. Employees will not slander the company/management, and colleagues without facts and fairness.
10. Employees must notify the relevant departments and management if it is found that there is any wrongdoing or illegal conducts in the company.
11. Employees shall not exercise their authority illegally for their own personal gains or others'.
12. Employees shall not take any actions which is detrimental to the image and reputation of themselves and the company.
13. Employees shall be determined and strict about all activities that will enhance the Company's quality, efficiency, and drive towards excellence.

#### **5. Ensuring Compliance with Codes of Conduct**

The company determines that it is the duty and responsibility of all directors, executives, and employees to acknowledge and understand and strictly adhere to the policy outlined in this code of conduct, as it is not a voluntary request, and employees may not claim that they are unaware of the established guidelines.

The executives at all levels in the organization are responsible for, and it is important to ensure that employees under their command line understand and strictly comply with business code of conduct manual, and the code of conduct at work.

It is undesirable for the company to take any illegal actions, contrary to good ethics. Any directors, executives, and employees who violate the established code of conduct will be subjected to strict disciplinary action and may be subjected to legal prosecution if such misconduct is illegal.

The Board of directors designated that the **business ethics** manual shall be reviewed annually and there shall be reports on the follow-up of ethical practices strictly to the Audit Committee and the Board of Directors.

#### **6. Whistleblowing, Complaints, and Protection of the whistleblower**

The company and subsidiaries have established measures reporting of complaints, illegal actions, unethical actions, or behaviors that may lead to corruption or misconduct of the company's personnel, related persons, and stakeholders through the reporting and suggestion channels through internal audit department which acts as a complaint and suggestion handling agency as follows.

**Procedures and Processes when Receiving a Clue or Complaint**

The company provided opportunities for the company's personnel, related persons, and all groups of stakeholders to directly contact / complain about problems or matters to the Board of Directors. There were channels for reporting clues and complaints to guide the development and create sustainability for the organization as follows:

- The complaint recipient collects facts related to the violation or non-compliance with the company and subsidiaries' anti-corruption policy.
- The complaint recipient reports the facts to the independent directors and performs an investigation of the facts to be used in the consideration of the complaint by distinguishing matters related to the anti-corruption policy issue, political support grants, and charitable contributions, and accepting gifts, property or other benefits, and entertainment.
- The complaint recipients presented to the Anti-Corruption Commission for investigation of the facts with a period not exceeding 30 days from the date of receiving complaints, along with setting measures for actions in order to stop the violation or non-compliance with the anti-corruption policy. The Anti-Corruption committee would screen the information and send it to the company's Board of Directors for further considerations.
- The complaint recipient has reported the investigation results to the complainant within 7 days from the investigation completion date. If the complainant exposes him/herself in a critical case, the complaint recipient must report the investigation results to the Chairman of the Board, and/or the Board of Directors for acknowledgment.
- If the accused has actually committed corruption, it is considered a violation of the anti-corruption policy and must be subjected to disciplinary action in accordance with the company and subsidiaries' regulations. If the accused violate the law, they are subject to legal punishment.
- Ensure that there is a procedure to prevent repeated wrongdoing by having relevant units and supervisors monitor behavior and warn wrongdoers not to repeat their actions, as well as ensuring all employees do not engage in misconduct.
- When the Board of Directors receives reports of violations or non-compliance with the Company's anti-corruption policy and business ethics, as well as those of its subsidiaries and indirect subsidiaries, the relevant supervisory agency of the wrongdoer shall be notified to find ways to address the issue going forward.



**Channels for Whistleblowing, Complaints and Counseling**

- Internal Audit Department via email: [GRP\\_AUDIT\\_HO@sabina.co.th](mailto:GRP_AUDIT_HO@sabina.co.th)
- Internal Audit Department via phone: 02-422-9400 ext. 9309, 9404
- Internal Audit Department via Post Office: Internal Audit Department
- Or report directly through the audit committee

Sabina Public Company Limited

12 Arun Amarin Road, Arun Amarin sub-district,

Bangkok Noi district, Bangkok, 10700.

**Whistleblower Protection Measures**

- Complainants can choose not to expose themselves if they think it is unsafe for themselves and the people involved. However, if the complainant exposes him/herself, the Company and subsidiaries will be able to report progress and clarify facts to the complainant.
- The complaint recipient keeps the information received from the complainant confidential and takes into account the safety of the whistleblower by setting protection measures for the complainant and / or person providing information and / or cooperation in data verification. Complainants will be protected from unfair practices such as the change of job position, the change of job description, the change of place of work, suspended orders, threats of disruption to work performance, and termination due to the complaint, etc. In regard to general performance complaints will be kept confidential with the Chief Executive Officer and / or the Internal Audit Department and complaints on the senior management will be collected by the secretary of the audit committee to report to the audit committee directly.

In addition, the company provides channels for clues reporting or complaints for any related personnel to file a complaint in the event of a violation of the law and the code of ethics of senior management. The violation of the company's business ethics includes the behavior that implies corruption and inequality, via the following methods

Mail: Chairman of the Executive Committee or Chairman of the Audit Committee

Sabina Public Company (Limited)

12 Arun Amarin Road Kwang Arun Amarin Ket Bangkoknoi Bangkok 10700

The general complaint information will be confidentially kept only to the Chairman of the Executive Committee and / or the Audit Committee. The company will not disclose the information of the whistleblowers and treat them fairly. As for the misconduct of top management, the complaint will be collected directly by the audit committee and the company will take further steps.

#### **7. Discipline**

The company considers that the business codes of conduct outlined herein is a discipline that all directors, executives, and employees must strictly abide by. Violation or non-compliance is a breach of discipline according to the personnel management regulations.

Directors, executives, and all employees have duties to comply with and encourage others to comply with business code of conduct. Any of the following acts is a disciplinary offense.

1. Non-compliance with Business Code of Conduct
2. Suggesting, promoting, and encouraging others not to comply with the business code of conduct.
3. Ignore or neglect when encountering violations or failing to comply with the Code of Conduct if having the knowledge.
4. Refuse to cooperate and hindrance of the investigation of facts.
5. Unfair actions against complainants from reporting non-compliance with business code of conduct.

## Sustainability Development Report

The Company has prepared this sustainability report in order to communicate and display its operational results to its stakeholders, in accordance with the Global Reporting Initiative (GRI) sustainability framework and linking its operations to respond and be in line with the world's Sustainable Development Goals (SDGs). It is intended to show the Company's commitment to conducting its business on the basis of social and environmental responsibility, as well as responding to the stakeholders' expectations.

### Scope of the Report

The scope of this report presents performance issues that affects the Company's sustainable business operations that covers all of the Company's operational processes and that of its subsidiaries, between the period of January 1 – December 31, 2022.

### Goals and Operational Policies for Sustainable Development

Sabina Public Company Limited, as a major manufacturer and distributor of women's lingerie in Thailand under the Sabina brand, is committed to conducting its business according to the principles of sustainability covering all three dimensions: i.e. the economy, society and environment, based on the following goals:

	Economic	Social	Environment
Goals	To obtain a good and stable business performance, that can grow and generate sustainable profits.	Operate with responsibility towards its employees and stakeholders, as well as having an active role in the creation of a sustainable society.	Operate without creating a negative impact on the environment, and positively contributing towards the reduction of greenhouse gases.

The Company has established a policy for sustainable development to ensure that all of its units can effectively implement it in their operations in a substantial manner, and at the same time, comprehensively convey the sustainable development goals throughout the entire organization correctly. The policy is also established to assist in integrating its various operational plans towards a common goal in order to maximize the stakeholders' benefits. In 2022, the Sustainability Working Group presented the related policies, goals, and performance, to the Board of Directors, to review and acknowledge the Company's past performances.

Operational Policies for Sustainable Development	Economic	Social	Environment
	<ul style="list-style-type: none"> <li>- Conduct its business in accordance with good governance principles.</li> <li>- Develop product innovations to meet the needs of customers.</li> <li>- Ensure effective risk management.</li> <li>- Providing fair and safe services to customers, and ensure privacy of its customers' information.</li> </ul>	<ul style="list-style-type: none"> <li>- Treat employees fairly, as well as providing skills development, and ensuring a good working environment.</li> <li>- Respect for human rights and acceptance of individual differences.</li> <li>- Play an active role in improving the quality of life for women with breast cancer.</li> <li>- Play an active role to improve the quality of education for the underprivileged.</li> <li>- Generate income for the community.</li> </ul>	<ul style="list-style-type: none"> <li>- Ensure effective management of general waste, and waste generated from production.</li> <li>- Monitor wastewater and air quality, to avoid affecting the environment.</li> <li>- Utilize energy saving and cost-effective measures, including alternative energy sources.</li> <li>- Develop and improve operations to reduce greenhouse gas emissions.</li> </ul>

### Supply Chain Management

The Company gives great importance to the supply chain management of every process in the business chain in order to ensure good performance and achieve the established business goals, starting from the use of resources in its production processes, improving production efficiency, product distribution, delivery, and the product distribution to consumers. It also includes after-sales product management with the purpose to conduct fair business practices and taking into account the resource consumption responsibility that is used in its production processes, without affecting the use of resources for future generations and its stakeholders.



### Resource Management

**Raw materials and raw material suppliers:** The Company focuses on using raw materials that are considered safe and environmentally friendly for consumers, and has begun utilizing recycled materials in some of its product models sourced from reliable partners that operate with strict compliance to the law and according to internationally accepted standards, such as being certified OEKO-TEX Standard 100 (The International Association for Research and Testing in the Field of Textile Ecology) or ISO. It also conducts its business with regard to environmental and social management, especially with regard to respect for human rights, as well as cooperating with business partners to exchange knowledge and developing raw materials that can add value to its products.

**Electricity:** The Company realizes the importance of using electricity in its production process and strives to manage energy for the maximum benefit through the use of efficient tools and equipment, as well as conserving energy through cultivating employee awareness and the use of alternative energy sources.

**Employees:** The Company recognizes the importance of its employees, which are considered as the organization's most important resource. Therefore, it gives its full support for the development of human resources in every aspect by allowing employees to learn new skills (Reskill), as well as providing enhanced knowledge (Upskill), so that employees can apply new approaches and technologies to their work practices, which can then contribute positively towards their success. Additionally, priority is also given to the employees' basic human rights in order to create a happy, fun, and challenging work environment.

### Production Process

The Company focuses on its products, starting from the design process, to ensure that it is suitable for all generations and ages while also taking into account the reduction in the use of resources in its production process, which is the origin of the Wireless Bra and Seamless Fit product line. The Company also gives great importance to efficiently managing the production process by applying the Lean principle to create value for every process and eliminating work processes that does not create value, thereby helping to reduce the product delivery time and excessive waste. Additionally, it also takes into account the responsible use of resources in its production processes and has therefore implemented the Zero Waste project. Moreover, the Company also emphasizes not creating negative impacts resulting from the Company's operations, whereby the wastewater or air discharged from the factory will be managed and treated until it meets internationally accepted standards. This is to strive towards becoming a Green Industry.

### Sales & Distribution/Delivery

The Company distributes its own branded products and also manufactures domestic and international contracted products through three sales channels: Retail Business, Non-Store Retailing, and OEM (Original Equipment Manufacturer), which are delivered to both domestic and international customers. As for the sales of the SABINA brand, the products are delivered to the warehouse which is then managed through two channels, namely:

1. Product distribution to sales outlets across the country. The Company has its own sales outlets, as well as of its business partners, whereby the Company occupies 18% of the total sales outlets. It has also installed a Point-of-Sales system to closely monitor product sales and inventory to enable it to efficiently distribute its products in the right place, at the right time, as well as being in accordance with the needs of consumers in each area. This is also to ensure effective product replenishment management to increase sales opportunities.

2. Online distribution. The Company also distributes its products through its own website and the marketing platform of its trading partners. Sales through these channels require efficient management to ensure that products can be delivered within 48 hours of receiving an order. The Company has developed a specialized platform for accepting orders, preparing products with handhelds, generating invoices, delivering, and performing customer interactions, to communicate information regarding their orders and delivery time. In addition, to give customers confidence in their online purchases in which customers cannot actually see or touch the product, the Company has also established a "No Questions Asked Policy," which has contributed continually and positively towards the rapid growth of this sales channel.

### Delivery

The Company currently has two delivery modes when distributing products to sales outlets across the country, namely:

1. The Company makes its own delivery, which is designed to transport in the form of Full Truck Loads or Milk Run, supported by a tracking system to ensure its exact whereabouts and travel status.
2. The Company hires a delivery contractor or transport company for transporting goods to distant sales outlets, for urgent shipments, or for the delivery of a few items.

### Consumers

The Company focuses on producing quality and safe products in accordance with customer expectations and satisfaction and ensures that there are no complaints. Additionally, the Company also gives great importance to product research and development to create value and product innovations based on the Company's vision of "Create Value with Innovation" that will meet customers' needs across all genders and ages. The Company also emphasizes delivering products that are beyond expectations so as to create the highest impression for its customers.

The Company's products have always comprehensively covered women of all ages and a wide variety of the LGBTQ community through its research and development, to respond to the needs of comfort wear, beauty, and fashion, as well as pricing, through innovative products to satisfy and exceed consumers' expectations.

### After-Sales Management

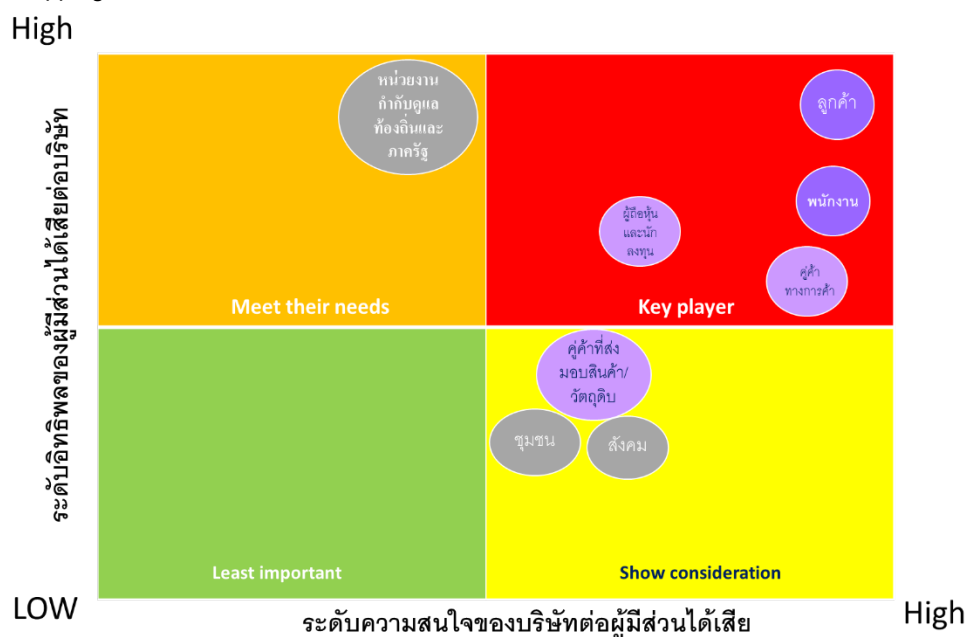
The Company has established a Customer Relationship Management (CRM) unit to communicate and build relationships with its customers, as well as listening to opinions, suggestions, and complaints, to enable it to solve customers' problems and refer issues to relevant departments to take corrective and preventive actions.

In addition, the Company has also launched the New Life BRA-CYCLE "Where Does it Go after Discarding" project, for worn-out undergarments that consumers no longer need. In this regard, the project is a collaboration with its partner, namely INSEE Ecocycle Co., Ltd., an affiliate company under the Siam City Cement Group and Kerry Express (Thailand) Public Company Limited. The project was initiated on December 24, 2021, and involves customers delivering discarded Sabina undergarments to the Company's sales outlets and establishments, in addition to all Kerry outlets nationwide. These undergarments will then be delivered to INSEE Ecocycle Co., Ltd. in order to be properly disposed of through an environmentally friendly process that does not cause pollution which involves a closed incineration process.

## Prioritizing Stakeholders

No.	Stakeholders	Stakeholders' Influence Level on the Company	Company's Interest Level to its Stakeholders
1.	Customer and Consumers	4	4
2.	Employees	3	4
3.	Partners	3	4
4.	Shareholders and Investors	3	3
5.	Suppliers	2	3
6.	Local regulators and government agencies	4	2
7.	Community	2	3
8.	Society	2	3

## Stakeholder Mapping



## Working with Stakeholders

**Customers and Consumers:** These are stakeholders that have a high level of influence on the Company, and the Company pays close attention to this particular group as it plays a very significant role in the Company's sales volume and business operations. This group is considered the Company's primary key player, and thus responds accordingly by;



- Developing product innovations: Comprises Fong Dee and sustainable products that utilize environmentally friendly materials and processes. In 2022, this consists of five main collections:

- Maggie Mae: Friendly Earth
- Maggie Mae: Palette of the Earth
- Twenty-Five
- Sabina exclusive for Pomelo
- Sabina x Gentle Woman

- Monitoring and listening to comments through the Company's CRM process and taking corrective actions accordingly to determine the cause and prevent it from occurring in the future, as well as making improvements to its operations to maintain product quality and be able to meet customers' satisfaction.

**Employees:** Is another group of stakeholders with a high level of influence on the Company, following Customers and Consumers, in which the Company pays very close attention to as they are considered an important resource that will enable the Company to achieve its goals. This group is also classified as a key player in which the Company responds accordingly so that it can create good work results, and work to their fullest efficiency, as well as enhancing their potential through reskilling and upskilling to be able to work efficiently and in line with current technological changes.

- Support for the election and meeting of the SorKor Committee, to represent and share employees' opinions in creating understanding and cooperation in pushing the Company's goals forward.

- Conduct an annual assessment in a transparent and fair manner, by assessing both the employees' performance and potential, and in turn, consider appropriate remuneration and advancement opportunities.

- Training Needs/Multi-skill development

**Partners:** Is a group of stakeholders with a relatively high level of influence on the Company in which the Company is very interested in, as it intends to foster understanding and cooperation to drive sales which are considered significant factors towards generating revenue and enhancing business performance. This group is considered the second next important key player which the Company responds to, by fostering a cordial relationship in order to create opportunities to drive sales by acquiring optimum sales channels or home pages, or participating in special events organized by partners, and leading to collaborative efforts in generating sales through timely marketing plans, swift marketing decisions, organizing promotions with partners, designing point-of-sales and web pages, as well as replenishing products in a timely manner as appropriate.

**Shareholders and Investors:** Is another group of stakeholders with a relatively high level of influence on the Company and which the Company is also relatively interested in, to create awareness and understanding of the Company's operations. This group of key players follows next to customers, employees, and partners respectively. The Company responds to this group of stakeholders, who are interested in business performance and good dividend payouts, and

therefore, necessitates a strategic plan to ensure a proper operation to achieve the established business goals in parallel with sustainable operations and periodic performance reports for acknowledgment and support. The Company has continuously publicized and created understanding among its shareholders and investors through the form of factory visits and presentations on Opportunity Day.

**Suppliers:** Is a group of stakeholders with a moderate level of influence on the Company. The Company is relatively interested in this group as it affects the product cost, as well as delivery and product quality, which is an important factor for product development. This group of stakeholders is classified at the 'Show Consideration' level in which continuous interest must be given at all times. For these stakeholders, the Company focuses on continuous operational monitoring so as to avoid problems with the quality of raw materials and delivery, including creating smooth operations through advance-ordering plans. The Company currently complies with the terms and trade agreements based on ethics, equality and mutual respect, under the partners' code of conduct on accountability. Additionally, it also focuses on fostering cordial relationships and becoming alliances for social issues in the areas of anti-corruption and ESG activities.

**Local Regulators and Government Agencies:** Is a group of stakeholders with a very high level of influence on the Company, to which the Company must make the appropriate adjustments or operate in accordance with the related regulations and laws. The Company has a normal level of interest in this group and will just monitor changes in the relevant legislation. This group only requires a "**Meet Their Needs**" classification. For 2022, the most significant issue was to adapt to the enforcement of the Personal Data Protection Act (PDPA) effective since June 1, 2022, and the announcement of the Wage Committee regarding the minimum wage rate, which was effective since October 1, 2022.

**Community:** Is a group of stakeholders with a moderate level of influence on the Company, but which the Company must also pay considerable attention to, as it needs to operate without creating a negative impact on the community, while at the same time fostering a good understanding and relationship which can contribute towards support and co-existing harmoniously within the community. This group is classified by the Company as the "**least important**" stakeholder group which the Company focuses on ensuring that no negative impacts result from the Company's operations in terms of untreated water, air, and noise pollution, and to not cause annoyance, solid waste, as well as traffic congestion. A community impact survey is conducted on an annual basis, usually in November.

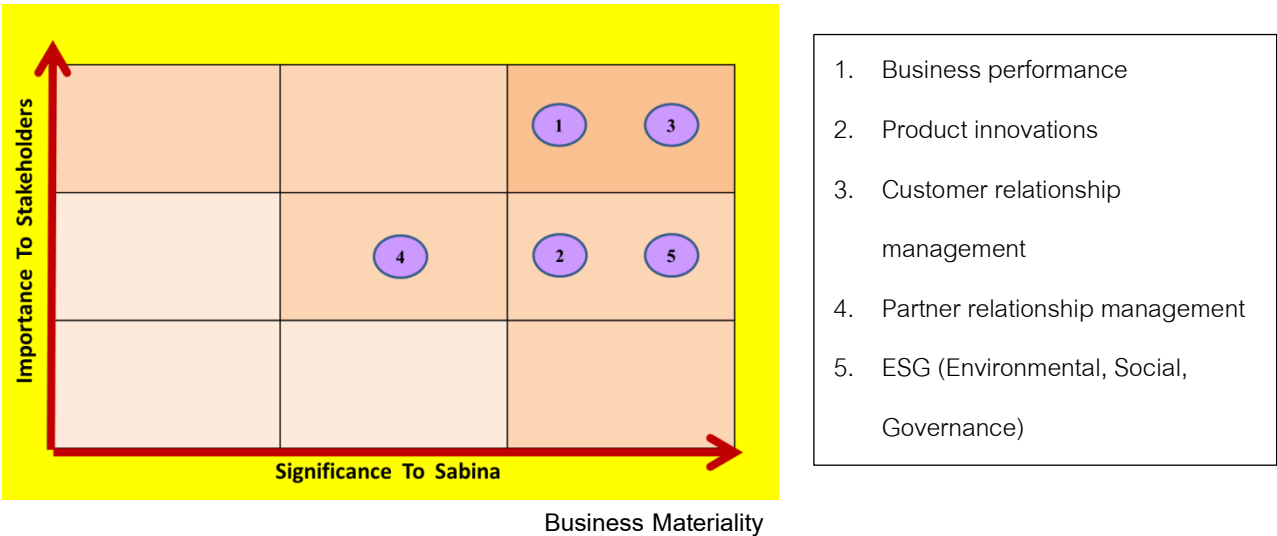
**Society:** Is a group of stakeholders with a moderate level of influence on the Company, but the Company must also pay considerable attention to, as it needs to enhance its brand image. Therefore, in addition to product innovations, beauty, modernity, product and services quality, it is also necessary to consider the creation of a brand that gives back to

society. This group is classified by the Company as the “least important” stakeholder group which the Company focuses on to create a positive impact for the Company by providing support for educational support programs for the underprivileged through the Mother Jintana Foundation, and support and encouragement for women with breast cancer and have undergone breast surgery, by donating artificial breasts through the “Sewing Cup Sewing Heart” project.

Identifying Key Issues

In conducting its operations to achieve the established business goals, as well as monitoring operations that have a negative impact on the environment, co-existence, making a positive impact on society, ensuring transparency and good corporate governance, as well as moving in a direction the organization and stakeholders require, the Company also consolidates information from both internal and external stakeholders in determining important issues. It accomplishes this by exploring various related regulations, opinions, and suggestions from customers from CRM (Customer Relationship Management), survey data from nearby communities, including investors’ interests, and then evaluating and prioritizing its sustainability (Materiality Assessment).

Assessment of the Business Materiality



**Business Performance:** Considered an important issue to which the Company and its stakeholders attach great importance, as it concerns the Company’s survival, profit-loss, organizational growth, and sustainability.

**Product Innovations:** Considered an important issue to which the Company attaches great importance, as it is significantly related to customer satisfaction, which is considered an important stakeholder. The Company is, therefore, committed to creating continuous developments in product innovations to meet customer needs, and contributing directly to sales, which is the main Company’s revenue stream.

**Customer Relationship Management:** Is an important issue in which the Company wants to establish a long-term relationship with its customers, to create customer loyalty and support for its brand based on a win-win strategy.

**Partner Relationship Management:** Is an important issue that the Company would like to focus on for its raw material partners so that they can grow and be sustainable collaboratively with the Company, through development, improvement, listening, as well as solving problems together based on fairness and transparency. Additionally, the Company would like to also develop relationships with trading partners for product distribution through various sales channels in order to achieve business performance goals and growth, especially through online sales.

**Environmental and Social Responsibility ESG (Environmental, Social, Governance):** Is an important issue that the Company and its stakeholders attach great importance to. In particular, investors have begun to take interest in sustainable business operations. In this regard, the Company is committed to initiating actions to reduce negative impacts on the environment with an environmental policy to ensure that all of its senior executives and employees are committed to the following practices.

1. Abide by the relevant laws, regulations, and environmental requirements, to which the Company is strictly committed.
2. Manage wastewater, air pollution, and other pollutions generated from the Company's activities, including general waste and waste generated from the Company's operations, so as to cause the least impact on the environment.
3. Efficiently manage the utilization of fuel, electricity, and water consumption.
4. Manage other issues that play a part in caring for the climate and reducing greenhouse gas emissions.
5. Manage a safe working environment to prevent accidents and operational incidents.
6. Conduct regular monitoring to review, enhance, and develop the environmental management system, on a continuous basis.
7. Promote and support various actions in order to be able to achieve the Company's intentions and goals, including disseminating this environmental policy for all employees to acknowledge and practice.

In addition, the Company also desires to participate in community development activities by building factories in the community to encourage workers to have the opportunity to work in their locality. This concept is expected to help mitigate social issues of migrant workers entering Bangkok to find work. In this regard, it has therefore expanded its production capacity by opening the Chainat factory in 1996, the Yasothon factory in 2002, and the Buriram factory in 2010, which has created employment in the community and driven economic growth (which is accordance with SDG No. 8, Decent Work and Economic Growth). In addition, it also encourages families to live together and promotes the quality of life of the people in each particular community.

The Buriram factory is a leased factory under the Nang Rong Integrated Rural Development Center (Community Based Integrated Rural Development CBIRD-NR), operated by Mr. Meechai Viravaidya, and was established on April 11, 1984, under the cooperation between the government of Thailand and the government of Canada. It is supported by funds from the Canadian International Development Agency (CIDA), in which revenue derived from the rentals is one of the Center's revenue-generating activities to support rural development and various of the Center's operations in opening the Nang Rong District's Village Development Bank, as well as establishing 11 "Meechai Child Development Centers," which adopt and educate construction workers' children, implementing joint development projects for villagers to "have a career," "production skills," and "to live with their own family" to strengthen the "family institution," which is considered the most important aspect in improving the quality of life of people in the country. It also includes the development of water resources and the conservation of natural resources and the environment.

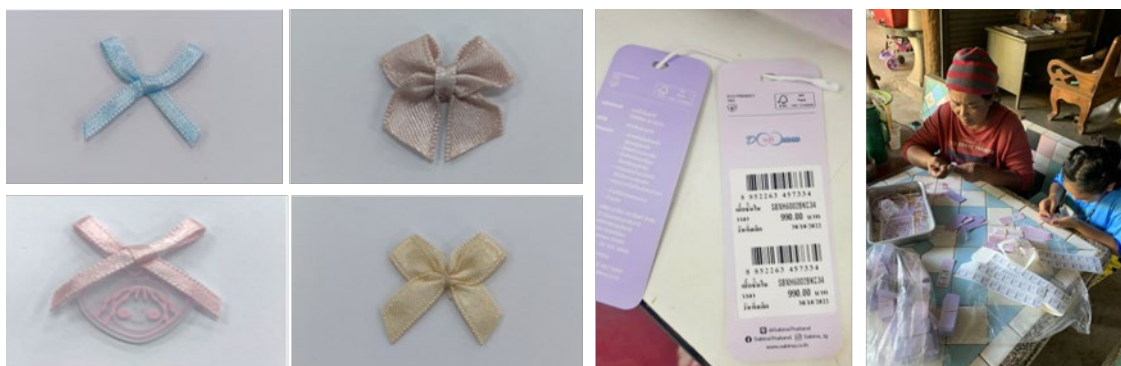
With its involvement in participating in community development activities based on the concept of a factory within the community, the Company has extended it into a concept of generating income for the community through initiating 5S activities to do at home and expanding the results of promoting the "5S to the Community" in 2020. The concept campaigns for employees to clean up their personal items at their homes and that of their relatives (nearby communities), including presenting the idea of exchanging items obtained from the cleanup instead of purchasing new items, and selling off the unwanted items and donating the proceeds to the Merit Room.



In visiting the employees' homes according to the "5S to the Community" project in Nam Pho Village, Yasothorn Province, and Dong Khon Village in Chainat Province, has revealed several of the community's economic issues. Simultaneously, the Company, which is implementing the Zero Waste project, considers that this project can help solve the community's economic problems in a win-win manner, by allowing the employees and community to process the production surplus into dusters, hammocks, doormats, microwave gloves, and cloth bags, which are then sold and the proceeds donated to the Merit Room, and receive ribbons from the Company to create undergarment decorative items, which helps the unemployed in the community to earn income.



Samples of decorative ribbons which the Company sends to the community to produce and generate income.



In this regard, the project, which started from 2020, generated the following income for the community.

Factory	2020	2021	2022
Chainat	48,496	49,252	57,925
Yasothon	44,011	121,682	236,628
<b>Total Income Earned by the Community</b>	<b>92,507 baht</b>	<b>170,934 baht</b>	<b>294,553 baht</b>

## 1. Results of the business operations

Details are as stated in Section 3 Financial Status and Operating Results.

## 2. Product Innovations

### Commitment and Goals

The Company strives to be an “innovative organization” that does not just develop new products to meet the consumers' needs but also looks forward to creating future products to help consumers enjoy undergarment innovations that can enhance their lifestyle on a daily basis. This is consistent with the Company's vision that *focuses on the creation of product value through “modern innovations” to “build consumers” confidence towards a better life on a daily basis, by developing innovative products that meet customer needs and to provide them with the highest satisfaction*. In this regard, the Company has, therefore, established a product research and development team (R&D) that collaborates with various units to collect research data and create comprehensive innovations through its operations, as well as new business models. As a result, Sabina has been able to maintain steady and sustainable leadership in the Thai undergarments market. lingerie brand that will grow.

### Approaches to product innovation development

The Company's commitment has driven it to innovate new products to meet the changing needs of consumers. In this regard, Sabina has, therefore, conducted research to study the relationship and the consumers' perception towards the Sabina Doomm Series push-up bra (JAN 25-27, 2021), through a qualitative focus group discussion. In 2011, Sabina launched the Doomm series, with actress Chris Horwang as its presenter, which received a positive response and established the brand into becoming a market leader in push-up bras for women with small breasts in Thailand that no other brands could achieve. Since then, the Doomm series has been continuously developing products and has recently added a new Soft Doomm line, and released new advertisements with the most recent featuring Ms. Pimchanok ‘Baifern’ Luevisadpaiboon as its presenter, which received a good response. However, in the past two years, sales of the Doomm series have been on a downward trend which prompted Sabina to research the origins of the current demand and the changing behavior of consumers, as well as the lingerie market as a whole. The study found that most consumers mainly focus on the bra's “sponge” as it is considered the most important part that is in constant contact with women's breasts. Most women, therefore, focus on two matters, i.e. “the feeling while wearing the bra,” and its “usability,” when compared to the value of the price.

Additionally, in 2020, the Company developed the “SABINA Seamless Fit Innovation – Non-Slip Tech Bra, which is a smooth and seamless bra – that does not slip off easily.” The bra emphasizes the outstanding seamless and smoothness, enhancing comfort and comes with an attractive shape. As undergarments are considered as products that come in direct contact with the wearer's skin, they must therefore be as smooth as possible without any irritating or painful discomfort, by minimizing seams with three special techniques; i.e. weaving, free cuts, and bonding (gluing with heat), to meet the needs of today's consumers who focus on buying undergarments that is not only comfortable to wear but



also attractive, fashionable, and reasonably priced. The product was awarded the best innovation award from the SET AWARD for the year 2020, and SABINA has since then continuously added Non-Slip Tech innovations that are aimed to boost women's confidence in wearing strapless bras without the fear of them slipping off, and comes in sizes to accommodate every cup size. The Body Bra collection can truly be considered a new era of lingerie (New Era of Lingerie) and the Company has decided to use this innovation to produce at least 40 key best-selling products, or "Product Hero," to provide customers with a smooth, seamless undergarment experience that they can wear on a regular basis. This new innovation reduces the sewing process through the use of automated technology instead of manpower, which in turn results in a higher production efficiency, thus lowering production costs and increasing gross profit margins.

In a 2021 market research study, it was revealed that customers encountered issues with the sponge part of the bra, which is usually fragile and easily loses its shape from improper washing, including storage methods that make the bra loses its shape and render the sponge to be wrinkled or disfigured from stacking the bra on top of each other. Sabina, therefore, has designed its latest innovative product, "*Sabina Fong Dee*," featuring more than 30 designs to choose from, and has resulted in positive feedback from its customers. This is reflected in the 4<sup>th</sup> quarter's sales increase of 15% as a result of delivering cost-effective innovations and creating maximum customer satisfaction.

- **Its advantage is its shape restoration.** The sponge supports pressure well even if pressure is applied, it will not be wrinkled or disfigured, and will return to its beautiful shape due to the innovation of adding a special sheet inside to help keep the sponge in shape and help maintain its usual shape. The innovative sponge was tested by having it run over by a bicycle wheel. It was found that the Sabina sponge was able to return to its usual beautiful shape and is thus a testament that Sabina's sponges are durable even when pressure is applied under any circumstances.





- **Its advantage is also due to its soft touch.** This is due to the selection of good quality sponge materials to emulate a smooth soft touch when worn, as well as providing good ventilation properties that is suitable for Thailand's hot and humid weather in which wearers will experience smooth and soft comfort. The material is also fast drying and there is no need for worries over stuffiness or undesirable smells.



In 2022, Sabina is committed to being a part of making people's lives better, as well as emphasizing production processes that are environmentally friendly, to ensure that its products have a contributing role towards helping reduce the impact on the world under the concept "We care for your EVERYWEAR." The fashion clothing industry is considered one of the causes that contribute to environmental issues from the rapid changes that leave traces of impact and waste in the vast world. Sabina as a major lingerie manufacturer and distributor in Thailand has continuously conducted research and development in order to produce undergarments that are sustainably environmentally friendly. Its selection of raw materials starts from sourcing recycled yarns that are left over from the textile industry and recycling them into fabrics with the intention to reduce the use of newly fabricated raw materials. The Company's production process also utilizes a water-saving dyeing method (Light on Water) as it realizes the waste of both resources and energy from dyeing fabrics that require a large amount of water and also filled with several chemicals, to reduce the amount of water consumption and wastewater that occurs in the dyeing process. It also chooses to use eco-printing colors in its printing process to reduce the chance of producing wastewater from chemicals. The Company's goal is to increase the proportion of product formats to 5% by 2023, and to 10% by 2025.

In this regard, Sabina has developed innovative products under the Sustainable Product group that are designed by Sabina's in-house design team, as well as collaborating with "partner" designers, in designing **five** collections.

Products by Sabina's in-house design team under the Maggie Mae collection consists of:

1. "Friendly Earth" Collection



The environmentally caring "Friendly Earth" collection starts from the sourcing of material right up to the production process, and focuses on the use of "recycled yarn," which are surplus materials from the textile industry which are then recycled into yarn for the production of undergarments, to help reduce the use of newly fabricated materials, in addition to contributing towards reducing industrial waste. Moreover, it is not only the materials that Sabina pays attention to, but also the production process. For example, the general dyeing process usually requires a large amount of water and the use of several chemicals, thus causing water contamination and requires treatment before being discharged. The process consumes a considerable amount of resources and energy. Therefore, in order to counter such issues, the Friendly Earth collection utilizes the 'Light on Water' process which is a water-saving dyeing process that helps mitigate the loss of clean water and reduce pollution from the fabric dyeing process.

Another process in which Sabina gives equal importance is the use of "environmentally friendly print colors" in which Sabina is confident that it does not produce any residual wastewater discharges nor any damaging chemicals that might pollute the environment.

## 2. "Palette of the Earth" Collection



The "Palette of the Earth" Maggie Mae lingerie collection is committed to producing products that help in reducing the impact on the environment and preserve natural resources. It is based on design concepts that source materials that focus on selecting fabric factories that have been certified with the environmental protection system under the bluesign® standard, which is an industry-standard to create environmental, health, and safety (EHS) standards, as well as factories that are certified with the Okotek standards, that test for hazardous substances or residues in textile products, to ensure safety for the consumers. Additionally, in the production of the collection, no skin-irritant formaldehyde is used in the dyeing process. It also uses natural yarns such as organic cotton yarns, or modal yarns that are extracted from tree barks

## 3. "Twenty Five" Collection



Consist of bras produced from recycled yarn made from discarded threads. This concept is expected to help conserve energy in the production process and reduce the carbon footprint.

Two product collections that are designed in collaboration with partners.

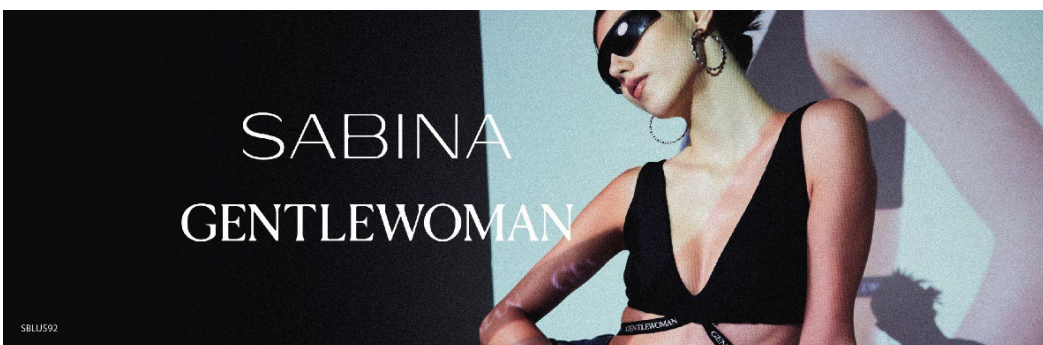
#### 4. “Sabina exclusive for Pomelo” Collection



Sabina, as the leading Thai women’s lingerie brand, and Pomelo, the top fashion platform in Southeast Asia, have collaborated to present the “Sabina Exclusive for Pomelo” collection, which is an exclusive environmentally friendly collection that was initiated to celebrate Earth Day. The uniqueness of this collection lies in the concept of Pomelo and Sabina’s commitment to transforming and delivering styles that are both trendy and environmentally friendly.

SABINA has taken the initiative to produce lingerie by recycling resources to ensure maximum efficiency in every step of its production process. The uniqueness of this collection involves the deliberate use of “discarded plastic water bottles” and turning them into “sponges for bras,” i.e. transforming “waste materials” into becoming “new materials.” The process also involves the use of organic cotton fabrics and 100% recycled polyester fiber, in combination with other materials, to reduce the carbon footprint caused by the production of fashion items on an even larger scale.

#### 5. “GentleWoman x Sabina” Collection



Sabina has also collaborated with fashion brand GENTLEWOMAN, a genuine, Thai women’s clothing brand, in presenting a fashionable collection through the use of environmentally friendly raw materials. In this collection, Sabina chooses to design products that are made from PET plastic bottles, which are pulverized and cleaned, and turned into recycled polyester fibers which are then woven into ready-to-wear undergarments. This results not only in fashionable undergarments but also which are environmentally friendly.

### 3. Customer Relationship Management and Responsibility to the Consumers

#### Commitment and Goals

The Company's main mission and core priority is to ensure customer satisfaction. Therefore, the Company gives great importance to product innovations, after-sales product and service quality, as well as the commitment to take responsibility for its consumers, in order to build confidence and trust in its products and operations.

#### Guidelines for building customers relationships and responsibility to the consumers

The Company builds its relationships with customers by starting from building trust in the Company's products and developing its sales staff to be able to give advice on products that are appropriate for each physical attribute and the needs of each individual on each occasion. The Company has also established a Customer Relationship Management (CRM) unit that is tasked to communicate and build long-term relationships with its customers, including receiving comments, and suggestions, on issues that are related to its products/services. Corrective actions are then taken to show responsibility to the consumers. The Company also conducts customer satisfaction surveys periodically. The details of these aspects are, as follows:

1. Take action to build confidence and trust from customers by establishing a policy of responsibility towards consumers, designing products that are safe for consumers, while at the same time being environmentally friendly, delivering quality products that meet the needs of customers at a reasonable price, provide accurate product information, provide support for after-sales services through the Customer Relationship Management (CRM) unit, as well as being responsible for keeping consumer information safe and confidential. To date, the Company has not yet encountered any complaints of violations of customer privacy from third parties or regulators.

**Remarks: The disclosure is pursuant to GRI 418-1, Substantiated Complaints concerning Breaches of Customer Privacy and Losses of Customer Data.**

2. Developing sales staff to advise customers on physical suitability and products for different occasions. The Company has various training courses to develop its sales staff, which include Basic Sales Management Techniques, and the Advanced Sales Management Techniques. In this regard, the courses involve visits to actual locations and study the entire process, from the design and production process until it becomes a product. This allows employees to develop a better understanding of the product and to be able to make recommendations to their customers.

3. Provide communication channels for customers to express their opinions and send suggestions to the Company, through the Customer Service team, as a channel to receive comments, suggestions, as well as product and service-related issues, so that corrective actions can then be taken. Regular coordination is also conducted with relevant departments to continuously improve and develop products and services. Customers can contact staff on a daily basis between 08:00–24:00 through the following channels:



1. Email to [crm@sabina.co.th](mailto:crm@sabina.co.th)
2. Line Official Account: @SabinaThailand
3. Facebook page: SabinaThailand
4. Call Center: Tel. 02 422 9430
5. QR Codes, that are displayed at various sales outlets

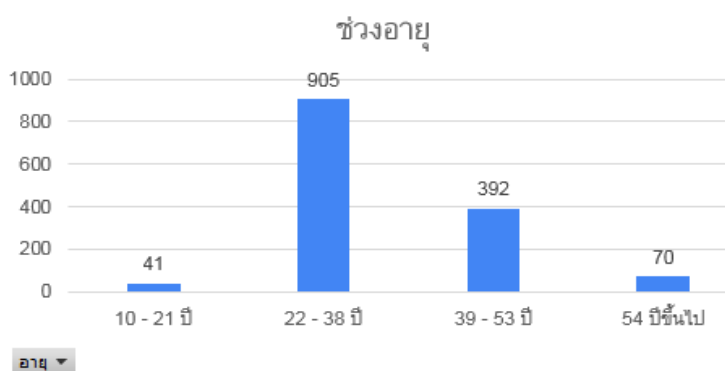
All of the customers' feedback will be handled carefully and fairly, and will be subjected to the verification process to determine the actual cause in order to find solutions and prevent further occurrences.

4. Provide after-sales services, by making adjustments to the product through additional services, for customers with unique or special physical attributes, or modifying the product, such as sewing in a breast prosthesis opening on the bra for customers who have undergone breast implant surgery, trimming the length of a bra to suit customers with a petite body, or adding hooks to increase the bra's length for customers with a large body. In 2022, there was a total of 227 customers who used this customization service, totaling 728 items.

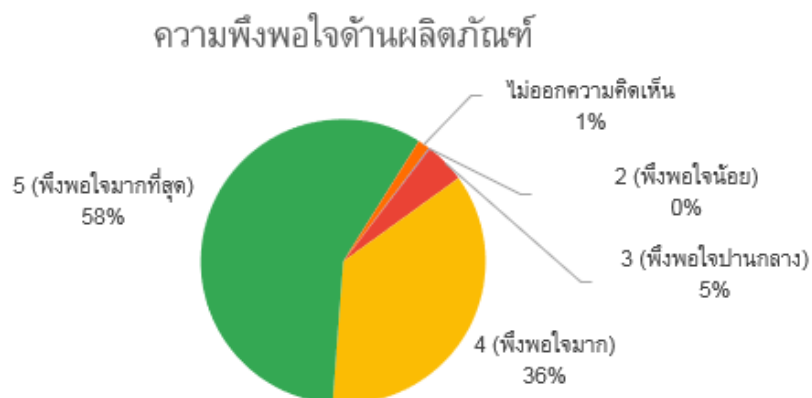
5. Conduct satisfaction surveys on customers who have purchased goods and services from the Company, in order to verify the standards of its products and services, as well as gather supporting information for further improvement and development of the Company's operations. The goal of surveying product and service satisfaction is to establish a 90% satisfaction level of High to Very High.

### Results from the Customer Relationship Management

The Company conducted a satisfaction survey for the year 2022 with a total of 1,408 customers surveyed, which can be classified according to their age range, as follows:

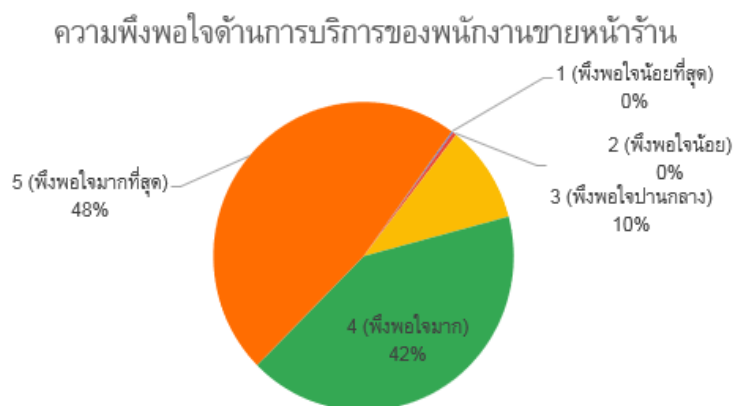


Results from the survey revealed a 94% satisfaction level ranging from High to Very High towards the Company's products. This is a 2% increase when compared to 2021 (2021 Product Satisfaction Survey – 92%). Details are shown in the graph below.



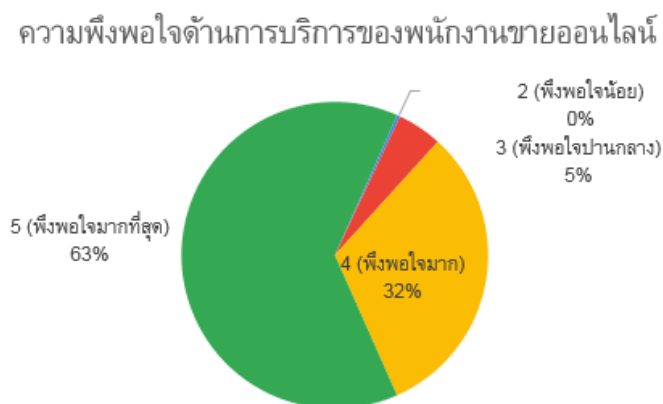
Additionally, customers also commented that product quality is consistent with the reasonable pricing. It was found that 95% of the customers felt that the quality of the Sabina branded products is appropriate to its pricing, and 97% commented that the Sabina brand regularly introduced new innovations.

Results of customer satisfaction assessment on the service provided by the sales staff. Revealed that customers were satisfied with the services of store sales staff at a 90% satisfaction level, ranging from High to Very High. This is a 5% increase when compared to the year 2021 (2021 Service Satisfaction Survey – 85%). Details are as shown in the graph below.



The results of the sales staff's service satisfaction survey achieved its 2022 goals due to the improvements that were made both to the sales outlets, as well as the after-sales services. An interesting point that was revealed found that only 23% of the customers who bought Sabina products were aware of the Company's after-sales service, a communication aspect that has to be improved upon accordingly.

In 2022, an additional customer satisfaction survey was conducted on product purchases made through Sabina's online channels due to the increasing sales volume made through these channels. It was found that customers were 95% satisfied with the services provided through online channels, with satisfaction levels ranging from High to Very High. The details are shown in the graph below.



#### 4. Partner Relationship

##### Commitment and Goals

The Company is committed to developing relationships with raw material suppliers and trade partners through the following means:

**Raw Material Suppliers.** The Company is committed to working with raw material suppliers in developing raw materials to create product value and reduce production costs, through the exchange of information, technology, product development, and design, for the mutual benefit of both parties on the basis of building trust between each other. Both parties also value one another and long-term relationships by conducting business dealings based on transparency, fairness, and compliance with trade agreements or conditions.

**Trade Partners.** Since the Company achieves 56% of its sales volume through partners' outlets, and 90% through its trade partners' marketing platforms, it therefore aims to develop relationships with its trade partners for the benefit of both parties, as well as attaining business growth. This is especially evident for online sales in which all related parties build trust and value each other through long-term relationships by conducting business dealings based on transparency, fairness, and compliance with trade agreements or conditions.

##### Guidelines for managing relationships with suppliers

The Company has set the following guidelines for dealing with raw material suppliers:

1. Establish a policy for selecting suppliers who operate their businesses according to the law, comply with safety standards and environmental laws, as well as managing human rights issues and caring for their employees.



2. Establish a partner's code of conduct with regard to accountability which takes into account honesty in their business operations and maintaining the confidentiality of their trading partners' information, based on ethics, equality, and mutual respect.
3. Mutually comply with the terms and trade agreements. In the event that this is not possible, all related parties will negotiate in advance to jointly find solutions and avoid any damage that may occur.
4. Publicize the anti-corruption policy that the Company will not demand, accept, or agree to receive assets or any other benefits, which is beyond the agreed-upon trade agreements. This also includes disseminating the Company's regulations of refraining from accepting gifts and receptions during the New Year, and on any other occasions, for business partners to acknowledge and comply with. The Company also encourages its business partners to join the anti-corruption network.
5. Publicize the Company's policy on social issues and human rights to its partners, by issuing a notification for the partner's acknowledgment and strict compliance, in particular on issues such as non-violation of human rights, and the prohibition of forced labor, child labor, etc.
6. Building good relationships and mutual understanding through the exchange of knowledge, technology, product development, and design, to create product value.

### Results of the Company's Partner Relationship Management

The results of the Company's relationship with its trading partners are as follows:

1. Classify the Company's trade partners into groups based on the type of raw materials used, namely fabrics, laces, and accessories, in order to rank them according to the value of trade and assess the risks from relying on a few customers. As a result, the Company has not faced any problems with regard to raw material shortages in the past year.
2. Evaluate suppliers by monitoring the quality of raw materials every 6 months and provide feedback so as to enable them to develop and make further improvements. As a result, the quality rate of main raw materials, fabrics, and laces has exceeded the target of 95% or more, especially in 2022, the raw material quality passing rate was as high as 97.3%.

Year	2018	2019	2020	2021	2022
Raw Material Quality Passing Rate	90.8%	94.4%	95.2%	96.7%	97.3%

This is the result of the on-site QC inspection, in which raw materials are monitored and analyzed, and the supplier providing the most problematic materials is visited on-site to view their production process and find solutions to rectify the situation before it is sent to the Sabina factory. In 2022, there were four on-site checks, as follows:

Company Name	Issues	Date
CHUGH TRADING	Torn fabric roll	28/03/2022
GEMMA KINT	Stranded fabric	11/05/2022
CAPITAL TRICOT	Slanted fabric throughout the roll	09/06/2022
NANYANG	Torn fabric roll	22/07/2022



3. The Company collaborates with its partners with regard to product development, and this has resulted in the following product innovations:

- Seamless Fit, smooth undergarments with minimal seams, produced through unique weaving and heat bonding technology, which has created great market value for the Company.
- Developed the MAGIC SILVER fabric resulting in a Triple Fabric Mask, which is an appropriate product in preventing the spread of the COVID-19 virus, while at the same time, mitigating risks against the current dust situation.

In 2022, Sabina, as a major lingerie manufacturer, foresees the impact of the fashion industry and has explored ways that can help reduce the use of “cotton,” as it requires a huge amount of water for it to thrive. It has therefore collaborated with Nanyang Knitting Factory Co., Ltd. to transform woven cotton fabrics into new recycled yarn. This is considered as a breakthrough as this new process conserves natural resources, reduces water consumption and the use of chemicals in growing new cotton. Additionally, it also helps in reducing waste from discarded undergarments based on the principle of recycling, by accepting used undergarments that are made from 100% COTTON natural fabrics, color sorting them, and then *recycling them back into environmentally friendly recycled cotton yarn*.

### Benefits of Cotton Recycling

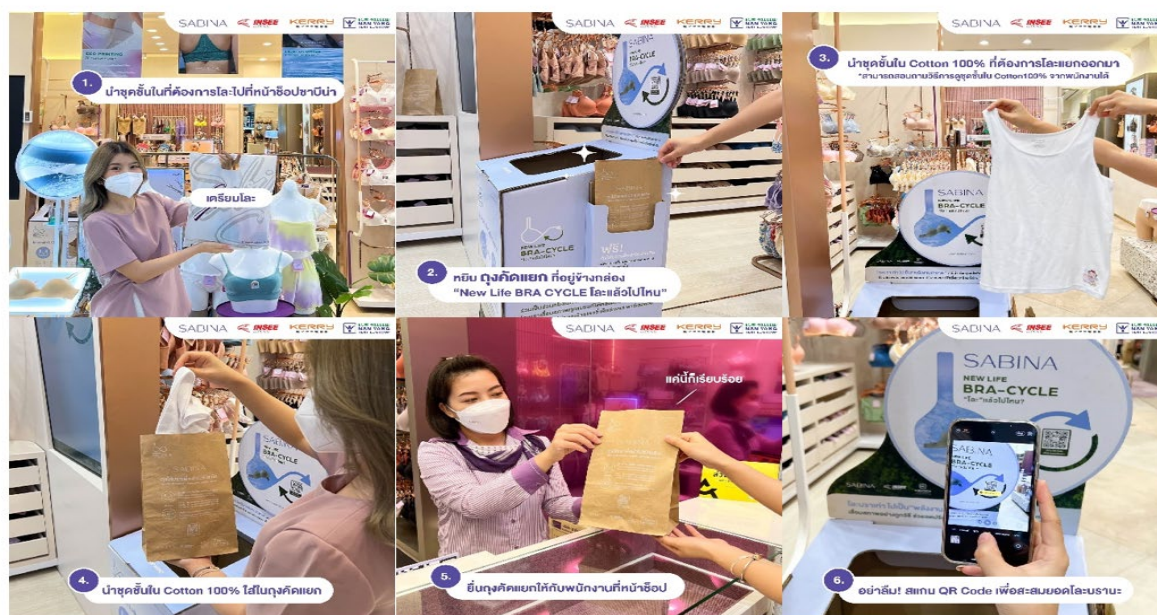
1. Reduce land usage
2. Reduce water consumption
3. Reduce pesticide consumption
4. Reduce waste

### Pick up points for used cotton undergarments

- Every Sabina Shop branches nationwide



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Additionally, the Company also monitors the implementation of policies with business partners with regard to corruption, social and environmental issues, as well as human rights. It was found that none of the Company's business partners has any violation issues or problems in such matters.

The Company has also established the following guidelines in dealing with its business partners:

1. Hold joint meetings with trade partners to establish an understanding of their policies, terms, and plans, to ensure that the Company's marketing operational plans are consistent with that of its partner.
2. Jointly comply with the terms and trade agreements. In the event that this is not possible, the Company will negotiate with its partners in advance to jointly find solutions and avoid damage that may occur.

3. Adhere to working together with trade partners by taking into account, honesty in its business operations and maintaining the confidentiality of its partner's information, based on ethics, equality, and mutual respect.
4. Publicize the anti-corruption policy that the Company will not demand, accept, or agree to receive assets or any other benefits, which is beyond the agreed-upon trade agreements. This also includes disseminating the Company's regulations of refraining from accepting gifts and receptions during the New Year, and on any other occasions, for business partners to acknowledge and comply with. The Company also encourages its business partners to join the anti-corruption network.
5. Establish relationships, cooperation, and good understanding, as well as building long-term relationships.

#### Results of the Business Partner Relationship Management

The Company has managed to achieve the following targeted results from its relationship with its trading partners:

Sales Volume	Partners	Marketing Platform
2021	1,804,708,194	838,958,789
2022	1,327,000,000	881,398,891

#### 5. Responsibilities towards ESG (Environmental, Social, Governance)

The Company has also established a policy to conduct its business operations in parallel with ESG-based (Environmental, Social, Governance) issues, in order to manage operations that have negative impacts on the environment, in terms of energy consumption, waste management, greenhouse gas emission reduction, as well as participating in sustainable development in accordance with the 17 Sustainable Development Goals (SDGs).





In this regard, the Company has set the operating framework for Sabina's ESG, as follows:



### Environmental Management

### Energy Management

#### Commitment and Goals

Presently, climate change and global warming have become serious issues that have evidently contributed to droughts, storms, and floods. Electrical energy is also another contributing factor that generates heat and has a considerable impact on climate change. Additionally, increases in energy prices, especially electricity, have caused energy costs to continually rise. The Company realizes the importance of energy consumption and has set energy management goals, especially in terms of electricity consumption in its production process, and strives to manage it to attain maximum benefit. The objective is to conserve electrical consumption through the use of efficient tools and equipment, as well as creating awareness among employees to use electricity economically and cost-effectively. The Company has also included the development of alternative EVAP energy to be in accordance with Item 7 of the "Sustainable Development Goals (SDGs), i.e. *"Ensure access to affordable, reliable, sustainable and modern energy for all."*

The Company has set a 5-year long-term goal to reduce electricity consumption by a third, starting from 2019, which indicated an electricity consumption of 5,798,536 kWh, i.e. a reduction goal of 33%, or 3,885,019 kWh by 2024.

### 2022 Operational Targets

1. Efficient management to reduce electricity consumption by 2%
2. No increase in the electricity consumption per unit of production.
3. Utilize at least 80,000 kWh/year of renewable energy in 2022.

### Operational Guidelines to reduce electricity consumption by 2%

The Company currently has two factories that are installed with 1,000-kilowatt transformers, namely the Phutthamonthon Sai 5 and the Yasothon Factory. Both factories have been registered with the Department of Alternative Energy Development and Efficiency, and a person has been assigned to supervise the Company's energy conservation operations in accordance with the Energy Conservation Promotion Act, B.E. 2535 (1992).



Phutthamonthon Sai 5 Factory



Yasothon Factory

In addition, the Company has taken various steps to reduce the use of electricity over the past several years as follows:

1. Changed the industrial machinery motor from the original Clutch Motor to a new Servo Motor, which can efficiently control the speed and torque without having to operate continuously when the switch is on. This new motor is different from the original Clutch Motor which runs continuously when it is switched on, thus wasting energy. In 2013–2014, the Company replaced servo motors, resulting in a decrease in electricity costs by almost 2 million baht/year since 2015. The Company has since replaced 1,688 servo motors in total.

Factory	Sai 5	Tha Phra	Chainat	Buriram	Yasothon	Total
Total Changed	457	228	365	160	478	1,688

2. Changed light bulbs from 36 W Fluorescent bulbs to 18 W LED bulbs which consume less electricity. The Company has gradually replaced the aforementioned light bulbs in every of its factory since 2018, which to date a total of 7,837 bulbs have been changed, resulting in a reduction of up to 50% of electricity consumption as compared to the use of traditional light bulbs (a 36W fluorescent bulb and 18W LED bulb consumes 58,388 and 28,892 kWh/month respectively).

Factory	Total Bulbs	Fluorescent 36W	LED 18W	Diff. (kWh)	Electricity Consumption Reduction
Yasothon	2,302	17,150	8,486	8,664	50.51%
Chainat	813	6,057	2,997	3,060	
Buriram	289	2,153	1,065	1,088	
Sai 5	2,633	19,617	9,707	9,910	
Tha Phra	1,800	13,410	6,636	6,774	
<b>Total</b>	<b>7,837</b>	<b>58,388</b>	<b>28,892</b>	<b>29,496</b>	

Remark: The disclosure is pursuant to **GRI 302-4** Reduction of Energy Consumption

3. Changing the air conditioning system at the Tha Phra Factory into becoming an air chiller system, and the Phutthamonthon Sai 5 factory to a VRF (Variable Refrigerant Flow) system, which is a technology that directly controls the amount of refrigerant and makes it possible to control the temperature more efficiently and accurately, while at the same time save more on electricity costs when compared to other air conditioning systems. The change has effectively lowered electrical energy consumption by up to 12%.

	30,000 BTU Air Conditioner	VRF	Diff.	%
Monthly Electrical Consumption (kilowatt-hours)	51,000	44,880	6,120	12%

Remark: The disclosure is pursuant to **GRI 302-4** Reduction of Energy Consumption

4. Changing air conditioners to new energy-saving Type-5 air conditioners in all 5 plants. A total of 57 air conditioners were replaced, which has effectively reduced electrical consumption by 2,508 kWh/month, or 8.7%.

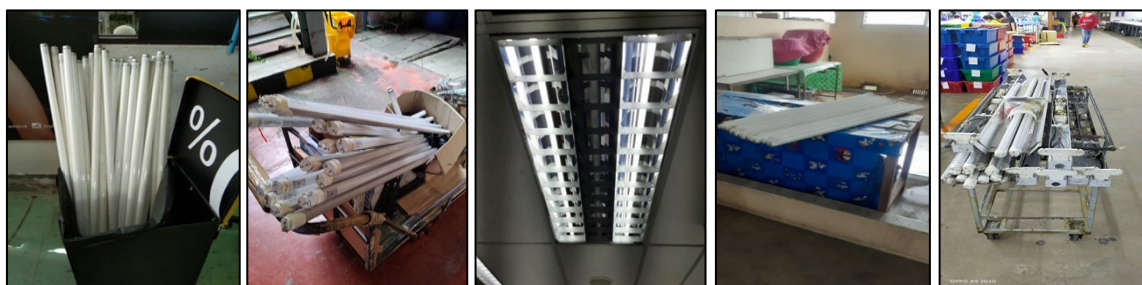
Factory	Sai 5	Tha Phra	Chainat	Buriram	Yasothon	Total
Total Changed	32	10	11	2	2	57
Energy reduction/month (kWh)	1,408 kWh	440 kWh	484 kWh	88 kWh	88 kWh	2,508 kWh

Remark: The disclosure is pursuant to **GRI 302-4** Reduction of Energy Consumption

5. Changing the piston-type air pump to a screw inverter-type air pump, which is a system that keeps the air pressure constant and can effectively reduce electrical consumption by 30–35%.

In 2022, the Company has managed to expand its production capacity by 8% with the goal of managing the efficiency of electricity consumption to not exceed 6%, based on the following measures:

1. Conduct a survey of the work areas to reduce unnecessary lighting. This resulted in disconnecting the following number of light bulbs;



Factory	Total Bulbs Removed	Capacity	Total (W/day)
Sai 5	17	18 W	306 W
Tha Phra	17	18 W	306 W
Chainat	27	18 W	486 W
Yasothon	80	18 W	1,440 W
Buriram	73	32 W	2,336 W
Office	37 +103	18 W, 9 W	1,593 W
<b>Total</b>	<b>354</b>	-	<b>6,467 W</b>

As a result of the operation, a total of 340 light bulbs were removed which effectively reduced electricity consumption by 1,293,400 W/month, or 15,520 kWh/year.



2. Installed light motion detection switches in bathrooms and warehouses. The installation started as planned in August 2022.

Factory	Total No. of Sensors	Total Bulbs	Location
Sai 5	30	90	Mezzanine storeroom, bathroom
Tha Phra	19	19	Bathroom
Chainat	6	12	Bathroom
Yasothon	19	50	Bathroom
Buriram	2	4	Bathroom
<b>TOTAL</b>	<b>76</b>	<b>175</b>	-

3. Run campaigns to maintain the air conditioner's standard temperature of 26 degrees by locking the air conditioner remote control's button, and turning it off 30 minutes prior to the end of office hours.

4. Install separate electricity meters for different departments in the Phutthamonthon Sai 5 and Yasothon factory branches, to separately measure the electrical consumption of each department and map out measures to further reduce energy consumption and enhance energy efficiency.

In addition, preventive maintenance is also carried out to inspect and maintain all machinery and equipment so that they are in a state of readiness, as well as maintaining their operational conditions and avoiding any unwanted damages, especially machineries with high energy consumption. For example, the annual preventive maintenance plan for air conditioners and air conditioning systems to reduce any possible leakage and prevent power losses.

Equally important to the implementation of various measures, is to instill energy conservation awareness among the organization's employees by promoting and creating knowledge for the employees, as well as organizing various campaigns to build awareness with regard to conserving electricity, such as the project to reduce electricity consumption from the organization to the employees' homes, energy conservation drawing contest, and energy conservation slogan contest.



### Operating Guidelines for managing electricity consumption per unit of production

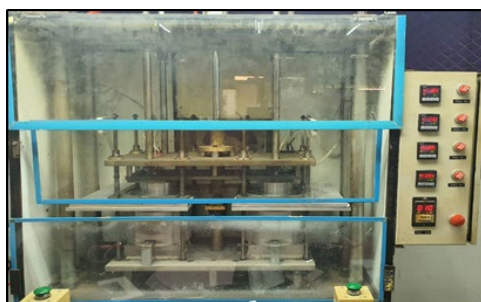
The production process can be classified into four main types of work units, which are the foaming mold production department, the cutting department, and the sewing/packing department. Each of these units have their own measures in place to manage the electricity consumption per unit of production to ensure maximum efficiency, which are as follows:

#### The Foam Mold Dept.

1. Verifying the warm-up time of the foam mold pump before starting work. This has since been reduced from 2 hours to 1 hour.
2. Install a temperature indicator at the foam mold pump to better manage the heat to meet the specified standards. It is a method to control the efficient use of electricity.



3. Install heat shields on the foam mold pumps to prevent heat from dissipating out of the machinery. This results in maintaining a more constant temperature of the foam mold pump which in turn results in less power consumption.



**Cutting Dept.**

1. Adjust the layout of the cutting department to reduce the use of lighting in areas that are not in use.
2. Install lights for each machine so that they can use their own individual lighting.
3. Turn off the machines when not in use during lunch breaks.

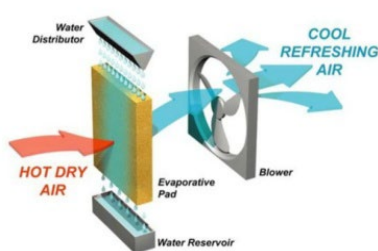
**Sewing Dept.**

1. Established plans to switch on air conditioners and machinery by production zones to control and prevent high electrical surges.
2. Alternate breaks and lunch breaks to be more than 15 minutes apart in order to reduce the peak load of the machinery.
3. Improve production efficiency to achieve increased productivity during working hours which can effectively reduce electricity consumption per unit of production.

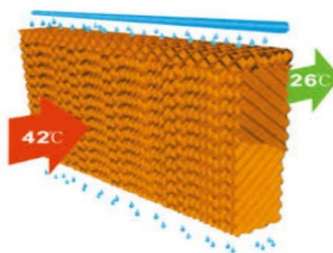
### Operational Guidelines to achieve a target of 80,000 kWh/year of renewable energy consumption in 2022

The Company has started using alternative energy to replace the use of electricity for its high electrical consumption air conditioners. In addition, the refrigerant used in general air conditioners has a negative impact on the environment and the Earth's atmosphere, or which is commonly known as the greenhouse effect. In 2008, the Company has, therefore, installed a clean energy ventilation system that utilizes wind energy, EVAP (Evaporative Cooling System), to replace air conditioners that use electricity. The system is able to reduce the room's temperature by up to 3–10 degrees Celsius when compared to the outside temperature and is based on the principle of using a fan to suck air and pass it through the honeycomb panel with a water cooling system. Thus, the passing air is cooled down and uses 10% less energy when compared to conventional air conditioners. It also has the additional benefit of preventing the circulation of dust and germs.

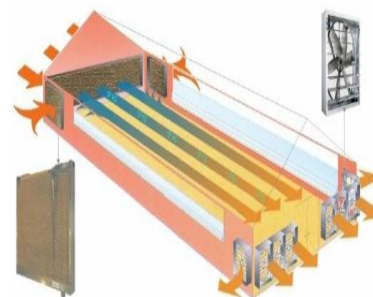
#### How EVAPORATIVE COOLING works



EVAP Operating Principle

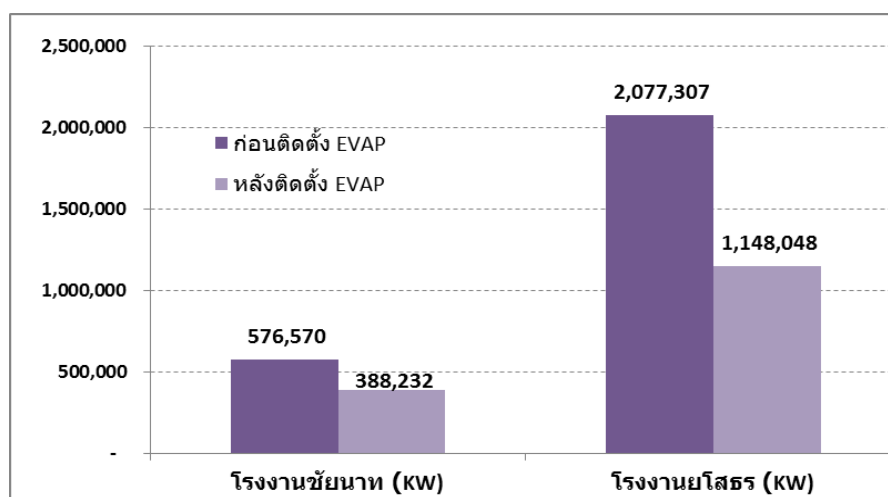


Honeycomb panels made from wood pulp.



Air Flow

From the feasibility survey of all plants, it was found that Chainat plant and Yasothon plant could perform the EVAP system as there is an open, airy area, with good weather. The EVAP system was initially installed at Chainat Plant in 2008 and expanded to Yasothon Plant in 2009 (this is to support the SDGs in item 7, Affordable and Clean Energy, clean energy anyone able to access). As a result, Chainat plant and Yasothon factory can reduce and change the electrical energy from air-conditioning system to EVAP system by as much as 1,117,597 kWh/year in total, a reduction in electricity consumption by 33% (Chainat plant) and 45% (Yasothon plant), compared to with the use of air conditioning systems in the past.



Note: Information disclosed according to GRI 302-4, energy consumption reduction.

In addition, the company has expanded the use of the EVAP system to the Buriram plant in 2016.

In 2022, the company continued to develop the use of alternative energy as follows.

1. Yasothon plant has developed an EVAP system to replace air conditioners in other work areas outside the production department, including 6 areas, namely random inspection department, production office 1, 2, 3 and 4, and a mechanic room. This can reduce electricity consumption, calculated from the power consumption of the air conditioners  $15A \times 220 = 3,300w \times 8 \text{ hrs.} = 26.6 \text{ kWh/day}$ , EVAP  $60w \times 8 \text{ hrs.} = 0.44 \text{ kWh/day}$ . This can reduce electricity consumption by 5,886 kWh/month.

Area	Air conditioners (BTU)	Air conditioners kWh/month	EVAP kWh/month	Reduction kWh/month
Random inspection department	36,000	665	11	654
Production office 1	36,000	665	11	654
Production office 2	36,000	665	11	654
Production office 3	36,000	665	11	654
Production office 4	36,000	665	11	654
A mechanic room	144,000	2,660	44	2,616
<b>Total</b>	<b>324,000</b>	<b>5,985</b>	<b>99</b>	<b>5,886</b>

Note: Information disclosed according to GRI 302-4, energy consumption reduction.

2. Solar energy is used by solar panels to replace traditional electrical energy in areas such as corridors, signage, and fences.



Area	Signage	Fence	W/day	kWh/month
Yasothon	6	30	7,200	180
Buriram	2	8	2,240	56
Chainat	5	23	5,840	146
Taphra	2	20	3,200	80
Sai 5	2	18	3,040	76
<b>Total</b>	<b>17</b>	<b>99</b>	<b>21,520</b>	<b>538</b>

Note: Information disclosed according to GRI 302-4, energy consumption reduction.

3. Solar panels are installed in some places where electricity is required during the day such as a fountain in front of the factory and a disinfectant sprayer.



	W/day	Hour of use	Total W/month
A fountain in front of the factory	2,100	9 hours	472,500
Solar panels	120	9 hours	27,000
<b>Total</b>	<b>2,220</b>	<b>18 hours</b>	<b>499,500</b>

Note: Information disclosed according to GRI 302-4, energy consumption reduction.



Furthermore, the company has studied the use of solar roof for use in the production process which will be in the operational plan in 2023 at Yasothon plant and Phutthamonthon Sai 5 plant.



#### Performance to reduce electricity consumption for 2%

##### Electricity consumption summary 2019–2022

Plant	2019 (kWh)	2020 (kWh)	2021 (kWh)	2022 (kWh)	Electricity/ month, compared to 2021
Sai 5	3,009,180	2,333,380	2,008,723	2,255,330	12.28%
Taphra	608,244	438,217	389,505	407,511	4.62%
Chainat	358,336	302,072	269,056	317,724	18.09%
Yasothon	1,009,574	788,259	764,910	802,770	4.95%
Buriram	188,415	156,709	112,603	115,680	2.73%
Office	624,787	524,222	452,324	330,542	-26.92%
<b>Total</b>	<b>5,798,536</b>	<b>4,542,859</b>	<b>3,997,121</b>	<b>4,229,557</b>	<b>5.82%</b>

Note: Information disclosed according to GRI 302-1, energy consumption in organization.

When considering the 5-year goal (2019–2024), the performance summary of energy management in 2019–2022 found that in 2022 electricity consumption was 4,229,557 kWh, compared to 2019, electricity consumption was 5,798,536 kWh. Energy consumption was 27.06%.

From the performance of 2022, the company was able to expand its production capacity by 9.37% while electricity consumption increased by 5.82% from the company's operations and various energy measures. Therefore, the performance is better than the target, resulting in a 3.7% decrease in electricity consumption.

	Output sam	Energy consumption (kWh)
2021	152,150,150.56	3,997,121
2022	166,399,100.65	4,229,557
+/-	9.37%	5.82%

Note: Information disclosed according to GRI 302-1, energy consumption in organization.

Performance for managing electricity consumption per unit of production must not increase.

From the implementation of many measures in three working departments, it was able to control the electricity consumption per unit of production in 2022 to be lower than those in 2021 as follows.

Foaming pump mold can reduce the electricity consumption per unit of production at 18.72%, compared to those in 2021.

Plant	Electricity consumption/unit in 2021			Electricity consumption/unit in 2022			Compared to 2021
	Electricity consumption (kWh)	Output Sam	Electricity consumption/unit t	Electricity consumption (kWh)	Output Sam	Electricity consumption/unit t	
Sai 5	668,896	6,311,032	0.106	742,790	8,622,058	0.086	-18.72%

Note: Disclosed information according to GRI 302-5, energy demand reduction for products and services.

Cutting department can reduce the electricity consumption per unit of production at 7.78%, compared to those in 2021.

Plant	Electricity consumption/unit in 2021			Electricity consumption/unit in 2022			Compared to 2021
	Electricity consumption (kWh)	Output Sam	Electricity consumption/unit it	Electricity consumption (kWh)	Output Sam	Electricity consumption/unit it	
Sai 5	366,140	7,428,270	0.049	353,679	7,458,648	0.047	-3.80%
Yasot hon	231,035	5,512,487	0.042	245,811	6,628,412	0.037	-11.52%
Total	597,175	12,940,757	0.046	599,490	14,087,060	0.043	-7.78%

Note: Disclosed information according to GRI 302-5, energy demand reduction for products and services.



Sewing and packing department can reduce the electricity consumption per unit of production at 0.92%, compared to those in 2021.

Plant	Electricity consumption/unit in 2021			Electricity consumption/unit in 2022			Compared to 2021
	Electricity consumption (kWh)	Output Sam	Electricity consumption/unit	Electricity consumption (kWh)	Output Sam	Electricity consumption/unit	
Sai 5	233,410	16,164,358	0.0144	266,220	18,798,895	0.0142	-1.39%
Taphra	407,511	20,917,314	0.0195	404,005	21,968,238	0.0184	-5.64%
Chai nat	269,056	27,984,790	0.0096	317,724	30,634,466	0.0104	8.33%
Buriram	112,604	15,789,761	0.0071	115,682	15,262,041	0.0076	7.04%
Yasot hon	433,075	52,042,139	0.0083	461,655	57,026,343	0.0081	-2.41%
Total	1,455,657	132,898,362	0.0110	1,565,286	143,689,983	0.0109	-0.91%

Note: Disclosed information according to GRI 302-5, energy demand reduction for products and services.

#### Performance by targeted alternative energy use 80,000 kWh/year

From the implementation of many measures, it enabled the use of renewable energy in 2022 up to 91,936 kWh/year

Renewable energy project	kWh/month	kWh/year
EVAP in 6 office room	5,886	70,632
Fence/signage/corridor light	354	15,520
A fountain in front of the factory / Solar panels disinfected	482	5,784
Total	6,722	91,936

Note: Information disclosed according to GRI 302-4, energy consumption reduction.

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## Water management

### Commitment and goals

Water is a resource that is important to life and activities. The company is therefore promoting access to clean water for consumption by employees in the organization and having a good sanitation system. In addition, the company realized the importance of using water for maximum benefit. Therefore, we strive to manage water in the organization, including control and management of wastewater discharged from the factory in order not to create a negative impact on the surrounding communities which is in accordance with the paradigm “Sustainable Development,” (Sustainable Development Goals-SDGs) item 6 Water and Sanitation Management.

### Operational goals for 2022

1. All employees have access to clean drinking water and there is a good and appropriate sanitation system.
2. Manage the efficiency of water use in organization to reduce water consumption by 8% compared to 2021.
3. Control and manage effluent to meet the standards set by law in order not to have a negative impact on surrounding communities.

The company has a long-term goal to develop a water circulation system and improve the efficiency of water use in order to reduce the amount of water consumption of the organization by 2030. It can reduce use by 25% compared to 2020.

### Operational guidelines to ensure clean water for consumption and good sanitation.

The company provides clean drinking water that meet the standards of the Ministry of Public Health. The quality of drinking water is checked at least once a year to ensure that employees have clean drinking water for consumption. In addition, the company has proceeded to have a good and adequate sanitation system as required by law, with a ratio of at least 6 restrooms per 100 employees (6% ratio).

### Operational guidelines to manage efficiency of water use.

- Public relations, through the public address system and the public relations board, to encourage employees to participate in using water for worthiness and maximum benefits. This year, the company launched a campaign to prohibit paper/sanitary napkins thrown into the toilet and press the water only once in order for employees to acknowledge and comply.



Public address system



Public relations posters

- Campaign for employees to participate in water use for maximum benefit by organizing Water Conservation Week activities in order to encourage and raise awareness of the importance of water resources.
- Excavate soil pits to collect rainwater for managing the green area of the factory at Chainat and Yasothon plant.

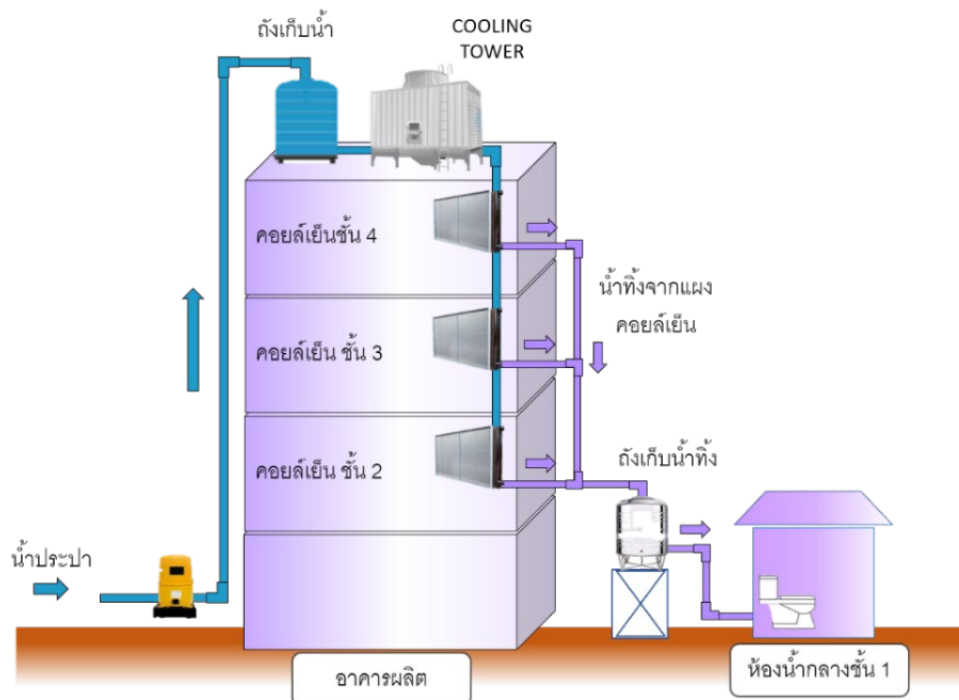


Soil pit at Chainat plant

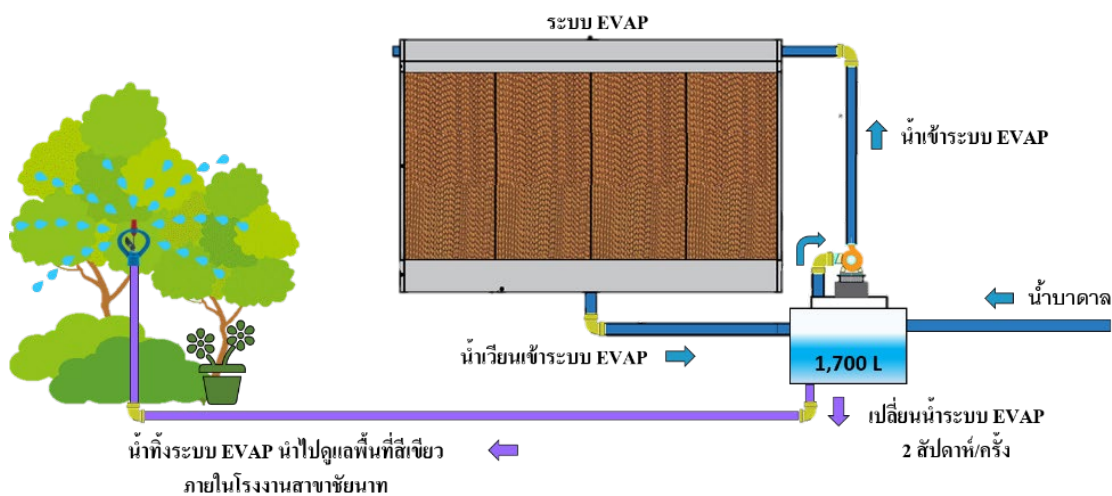


Soil pit at Yasothon plant

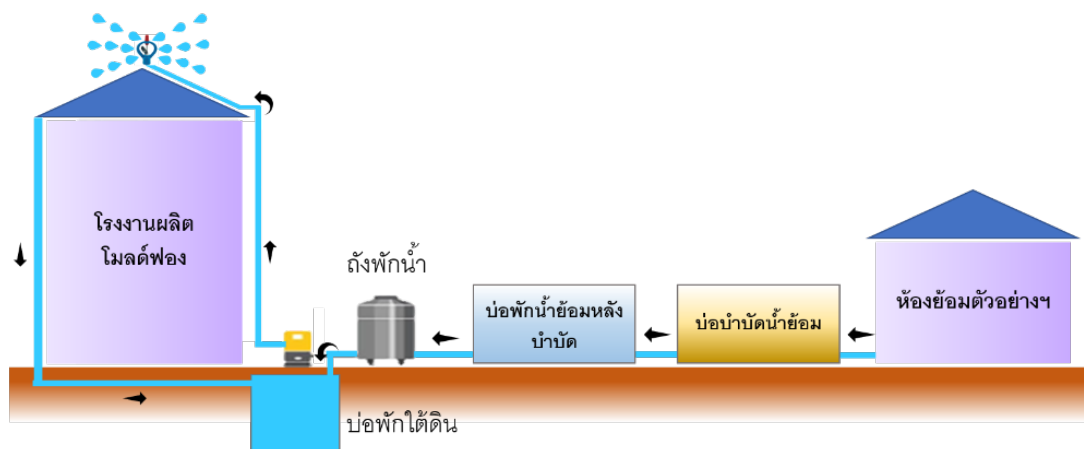
- Develop a circulating water system from the wastewater of the air chiller system at Ta Phra plant and recycle for flushing water.



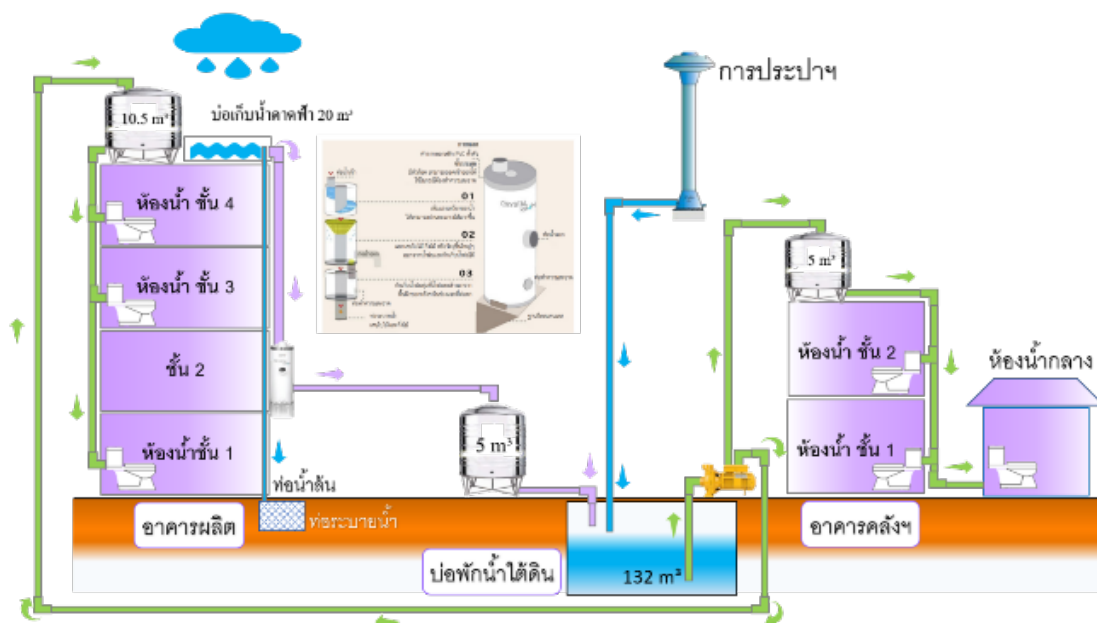
- Develop a 1,700-liter circulating water system from the Evaporative Cooling System (EVAP) to manage the green area in the Chainat plant area.



- Develop a circulating water system from the wastewater of the dyeing water treatment system at Phutthamonthon Sai 5 plant, replacing the sprinkler system in order to reduce the heat on the roof of the bubble mold factory.



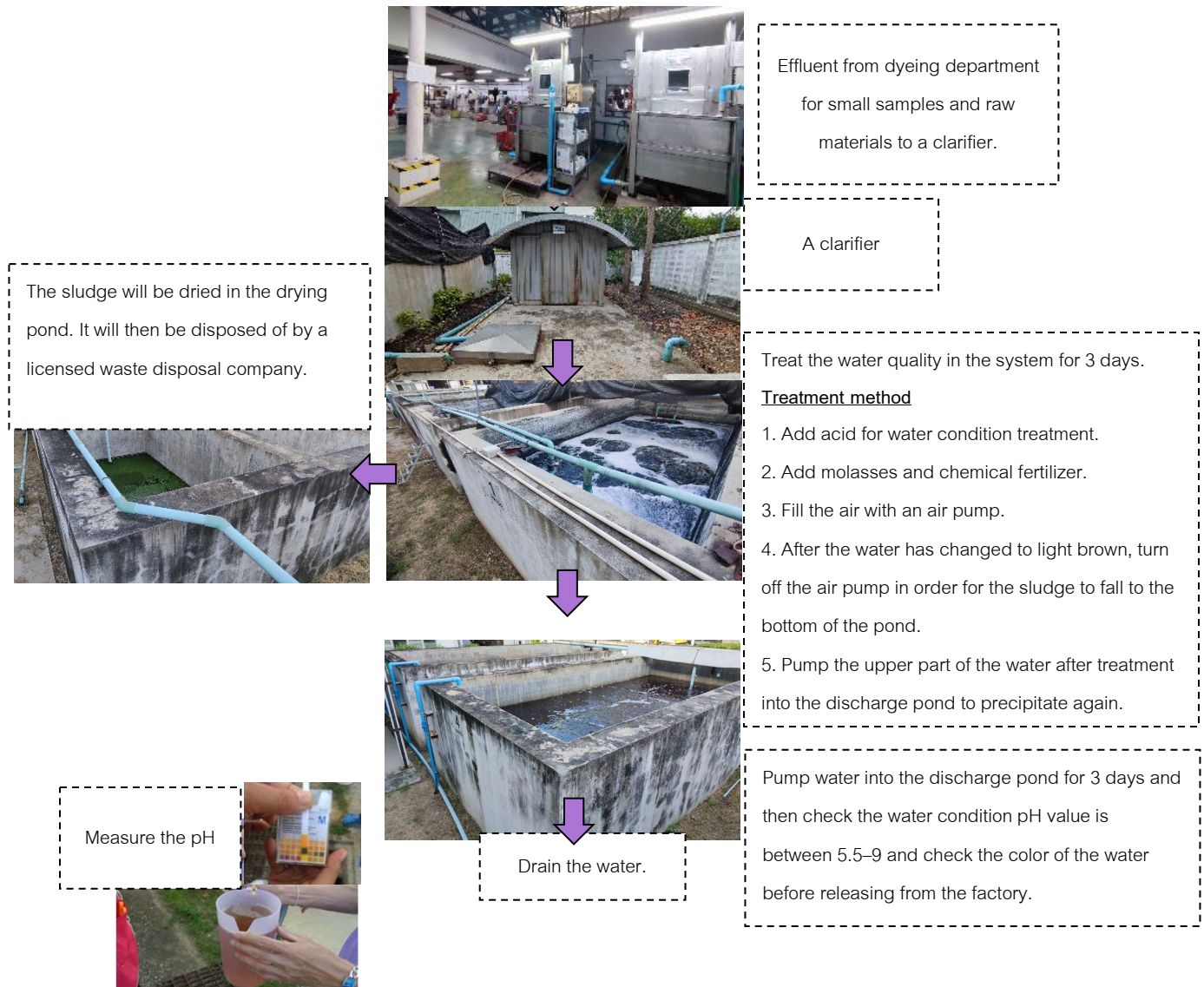
- Develop natural water to be used in conjunction with the water system in the Phutthamonthon Sai 5 plant.



Operational guidelines Supervision and management of wastewater so as not to have a negative impact on surrounding communities.

Sabina factory at Phutthamonthon Sai 5 plant is the only factory that has a raw material dyeing process for samples and small equipment, with 2.2% of dyed fabric and 0.7% of rubber/ribbon from total raw materials. The company has an efficient wastewater treatment process and regular maintenance and inspection of the treatment system. In addition, the company has assigned external agencies with standard certification to check the effluent from the treatment system every month to confirm the efficiency of the treatment system. This can ensure that the effluent discharged from the factory meets the standards required by law and does not negatively affect the environment and surrounding communities. The company has a wastewater treatment process as follows:

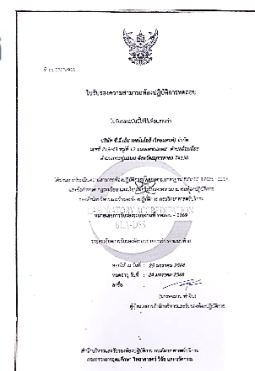




Note: information disclosed according to GRI 303-2, drainage impact management.

In order to inspect the effluent from the treatment system, the company assigned C.E.M Technology (Thailand) Co., Ltd., which has been accredited for testing laboratories, check the effluent from the treatment system every month.

ใบรับรองมาตรฐานห้องปฏิบัติการ  
การทดสอบ  
ตามมาตรฐาน ISO/IEC  
17025



Performance in 2022: All employees have access to clean drinking water, with a good and appropriate sanitation system.

Drinking water quality check

Plant	Date of check	Inspection agency
Sai 5	7/6/2022	Faculty of Science, Silpakorn University, Sanam Chandra Palace Campus, Nakhonpathom
Ta Phra	7/11/2022	C.E.M. Technology (Thailand) Co., Ltd.
Chainat	20/7/2022	Testtech Co., Ltd.
Yasothon	5/7/2022	Smile Laboratory Co., Ltd.
Buriram	5/8/2022	Department of Medical Sciences, Nakhon Ratchasima
Office	29/9/2022	Nova Water (Thailand) Co., Ltd.

Toilets ratio to employees (6 percent ratio)

Plant	Female			Male		
	Amount (Person)	Toilet	Toilet: Employee	Amount (Person)	Toilet	Toilet : Employee
Sai 5	395	49	12%	169	19	11%
Ta Phra	207	22	11%	23	5	22%
Chainat	314	37	12%	34	7	21%
Yasothon	677	77	11%	222	34	15%
Buriram	129	10	8%	41	3	7%
Office	259	15	6%	46	7	15%

## Performance in 2022 : Water efficiency management of the organization decreased by 8%.

Plant	2019 (Cubic meters)	2020 (Cubic meters)	2021 (Cubic meters)	2022 (Cubic meters)	% difference, compared 2022 : 2021
Sai 5	35,592	30,115	31,201	32,247	3.4%
Ta Phra	7,860	6,281	6,100	6,069	-0.5%
Chainat	9,312	8,087	7,152	8,481	18.6%
Yasothon	51,408	46,237	51,082	41,435	-18.9%
Buriram	2,808	2,276	2,119	2,023	-4.5%
Office	6,480	4,926	4,867	3,350	-31.2%
Total	113,460	97,922	102,521	93,605	-8.7%
Average	9,455	8,160	8,543	7,800	

Note: Information disclosed according to GRI 303-5, water consumption.

Performance in 2022 showed that the overall water consumption of the organization decreased by 8.7%. Yasothon, Buriram, and Ta Phra branch achieved goals. However, Phutthamonthon Sai 5 and Chainat plant did not reach the goal water consumption reduction. Ways to improve will be found further.

## Performance 2022: wastewater management control to avoid negative impacts on surrounding communities.

In 2022, Phutthamonthon Sai 5 plant has the following amount of wastewater from the treatment system:

2022	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Volume of effluent (m <sup>3</sup> )	196.4	392.8	491	294.6	392.8	491	392.8	392.8	392.8	294.6	294.6	392.8	3,731.6
Amount of water used (m <sup>3</sup> )	2,484	2,314	3,013	2,823	2,558	2,308	3,192	2,418	2,930	2,789	2,949	2,469	26,829
% effluent	7.9%	17%	16.3%	10.4%	15.4%	21.3%	12.3%	16.2%	13.4%	10.5%	10.0%	15.9%	13.9%

Note: Information disclosed according to GRI 303-5, water consumption, GRI 303-4 water discharge



As the company has taken various measures to take care and treat wastewater before releasing, the results of chemical residues from the company's wastewater samples meet the standards set by the law every month.

Test	Standard	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
pH	5.5–9.0	9	8.7	8.7	8.6	8.8	8.8	8.8	7.8	8.7	8.7	8.8	8.8
Color	≤ 300 ADMI	46	52	102	44	70	94	110	208	113	113	69	107
TSS	≤ 50 mg/l	<20	<20	Not Detectable	12	4	<3	<3	Not Detectable	7	7	37	Not Detectable
BOD	≤ 20 mg/l	<5	<5	Not Detectable	Not Detectable	Not Detectable	Not Detectable	Not Detectable	17	Not Detectable	Not Detectable	Not Detectable	9
COD	≤ 120 mg/l	108	22	68	42	59	<20	62	73	40	57	29	48
Result		Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass	Pass

\* Notification of the Ministry of Industry on Standards for Controlling the Discharge of Wastewater Effluent from Factory 2017

Note: Information disclosed according to GRI 303-2 drainage-related impact management.

In November 2022, the company conducted an impact survey on surrounding communities at Ta Phra, Phutthamonthon Sai 5, Yasothon, and Chainat plant. It was found that the effluent from the company did not have a negative nor slight impact on the communities which is under the supervision of the agency in charge assigned by the company. The survey details are as follows:

#### Ta Phra plant.

Impact	Severe / urgent	Medium / improve	Small / control	No impact
1.Discharge				
1.1 Water flow / discharge / tube				100%
1.2 discharge status (color/odor)				100%

Phutthamonthon Sai 5 plant

Impact	Severe / urgent	Medium / improve	Small / control	No impact
1.Discharge				
1.1 Water flow / discharge / tube				100%
1.2 discharge status (color/odor)			6%	94%

Note: The slight effect is the color of the water. It was controlled by using chlorine to adjust the color of the water before discharging from the factory.

Yasothon Plant

Impact	Severe / urgent	Medium / improve	Small / control	No impact
1.Discharge				
1.1 Water flow / discharge / tube				100%
1.2 discharge status (color/odor)				100%

Chainat plant

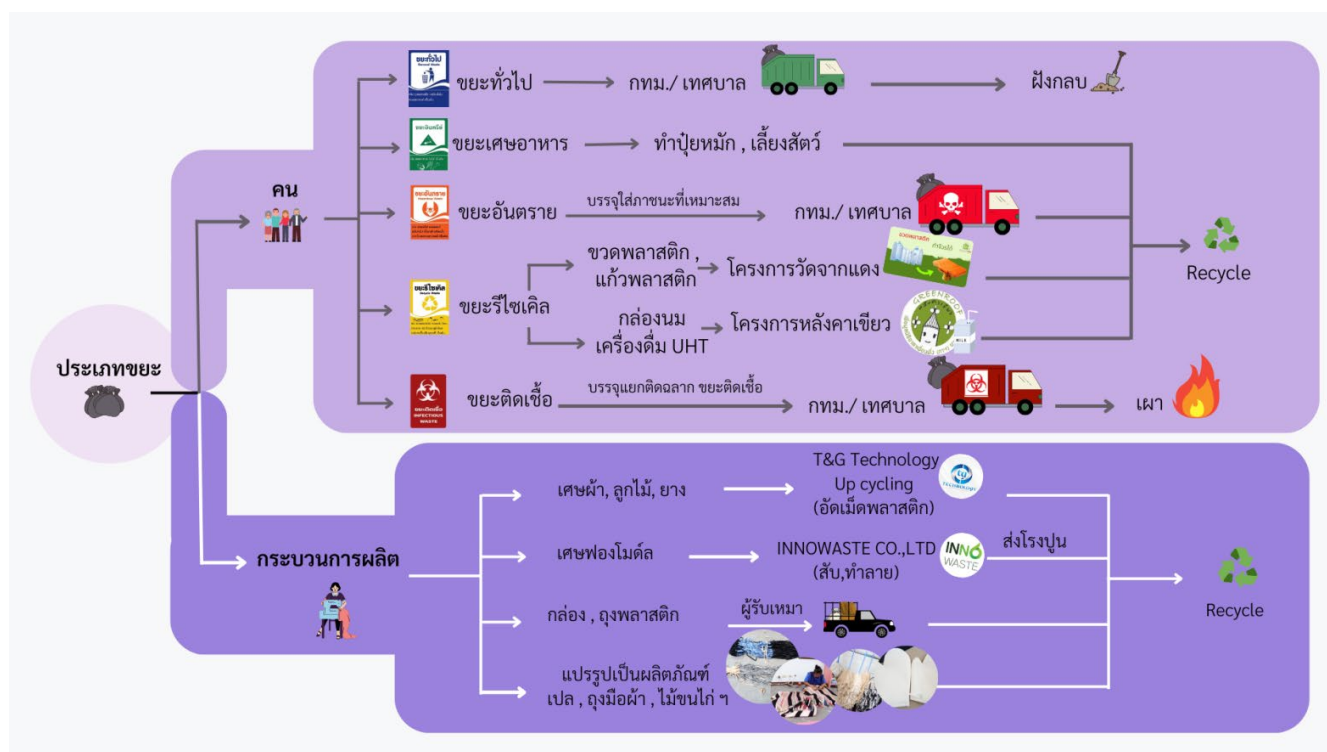
Impact	Severe / urgent	Medium / improve	Small / control	No impact
1.Discharge				
1.1 Water flow / discharge / tube				100%
1.2 discharge status (color/odor)				100%

## Waste Management

### Commitment and goals

Solid waste creates a problem for the working environment, causes odors, is a source of disease, and may affect the health of employees and surrounding communities. The disposal of landfill waste also causes greenhouse gas emissions (1 kg = 0.842 kgCO<sub>2</sub>e), resulting in an impact on climate change. The company is aware of this problem, thus giving importance to waste management which is the responsibility of the company. It also contributes to reducing greenhouse gas emissions.

Garbage or waste in the organization can be divided into waste caused by people and from the production process such as rags, particles, threads, and rubbers. There is **waste flow as follows**.



The company therefore processes waste management with the objective of reducing waste generated by people. This reduces the amount of waste landfilled, which causes greenhouse gas emissions, by adopting the 3R principle: Reduce, Reuse, and Recycle. It is to manage the waste from the production process with the principle of Circular Economy, turning any waste into raw materials, energy waste and other products. Garbage and waste from the company must not have an impact on the environment and the communities.

### Implementation goals for 2022

1. Reduce the amount of waste to landfill and greenhouse gas emissions by 5% compared to 2021.
2. Manage the waste, with the ratio of recycling by 60%.
3. There are no complaints from the communities about the impact of the waste.

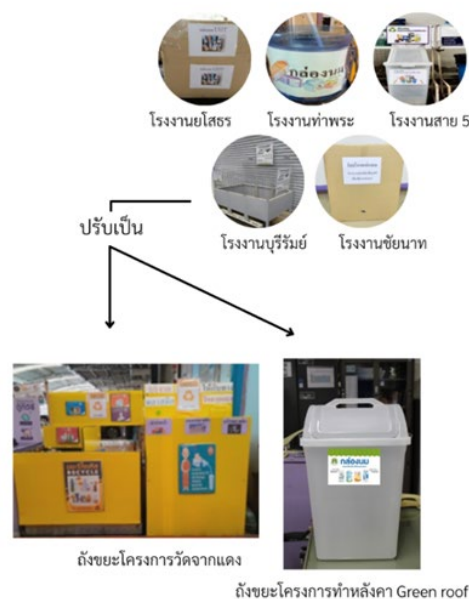
### Operational guidelines to reduce waste to landfill by 5%

1.1 Reduce paper usage such as using reused paper, adjusting the size from A4 to A5 (half the size of A4) and implementing the paperless principle by using Google Forms, sending emails instead of printing.

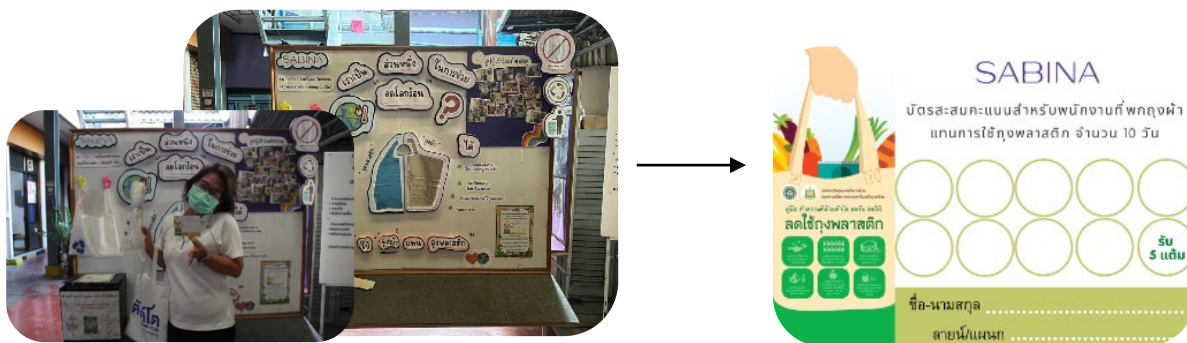
1.2 Launch a campaign for restaurants in plants to refrain from using single-use utensils to reduce waste from foam boxes, cups, plastic spoons or paper plates.

1.3 Conduct waste sorting to reduce the amount of waste to landfill by specifying appropriate bins for disposing of each type of waste

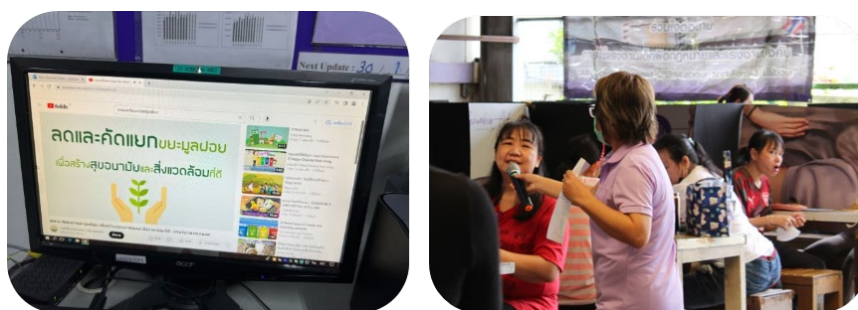
โรงงาน	ก่อนทำ	หลังทำ
สำนักงานใหญ่		
ท่าพระ		
สาย 5		
ชัยนาท		
ยโสธร		
บุรีรัมย์		



1.4 Organize campaign activities to use cloth bags instead of plastic bags. The employees participating in the project must use a cloth bag and show up to receive points which can be used to exchange products.



1.5 Make public relations to provide knowledge for employees by using public address, knowledge clips and organized Q&A activities during the lunch break.



### Operational guidelines for managing the waste, with ratio of RECYCLE by 60%

2.1. Make fertilizer and bio-fermentation which is the processing of the waste from grass and food into fertilizer and bio extract, used for watering plants and cleaning drains to get rid of odors at Chainat and Yasothon plant.

Food waste processing performance	2020 (kg)		2021 (kg)		2022 (kg)	
	Chainat	Yasothon	Chainat	Yasothon	Chainat	Yasothon
Bio-fertilizer and bio extract (grass waste, food waste), beginning at Chainat plant in October 2020. Expanded into Yasothon in 2021	73.5	-	50	39.7	100	117
Total	73.5		89.7		217	

Note: Information disclosed according to GRI 306-2 types of waste and how to dispose of them.

2.2. Launch Greenroof Project, which is the processing of milk carton waste into a green roof by collecting milk cartons and UHT beverages and sending to the Friends in Need (of “PA”) Volunteers Foundation, Thai Red Cross. For the roof, the size is 1 × 2.40 meters and 2,000 cartons of beverages or 20 kilograms will be used.



GREENROOF Project	2020 (kg)	2021 (kg)	2022 (kg)
Milk cartons and UHT beverages	55.2	75	88
Roof (plates)	3	4	4

2.3. Wat Chak Daeng Project, which is the processing of converting waste from plastic bottles and plastic glasses into a monk's robes. 1 robe needs 15 plastic bottles used, and 1 set of monk's robes needs 60 plastic bottles used.





## Visit and study sustainable waste management at Chak Daeng Temple



Plant	Bottle donated (bottles)	Bottle donated (bottles)
	2021	2022
Headquarters	6,489	9,200
Ta Phra	3,500	16,500
Sai 5	300	200
Yasothon	1,000	8,000
Chainat	300	250
Buriram	500	-
Total	12,089	33,700
Total robes	806	2,247
Robes received 3,053 robes in total		

2.4. Packaging boxes and plastic bags to be recycled. However, the product packaging boxes are in different sizes. The company has told suppliers to convert to a standard size of Sabina so it can be reused again.

Used and returned boxes in total		2020	2021	2022
Yasothon	Used	2,642	4,202	4,911
	Returned	45	2,755	2,836
Chainat	Used	2,894	2,705	2,628
	Returned	3,889	2,339	2,110
Buriram	Used	1,686	897	1,237
	Returned	1,196	703	1,173
Ta Phra	Used	703	193	270
	Returned	683	154	205
Sai 5	Used	483	547	560
	Returned	360	446	396
Total	Used	8,408	8,544	10,184
	Returned	6,713	6,397	6,784
Percentage of boxes returned with Sai 5		73.40%	74.90%	66.61%

2.5. The leftovers of cloth, rubber, thread are recycled to be processed into other products – feather dusters, gloves, doormats – and sold to employees at a cheap price. The income will be donated to the Mother Jintana Foundation to provide scholarships for good students who have a shortage of funds.

Product		2018	2019	2020	2021	2022
	Feather dusters	242	20	170	211	130
	Doormats	617	20	427	592	288
	Gloves	521	10	69	113	25
	Cradle	122	70	94	217	110
	Pillowcase	470	10	0	0	0
	Blanket	64	100	0	0	0
	Bathing cloth	10	100	0	0	0
Income donated to the foundation		43,030	25,900	19,210	32,380	16,310



## 2.6 Waste sorting for a contractor to recycle.

The amount of waste generated in the production process and delivered to a contractor who has been properly licensed.

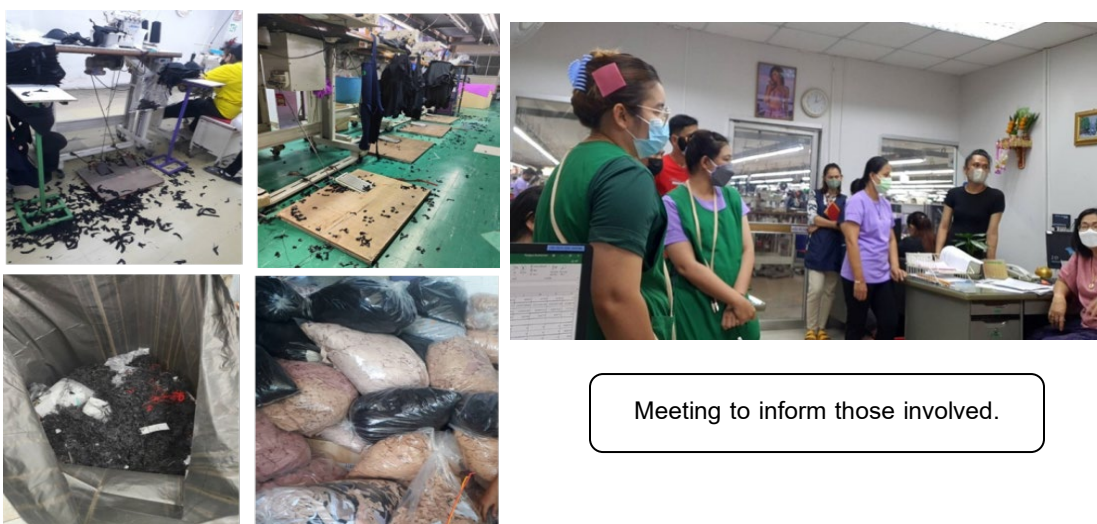
(box, plastic bag, rag, rubber, thread, fur)

	2019	2020	2021	2022
<b>Amount (kg)</b>	372,059	224,091	367,196	311,106.47
<b>Average / Month</b>	31,005	18,674	30,600	25,925.54

Note: Information disclosed according to **GRI 306-2** types of waste and how to dispose of them.

2.7. Nylon fiber waste from the sewing process and cutting room is taken to the Waste to Raw Material Project by coordinating with T&G Technology. This waste will be processed into plastic pellets which began operations in April 2022 with the following operations.

1. Explore to sort out various raw materials that are nylon (nylon is various stretch fibers, containing a mixture of Spandex, Polyamide, Elastane, Lycra).
2. Assign responsible person for each plant to collect nylon raw material, weigh, and record data.
3. Make public relations for employees to recognize the purpose of separating nylon raw materials to reduce waste to landfills by bringing these raw materials to be processed into plastic pellets. It encourages employees to participate in helping to reduce global warming.



Meeting to inform those involved.

4. Organize an encouraging activity named “Yaek Dee, Mee Taem,” with a target group of sewing department by proceeding as follows:

- Give Sabina Reward Point: Every raw material sorted must be delivered to the designated pick-up point, weighed and calculated the amount of weight at the end of every month
- 1 kg will be worth 2 points (accumulated and divided in the line).
- Period: July–December 2022



Weigh and record

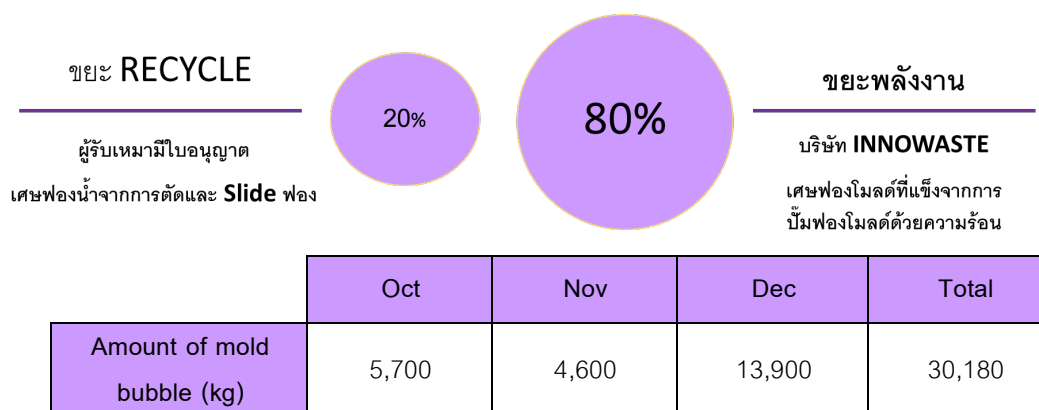
Summary of nylon raw material sent to T&G (kg)										
Sewing Department										
Month	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Ta Phra	-	0	49	67	55.60	47	43	37	17	315.60
Sai 5	-	0	16	96	81.40	78	105	97	120	593.40
Chainat	-	9	24	41	12.60	33	79	60	83	341.60
Yasothon 1	-	37	49.51	342	122.00	302	505	123	138	1,618.51
Yasothon 2	-	0	149.76	302	375.20	301	274	175	235	1,1810.96
Buriram	-	0	40	147	295.20	438	320	200	137	1,,577.20
Total sewing	0	46.00	328.27	995.00	942.00	1,199.00	1,326.00	691	730	6,257.27

Cutting Department										
Cutting (Yasothon)	2,215.00	2,065.00	2,421.60	1,860.00	2,575.00	3,172.00	2,039.00	2,085.00	1,825.00	20,257.60
Cutting (Sai 5)	2,046.50	4,060.00	2,465.00	2,331.00	2,216.00	3,106.00	2,384.00	2,144.00	1,586.00	22,338.50
Moul pump at Chainat	-	164	374	672	86	332	358			1,986.00
Moul pump at Buriram								94		94.00
<b>Total cutting</b>	<b>4,261.50</b>	<b>6,289.00</b>	<b>5,260.60</b>	<b>4,863.00</b>	<b>4,877.00</b>	<b>6,610.00</b>	<b>4,781.00</b>	<b>4,229.00</b>	<b>3,411.00</b>	<b>44,676.10</b>
<b>Total (Kgs)</b>	<b>4,261.50</b>	<b>6,335.00</b>	<b>5,588.87</b>	<b>5,858.00</b>	<b>5,819.00</b>	<b>7,809.00</b>	<b>6,107.00</b>	<b>4,920.00</b>	<b>4,141.00</b>	<b>50,933.37</b>

Note: Information disclosed according to GRI 306-2 types of waste and how to dispose of them.

Summary of operations for 2022: The waste can be processed into plastic pellets and reduce waste to landfill by almost 51 tons.

2.8. Sponge / mold bubble, which are waste from the production process, will be recycled waste and energy waste by INNOWASTE, a contractor for crushing mold and transforming into waste energy.



Note: Information disclosed according to GRI 306-2 types of waste and how to dispose of them.

#### Operational guidelines for zero complaints from the communities about the impact of the waste.

1. Organize the area for placing bins by moving from the front of the plant which is a public area to the plant area.
2. Organize vendors selling goods in front of the plant which is a public area, especially cleaning up after lunch.
3. Launch a campaign for employees to put trash in the designated areas. Putting in the public area is prohibited.

4. Provide a licensed waste disposal contractor to bring solid waste to waste disposal properly.
5. Design a survey form with the communities about the negative impact from the operations of the company.
  - 5.1. Take the negative impact from community complaints to improve and find solutions.
  - 5.2. Follow up and solve problems.

#### Performance in 2022

1. Reduce the amount of landfill waste and greenhouse gas emissions by 5% compared to 2021.

Landfill waste 1 kg Carbon dioxide emission 0.842 kgCO <sub>2</sub>	2018	2019	2020	2021	2022
Total landfill waste (kg)	517,771	296,170	167,947	143,783	131,058
Carbon dioxide emission ratio (kgCO <sub>2</sub> )	435,963	249,375	141,411	121,065	110,351
% reduction per year		43%	43%	14%	9%
However, compared to the year 2018, the company reduced the amount of landfill waste and greenhouse gas emissions by 74.15%					

Note: Information disclosed according to GRI 306-2 types of waste and how to dispose of them.

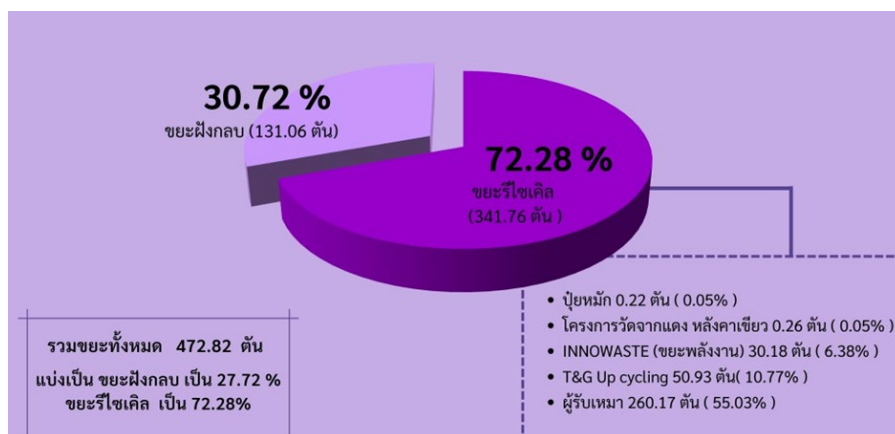
Note: Information disclosed according to GRI 305-3 other indirect GHG emissions (scope 3).

2. Manage the waste recycle by 60%.

Waste (kilogram) 2022							
Type of waste	Headquarters	Thaphra	Sai 5	Chainat	Yasothon	Buriram	Total
From people	20,594.00	27,242.25	26,151.00	17,568.25	26,432.00	13,544.00	131,531.50
From production	5,663.40	25,464.60	162,765.90	16,756.60	92,277.07	8,178.90	311,106.47
Total	26,257.40	52,706.85	188,916.90	34,324.85	118,709.07	21,722.90	442,637.97

Note: Information disclosed according to GRI 306-2 types of waste and how to dispose of them.

The company has implemented waste management, both from people and production process, by converting it into recycled waste through the implementation of various projects in 2022, up to 72.28%



From many years of waste management, the company's proportion of recycled waste has continuously increased from 55.05% in 2019 to 72.28% in 2022 as detailed in the table.

Waste (kg)				
Year	2019	2020	2021	2022
From people	296,170.00	168,075.50	144,067.70	131,531.50
From production process	362,672.00	222,300.00	274,655.00	311,106.47
Total	658,842.00	390,375.50	418,723.70	442,637.97
Landfill waste	296,170.00	167,947.00	143,783.00	131,058.00
Recycled waste	362,672.00	222,428.50	274,940.70	311,579.97
% Recycle	55.05%	56.98%	65.66%	72.28%

Note: Information disclosed according to GRI 306-2 types of waste and how to dispose of them.

From the table total garbage in 2020, 2021 and 2022, there is a amount of garbage and hazardous waste that can be recycled in the amount of 263.30 Kg, 28.56 Kg and 17.27 Kg.

3. There are no complaints from the communities about the impact of the waste. From the summary of the community survey on the impact of the company's operations in Ta Phra, Phutthamonthon Sai 5, Chainat and Yasothon plant, communities were not or even slightly affected but the plant can take solution.

## Ta Phra plant.

Impact level	Severe / urgent	Medium / improve	Small / control	No impact
<b>1.Discharge</b>				
1.1 Water flow / discharge / tube				100%
1.2 discharge status (color/odor)				100%
<b>2. Air</b>				
2.1 Air / smoke release				100%
2.2 Air status (dust/odor)			5%	100%
2.3 Health impact			5%	95%
<b>3.Noise</b>				
3.1 Impact from working			5%	95%
3.2 Impact from activities			19%	81%
<b>4.Solid waste</b>				
4.1 Waste management system (location/equipment)				100%
4.2 Waste status from vendors (odor/public area)			5%	95%
4.3 Health impact			5%	95%
<b>5.Traffic</b>				
5.1 Parking management for street vendors			5%	95%
5.2 Impact from exhaust/noise			5%	95%

Note: Information disclosed according to GRI 413-1 actions on local community involvement, impact assessment and development program.

## Phutthamonthon Sai 5 plant.

Impact level	Severe / urgent	Medium / improve	Small / control	No impact
<b>1.Discharge</b>				
1.1 Water flow / discharge / tube				100%
1.2 discharge status (color/odor)			6%	94%
<b>2. Air</b>				
2.1 Air / smoke release				100%
2.2 Air status (dust/odor)				100%
2.3 Health impact				95%
<b>3.Noise</b>				
3.1 Impact from working				100%
3.2 Impact from activities			6%	94%
<b>4.Solid waste</b>				
4.1 Waste management system (location/equipment)			6%	94%
4.2 Waste status from vendors (odor/public area)				100%
4.3 Health impact				100%
<b>5.Traffic</b>				
5.1 Parking management for street vendors			11%	89%
5.2 Impact from exhaust/noise				100%

Note: Information disclosed according to GRI 413-1 actions on local community involvement, impact assessment and development program.

## Chainat plant.

Impact level	Severe / urgent	Medium / improve	Small / control	No impact
<b>1.Discharge</b>				
1.1 Water flow / discharge / tube			11%	89%
1.2 discharge status (color/odor)			11%	89%
<b>2. Air</b>				
2.1 Air / smoke release				100%
2.2 Air status (dust/odor)				100%
2.3 Health impact				100%
<b>3.Noise</b>				
3.1 Impact from working				100%
3.2 Impact from activities				100%
<b>4.Solid waste</b>				
4.1 Waste management system (location/equipment)				100%
4.2 Waste status from vendors (odor/public area)				100%
4.3 Health impact				100%
<b>5.Traffic</b>				
5.1 Parking management for street vendors				100%
5.2 Impact from exhaust/noise				100%

Note: Information disclosed according to GRI 413-1 actions on local community involvement, impact assessment and development program.



## Yasothon palnt.

Impact level	Severe / urgent	Medium / improve	Small / control	No impact
1.Discharge				
1.1 Water flow / discharge / tube				100%
1.2 discharge status (color/odor)				100%
2. Air				
2.1 Air / smoke release				100%
2.2 Air status (dust/odor)				100%
2.3 Health impact				100%
3.Noise				
3.1 Impact from working				100%
3.2 Impact from activities				100%
4.Solid waste				
4.1 Waste management system (location/equipment)				100%
4.2 Waste status from vendors (odor/public area)				100%
4.3 Health impact				100%
5.Traffic				
5.1 Parking management for street vendors				100%
5.2 Impact from exhaust/noise				100%

Note: Information disclosed according to GRI 413-1 actions on local community involvement, impact assessment and development program.

In addition, because of waste management performance, the company has been assessed for the Green Industry, indicating that it is an industry that strictly follows environmentally friendly operations. The company focuses on continuous development and improvement of production process and environmental management, including social responsibility both inside and outside the organization throughout the supply chain. All five plants have received Green Industry Level 2 certification since 2019.

In 2022, Yasothon and Phutthamonthon Sai 5 plants have systematically upgraded the environmental management, with monitoring and evaluation of continuous improvement. The company has applied for green industry assessment certification Level 3 and will continue to raise the level of environmental management in the existing plants in 2023.

## Product Management

### Commitment and goals

While the fashion industry is an industry that has the second largest negative impact on the environment in the world, Sabina, a leading lingerie manufacturer and distributor in Thailand, is therefore committed to conducting business in a sustainable manner with the following objectives:

1. Reduce the amount of waste and pollution by using raw materials left from production and get recycled into “products and packaging” instead of having to constantly produce new ones to achieve resource efficiency.
2. Develop sustainable living in order for consumers to live a better life by creating “alternative products” that are environmentally friendly and reduce the impact on the environment, encouraging Thai people to realize the importance of nature and the environment protection.

### Implementation goals for 2022

1. Focus on creating products that are made of sustainable and environmentally friendly materials (Sustainable Products) by 3% of all SKUs by 2022. The company has a long-term goal to achieve 10% of these SKUs by 2025.
2. Change materials used to make packaging delivered to end customers with environmentally friendly materials (GreenPackaging) 100% by 2022
3. Reduce the number of product paper labels from 5 labels to 2 labels by 100% by 2022.
4. Change new staff uniforms under the concept of “green uniform” for sales and office workers by 100% by 2022.

### Operational guidelines

Create 3% of the total SKUs in 2022, using sustainable and environmentally friendly materials, divided into two product groups.

1.) Design and manufacture products using materials and processes that are friendly to the environment under the internal design team of Sabina (Designer in House). Techniques in production and selection of materials that reduce the impact on the environment will be used as follows:

- 1.1) Water-saving dyeing
- 1.2) Environmentally friendly colors
- 1.3) Materials from recycled yarns

2.) Design and produce products that use materials and processes that are friendly to the environment, together with “Partners,” which is a collaboration with leading fashion brands currently popular as a fashion choice that is friendly to earth and reinforces the belief in sustainable fashion.

Techniques in production and choosing materials that help reduce environmental impact are used as follows

2.1) Organic cotton fabric with no chemicals in cotton planting.

2.2) Sponges made from recycled plastic bottles

2.3) Straps made from recycled polyester

2.4) Sulfur-free dyeing process

Choose good-quality fabric dyes that do not contain sulfur so it does not irritate one’s skin.

2.5) Manufacture without harmful substances to human health and the fabric meets OEKO-TEX standards.

**Operational guidelines** Change the materials used for making the packaging. It is an environmentally friendly material (Green Packaging).

1. Change to paper bags made from organic materials that look sticky, highly flexible, and thin. The paper pulp in production is less than the paper that is thick but is not sticky. In addition, the handle paper will be made from recycled paper. This is a paper bag that can be recycled, replacing old paper bags that cannot be recycled.



Old-style paper bag



New-style paper bag

2. Change “difficult to degrade plastic bags” to EDP (Environmentally Degradable Plastics) that can be degraded in the natural environment. It will start decomposing in 180 days and will be able to decompose in the natural environment within 5 years.



Old-style plastic bag



New-style plastic bag

3. Use materials to produce product tags by using environmentally friendly paper. It is a paper that has been certified by FSC (Forest Stewardship Council) or the Forest Management Organization, which is a certification for natural forest management and forest plantations to plant trees for replacing wood that are used in the production and paper processing. The source of wood will be identified and verified. Therefore, it is the use of renewable resources that are all responsibly managed and recyclable without affecting net carbon dioxide emissions into the atmosphere.

**Operational guidelines** Reduce the number of product paper labels.

As customers can get the most details and information about the product, the company therefore has a label showing detailed information about the brand, collection or model of the product, raw material of the product, label of the Office of Consumer Protection Board (OCPB), size of the product, date, month, year of production, including price. On many occasions, special labels have been added to show product attributes, resulting in a lot of product labels between 4–6 labels or an average of 5 labels/product. The company therefore reviews the necessity and the importance of each label to opt out some unnecessary labels or design the display of the product's size such as showing the product size on a hook or the back of an underwear, including setting up a new label format to display product information as much as possible. This makes it possible to reduce the number of product labels, at no more than 2 labels/product.

**Operational guidelines** Change “uniforms” made from “waste raw materials” from production and “recycled plastic bottles” to be processed into uniforms. Employees will realize and recognize the importance of protecting nature and the environment, along with taking part in helping reduce waste and promoting sustainability for nature.

1.) For the shirts for store sales staff, Sabina designs a shirt made from PET bottles that are crushed, cleaned and changed to recycled polyester fibers (Recycled Polyester) to be woven into shirts by the proportion of 65% and easily biodegradable fibers – cotton – by the proportion of 35%.



2.) For office workers, Sabina designs an eco-friendly polo shirt made from polyester fibers recycled (Recycled Polyester) left from sewing process. It will be recycled and weaved into new yarn and natural cotton fibers will be sued and mixed to make it comfortable to wear. It is also easily biodegradable in nature.

The use of recycled polyester fabric will reduce carbon dioxide emissions. It also helps reduce waste generated from the production process. This will reduce climate change caused by carbon emissions into the atmosphere that results in the greenhouse effect.



## Performance 2022

1. From the creation of products that use materials that are sustainable and environmentally friendly (Sustainable Products), it results in five collections as follows

1.1) Design and manufacture products that use environmentally friendly materials and processes under the internal designer team of Sabina (Designer in House) for three collections under the Maggie Mae collection

“Friendly Earth” collection



“Palette of the Earth” collection



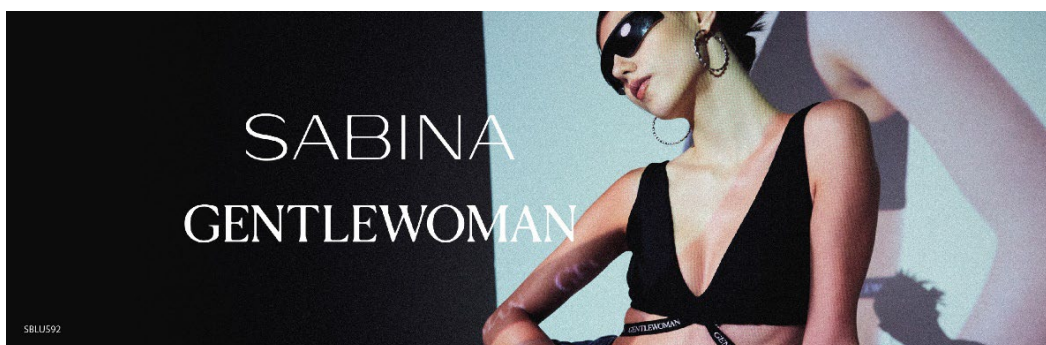
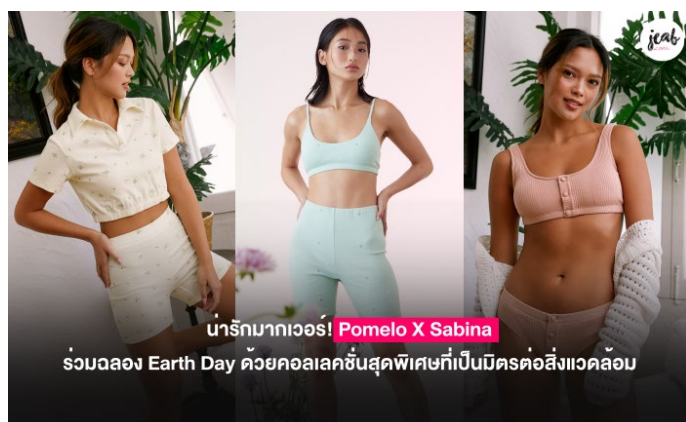
“Twenty Five” collection





1.2) Design and manufacture products that use environmentally friendly materials and processes in collaboration with two collections of “Partners,” namely the Sabina exclusive for Pomelo and Sabina x Gentle Woman.

“Sabina exclusive for Pomelo” collection



These five collections accounted for 3.8% of total SKUs in 2022, above the target of 3%. Recycled yarn amounted to 1% of total fabric used in 2022.

2022	Yard	Percentage
Total fabric	2,473,995	100%
Total general fabric	2,452,621	99%
Recycled Yarn	21,374	1%

Note: Information disclosed according to 301-1 material used by weight or volume.

: Information disclosed according to 301-2 used material as input

2. From the operation of changing the materials used in the packaging sent to the end customers to environmentally friendly materials (Green Packaging), it can be summarized as follows:

2.1 Take steps to turn paper bags into recyclable paper bags. It was implemented from July to December 2022, amounting to 210,000 bags.

2.2 Proceed a change of use “difficult-to-degrade plastic bags” to EDP (Environmentally Degradable Plastics) bags, which are 100% biodegradable in the natural environment, reducing the amount of difficult-to-degrade plastic bags in 2022, amounting to 1,011,400 bags.

2.3 Change the material used in the production of product tags by using environmentally friendly paper, applying to all products 100%.

3. Implement to “reduce” the number of product tags at no more than 2 tags per product unit, able to reduce the average number of tags produced by three tags per product unit, thus reducing greenhouse gas emissions by as much as 26,565,65 kgCO<sub>2</sub>e.

Reduce product tags				2022	
kg/tag	Product/year	Reduce tag/unit	Amount reduced	Product	Reduce kgCO <sub>2</sub> e
0.0008	15,000,000	3	45,000,000	13,146,109	26,565.65

Note: Information disclosed according to GRI 305-3 other indirect GHG emissions (scope 3).

4. Bringing raw materials left from production and recycled plastic bottles to be processed into “uniforms” as follows

4.1 A uniform shirt is made from 15 plastic bottles. In 2022, 4,500 uniform shirts have been donated, representing the recycling of 67,500 plastic bottles.

4.2 A uniform polo shirt made from recycled polyester fibers. In 2022, 2,000 shirts were provided employees.



## New Life BRA-CYCLE project

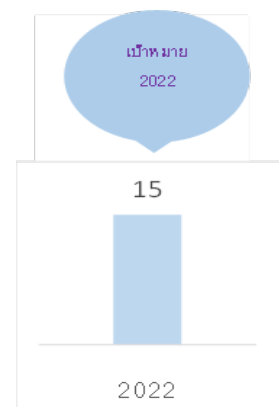
### Commitment & Goals

Sabina Public Co., Ltd, a business leader in the production and distribution of women's lingerie, continuously develops innovative products to meet customer's demands in terms of design and functionality for different occasions. We also pay attention to the process of dealing with worn-out products because we believe that many people have difficulties in disposing of them and are not sure where and how to properly do so. As a result, SABINA has launched the "New Life BRA-CYCLE" campaign, which helps consumers to discard worn-out lingerie in the right way. We have begun our efforts to reduce global warming and show responsibility for the increased amount of waste we generate in the ecosystem.



### Implementation Targets in 2022

1. We aim to be a mediator in disposing 15 tons of worn-out lingerie by 2022 and turning it into energy, replacing coal, and reducing about 30,000 kilograms of carbon dioxide.
2. We encourage consumers to participate in creating a healthy environment by properly disposing of worn-out lingerie to reduce the amount of monthly waste we generate in the ecosystem with a goal of 12,000 participants by 2022.
3. We cooperate with the partners who share the same policies to join our project, with a goal of 25 partners by 2022.



### Operational guidelines in facilitating 15 tons of worn-out lingerie disposal.

The Company launched the project in late 2021, with the support of partners who share the same ground in contributing to society and the environment, such as Kerry Express (Thailand) Public Co., Ltd. Consumers can drop off old or worn-out lingerie of any gender at all Kerry Express Parcel Shops nationwide, or Sabina Shops and Sabina

Counters all year. We have also cooperated with INSEE Ecocycle Co., Ltd. to bring all lingerie for proper destruction by closed incineration system without causing any harmful pollution to the environment and converting it into clean energy. This energy can be used to replace energy from natural resources (coal) to promote and draw attention to the project. We have also determined that for every disposal, Sabina Public Co., Ltd will donate new lingerie to foundations or organizations in need.

The Company has created PR materials to promote the disposal process to reach customers through online channels to raise awareness regularly and report the amount of lingerie disposed every month on the <https://www.sabina.co.th/NewLifeBraCycle/location.php> website, aiming to achieve the 15-ton goal of worn-out lingerie by 2022.

#### Worn-out lingerie pick-up points

- All Sabina Shops and Counters nationwide
- All Kerry Express Shops nationwide
- Various interested agencies



For every disposal, you can scan the QR code to record and participate in the good lingerie donation for several foundations and organizations.

<https://www.sabina.co.th/NewLifeBraCycle/location.php>

A ton of old bras can be converted to energy recovery of 9,600 megajoules, replacing coal as the main fuel for cement production at 400 kilograms. This can reduce the amount of carbon dioxide, a major greenhouse gas, at approximately 700 kilograms of carbon.

โละบราเก่า ไปเป็น "พลังงานสะอาด"

เปลี่ยนเป็น

บรา 1 ตัว → ให้พลังงานความร้อนได้ 0.7 ล้านจูล

บรา 15 ตัว → ลดการใช้ถ่านหินได้ถึง 500 กรัม

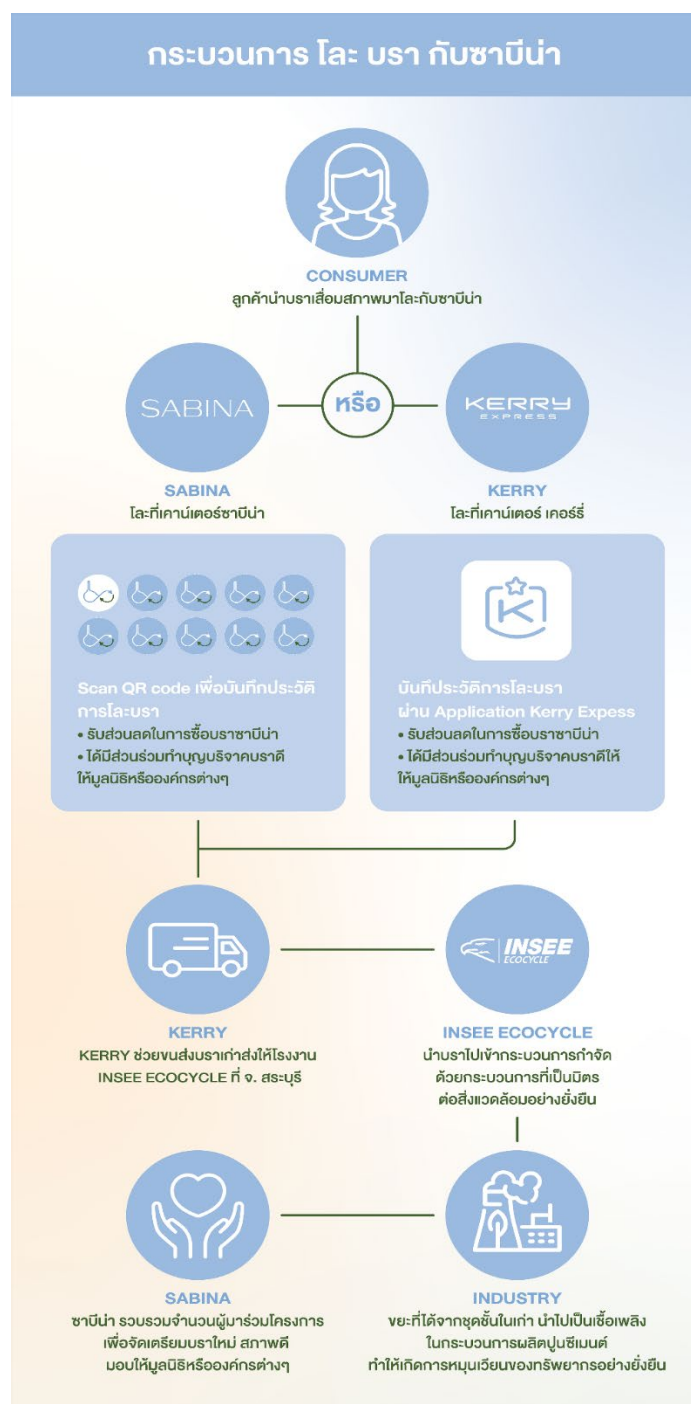
บรา 100 ตัว → ลดก๊าซเรือนกระจกได้ 5,000 กรัม

**"คุณโละ 1 ครั้ง = ชามีน่าน้ำจากบราใหม่ 1 ตัว"**

**มอบให้นิตินิธหรือองค์กรต่างๆ**

ร่วมเป็นพันธมิตรกับเราเพื่อแบ่งปันพลังงาน คือการโละบราเพื่อนำพลังงานมาผลิตไฟฟ้าที่สะอาดขึ้น ลดการปล่อยก๊าซเรือนกระจก ลดการปล่อยคาร์บอนไดออกไซด์

ที่ศูนย์บริการลูกค้า Sabina และ Kerry Express หรือที่ศูนย์บริการลูกค้า Sabina และ Kerry Express



Operational guidelines in registering 12,000 participants to scan by 2022.

We have publicly invited customers to be part of supporting a good environment by properly disposing of worn-out lingerie to reduce the amount of waste generation in the ecosystem every month and provided special privileges for participants.

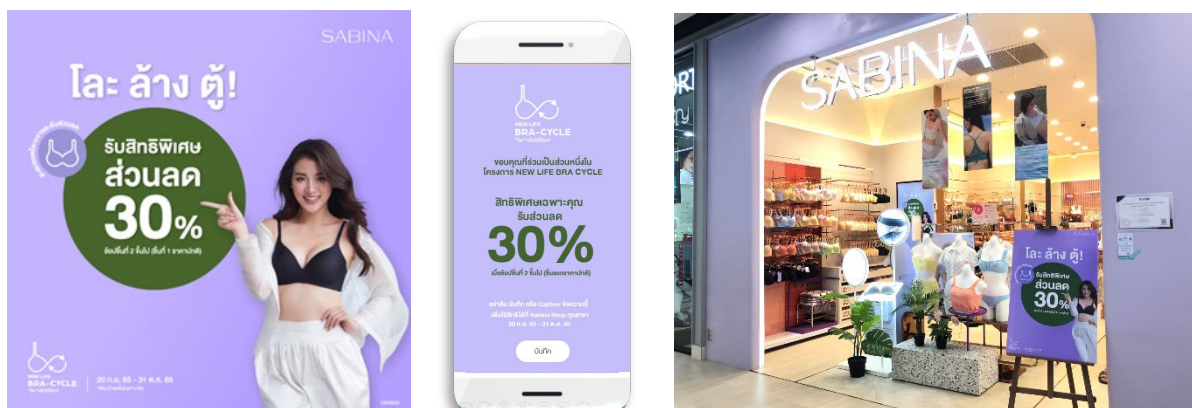
1. To contribute to every disposal, whenever customers scan the QR code and record the history, the company will donate a new bra to foundations or organizations in need for the year 2022.

2. Launch the special privileges along with the lingerie's disposal to invite customers to join the campaign and register for scan accumulation.

2.1 For every 1 kg disposal, an 80-baht discount coupon will be granted.

2.2 Conduct the special promotion “Clean out your wardrobe” for any customers who dispose of their worn-out lingerie at Sabina Shops during 20 September 2022 – 31 October 2022 with 30% discount (for the second item or more, normal price for the first one).

**Special privilege** “Dispose and clean your wardrobe” for customers who dispose of their worn-out lingerie at Sabina Shops during 20 September 2022 – 31 October 2022 with 30% discount (for the second item or more, normal price for the first one).



#### Operational guidelines in network building with 25 partners target by 2022.

The Company encourages internal employees in all factories/business units, including Arun Amarin Head Office, Phutthamonthon Sai 5 Factory, Tha Phra Factory, Chainat Factory, Yasothon Factory, Buriram Factory to be a part of sustainable environmental change. There is a large number of people in various organizations joining the project. In addition, the company values the importance of networking, so we allow people in society to get involved in the project by disposing of worn-out lingerie, concerning greenhouse gas reduction. We seek cooperation from agencies, organizations and business partners with shared value on the environment and cultivate the environmental consciousness for employees by installing disposal boxes for interested business units. Please contact via email [csr@sabina.co.th](mailto:csr@sabina.co.th)



In addition, the company has asked for cooperation from partners to be part of the New Life BRA-CYCLE project to convert worn-out lingerie into “clean energy” and donate a new one in each disposal to foundations or organizations in need under the theme ‘Together with Sabina’s Suppliers’. We hold an online meeting via Microsoft Teams application on Tuesday, July 26, 2022, with 16 partners.

- |                                       |   |
|---------------------------------------|---|
| 1. Freetex Elastic Factory Co., Ltd.  | 9. UTAX FM Co., Ltd.                      |
| 2. Asian INOAC Co., Ltd.              | 10. Texco Industrial (Thailand) Co., Ltd. |
| 3. A TECH Textile Co., Ltd.           | 11. Famina Lace International Co., Ltd.   |
| 4. Penn Asia Co., Ltd.                | 12. Jong Stit Co., Ltd.                   |
| 5. Capital Tricot Co., Ltd.           | 13. Coats Thread (Thailand) Co., Ltd.     |
| 6. Nanyang Textile Industry Co., Ltd. | 14. Wongeak Industry Co., Ltd.            |
| 7. United Fabric Co., Ltd.            | 15. Y.R.C. Textile Co., Ltd.              |
| 8. Gemma Knits (Thailand) Co., Ltd.   | 16. Vision Tex Co., Ltd.                  |





The company started installing the disposal boxes in the partners' establishment for worn-out lingerie in August to 31 December 2022.



## Performance in 2022

- The company can achieve its target to be a facilitator in the disposal of worn-out lingerie. In 2022, the amount is 15 tons. This equals to 24,562 kilograms carbon dioxide reduction



To promote and draw public attention, we will donate new lingerie to foundations or organizations in need for every disposal. As a result, throughout 2022, the Company has distributed new lingerie to the following foundations or organizations:

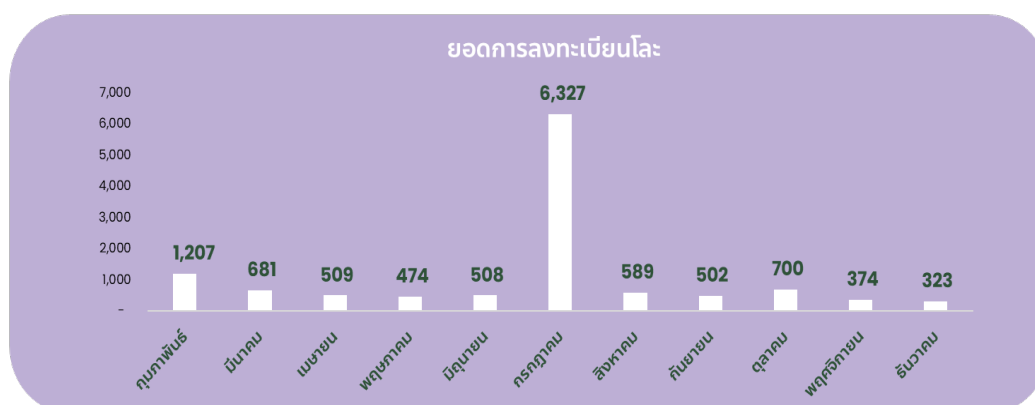
Foundations or organizations in 2022	Delivery date	Amount
Protection and Development Center for People with Disabilities, Ban Rachawadee (For Girl), Nonthaburi	31 May 2022	2,358
Ban Bang Khae Elderly Social Welfare Development Center	22 Aug 2022	845
Samut Sakhon Children and Family Home	20 Oct 2022	65
Nang Fah to Khun Wan Mai Foundation	26 Nov 2022	200
Jirathivat Bed Foundation	25 Nov 2022	300
Foundation to help the mentally retarded people of Thailand under the Royal Patronage of His Majesty the King	7 Nov 2022	300

## ภาพการส่งมอบชุดชั้นในให้แก่มูลนิธิหรือองค์กรต่างๆตลอดปี 2565



2. As a result of the promotion, consumers participate in the development of a healthy environment by properly disposing of worn-out lingerie to reduce the amount of waste generation in the ecosystem. In 2022, the company achieved its operational target with 12,664 scans registered.

เป้าหมาย 12,000 สแกน โดยเรามียอดสแกน รวม 12,664 สแกน (ซึ่งคิดเป็น 105.53%)



3. Thanks to PR promotion in building the participation network, the following agencies, organizations and partners who share the same values on environmental protection together with the same policy direction, are interested in installing the disposal boxes in their establishments.





Bangkok Hospital has installed two disposal boxes at Bangkok Hospital Surat and Bangkok Hospital Samui, allowing their staff to join the project in reducing carbon dioxide and for a sustainable environment.



### บริษัท ธนากรกลสิกรไทย จำกัด (มหาชน)

ส่งมอบบราโลหะ จากกิจกรรม โละเต้า-เรา Share-Care โลกร้อน ซึ่ง  
เป็นพลังความร่วมมือของพนักงานภายในองค์กรทั่วประเทศ จำนวน  
13,257 ตัว ภายใต้โครงการ New Life BRA CYCLE โละแล้วไปไหน  
เปลี่ยนชุดชั้นในเก่าเป็น “พลังงานสะอาด” พร้อมส่งต่อชุดชั้นในใหม่ใน  
ทุกการโลหะให้มูลนิธิ หรือหน่วยงานต่างๆ ที่ขาดแคลน โดยเริ่มติดตั้ง  
กล่องรับบราโลหะตั้งแต่วันที่ 9 พฤษภาคม 2565 - 31 กรกฎาคม 2565  
ณ อาคาร 4 แห่ง ได้แก่ อาคารสำนักงานใหญ่พหลโยธิน อาคารราษฎร์  
บูรณะ อาคารแจ้งวัฒนะ และอาคาร KBTG อีกทั้งยังได้รับความร่วมมือ  
จากพนักงานสาขาทั่วประเทศ ซึ่งสอดคล้องกับโครงการ กิจกรรมทำดี  
ทำได้ สไตล์ 8R ของธนากร



Central Pattana Public Company Limited launched CSR activities under the New Life BRA-CYCLE project to convert worn-out lingerie into “clean energy” and donate new one to foundations or organizations in need. The disposal boxes are installed inside CPN department stores with Sabina stores nationwide to facilitate consumers. The aim is to make another channel to receive worn-out lingerie and be a part of creating a healthy environment. You can inquire about the installation of disposal boxes at CPN department store at the information counters throughout 2022.

INSEE Ecocycle Co., Ltd., the project's main partner, is responsible for the final process of proper disposal of lingerie using closed incineration systems to convert to clean energy, reuse energy in the production process instead of coal. The company also installed disposal boxes at Saraburi head office and factory as part of creating a healthy environment.



In summary, there are 30 partners participating in the installation of the disposal boxes on networking development in 2022.

Order	Various agencies participating in the installation of disposal boxes in 2022	Participation date	Installation boxes
1	Sabina Shops	Jan – Dec 2022	95 boxes
2	Central Retail Corporation Public Co., Ltd.	Jan – Dec 2022	26 boxes
3	Robinson Public Co., Ltd.	Jan – Dec 2022	50 boxes
4	5 branches Recycling Day	Feb – Dec 2022	5 boxes
5	Bangkok Hospital Surat, Samui	May 2022	2 boxes
6	Kasikorn Bank Public Co., Ltd.	May – July 2022	3 boxes
7	Central Pattana Public Co., Ltd.	June – Dec 2022	62 boxes
8	INSEE Ecocycle Co., Ltd.	June – Dec 2022	2 boxes
9	Freetex Elastic Factory Co., Ltd	Aug – Dec 2022	1 box
10	Asian INOAC Co., Ltd.	Aug – Dec 2022	1 box
11	A TECH Textile Co., Ltd.	Aug – Dec 2022	1 box
12	Penn Asia Co., Ltd.	Aug – Dec 2022	1 box
13	Capital Tricot Co., Ltd.	Aug – Dec 2022	1 box
14	Nanyang Textile Industry Co., Ltd.	Aug – Dec 2022	2 boxes
15	United Fabric Co., Ltd.	Aug – Dec 2022	1 box
16	Gemma Knits (Thailand) Co., Ltd.	Aug – Dec 2022	1 box
17	UTAX FM Co., Ltd.	Aug – Dec 2022	1 box
18	Texco Industrial (Thailand) Co., Ltd.	Aug – Dec 2022	1 box
19	Famina Lace International Co., Ltd.	Aug – Dec 2022	1 box
20	Jong Stit Co., Ltd.	Aug – Dec 2022	1 box
21	Coats Thread (Thailand) Co., Ltd.	Aug – Dec 2022	1 box
22	Wongcak Industry Co., Ltd.	Aug – Dec 2022	1 box
23	Y.R.C. Textile Co., Ltd.	Aug – Dec 2022	1 box
24	Vision Tex Co., Ltd.	Aug – Dec 2022	1 box
25	Kao Mongkol Group Co., Ltd.	Oct – Dec 2022	1 box
26	Medtronic (Thailand) Co., Ltd.	Oct – Dec 2022	1 box
27	BASF (Thai) Co., Ltd.	Nov – Dec 2022	1 box
28	SF Brandname	Nov – Dec 2022	1 box
29	Marsh PB	Nov – Dec 2022	1 box
30	Lotus Money Services Co., Ltd.	Nov – Dec 2022	1 box

## Participation in climate change protection

### Commitment & Goals

Sabina is committed to controlling air pollution from business activities and reducing corporate greenhouse gas emissions (CFOs) and product greenhouse gas emissions (CFPs) in order to comply with the “Sustainable Development Goals” (SDGs) in goal 13.

### Operational targets in 2022

#### Air pollution control from molding process

We control air pollution from the molding process by controlling dust to not exceed  $400 \text{ mg/m}^3$  and chemicals (xylene) not exceeding 200 ppm.

Therefore, the company has a total greenhouse gas emissions goal of  $< 3,000,000 \text{ Kg.CO}_2\text{e}$ .

Carbon Footprint for Organization: CFO ( $> \text{reduction } 300,000 \text{ kgCO}_2\text{e}$ )

SCOPE 1: Reduce direct greenhouse gas emissions from fuel consumption  $> 50,000 \text{ kgCO}_2\text{e}$

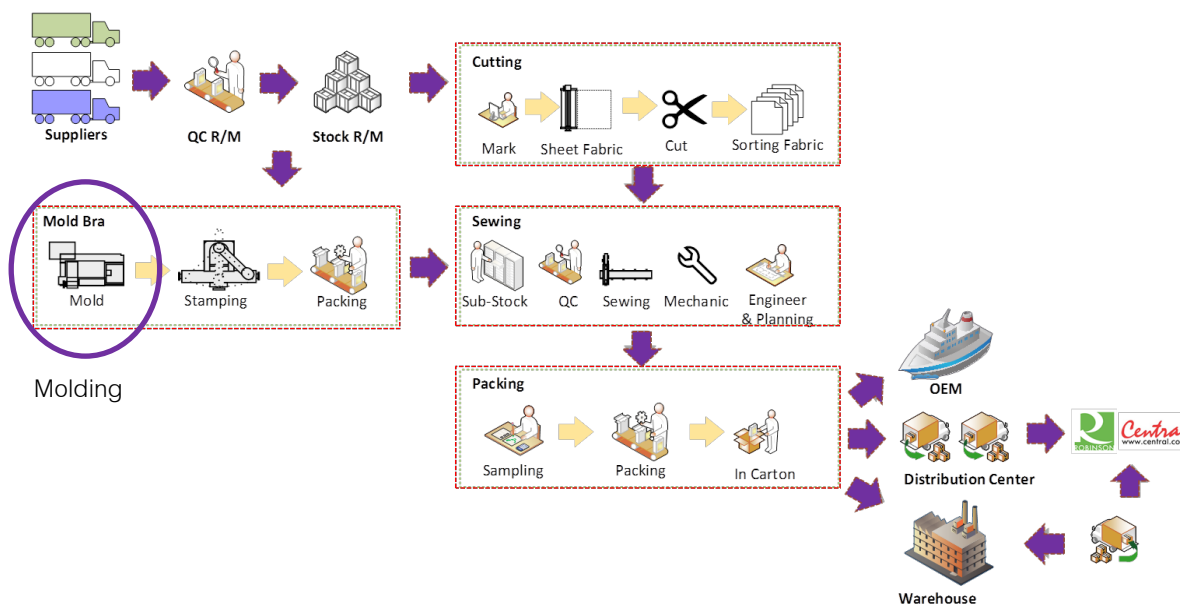
SCOPE 3: Reduce indirect greenhouse gas emissions from various operations  $> 250,000 \text{ kgCO}_2\text{e}$

Carbon Footprint of Product: CFP

Reduce greenhouse gas emissions from product disposal  $> 24,000 \text{ kgCO}_2\text{e}$

### Management approach for air pollution control from molding process

Molding is the process of preparing raw materials before entering the sewing process at Phutthamonthon Sai 5 Branch





During the Molding process, there are dust and Xylene chemicals released, so the ventilation is needed by using an air suction hose, the air from the ventilation is gone through the air treatment machine, and then released into the atmosphere.

1. The hood sucks in the air inside the dust and chemical impurities from molding machine



2. A filter system consists of a filter that filters dust and chemicals to meet the specified standards and to ensure efficient removal of dust and chemicals. Therefore, the filter is maintained by washing it once a month and replacing it every two years according to the specified plan to achieve the standard filtration efficiency.



3. The funnel is drilled into a hole to install the dust and chemical measurement equipment in the treated air. The measurement value must meet the standard to be able to release such air into the atmosphere.



## Guidelines for reducing greenhouse gas emissions from the organization: CFO



Remark: Details on electric power management and waste management are in the section of energy management and waste management.

## SCOPE 1: Management and control of fuel consumption in the transportation of store accessories

1. Set work standards to reduce errors in the transportation of store accessories.
2. Plan work and routes to remove unnecessary transportation, such as depositing equipment along the freight cycle to reduce travel or car trips.
3. Reduce travel in store accessories by establishing distribution centers; Phitsanulok Art Center handles the North and Surat Art Center handles the South.

Year	km/Month	A number of items	A number of items/months	Fuel consumption	Fuel consumption/month
2021	38,954	4,704	392	42,228	3,519
2022	47,900	5,568	464	48,684	4,057
%			18.4%		15.3%

Despite an 18.4% rise in sorting product volume due to business development in 2022, management and operational improvements resulted in only a 15.3% increase in oil consumption. Overall, the business reduced its fuel consumption by 3.1%, or 1,309.1 liters, or **2,593.0 kgCO<sub>2</sub>e**.

**SCOPE 1: Management and control of fuel consumption in the transportation of raw materials between factories.**

1. Check the availability of raw materials so that the raw materials can be delivered completely without falling behind.
2. Plan milk run transportation to avoid running empty cars by transporting raw materials to the branch factory and having to pick up the finished goods.
3. Manage truck load to transport raw materials between factories to reduce unnecessary car trips.

Year	km/Month	Raw material volume	Raw material volume/month	Fuel consumption	Fuel consumption/month
2021	24,207	4,790,343	399,195	37,978	3,165
2022	22,095	6,022,211	501,851	42,052	3,504
%			25.7%		10.7%

The expansion of production in 2022 led to a 25.7% increase in raw material shipments, but management and operational improvements resulted in only a 10.7% increase in oil consumption, resulting in a 15.0% decrease in oil consumption or 5,696.7 liters, equivalent to **15,635.2 kgCO<sub>2</sub>e**

**SCOPE 1: Management and control of fuel consumption in the distribution of finished goods**

1. Analyze the sales at each point of sale to deliver products to meet both type and quantity requirements to reduce excessive distribution.
2. Plan and set a route distribution by grouping stores by area and defining routes to reduce overlapping routes to reduces unnecessary travel.
3. Manage truck load by planning the distribution based on time and quantity to allow running full cars and receive the goods back in line with the milk run principle.

Year	km/Month	Product volume	Product volume /month	Fuel consumption	Fuel consumption/month
2021	53,045	202,711	16,893	52,088	4,341
2022	53,285	265,104	22,092	54,168	4,514
%			30.8%		4.0%

Business growth and sales in 2022 led to a 30.8% increase in distribution volume, but management and operational improvements resulted in a 4.0% increase in oil consumption, which reduced fuel consumption by 26.8% or 13,959.6 liters, equal to **38,313.5 kgCO<sub>2</sub>e**

#### SCOPE 1: Other travel fuel consumption

The company has taken various measures to reduce greenhouse gas emissions from travel, including switching from diesel B7 (old diesel) to diesel B10 (new diesel), which reduces PM 2.5 dust due to a greater proportion of biodiesel and is more environmentally friendly. We also conduct car maintenance by checking tire pressure and tread integrity, affecting fuel consumption by 20% of the total energy consumption, as well as training drivers to drive safely and energy-saving, setting speed limits, not running the engine while parked, planning a trip, etc.



#### SCOPE 3: Reduce greenhouse gas emissions from meeting travels

The Company has developed a technology system that enables meetings via video conferences, allowing employees to reduce travel to meetings starting from 2020 in production department meetings. Previously, we required all branch factories to attend meetings at the head office as well as the Board's meeting. As a result, the company can reduce meeting travel while also lowering greenhouse gas emissions, as a liter of diesel fuel emits 2.7446 kg of greenhouse gases (CO<sub>2</sub>).



The 2022 Production Conference reduced greenhouse gas emissions by 46,880.88 kgCO<sub>2</sub>e.

Meeting agenda	GHG emission/times (kgCO <sub>2</sub> e)	2020		2021		2022		Video conference
		Video conference	Reduce GHG emission (kgCO <sub>2</sub> e)	Video conference	Reduce GHG emission (kgCO <sub>2</sub> e)	Video conference	Reduce GHG emission (kgCO <sub>2</sub> e)	
Output	660.19	10 times/year	6,601.90	12 times/year	7,922.28	12 times/year	7,922.28	Reduce GHG emission by 46,880.88 (kgCO <sub>2</sub> e)
Quality	642.06	4 times/year	2,568.24	6 times/year	3,852.36	8 times/year	5,136.48	
HR	623.39	10 times/year	6,239.40	12 times/year	7,487.28	12 times/year	7,487.28	
Shipment	667.39	18 times/year	12,013.02	24 times/year	16,017.36	24 times/year	16,017.36	
OKR	660.19			3 times/year	1,980.57	12 times/year	7,922.28	
Upstream	199.6			3 times/year	598.80	12 times/year	2,395.20	
Total	3,453.37		27,422.56		37,858.65		46,880.88	

The 2022 Sales Meeting can reduce greenhouse gas emissions by 96,615.91 kgCO<sub>2</sub>e

Meeting agenda	GHG emission/times	2020		2021		2022		Video conference
		Video conference	GHG emission (kgCO <sub>2</sub> e)	Video conference	GHG emission (kgCO <sub>2</sub> e)	Video conference	GHG emission (kgCO <sub>2</sub> e)	
Sale	6,907.91	3 times/year	20,723.73	4 times/year	27,631.63	4 times/year	27,631.63	Reduce GHG emission by 96,615.91 (kgCO <sub>2</sub> e)
PC BKK	1,576.90	9 times/year	14,192.08	12 times/year	18,922.77	12 times/year	18,922.77	
PC UPC	3,692.73	9 times/year	33,234.61	12 times/year	44,312.81	12 times/year	44,312.81	
Trade-Marketing	119.76	36 times/year	4,311.52	40 times/year	4,790.57	48 times/year	5,748.69	
Total	12,297.31		72,461.93		95,657.79		96,615.91	

The 2022 Board of Directors can reduce greenhouse gas emissions by 35,649.86 kgCO<sub>2</sub>e

Meeting agenda	GHG emission/times	2020		2021		2022		Video conference
		Video conference	Reduce GHG emission (kgCO <sub>2</sub> e)	Video conference	Reduce GHG emission (kgCO <sub>2</sub> e)	Video conference	Reduce GHG emission (kgCO <sub>2</sub> e)	
Small group of Board	79.84	8 times/year	638.74	10 times/year	798.43	12 times/year	958.11	Reduce GHG emission by 35,649.86 (kgCO <sub>2</sub> e)
Executive Board	119.76	12 times/year	1,437.17	12 times/year	15,808.90	12 times/year	15,808.90	
	139.73	12 times/year	1,676.70	12 times/year	18,443.71	12 times/year	18,443.71	
Board of director	109.78	0 times/year	0	2 times/year	219.57	4 times/year	439.14	
<b>Total</b>	<b>339.33</b>		<b>3,752.62</b>		<b>35,270.61</b>		<b>35,649.86</b>	

The company was able to reduce greenhouse gas emissions from meeting travels in 2022 by 179,146.65 kgCO<sub>2</sub>e

### SCOPE 3: Reduce greenhouse gas emissions from Work From Anywhere

Due to the COVID-19 situation, the company developed a work system to allow employees to work from home, which later developed a work from anywhere model and designated every Wednesday of the week as Work From Anywhere day by converting travel time to working time. As a result, employees work more efficiently while indirectly reducing greenhouse gas emission. Greenhouse gas emissions were calculated from 129 private vehicles with a round trip distance of 40 km, with a liter of petrol running 11 km, reducing fuel consumption by 469 liters per day.

The company can reduce fuel consumption from Work From Anywhere in 2022 by 469 x 52 Wednesdays = 24,388 liters, representing a reduction in greenhouse gas emissions by 66,935 kgCO<sub>2</sub>e

### SCOPE 3: Reduce greenhouse gas emissions by reducing paper labels.

The company designs new products' paper labels, from the average use of 5 labels/piece to no more than 2 labels/piece, reducing in the use of 3 paper labels/piece, with 1 paper label weighing 0.0008 kg of landfill waste, which equals to landfill waste greenhouse gas emissions by 0.842 kgCO<sub>2</sub>e.

Reduce product label				2022	
kg/piece	Production/Year	Reduce piece/item	Reduced amount	Production	Reduce kgCO <sub>2</sub> e
0.0008	15,000,000	3	45,000,000	13,146,109	26,565.65

By reducing the use of paper labels, greenhouse gas emissions can be reduced by 26,565.65 kgCO<sub>2</sub>e

## SCOPE 3: Reduce greenhouse gas emissions from waste disposal (details in Waste Management)

	2022 Target reduce kgCO <sub>2</sub> e	2022 release kgCO <sub>2</sub> e	Reduce kgCO <sub>2</sub> e
Landfill waste	> 6,053 kgCO <sub>2</sub> e	110,351	10,714

By managing waste disposal, greenhouse gas emissions can be reduced by 10,714 kgCO<sub>2</sub>e

## Guidelines for reducing greenhouse gas emissions from the organization: CFP.

The company has launched the New Life BRA-CYCLE project for consumers who want to dispose of old lingerie in collaboration with INSEE Ecocycle Co., Ltd. and Kerry Express (Thailand) Public Co., Ltd. We have been Operational the project since 24 December 2021.

Reduce greenhouse gas emissions from product disposal by 24,562 kgCO<sub>2</sub>e (details in New Life BRA-CYCLE project)

2022 Target		2022	
Quantity kg	Reduce kgCO <sub>2</sub> e	Quantity kg	Reduce kgCO <sub>2</sub> e
15,000	24,000	15,000	24,562

## Performance in 2022

### Performance in air pollution control from molding

According to the 2021 dust and chemical measurements, it was found that the dust and chemical values (xylene) passed the standard.

Measurement date	Measurement points	Dust measurement not exceeding 400 mg/m <sup>3</sup>	Chemical measurement (Xylene) not exceeding 200 ppm	Status
23 Nov 2022	Funnel MO-BW-01	9.61 mg/m <sup>3</sup>	2.08 ppm	Pass the standard
	Funnel MO-BW-02	10.83 mg/m <sup>3</sup>	2.10 ppm	Pass the standard
	Funnel MO-BW-03	12.54 mg/m <sup>3</sup>	4.10 ppm	Pass the standard
	Funnel MO-BW-04	8.87 mg/m <sup>3</sup>	0.42 ppm	Pass the standard
	Funnel MO-BW-05	9.41 mg/m <sup>3</sup>	1.44 ppm	Pass the standard

The company controls air pollution from the molding, reducing negative impact on the community and the environment. As a result, the company has had no complaints about the external air release since the Sabina Phutthamonthon Sai 5 factory opened in 1997.

**Performance on greenhouse gas reduction from the Company's operations: CFO (Reduce > 300,000 kgCO<sub>2</sub>e)**

Therefore, in 2022, greenhouse gas emissions from the organization's operations were reduced by 339.90 tons.

Carbon Footprint for Organization: CFO	2022 Targets	2022
	KgCO2e	
SCOPE 1: Direct greenhouse gas emissions from the organization		
1 Reduce greenhouse gas emissions from the fuel consumption in the transportation of store accessories	> 50,000	2,593
2 Reduce greenhouse gas emissions from the fuel consumption in the transportation of raw materials		15,635
3 Reduce greenhouse gas emissions from the fuel consumption in the distribution		38,314
SCOPE 3: Other indirect greenhouse gas emissions		
3.1 Reduce greenhouse gas emissions from meeting travels	>250,000	179,147
3.2 Reduce greenhouse gas emissions from Work From Anywhere		66,935
3.3 Reduce greenhouse gas emissions from paper labels reduction		26,566
3.4 Reduce greenhouse gas emissions from waste disposal		10,714
Total greenhouse gas emissions reduction	>300,000	339,903
Ton CO2e	>300	339.90

Remark: Disclosure of information in accordance with GRI 305-5 Reduction of direct and indirect GHG emissions.

**Performance on reducing greenhouse gases from products: CFP (Reduce > 24,000 kgCO<sub>2</sub>e)**

Therefore, in 2022, greenhouse gas emissions from products were reduced by 24.60 tons.

Carbon Footprint for Product: CFP	2022 Target	2022
	KgCO <sub>2</sub> e	
Reduce greenhouse gas emissions from product disposal	>24,000	24,562
<b>Ton CO<sub>2</sub>e</b>	<b>24.0</b>	<b>24.6</b>

In summary, the company reduced its greenhouse gases from corporate operations (CFO) and products (CFP) by 364.5 TonCO<sub>2</sub>e in 2022.

## Summary of the Company's greenhouse gas emissions in 2022 &lt;3,000,000 Kg.CO2e

<b>Carbon Footprint for Organization: CFO</b>	<b>2022</b>
<b>Scope 1: Direct greenhouse gas emissions from the organization</b>	<b>483,223</b>
1.1 Greenhouse gas emissions from the fuel consumption in the transportation of store accessories	133,618
1.2 Greenhouse gas emissions from the fuel consumption in the transportation of raw materials	115,416
1.3 Greenhouse gas emissions from the fuel consumption in the distribution	148,669
1.4 Greenhouse gas emissions from the fuel consumption in other transportation	85,519
<b>Scope 2: Indirect greenhouse gas emissions</b>	<b>2,110,549</b>
2.1 Greenhouse gas emissions from the fuel consumption in other transportation	2,110,549
<b>Scope 3: Other indirect greenhouse gas emissions</b>	<b>128,061</b>
3.1 Greenhouse gas emissions from meeting travels	0
3.2 Greenhouse gas emissions from Work From Anywhere	0
3.3 Greenhouse gas emissions from paper labels reduction	17,710
3.4 Greenhouse gas emissions from waste disposal	110,351
<b>Total greenhouse gas emissions</b>	<b>2,721,833</b>
<b>TonCO2e</b>	<b>2,722</b>

Remark: Disclosure of information in accordance with 305-1 direct GHG emissions.

: Disclosure of information in accordance with 305-2 GHG emissions, indirect energy (scope 2)

: Disclosure of information in accordance with 305-3, other indirect GHG emissions (Scope 3)

Therefore, the company has achieved greenhouse gas emissions from operations totaling 2,722 TonCO2e. In 2023, we have established a strategy to reduce/offset corporate greenhouse gas emissions. Last year, the company had no legal or environmental violation.

\*\*\*The Company's greenhouse gas emissions data has not been reviewed by external agencies.

\*\*\*Using emission factor in greenhouse gas calculation

Fuel	Electricity power	Landfill waste
2.7446	0.499	0.842

In energy management, the company is considering the impact on global warming and the environment from excessive use of energy. The company, hereby, sent our employees to attend the Carbon Footprint for Organization Training on August 30-31, 2022.

**Note: Disclose the information based on GRI403-5, Training of Operators of Industrial Hygiene and Safety**



## Social Management



### Mother Jintana Thanalongkorn Foundation

#### Commitment & Goals

The company places great importance on equitable education, particularly for the underprivileged to get inclusive and comprehensive educational opportunities for all genders through free scholarships from elementary to higher education level, as they will be our future key resources. We also include those who can't access education due to their physical limitation or people with disabilities so they can access further education and apply knowledge for social and national development. We firstly offer the "Adul-Jintana Thanalongkorn" scholarship to employees' children. Then, we acknowledge the corporate relationship with society and community, so on 27 July 2009, the "Mother Jintana Thanalongkorn" Foundation was established with the following objectives:

1. Promote and support educational activities.
2. Provide grants to help underprivileged students and/or those with academic excellence but lack financial support
3. Do not seek any benefits or profits from the Foundation.
4. Collaborate with other charities for public benefit.
5. Do not engage in any forms of political activities

The Mother Jintana Thanalongkorn Foundation has started providing scholarships to students from 2010 to the present. In 2016, the foundation was declared by the Ministry of Finance to be the 928<sup>th</sup> charitable organization, enabling it to legally issue tax-deductible donation receipts.

#### Operational Goals in 2022

1. Provide 80 scholarships for general students in elementary and higher education
2. Provide 2 financial assistances to educational institutions for people with disabilities
3. Provide 30 recurring scholarships for undergraduate students in the 10th grade through to bachelor's degree.

### Operational Guidelines 2022

In 2022, the Company donated 1,000,000 baht to the Foundation to support academic scholarships for the underprivileged. In addition, the company has supported the making of 5S at the employee's house by cleaning unnecessary but good condition items and sending them to all factories. The foundation sold them for 85,854 baht. We also assisted on promoting the foundation's operations, allowing customers to support the foundation and contribute to providing educational opportunities for youth and underprivileged people. In 2022, 29,992 baht was donated, and employees from all branches contributed 410,337.25 baht, for a total of 526,183.25 baht.



Operational summary on the foundation's income generation

Year	Sabina Public Co., Ltd.	Other revenue streams	Total
2019	500,000 (15.9%)	2,640,805 (84.1%)	3,140,805
2020	500,000 (16.3%)	2,571,828 (83.7%)	3,071,828
2021	500,000 (22.3%)	1,738,456 (77.7%)	2,238,456
2022	1,000,000 (53.1%)	1,273,116 (46.9%)	2,713,445

In 2022, the foundation received the support in term of personnel, equipment, and necessary items from the company to provide supporting education activities in the amount of 1,587,000 baht.

Year	Foundation income	Educational activities supporting fund	Supporting fund proportion
2019	3,140,805	2,149,570	68.4%
2020	3,071,828	3,611,200	117.6%
2021	2,238,456	3,438,460	153.6%
2022	2,713,445	1,587,000	58.5%



The company also conducts public relations to expand more opportunities available to underprivileged nationwide through various channels.

1. Facebook Fan Page: Mother Jintana Thanalongkorn Foundation
2. Line OA: SabinaThailand
3. Direct contact from the foundation staff to schools/educational institutions.
4. [www.sangfans.com](http://www.sangfans.com), Facebook Fan Page: TCAS, direct admission, scholarships, camp-Sangfans.com, and other educational websites, as well as internal PR, resulting in a large number of interested students applying for scholarships in 2022.

Picture of public relations channel on the foundation scholarship



Images used for PR,

Foundation Fan Page,

Sangfans.com and other websites.

As a result, 890 underprivileged people nationwide have applied for the scholarship, an increase of 200 from 2021, or 29%.

	2021			2022		
	Online	Offline	sum	Online	Offline	sum
Primary education	6	59	65	5	124	129
Higher education	63	205	268	41	164	205
Vocational Certificate	4	11	15	3	29	32
High Vocational Certificate	4	19	23	5	25	30
Bachelor's degree	126	193	319	158	336	494
Total	203	487	690	212	678	890
%	29.4	70.6		23.8	76.2	129

The following are the criteria for scholarship selection.

1. **For general students**, the scholarships will be granted in elementary and higher education based on the basic information of applicants verified by the educational institution staff, academic performance and writing articles as specified by the Foundation

2. **For educational Institutions for disabled people**, the selection criteria are based on those with a limited budget to employ staff and teachers, as well as vocational skills teachers for students with disabilities.

3. **For recurring scholarships** from 10<sup>th</sup> grade up to the bachelor's degree, the scholarships will be rewarded based on the recipients' annual performance defined by the specific criteria. **In addition**, there will be a consideration on those who received the scholarship with the academic excellence at a cumulative GPA of 3.50 or higher. They will be granted an additional prize of 2,000 baht/year for secondary schools and of 5,000 baht/year for higher education to encourage them to be more willing and committed to their education

The results of the consideration of **the scholarship for general students** in elementary and higher education levels were announced through the Facebook page of Mother Jintana Thanalongkorn Foundation, and a scholarship ceremony for scholarship recipients was held in various factories in upcountry areas.



The following are the results of the scholarship consideration for two educational institutions for disabled people:

1. The foundation gave financial assistance of 100,000 baht to the Regional Special Education Center 5 in Suphanburi on 19 December 2022



2. The foundation gave a financial assistance of 100,000 baht to Christian Foundation for the Blind in Thailand on 27 December 2022.



For the consideration of the recurring scholarship, in 2022 the Foundation contacted schools in Yasothon, Chainat and Buriram provinces to consider recruiting students with academic excellence and underprivilege and conducted the site visit for 31 recipients.

### 3 schools in Yasothon Province

1. Kut Chum Wittayakhom School
2. Trakul Prathueng Wittayakhom School
3. Yasothon Pittayakom School





### 3 schools in Chainat Province

1. Chai Nat Pittayakom School
2. Kuruprachasawan School
3. Noen Kham Ratttha Pracha Nukhro School



## 2 schools in Buriram Province

1. Nangrong School
2. Thung Saeng Thong Pittayakom School



## Performance in 2022

The company has provided support for the foundation to achieve the following objectives:

1. Provide **86 scholarships** for general students in elementary and higher education levels
2. Provide **2 financial assistances** to educational institutions for people with disabilities.
3. Provide **31 recurring scholarships** for undergraduate students in the 10th grade through the bachelor's degree.

**A total of 119 scholarships totaling 1,387,000 baht were awarded.**

Since its establishment, the foundation has awarded 2,254 scholarships and 2 educational institutions totaling more than 21,036,000 baht.



A number of scholarship recipients from 2010–2022							
Year	Annual Scholarship	Recurring Scholarship	Scholarship for disabilities	Total Scholarships	Scholarship for those with academic excellence	Total funds (Baht)	Remark
2010	75	0	0	75		347,000	
2011	63	8	48	119		746,000	
2012	108	20	63	191		1,706,000	
2013	105	31	65	201		1,911,000	
2014	89	45	39	173		1,615,000	
2015	195	42	54	291	46,000	2,685,000	
2016	88	38	24	150	70,000	1,748,000	
2017	130	38	26	194	77,000	2,089,000	
2018	144	35	34	213	56,000	2,032,000	
2019	170	32	34	236	62,000	1,984,000	
2020	134	31	13	178	47,000	1,697,000	Chainat Special School for 110,000 baht
2021	88	26	0	114	53,000	1,089,000	
2022	86	31	2	119	63,000	1,387,000	2 scholarships for disabled people
<b>Total</b>	<b>1,475</b>	<b>377</b>	<b>402</b>	<b>2,254</b>	<b>474,000</b>	<b>21,036,000</b>	

In addition, the Mother Jintana Thanalongkorn Foundation also supports scholarships for the CONNEXT ED Foundation for future education at an amount of 200,000 baht.

We are proud of our distinguished achievements thanks to Mother Jintana Thanalongkorn Foundation's ongoing support in providing educational opportunities. A total of 26 young men and women have been supported and developed through quality education until they graduate from a variety of institutions and become graduates, who will serve as our nation's future key resources. (This is in line with the promotion of SDG 4 Quality Education, Equitable Education.)



## 26 บัณฑิตแห่งความภูมิใจ



### “Sewing Cup, Sewing Heart”

#### Determination and Objectives

Sabina Public Company Limited, as a leader of the women’s underwear business who has knowledge of women’s bodies, realizes the danger of “breast cancer,” which is commonly found in Thai women and tends to have more patients continually, and realizes the effects to the quality of life and mentality of women who need to remove the breast as treatment. Sabina intends to be a part of helping women after mastectomy, show our concerns, and give them moral support to fulfill their quality of life so they could adapt and recover their confidence and courage after the surgery.

#### Operational Goal for 2022

The Company started the “Sewing Cup, Sewing Heart” project in 2007 and continued until now. Presently, Sabina has produced artificial breasts for over 222,100 patients. In 2022, the Company has continued the “Sewing Cup, Sewing Heart” project for the 16th year under the concept “sewed by hands, delivered by heart,” with the objectives as follows.

1. Produce 35,000 artificial breasts to support the needs of patients around the country.
2. Campaign volunteers around the country, organization/company, group of people, students, and normal citizens to join the artificial breasts sewing activity. The goal is 20,000 participants.
3. Act as a medium to deliver the finished artificial breasts to the hospitals in need, so they could be handed over to not less than 15,000 patients, or 35,000 breasts.

## Operational Model

### 1. Produce 35,000 artificial breasts to support the needs of patients around the country.

The Company invented, researched, and developed the artificial breasts, then adjusted the raw materials to balance the breasts and make them fit with the bodies. This process was coordinated by our alliance, *PTT Global Chemical Public Company Limited*, who supported LLDPE thermoplastic, which is a main raw material for producing artificial breasts as it was highly flawless and free from chemicals dangerous to the body. This could replace the weight of lost women's breasts. In 2022, PTTGC supported 6,500 kilograms of thermoplastics for producing 35,000 artificial breasts and supported unbleached clothes, which were the raw material for the upcycling process of PET plastic bottles for 2,200 meters to produce the bags for 20,000 sewing sets.



### 2. Campaign volunteers around the country to join the sewing activity with the goal of 20,000 participants.

The Company campaigned and created awareness regarding the dangers from breast cancer to invite the volunteers to join the 4-minute activity via offline and online channels. For this year, Sabina increased the awareness and participation of teenagers and working ages more, so the campaign was conducted via social media for convenience. The demonstration clip for artificial breast sewing was published so that volunteers could view and participate correctly. The message box was also provided on the website for volunteers to send messages expressing their feeling and give moral support to patients. These messages will be presented on the website so patients can be fulfilled in both mental and physical terms.

In 2022, the Company campaigned the artificial breast sewing activity under the concept “sewed by hands, delivered by heart.” Volunteers could receive the sewing set via the link, then Sabina will deliver the sewing set to volunteers to be a part of the activity free of charge, with the support from *Kerry Express (Thailand) Co., Ltd.* to deliver the sewing set to volunteers around the country. For the offline channel, *Central Retail Corporation PCL* and *Robinson PCL* joined to be the distribution point of sewing set for 76 branches around the country. During October – December 2022, finished artificial breasts that volunteers send back to Central and Robinson around the country would be handed over to hospitals in the area.





Additionally, the Company has arranged the artificial breasts activity through the organizations, universities, and shopping malls throughout 2022 to create awareness and communicate the project continually and build the group of volunteers to be the power driving the projects towards the goals of 20,000 participants by 2022.

**Volunteers could contact to receive the sewing set via 3 channels.**

1. Sabina counters in all branches of Central and Robinson around the country
2. All branches of Sabina Shop around the country
3. Online channel, [www.sabina.co.th](http://www.sabina.co.th), the company will ship the sewing set to volunteers' homes via post free of charge.

For patients or anyone who wants to receive the finished artificial breasts to hand over to the patients, you can contact via all branches of Sabina counters around the country, Sabina Call Center 02-422-9430, Line@: @SabinaThailand, or [www.sabina.co.th](http://www.sabina.co.th). Sabina will deliver the artificial breasts to the patients free of charge.

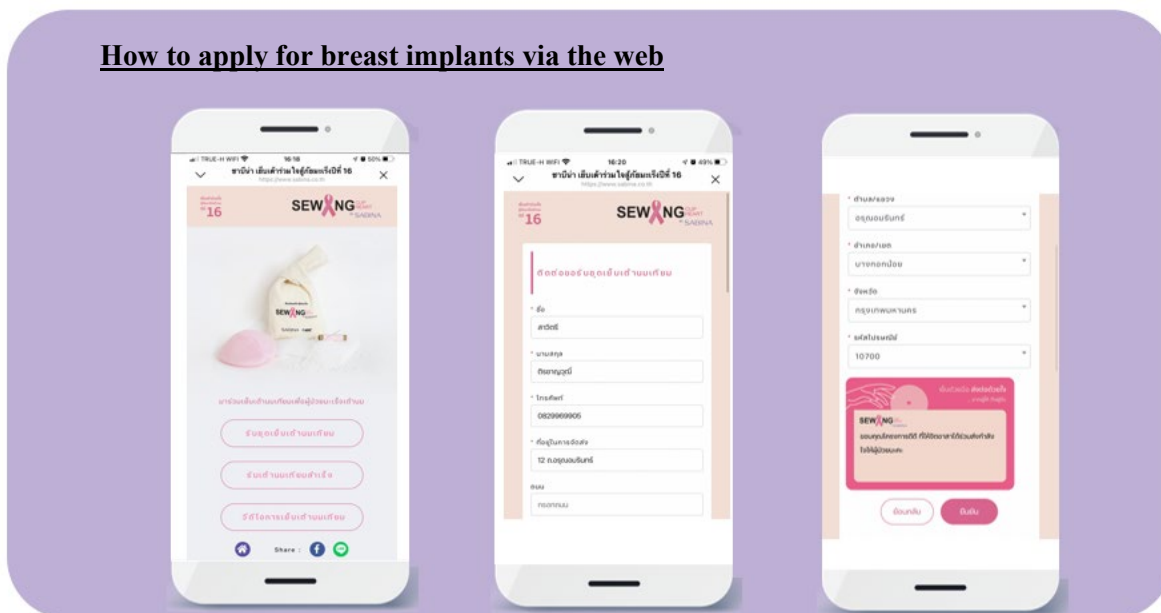
**3. Act as a medium to deliver the finished artificial breasts to the hospitals in need, so they could be handed over to not less than 15,000 patients, or 35,000 breasts.**

Artificial breasts from volunteers will be verified regarding the quality before delivering to hospitals in need around the country. Patients or relatives, or people in need could inform their needs for artificial breasts via all branches of Sabina counters around the country, Sabina Call Center 02-422-9430, or [www.sabina.co.th](http://www.sabina.co.th). One registration will receive two artificial breasts free of charge. You can also contact via Line@: @SabinaThailand.


[www.sabina.co.th](http://www.sabina.co.th)


Line@ : @SabinaThailand

### How to apply for breast implants via the web



### Operational Results of 2022

1. Produce 35,000 breasts artificial breasts to support the needs of patients around the country

Year	Number of Production (breasts)	Number of Donation (breasts)	Percentage (%)
2018	15,200	15,200	100
2019	19,000	19,000	100
2020	23,000	23,000	100
2021	34,000	34,000	100
2022	35,000	35,000	100

2. Campaign volunteers to join the artificial breast sewing activity with the goal of 20,000 participants.



#### Organization Joining the Artificial Breast Sewing Activity

Organization	Duration of Activity	Number of Breasts	Number of Participants
All branches of Central, Robinson, and Sabina Shop	October 1, 2022 – December 31, 2022	23,900	15,850
Activities via online channel	October 1, 2022 – December 31, 2022	3,000	1,500
Central Motorwheel (Thailand) Co., Ltd.	July 8, 2022 – August 2022	300	200
Management System Certificate Institute (Thailand) / Ministry of Industry	May 24, 2022 – December 31, 2022	290	150

Organization	Duration of Activity	Number of Breasts	Number of Participants
Sinpat Lamlukka Hospital	June 13, 2022 – October 7, 2022	300	50
Office of National Higher Education Science Research and Innovation Policy Council	July 4-31, 2022	90	40
KU Laboratory School, Multi Language, Independent Subject Department	July 4, 2022 – September 5, 2022	20	10
Srinakharinwirot University, Ongkharak Campus, Nakhon Nayok	August 2–4, 2022	200	100
Provincial Police Housekeeper Club Chumphon and Police Housekeeper Club	July 26, 2022	400	50
Activity at Robinson Phuket	August 12, 2022	150	100
Kasetsart University, Faculty of Business Administration, Department of Accounting	August 1–31, 2022	100	50
Chiangrai Municipality School 6	August 10–17, 2022	200	50
Kimball Electronics (Thailand) Co., Ltd.	August 11, 2022	50	50
Woman Cancer Campaign CPN Ladkrabang	September 1–9, 2022	150	150
Woman Cancer Campaign CPN Rayong	September 6–12, 2022	200	200
Woman Cancer Campaign CPN Phraram 9	September 8–22, 2022	200	200

Organization	Duration of Activity	Number of Breasts	Number of Participants
Woman Cancer Campaign CPN Ayudhya	September 22–28, 2022	200	200
Woman Cancer Campaign RBS Banchang	September 24–30, 2022	150	150
Woman Cancer Campaign CPN Chiangrai	October 1–14, 2022	100	100
Woman Cancer Campaign CPN Korat	October 4–17, 2022	100	100
Woman Cancer Campaign CPN Plaza Chiangmai Airport	October 4–18, 2022	100	100
Woman Cancer Campaign CPN Centralworld	October 22, 2022 – November 2, 2022	200	200
Woman Cancer Campaign CPN Phuket Festival	October 5–18, 2022	200	200
Students of Mahidol University International Demonstration School	September 6–22, 2022	150	37
Village Health Volunteer Moo 3 (Bangsai Sub-District)	August 27, 2022	100	15
Adidas (Thailand) Co., Ltd.	September 6, 2022	30	30
Chulabhorn Hospital, Chulabhorn Royal Academy	September 12, 2022	100	30
Lotus Money Service Co., Ltd.	September 5–28, 2022	200	200
Teacher Wiwan Dechket	September 14, 2022 – October 31, 2022	100	1

Organization	Duration of Activity	Number of Breasts	Number of Participants
Kaomongkol Group Co., Ltd.	September 27, 2022 – October 31, 2022	100	30
Medtronic (Thailand) Co., Ltd.	September 26, 2022 – October 19, 2022	50	50
Prince Paknampho Nakhonsawan Hospital	October 12, 2022	50	50
CPN Headquarters	October 11, 2022	200	200
Sephora (Thailand) Co., Ltd.	October 5, 2022 – November 30, 2022	50	50
Anna Place Dormitory	October 5–31, 2022	50	50
Living Style (Thailand) Co., Ltd.	October 18–20, 2022	20	20
Adidas Outlet, Muangthongthani Branch	October 10–31, 2022	20	10
Thai Osuka Co., Ltd. (Samutsakorn)	October 11–31, 2022	20	10
2022 Event at Central & Robinson Rayong	October 19, 2022	300	300
Rovitex Asia Co., Ltd.	November 16–18, 2022	50	20
Students of Department of Accounting, Faculty of Business Administration for Society, Srinakarinwirot University	November 1, 2022	20	10
PTTGC Rayong Community	October 24, 2022 – December 31, 2022	110	20
NPC Safety and Environmental Service Co., Ltd.	October 27, 2022 – November 30, 2022	100	50

Organization	Duration of Activity	Number of Breasts	Number of Participants
Miss Praphaiwadee Suchato	November 25, 2022 – December 31, 2022	50	3
Other Activities throughout 2022 – September 30, 2023	2022 – September 30, 2023	2,480	1,000
Volunteers of Ethical Psychology Subject, Burapha University, Department of Psychology, Faculty of Humanities and Society	September 15, 2022	50	13
	<b>Total</b>	<b>35,000</b>	<b>21,999</b>

3. Act as a medium to deliver the finished artificial breasts to the hospitals in need to hand over to not less than 15,000 patients or 35,000 breasts.

Hospitals, Organizations, Ordinary individuals who requested for finished artificial breasts

Organization	Duration of Request	Number of Breasts
Kalasin Hospital	July 12, 2022	300
Sirirat Hospital	October 27, 2022	100
Pattani Hospital	September 29, 2022	300
Phranangklao Hospital	October 27, 2022	120
Thanyawet Center, Songkhla Nakarin Hospital	September 30, 2022	100
Chulabhorn Hospital, Chulabhorn Royal Academy	September 12, 2022	100
Srirayong Hospital	October 19, 2022	300
Ordinary Individuals	January 1 – December 31, 2022	5,193
	<b>Total</b>	<b>6,513</b>





In addition, the Company aims to create awareness and realization regarding the danger from “Breast Cancer,” which is a serious danger commonly found in Thai women and tends to increase every year, so the Company wants to help society realize the danger of it and feel that it can be found in anyone. The Company also supports Thai women of 40 years old and over to receive breast cancer screening by mammography. The Company joined the project of making and off-season offering of robes and other needs to monks with Kanjanabaramee Foundation, which was organized to honor and dedicate the merit to His Majesty the King as His Majesty King Maha Vajiralongkorn turned 70 years old on July 28, 2022. The Company donated 50,000 baht on June 25, 2022 to the project “Monk Robes Helping Thai Women Free From Breast Cancer” at Thammanuphab Pavilion, Maha Vajiralongkorn Thanyaburi Hospital, Pathumthani Province, to be a part of purchasing the mobile breast x-ray car. Moreover, the Company supported the operation of Kanjanabaramee Foundation by arranging the mobile breast cancer screening unit to screen breast cancer in 1 district per day every day to help the underprivileged risk group of women around the country to receive breast cancer screening by mammography.





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## “Aunjai Fund” Project

### Determination and Goals

From the overall economic situation during the past several years, most employees of the company have been affected both directly and indirectly in terms of living factors and responsibilities to their family, as well as problems about working and personal matters, which can affect their work in several aspects. This leads to the foundation of the heartwarming fund project to help lighten their loads of debts, which include credit card debt, cash card debt, and/or informal debt from necessity to use money during the pandemic to live their lives. The objectives of the project are as follows.

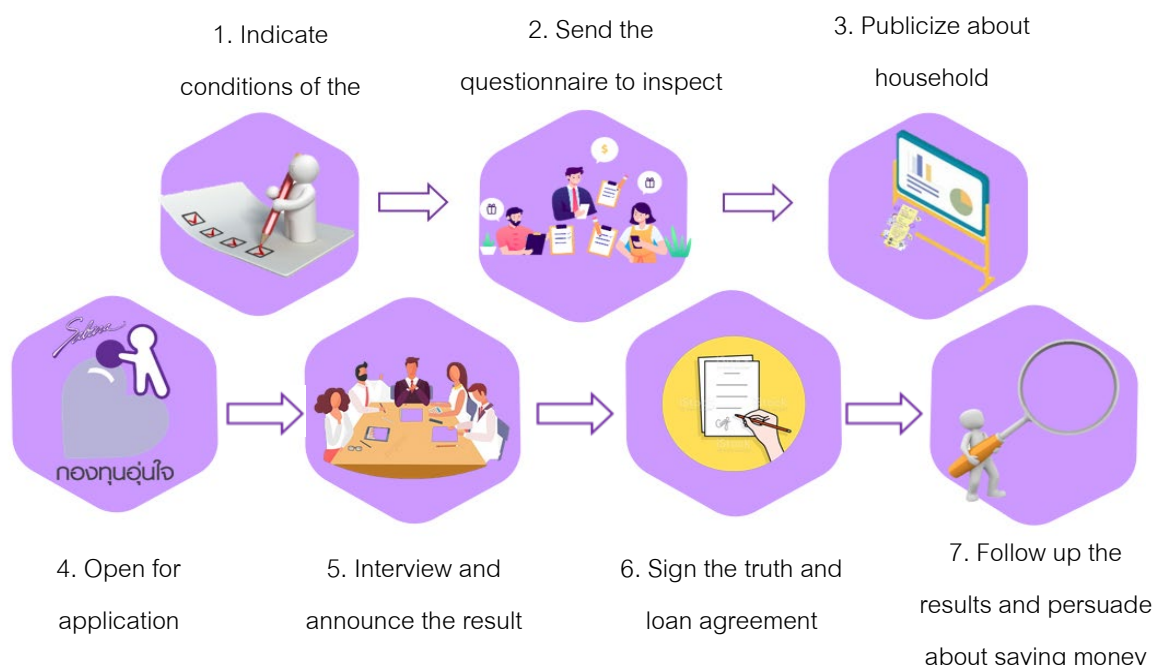
1. Create the financial discipline and attitudes to live their lives, which is the beginning or sustainable life planning for employees. This will help employees to have a better life and feel happy when working with no worries and help support employees to have motivation to work more effectively.
2. Help lighten their loads of debts partially or wholly, which derives from daily-life necessity.

### Operational Goal of 2022

1. Inspect the financial health of employees for not less than 80% of all employees.
2. Recruit the employees who are interested in joining the pay-off debt project with the goal of helping not less than 60 employees who have conditions in line with the stated conditions.

### Operational Model

1. Prepare the questionnaire asking about financial health of employees, understanding towards conducting the household account (recording their income and expenses), and debt situation separated by types, then collect the results to conclude the measure.
2. Indicate conditions for the heartwarming fund to be in line with the problems, present situation of employees, ability to pay debt, and employees' years of work, to select the employees to join the project. Employees who are selected to join the project will receive financial aid without interest to be paid off within 5 years.
3. Communicate the project recruitment. Interested employees can scan the QR Code for application and conditions from the public relation board at each point.
4. Interview by the committee of the heartwarming fund and announce the selected employees.
5. Sign the loan agreement, grant the financial aid, and act as the medium to help pay off the debt.
6. Follow up, evaluate the results, and urge the selected employees to record their income and expenses to create sustainable financial discipline and happiness in work.



### Operational Results of 2022

#### Summary of Financial Health Survey of not less than 80% of employees

The Company received the results of 2,854 employees regarding their financial health, from the total 3,335 employees, accounting for 86%

Branch	Number of Employee	Respondents of Questionnaire	%	Employees who are interested to do the household account	%
Headquarters	333	293	88%	95	11%
Sales Representative	858	790	92%	260	30%
Sai 5 Factory	528	386	73%	110	13%
Thaphra Factory	225	188	84%	54	6%
Chainat Factory	341	328	96%	65	8%
Yasothon Factory	888	709	80%	238	28%
Buriram Factory	162	160	99%	43	5%
<b>Total</b>	<b>3,335</b>	<b>2,854</b>	<b>86%</b>	<b>865</b>	<b>100%</b>

From the survey of 2,854 employees, 865 employees or 30% were interested in doing the income-expense account, which was the next goal of the project to help create the financial discipline for employees by beginning doing the household account.

#### Summary of Operational Results to Help Qualified Employees of not less than 60 individuals

From the public relations of the heartwarming fund, there were 66 employees from branch factory and headquarters, interested in joining the project and qualified for the stated conditions.

Branch	Number of Employees in the Project	Amount of Financial Aid (Baht)
Chainat	3	196,700
Yasothon	11	635,800
Nangrong	4	336,500
Thaphra	4	225,000
Sai 5	10	636,000
Office	32	3,223,100
Office (Yasothon)	3	405,000
<b>Total</b>	<b>67</b>	<b>5,658,100</b>

66 employees will receive suggestions and knowledge and they have to do the household account to record their income and expenses in each month to create the financial discipline and prevent debts from unnecessary payment or overpayment.

Furthermore, the Company aims to create good financial discipline for all employees by doing the household account, which is a preventive policy, because we believe that “having no debts is the best treasure” and if our family, or employees, are facing debt problems from necessities to live their lives, which can affect their quality of life, mental condition, and operation, we are sincerely ready to be a part to help everyone overcome the problems together.

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## Factory Model

### Determination and Goals

As the Company has adapted the tools for developing the operational process, management and production, quality control, and developing potential of employees, who are significant resources, by training, practicing, letting employees to join in management and improvement of their work, and adapting the tools continually, together with creating the conscious mind for developing the organization for normal interested individuals, so they could exchange their attitudes and open opportunities for students from several universities to be trained in the organization based on their course.

### Goals of 2022

1. Maintain 5Sor System and support employees to realize the significance of benefiting the society.
  - Maintain 5Sor Standard via the evaluation of the central committee, with the point >75%.
  - Number of participants of 5Sor at home >40% of all employees.
2. Develop the potential of employees in an operational level >200 individuals per year.
3. Be an organization of learning.
  - Not less than 20 interns from universities.
  - Joining 3 universities as a special guest speaker
  - Being a supervisor for 1 SME industrial factory

### Model of Operations to maintain 5Sor System and Support Employees to Realize the Significance of Benefiting the Society

The Company has indicated the operational plan to maintain 5Sor System, which includes the revision of the committee and separating the area to audit 5Sor of each factory, training 5Sor for employees again, training the area evaluation technique of the committee, and auditing and evaluating 5Sor by the central committee.

Operational Plan of 2022	Jul-2022				Aug-2022				Sep-2022				Oct-2022			
	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4	W1	W2	W3	W4
1. Revise the 5Sor committee of each branch																
2. Revise the separate area of each branch																
3. Operate Sor Sasang (Clear up)																
4. Summarize Sor Sasang of each branch																
5. Operate Sor Saduak (Convenient)																
6. Operate Sor Saard (Clean)																
7. Revise Sor Sang Mattathan (Create Standard)																
8. Inspect Sor Sang Mattathan																
9. The central committee inspects 5Sor in the area.																
10. Summarize the results of 5Sor inspection																

After that, the Company has expanded the results of 5Sor from the factory to employees' homes in the activity of 5Sor at Home by clearing objects in their house and bringing any objects in good conditions to utilize, or donate for sales to employees at a low price. The income from that will be donated to Mother Jintana Foundation to be the scholarship for underprivileged kids.



#### Operational Model for Developing Employees' Potential in an Operational Level

From 5Sor operation, there was area separation and indication of SGA Leader, which came from operational-level employees, to oversee the area and do activities of subgroups. This caused the Company to see the opportunity to develop employees' potential, so the Company organized the seminar of Small Group Activity Leader in 5 courses of 5Sor, to increase the production, Kaizen, Lean, Leadership, and happiness in work. The project has started in 2018 and continues now. (The project was put off in 2021 due to COVID-19.)

## Objectives of each Course in SGA Leader Development Project

Course	Objective
5Sor to increase production	<ul style="list-style-type: none"> <li>- To create the conscious mind of doing 5Sor in a working environment.</li> <li>- To create understanding about production cost reduction and profit by 5Sor.</li> <li>- To create the concept of adapting 5Sor to increase work quality.</li> </ul>
Kaizen	<ul style="list-style-type: none"> <li>- To understand the concept of Kaizen and ECRS principles for improvement.</li> <li>- To understand and search for improvement-needed points in working operations.</li> </ul>
Lean	<ul style="list-style-type: none"> <li>- To understand the concept of Lean (VA, NVA, NNVA).</li> <li>- To understand losses that make the goals unachievable.</li> <li>- To adapt Lean tools for work.</li> </ul>
Leadership	<p>To make the leaders of the SGA subgroup understand six aspects of leadership.</p> <ol style="list-style-type: none"> <li>1. Being a proper coach.</li> <li>2. Creating a good atmosphere.</li> <li>3. Knowing all subordinates.</li> <li>4. Being a communicator and persuader.</li> <li>5. Being a service provider.</li> <li>6. Being a connector.</li> </ol>
Happiness in Work	<p>To understand the concept, attitude, and eight principles of creating the organization of happiness.</p> <ol style="list-style-type: none"> <li>1. Happy Body</li> <li>2. Happy Heart</li> <li>3. Happy Relaxation</li> <li>4. Happy Money</li> <li>5. Happy Brain</li> <li>6. Happy Soul</li> <li>7. Happy Family</li> <li>8. Happy Society</li> </ol>

### Operational Model to be an Organization of Learning

The Company supports each factory to improve their operations by management tools and compares with the international standard through the Thailand Lean Award, Thailand 5s Award, and Thailand Kaizen Award contests with the Technology Promotion Association (Thailand-Japan) to receive suggestions and exchange their experience of improving the expertise of the organization to support the development of organization operations.

From the stated operation, private organizations, educational institutes, and public organizations contacted for observational study. In 2022, there were 180 individuals in total contacted for observational study, which includes investors, private organizations, and students.

Organization / University	Date	Number	Factory
Easy Investor Fan Page	4/7/22	60	Sai 5
Somsri Garment Company	12/7/22	16	Sai 5
Thonburi University, MBA	27/8/22	13	Sai 5
Kasetsart University, Department of Textile Science	13/9/22	60	Sai 5
Thai Express Textile Company	16/9/22	6	Sai 5
Silpakorn University, I.E.	14/9/22	6	Thaphra
Nawaminthrathirat University	13/12/22	19	Sai 5
	Total	180	



Factory Visitors of 2022

The summary of visitors for observational study during 2018–2022 is as follows.

	2018	2019	2020	2021	2022
Sai 5	152	397	76	55	174
Thaphra	2	16	-	-	6
Chainat	6	8	-	-	-
Yasothon		51	70	-	-
Buriram	160	219	130	-	-
Total	320	691	276	55	180

## Organizations for Past Observational Study



Moreover, the Company opens for organizational institutes to send their students to be interns in the Company and conduct their final project as per their courses under the supervision of our employees throughout the internship period. In 2022, there was a student from Silpakorn University, Department of Industrial Engineering, conducting the final project who got selected to present in the Ratchamongkol Production and Management Technology Meeting, during September 6–8, 2022, on the topic of “Operational Process Adjustment by Lean Concept for Delivering the Tasks on Time.”



In 2022, the Company received the invitations from several universities to share experience of managing the organization with different strategies, which supported the fundamental knowledge in developing students' potential to see the educational joint that could be used effectively in real life to get the students ready to enter the industry.

**LOGISTICS TALK #1**  
**กลยุทธ์การพัฒนาองค์กร**  
**ของ 1 ใน 200 บริษัทที่ดีที่สุดใน**  
**เอเชียปี 2020**

วันพฤหัสบดี  
 22 กันยายน | เวลา  
 14.00 - 16.00 น.

ณ ห้องประชุมคุณทิพย์ (อาคารเรียน 2565)  
 โดย **คุณบุญชัย ปัทมธัมพร**  
 ประธานคณะกรรมการบริหาร  
 บริษัท ซาบีน่า จำกัด (มหาชน)

**คุณโรจน์วิทย์ เบญจบุณย์**  
 ผู้จัดการฝ่ายบริหาร  
 บริษัท ซาบีน่า จำกัด (มหาชน)

**โครงการ :**  
**ประกวดหัวข้อโครงงานวิจัย**  
 ภาควิชาวิศวกรรมอุตสาหการและการจัดการ  
 ประจำปีการศึกษา 2565

**8 พฤศจิกายน 2565**  
 เวลา 8.00-16.30 น.  
 ณ อาคารหอประชุม  
 คณะวิศวกรรมศาสตร์และเทคโนโลยี  
 อุบลราชธานี

**กำหนดการ**

8.00 น. - 8.45 น.	เปิดกิจกรรมการแข่งขัน
8.45 น. - 9.00 น.	พิธีเปิดโครงการ โดยหัวหน้าภาควิชา
9.00 น. - 10.00 น.	การนำเสนอหัวข้อโครงงาน ส่วนที่ 1
10.00 น. - 12.00 น.	บรรยายพิเศษ เรื่อง "การบริหารจัดการห่วงโซ่อุปทานในยุคดิจิทัล"
12.00 น. - 13.00 น.	โดย ผู้ช่วยศาสตราจารย์ ดร.วิวัฒน์ วัชรกุล
13.00 น. - 15.00 น.	รับประทานอาหารกลางวัน
15.00 น. - 16.00 น.	การนำเสนอหัวข้อโครงงาน ส่วนที่ 2
16.00 น. - 16.15 น.	พิธีปิดโครงการ โดยหัวหน้าภาควิชา

หมายเหตุ กำหนดการอาจเปลี่ยนแปลงได้ตามความเหมาะสม

ติดต่อสอบถามข้อมูลเพิ่มเติมได้ที่ :  
 034-109686 ต่อ 209500  
 หรือ 034-254235

Facebook: ภาควิชาวิศวกรรมอุตสาหการและการจัดการ  
 คณะวิศวกรรมศาสตร์และเทคโนโลยี อุบลราชธานี

Additionally, the Company organized the project to be an advisor for SME Companies in the group of textile industry, who needed to develop their organization in terms of financial, marketing, and production.



### Operational Results of 2022

- Maintain 5Sor Goal – through the evaluation by the central committee, with the point >75%

Sai 5	Thaphra	Chainat	Buriram	Yasothon
88%	82%	79%	81%	77%

- Support employees to realize the significance of benefiting the society

Goal – Having >40% of participants of 5Sor at Home

Branch	Number	Participants	Total Employees	%
Sai 5	837	132	550	24%
Thaphra	2153	187	230	81%
Chainat	1667	110	344	32%
Buriram	391	97	170	57%
Yasothon	3,252	435	898	48%
Headquarters	1,100	105	339	31%
<b>Total</b>	<b>9,400</b>	<b>1,066</b>	<b>2,531</b>	<b>42%</b>

Operational Results of Developing the Employees' Potential in an Operational Level >200 Employees per Year

Factory	2018	2019	2020	2021	2022
Sai 5	72	69	75	-	54
Thaphra	44	-	39	-	31
Chainat	43	45	40	29	33
Yasothon	94	100	106	-	80
Buriram					11
Number of SGA Development	253	214	260	29	209

Operational Result of Being an Organization of Learning

- Not less than 20 interns

Factory	2018	2019	2020	2021	2022
Sai 5	14	6	18	10	12
Thaphra	4	-	3	3	-
Chainat	6	6	8	1	3
Yasothon	-	6	5	1	-
Buriram	-	-	-	-	-
Headquarters	13	11	6	1	12
Number of Interns	37	29	40	16	27



- Being the guest speaker for 3 universities per year

University	Branch	Date
Kasetsart University, Bangkhen Campus	Textile Science	10/8/2022
Thonburi University	Logistics	22/9/2022
Silpakorn University, Sanamchan Campus	Industrial Engineering	8/11/2022

- Being a supervisor for 1 industrial factory per year

Company	Product
Somsri Garment Co., Ltd.	T-Shirt, Polo Shirt, Sport Shirt

## Safety, Industrial Hygiene, and Working Environment

### Determination and Goals

The Company values management of industrial hygiene and working environment as all employees are significant resources. Therefore, we indicate the policy and principles regarding hygiene in the working place, aiming for safety first, to create trust so that employees could work based on optimum safety and value the management of working environment appropriately so that employees will have good health and less diseases.

### Goals of 2022

#### 1. Safety in Working Place

Number of accumulated hours without serious accidents which cause absence of all factories was 4,500,000 hours

Factory	Number of Employees	Goal
Sai 5	519	1,000,000 hours
Thaphra	225	520,000 hours
Chainat	343	800,000 hours
Buriram	166	380,000 hours
Yasothon	846	1,800,000 hours
<b>Total</b>	<b>2,099</b>	<b>4,500,000 hours</b>

#### 2. Working Environment

Working environment of all factories needs to be inspected annually in terms of light, sound, heat, dust, and chemicals, based on law.

#### 3. Employees' Health

3.1 The goal is having employees who check up their health based on risk factor of not less than 90%

3.2 The goal is having employees with normal weight – a little over the standard of not less than 50% of all checked-up employees.

### Operational Model for Work Safety

1. The Company arranges for safety officers of each level, including management safety officer, foreman safety officer, and professional safety officer, who receive training and are registered in accordance with the ministerial regulations. The details are as follows.

Proportion of Safety Officer of each Level

Factory	Foreman Safety Officer	Management Safety Officer	Professional Safety Officer
Sai 5	66	11	1
Thaphra	23	4	1
Chainat	28	2	1
Buriram	18	3	1
Yasothon	50	8	1
Total	183	27	5

Note: Disclose the information based on GRI403-1, the Management System of Industrial Hygiene and Safety

2. The evaluation must be conducted in all processes of production to find the potential dangerous point or potential accident point and improve that to avoid the risk of causing accidents to employees.

Example of Risk Evaluation and Model for Risk Protection

Department	Process	Source of Danger	Danger	Controlling Measure
Raw Material Stock / Warehouse	Transferring the raw material	Pushcard	The Pushcart presses the foot	Wear protective shoes.
Molding	Sliding the mold and chopping block	Molding machine	Loud noise	Wear ear muffs
Cutting	Hand knife machine	Hand knife machine	Got cut by the knife	Wear protective gloves
Sewing	Sewing the products	Needles of the sewing machine	Got pricked by the needles	Sharp Object Measure

Note: Disclose the information based on GRI403-2, Danger Indicating, Risk Evaluation, and Situation Investigation

3. Moreover, the Company indicates that the safety officers of professional level and safety committee must explore the working area, tools, machine, equipment, and operational processes to find the potential dangerous point or potential accident point. Then, the safety committee for industrial hygiene and working safety will bring these points to discuss in the meeting of the month to report the area exploring to summarize the preventive measures and avoid serious danger.
4. Provide preventive equipment and install the equipment preventing the danger from machines, sewing machine guard, needle-protecting mirror, steel gloves for cutting machine, face mask protecting the smell, gloves, and glasses for related employees.



Insert the cards  
protecting needles



Put the blade cover



Steel gloves



Protective Equipment  
Set

5. The Company values fire prevention in the workplace by preparing a proper fire preventive set, such as fire extinguisher, fire alarm, heat detection, and fire pump with reserved well. The equipment must be inspected regularly at least once a month.



6. The Company provides safety training for new employees before starting to create the conscious mind and make them realize the significance of working safety.



Proportion of New Employees Training during January – December 2022

Factory	New Employees	Training Participants	Test qualified after the 1st training	Test qualified after the 2nd training	Total employees qualified by tests	Percentage
Sai 5	301	301	280	21	301	100%
Thaphra	64	64	60	4	64	100%
Chainat	121	121	116	5	121	100%
Buriram	41	41	36	6	41	100%
Yasothon	195	195	185	10	195	100%
Total	722	722	677	46	722	100%

Criteria for passing the test was 90% points or over. Employees who did not pass the test the first time revised and retook the test during November 18–31, 2022.



Sai 5



Thaphra



Chainat



Buriram



Yasothon

- There was training regarding how to use fire extinguishers, restrain the fire, and fire drill at least once a year in all factories.

**Number of Employees Received the Training of Basic Fire Prevention and Restraining must not be less than 40%**

Factory	Number of Employees	Employees passing the training in 2021	Percentage	Training Passed Recently Updated.	Training and Fire Drill Schedule of 2022	Goal (Person)	Person updated +goal	Number of persons as of Nov 1, 22	Training Percentage
Sai 5	633	288	45%	210 (37%)	19/10/22	60	270	565	47%
Thaphra	290	182	63%	121 (54%)	22/10/22	20	141	225	62%
Chainat	405	295	73%	150 (44%)	17/12/22	30	180	346	52%
Buriram	356	153	43%	80 (48%)	23/10/22	20	100	163	61%
Yasothon	850	699	82%	426 (50%)	24/12/22	30	456	833	54%
Headquarters	351	262	75%	155 (45%)	17/12/22	20	175	342	51%
<b>Total</b>	<b>2,885</b>	<b>1,897</b>	<b>66%</b>	<b>1,142 (46%)</b>		<b>180</b>	<b>1,322</b>	<b>2,474</b>	<b>52%</b>

Note: Disclose the information based on GRI403-5, Training of Operators of Industrial Hygiene and Safety

**Annual Fire Drill of 2022**



Sai 5



Thaphra



Chainat



Buriram



Yasothon

Sabina Sai 5 Factory consists of employees related to chemicals and receive the training of basic working with chemicals

Factory	Number of Related Employees	Number of Employees Passing the Training	Percentage
Sai 5	23	23	100%

Note: Disclose the information based on GRI403-5, Training of Operators of Industrial Hygiene and Safety

8. The Company manages the electricity and building inspection of 2022, inspecting the electricity system, electric transformers, ground wire, and lightning rod and inspecting the strength of building structure by the certified and registered company.

Table of Electricity and Building Inspection of 2022

Factory	Sai 5	Thaphra	Chainat	Buriram	Yasothon
Inspection Date	28/06/2022	28/10/2022	28/09/2022	31/05/2022	21/03/2022



Sai 5



Thaphra



Chainat



Buriram



Yasothon

#### Model of Working Environment Inspection

1. The Company arranges the inspection of working environment related to risk factors, including heat, light, noise, dust, and chemicals in workplace of 2022 by the certified and registered company.

Table of Working Environment Inspection of 2022

Factory	Sai 5	Thaphra	Chainat	Buriram	Yasothon
Inspection Date	04/04/2022	09/11/2022	22/07/2022	12/05/2022	16/06/2022



Sai 5



Thaphra



Chainat



Buriram



Yasothon

The Company still uses 5Sor as a tool to manage the working environment as follows.

- Sasang (Clean up): Having necessary objects in necessary number and time.
- Saduak (Convenient): Convenient to use and store. If anything is lost, someone must know.
- Saard (Clean): Detect the abnormality before the damage happens.
- Sang Mattathan (Create Standard): Create the standard for the organization to prevent alteration.
- Sang Nisai/Winai (Create Discipline): Giving knowledge and understanding and perform repetitively based on the rules and area.

All factories will have the committee driving and operating based on the working plan. The operations include indicating the area standard, inspecting the area with self-audit, committee audit, and central committee. The inspection results will be used to conduct the area standard for improving the working environment.



### Model of Employees' Healthcare

1. The Company provides the annual health checkup for all employees in terms of general health and checkup based on risk factors. The details are as follows.
  - Communicate to employees regarding the benefits of health checkup.
  - Inform the steps and self-preparation for health checkup so that employees can prepare themselves properly.
  - Inform the date of health checkup to employees for at least two weeks in advance and publicize by putting the sign and announcement via the public address system regularly.

Table of Health Checkup of 2022

Factory	Sai 5	Thaphra	Chainat	Buriram	Yasothon
Inspection Date	06/11/2022	07/11/2022	22/11/2022	27/09/2022	26/09/2022



Sai 5



Thaphra



Chainat



Buriram



Yasothon

2. The Company campaigns and operates several necessary measures together with the D-M-H-T for preventing employees from COVID-19 spread in all factories.

Measures indicated for employees to align with during COVID-19 spread

- Employees' transportation is restricted as per the rules to control traveling to risking areas or red areas.
- Employees' transportation to external areas will be recorded in the transportation record or exposure to the risk group.
- If any employees had traveled to risky areas, they must be tested by ATK before working every time.
- Some groups of employees can work from home to reduce the risk and overcrowding.
- All employees must step on the sterilized liquid tray or walk through the sterilized tunnel every time before entering the working area.
- All working areas must be sprayed by sterilized liquid once a week.
- Coordinate with the public organizations to train employees regarding COVID-19 prevention.



Transportation Record



ATK Test before working



Prepare the sterilized liquid tray



Set up the sterilized tunnel



Transportation Record



Coordinate with the public organization



Train employees regarding COVID-19

The Company specifies that all factories must align with the D-M-H-T principle strictly.



D = Distancing



M = Mask Wearing



H = Hand Washing



T = Testing



From D-M-H-T and other measures, Yasothorn Factory received the award from the deputy minister and minister of Ministry of Public Health, Mr. Anutin Charnveerakul, certified to be the model organization operating the preventive measures, Bubble and Seal, at an excellent level, on June 30, 2022.



3. The Company has the activities as the organization who is free from diseases, safe, and happy mentally and physically, by supporting exercising, relaxing with music and local sports, and health checkup.



Health Checkup

Support exercise

Relax with music

Local Sports

The operational measures regarding free from diseases, safety, and mental and physical happiness are as follows.

Free from diseases	Safety	Mentally and Physically Happy
<ul style="list-style-type: none"> <li>- Record health information.</li> <li>- Check up all employees' health.</li> <li>- Training about their health</li> <li>- Activities to reduce and refrain from drugs</li> <li>- Promote nutrition.</li> <li>- Promote exercise.</li> </ul>	<ul style="list-style-type: none"> <li>- Record accident information.</li> <li>- Operate 5Sor with all buildings and areas.</li> <li>- Provide safety guards for machines.</li> <li>- Inspect the environment and electrical system as per the plan.</li> </ul>	<ul style="list-style-type: none"> <li>- Recreational activity</li> <li>- Promote mental health by providing relaxing areas.</li> <li>- Activities valuing the operators through the Sabina Young Plant Activity and giving the awards to outstanding employees.</li> </ul>

Note: Disclose the information based on GRI 403-6, Promoting Employees' Health

This operation has led factories of Sabina PCL to receive the award from the Department of Health, Ministry of Public Health.

Branch Factory	Year	Award Level
Chainat	2016	Goal Medal
Sai 5	2016	Silver Medal
Sai 5	2018	Gold Medal
Yasothorn	2018	Gold Medal
Yasothorn	2020	Gold Medal

4. The Company operates Industrial Hygiene to reduce the dangerous and health risks by providing the nursing room and certified nurse and organizing the first aid training once a year for employees in the following topics.
- Using equipment regarding first aid.
  - Evaluating the seriousness of injured individuals
  - First aid for different sizes of scars
  - Helping the patients with broken bones
  - Helping the patients with drowning or electric shock
  - CPR and using AED
  - First aid for Heimlich maneuver

The Company values supporting industrial hygiene and arranges employees to pass the first aid training. The number of employees who passed the first aid training as of December 2022 accounted for 1,322 individuals or 52%.

Summary of First Aid Training

Factory	Accumulated Number until 2021 (Person)	Number of Training Participants in 2022 (Person)	Training Date	Accumulated Number until 2022	Percentage of Training until 2022
Sai 5 (565)	210	60	19/10/22	270	42%
Thaphra (225)	121	20	22/10/22	141	63%
Chainat (346)	150	30	17/12/22	180	52%
Buriram (163)	80	20	23/10/22	100	61%
Yasothon (833)	426	30	24/12/22	456	55%
Headquarters (342)	155	20	17/12/22	175	51%
<b>Total (2,474)</b>	<b>1,142</b>	<b>180</b>		<b>1,322</b>	<b>52%</b>

Note: Disclose the information based on GRI 403-3, Industrial Hygiene Service

5. The Company monitors employees' health in terms of BMI to manage and plan for employees with BMI over the standard, which can cause obesity leading to other diseases, such as stroke, hypertension, dyslipidemia, and diabetes.

Criteria for calculating BMI based on Department of Health





## Measures for Employees in Risky Group (with BMI over 25)

Measures for Employees of Obesity Group	Measures for Employees of Serious Obesity Group
1. Provide knowledge about healthcare continually. 2. Training about healthcare - How to eat to avoid obesity with clean food	1. Same measures with obesity group 2. Follow up by checking their BMI continually every two months to monitor and give them suggestions.

## Operational Results for Safety in Workplace

Table Recording the Number of Accidents Causing Absence

Factory	2019	2020	2021	2022	Note
Sai 5	18	5	9	1	Head injury from hitting the acrylic plate
Thaphra	5	2	0	0	
Chainat	1	1	1	0	
Buriram	2	2	0	0	
Yasothon	0	0	0	1	Button pressing machine pressed the finger.
Total	26	10	10	2	

Note: Disclose the information based on **GRI403-9**, Injury from Working

For the two accidents, the professional safety officer and safety committee investigated the accidents and trained employees to realize safe working without repetitive accidents.

The stated table included outsourcing employees and subcontractors who operated in the factories. In 2022, there were no serious accidents which caused organ loss or death.

Note: Disclose the information based on **GRI403-10**, Health and Work

Table Recording the Number of Hours without Accidents for January – December 2022

Factory / Goal	Accumulated Hours without Accidents from Work (Hour)	Percentage	Note
Sai 5 (1,000,000)	704,677	70%	Recent accident was on 19/7/22. The accumulated hours without accident was 552,244 hours, counting from 23/07/22
Thaphra (520,000)	655,485	128%	
Chainat (800,000)	971,600	121%	
Buriram (380,000)	395,187	103%	
Yasothorn (1,800,000)	2,017,428	112%	Recent accident was on 11/1/22. The accumulated hours without accidents was 26,000,000 hours, counting from 21/01/22
<b>Total (4,500,000)</b>	<b>4,744,377</b>	<b>105%</b>	

Note: calculated from the number of employees in each month x number of working days x working hours + OT

Moreover, Yasothorn Factory was able to maintain accidents which caused absence to be zero and received the Zero Accident Campaign Award, Platinum Level for the third year consecutively so they received the award and certificate from Prime Minister Gen. Prayut Chanocha in the project of Thailand Institute of Occupational Safety and Health in the 34th National Safety Week on September 1, 2022.



### Operational Results of Working Environment Care

The results of inspecting the heat, light, noise, and chemicals revealed that all five factories passed the criteria.

Factory	Sai 5	Thaphra	Chainat	Buriram	Yasothon
Inspection Date	04/04/2022	09/11/2022	22/07/2022	12/05/2022	16/06/2022
Inspection Result	Passed	Passed	Passed	Passed	Passed
Result Submission	26/05/2022	08/12/2022	26/08/2022	25/07/2022	27/07/2022

### Operational Results of Employees' Healthcare

- From the campaign supporting employees to realize the significance of annual health checkup, the number of employees received health checkup in 2022 was over the goal, accounting for 95%

Factory	Number of Health Checkup Employees	Percentage
Sai 5 (560)	504	90%
Thaphra (225)	210	93%
Chainat (343)	339	99%
Buriram (166)	154	92%
Yasothon (846)	833	98%
Total (2,140)	2,040	95%

Note: Disclose the information based on GRI 403-6, Employees' Health Promotion

2. For the operation of monitoring employees' BMI to reduce the risk of obesity which can cause other diseases, such as stroke, hypertension, dyslipidemia, diabetes, the number of employees with normal weight to a little overweight was over the goal, accounting for 61%. The details are presented in the following table.

Summary of BMI of Factory Employees from Health Checkup of 2022

Factory	Number of Checkup (Person)	Normal Weight to a little Overweight – BMI 24.9 or less (Person)	Obesity – BMI 25.0–29.9 (Person)	Serious Obesity (From 30.0)
Sai 5	559	364 (65%)	127 (23%)	68 (12%)
Thaphra	225	140 (62%)	65 (29%)	20 (9%)
Chainat	346	193 (55%)	97 (28%)	56 (16%)
Buriram	163	99 (60%)	48 (29%)	16 (10%)
Yasothon	833	468 (56%)	249 (29%)	116 (14%)
Headquarters Office	342	239 (70%)	64 (19%)	39 (11%)
<b>Total</b>	<b>2,468</b>	<b>1,503 (61%)</b>	<b>650 (26%)</b>	<b>315 (13%)</b>

Note: Disclose the information based on GRI 403-6, Employees' Health Promotion

## Human Rights

### Mission and Objectives:

The Company recognizes the importance of human dignity, basic rights, and freedoms which include the values of dignity, justice, equality, respect, and freedom, regardless of race, gender, religion, skin color, age, education, language, and different opinions. Therefore, the Company focuses on conducting operations that do not discriminate and provide equal opportunities, supports employees to express their opinions freely through committees and other channels, as well as avoiding violating human rights in various dimensions.

### Goals for 2022:

1. No complaints of human rights violations within the Company from employees, customers, partners, communities, and vulnerable groups.
2. No discrimination in hiring workers with diverse backgrounds, in accordance with labor laws.
3. Provide benefits and fair performance evaluations.
4. Allow and support freedom of expression through welfare committees and other channels.
5. No violation of personal data protection rights according to PDPA regulations, for both employees and related parties.
6. Increase employee satisfaction with basic rights in the organization to 75%.

### Guidelines for human rights operations in 2022:

1. Establish an inclusive policy on human rights and publicize it to all internal and external stakeholders, while raising awareness of human rights to prevent possible human rights violations. Therefore, training and testing on respect for human rights have been provided to all employees and outsourced staff.



Factory	Employees			Security guards		
	Total	Attended training	%	Total	Attended training	%
Head office	1,198	1,151	96.10	2	2	100
Tha Phra	222	222	100	6	6	100
Sai 5	536	535	99.81	12	12	100
Chai Nat	343	343	100	5	5	100
Yasothon	898	896	99.77	6	6	100
Buriram	170	170	100	1	1	100
Total	3,367	3,317	99.28	32	32	100

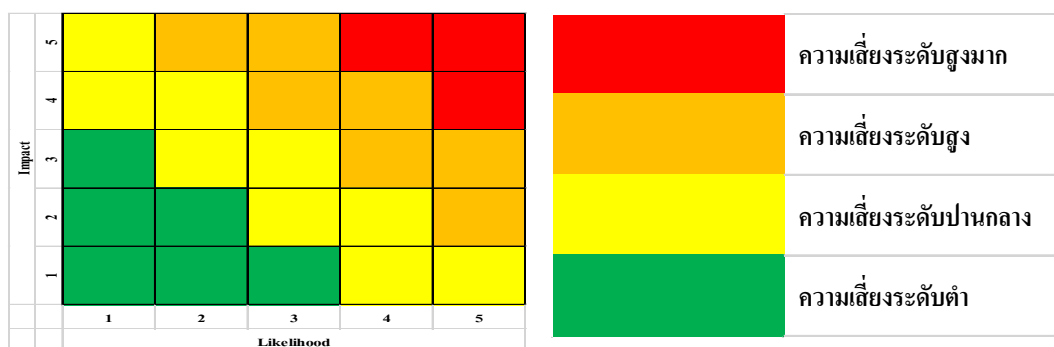
Notes: Information disclosed according to GRI 410-1 Training on human rights policies or procedures for securities personnel.

: Information disclosed according to GRI 412-2 Training on human rights policies or procedures for employees.

To ensure that there are no human rights violations in the value chain of its activities and operations, the Company has also informed policies on human rights and other relevant policies, including compliance with the Company's Wrap requirements, to ensure that suppliers and contractors are aware and comply with them.

2. Assess risks and impacts on human rights in order to analyze and establish measures to prevent and remedy the impacts, with the objective of carrying out and supporting the human rights policy of the Company, overseeing the respect for human rights in the Company, and preventing violations and enforcement that may lead to labor disputes and conflicts within the organization and other related areas, as follows:

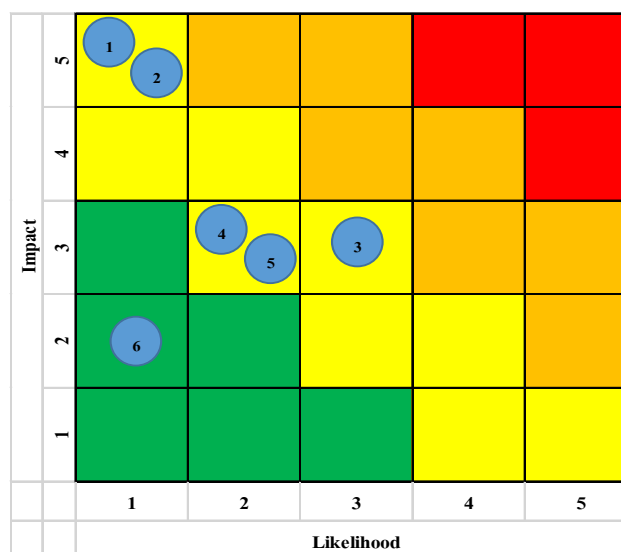
- Identify human rights risks – Specify the sources of information on human rights, events, or actions that cause impacts on the respect for human rights.
- Assess risks according to human rights issues in the organization, by analyzing and evaluating risks in two dimensions: Likelihood and Impact.
- Classify human rights issues.
- Survey and evaluate the impact of operations.
- Develop a plan to address those affected.



3. The Company has identified individuals who have a stake and impact on human rights, as follows:

- Employees: labor rights, employment conditions, and safety.
- Business partners: no discrimination against partners who operate different types of goods and services and assessing in accordance with human rights principles.
- Customers: health, safety, and personal data protection.
- Communities: health and safety within communities.
- Vulnerable groups (disabled persons, pregnant women, and individuals with health issues): providing a suitable work environment, practicing equality and fairness.

**Employees:** The Company has classified six human rights risk issues which have a serious impact on employees in the organization in 2022 as follows:



Risk issues	Cause of risk	Likelihood	Impact	L X I
1. Risk of compensation of workers or employees not according to law	Unfair and unlawful employment	1	5	5
2. Risk of child labor under legal age	Hiring child laborers not in compliance with the law	1	5	5
3. Risk of safety and work conditions	Lack of measures on work safety and environment	3	3	9
4. Risk of forced labor	Forcing laborers to work overtime	2	3	6
5. Risk of discrimination against workers or employees	Injustice	2	3	6
6. Risk of sexual harassment	Lack of ethics	1	2	2

**Business partners:** The Company has announced its human rights policy and communicated it to its business partners, suppliers, and contractors to inform them about the policy and ensure compliance. Additionally, Supplier Visits are conducted to ensure that they operate their business fairly and do not violate the human rights of related parties. The Company also conducts evaluations of its business partners, suppliers, and contractors twice a year, with the focus on their compliance with human rights policy, as follows:





















- Environment: Waste management, sustainable materials, sustainable energy sources, sustainable water sources and wastewater treatment, and air pollution control.
- Social: Respect for human rights, compliance with labor laws, prevention of child labor and forced labor.
- Transparent business practices and the code of conduct, as well as anti-corruption policy.

**\*\* The evaluation results of 26 suppliers show that they have a compliance rate of 93.26% in terms of human rights policies.**

**Customers:** The Company operates a security program concerning customers in the production process. There are safety standards regarding the distribution of needles to ensure that there are no broken needle fragments mixed with products in the production, and the product safety is ensured by being certified by OEKO-TEX Standard 100 (an internationally recognized label standard that certifies textile and clothing products as not hazardous to consumers due to residual chemicals). In addition, there is a Personal Data Protection Act (PDPA) policy to assure customers that their personal information will not be violated. ([www.sabina.co.th/page/privacypolicy](http://www.sabina.co.th/page/privacypolicy))



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**Summary:** Based on the assessment of environmental impact on the community, it was found that there were no significant impacts, which is in line with the survey on community concerns about health, safety, and well-being.

Although the Company's operations do not pose any concerns for the community's health, safety, and well-being, the Company must actively engage with the community and listen to their feedback on various issues in order to build a good relationship between the Company and the surrounding communities. This will help create understanding, support, and sharing based on the promotion of a better quality of life.



Vulnerable groups (disabled persons, pregnant women, and individuals with health issues): The Company provides job opportunities and benefits while taking care of a fair working environment and treatment for all employees without discrimination.

- **Disabled persons:** The Company supports the employment of disabled persons, with 43 employees, accounting for 1.24% of the total workforce as of December 2022. The Company also ensures a suitable working environment and basic convenience for disabled employees, without discrimination.



Plant	Number of employees	Number of the disabled	Percentage
Headquarter	1,215	1	0.08
Sai 5	564	19	3.36
Ta Phra	230	4	1.74
Chainat	361	4	1.10
Yasothon	897	13	1.44
Buriram	188	2	1.06
Total	3,455	43	1.24

Note: Information disclosed according to GRI 412-1 Number of related persons under respect for human rights review.

The Company provides and supervises basic conveniences for disabled employees for their convenience in daily life, such as:



Ramps for disabled persons



Bathrooms for disabled persons

The Company also provides guidance on working methods to ensure that disabled employees can work effectively in various organizational units.

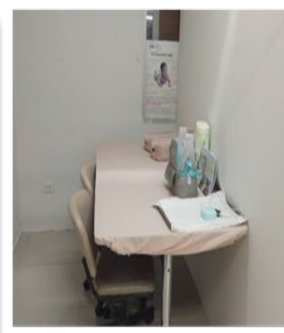
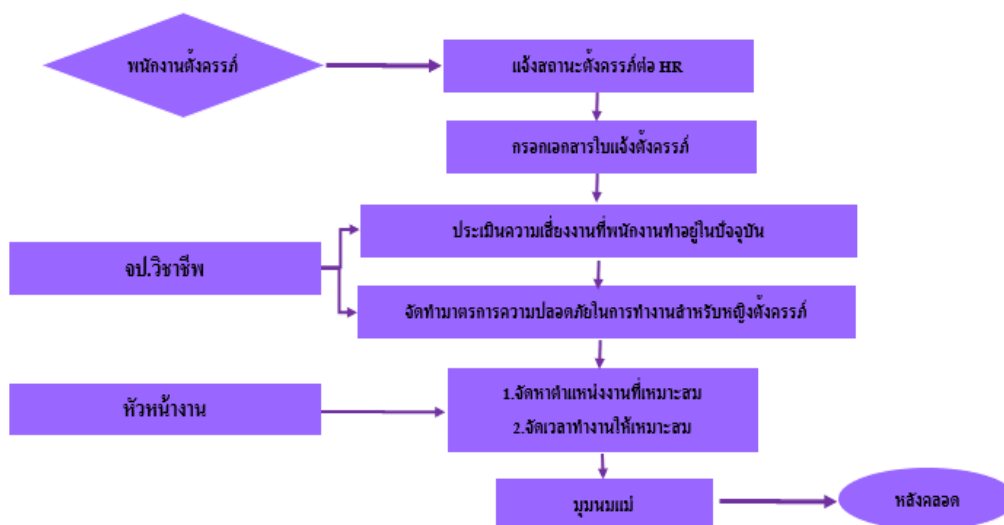
This includes supervising the development of employees' competency by conducting operational training for employees with disabilities by supervisor.



Prepare work guidance for disabled persons

- **Pregnant employees:** The Company has established a process for notifying pregnancy in order to assess the working conditions, work practices, and environmental factors to ensure safety in the workplace and care for the health of pregnant women. The Company also evaluate risks and consider job transfers or provide necessary conveniences in all departments, as well as providing a breastfeeding corner with amenities for mothers after giving birth.

**Notification process:**



- **Employees with health issues:** The Company has considered appropriate changes in work practices and environment, prioritizing the health of employees. Employees with health problems can take sick leave and receive compensation for more than 30 days, and those with severe illnesses are entitled to benefits (as specified by the Company).



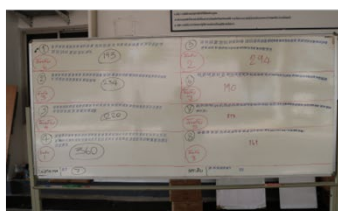


4. Ensure that employees receive basic rights and safety in the workplace by providing safety equipment (additional) for employees who work in standing positions for long periods of time, such as standing while assembling or cutting, by providing soft floor mats for safety according to ergonomic principles.



5. Support and provide freedom of thought for employees through the election of a welfare committee in the workplace, which serves as a medium for expressing employees' opinions, as well as providing channels for employees to express complaints, along with giving employees the opportunity to participate in expressing their opinions through evaluations related to human rights issues.

In this regard, voters for the Welfare Committee and the Security Committee were beyond the target of 70% (as detailed in the table below). In addition, the Company supports holding meetings at least four times a year, or more in the case of additional agendas, where the committee members represent employees in expressing their opinions and presenting beneficial ideas for both employees and the Company.



Welfare committee meeting conducted four times/year

Factory	2021		2022	
	Number of meetings	Average attendees/meeting	Number of meetings	Average attendees/meeting
Head Office	4	5	4	5
Sai 5	8	7	5	10
Tha Phra	8	5	5	5
Chai Nat	4	12	12	11
Yasothon	7	7	4	10
Buriram	4	5	4	5

To ensure that all employees have the right to express their opinions or complaints, including reporting unfair treatment, the Company has provided suggestion boxes in every factory. All opinions or complaints will be considered and addressed fairly, with a designated time for opening the boxes **once a week**. This is to ensure that every opinion or complaint is addressed and resolved promptly.



The number of complaints in 2022 of ...20.... issues which have been considered and addressed completely.

Factory/Branch	Number of suggestion boxes	Number of issues in 2020	Number of issues in 2021	Number of issues in 2022
Head office/PC	1	-	1	-
Sai 5	5	2	3	2
Tha Phra	2	1	-	1
Chai Nat	1	10	5	-
Yasothon	3	5	6	16
Buriram	3	5	3	1
Total	15	23	17	20

6. The Company has provided opportunities for employees to express their opinions in dimensions related to human rights through the evaluation of basic rights/safety of their life and property in workplace, as well as feedback on their supervisors.

- Safety of life and property while working inside the factory

Factory/Branch	No. 1/2022	No. 2/2022	No. 3/2022	No. 4/2022	Average
Head office	83.00	83.20	89.90	81.70	82.20
PC	84.50	85.50	85.70	87.40	85.79
Sai 5	71.51%	71.78%	69.47	72.60	71.34
Tha Phra	69.61%	80.85%	80.96	77.20	77.17
Chai Nat	73.12%	75.10%	70.00	74.80	73.25
Yasothon	69.80%	69.80%	75.40	73.90	72.23
Buriram	58.98%	75.80%	80.02	80.8	77.38
Total	72.93%	77.40%	77.37	77.38	77.05

- Fair treatment of subordinates by supervisors

Factory/Branch	No. 1/2022	No. 2/2022	No. 3/2022	No. 4/2022	Average
Head office	85.40	85.30	83.80	83.80	84.60
PC	83.20	84.40	83.20	85.10	84.00
Sai 5	78.17	74.56	73.62	70.90	74.32
Tha Phra	63.99	73.74	76.03	69.50	70.82
Chai Nat	68.26	69.5	66.02	68.70	68.12
Yasothon	63.2	69.7	68.00	71.80	68.18
Buriram	37.90	69.90	70.50	72.50	68.99
Total	68.58	76.40	74.45	74.80	74.66

- Supervisors listen to opinions and feedback from subordinates

Factory/Branch	No. 1/2022	No. 2/2022	No. 3/2022	No. 4/2022	Average
Head office	86.20	85.70	84.20	84.80	85.20
PC	84.20	84.90	84.10	85.80	84.76
Sai 5	77.66	75.06	74.26	72.30	74.84
Tha Phra	65.60	74.20	75.92	71.30	71.76
Chai Nat	71.33	70.60	66.56	65.80	68.57
Yasothon	66.00	70.30	68.7	71.90	69.23
Buriram	40.00	70.20	73.50	74.10	70.94
Total	70.14	77.00	75.32	74.80	75.37

All comments and evaluations were recorded and acted upon by the Company to prevent negative impacts.

Factory/Branch	Issues	Actions
Head office/PC	<ul style="list-style-type: none"> <li>• Shelves overflow from the area</li> <li>• Emergency light (broken)</li> </ul>	<ul style="list-style-type: none"> <li>• Clear items from the area</li> <li>• Replace 16 spare batteries to be ready to use.</li> </ul>
Sai 5	<ul style="list-style-type: none"> <li>• Pick up and drop off vehicles</li> </ul>	<ul style="list-style-type: none"> <li>• Check the vehicle condition (twice a year)</li> </ul>
Tha Phra	<ul style="list-style-type: none"> <li>• Drinking water smells of chlorine</li> </ul>	<ul style="list-style-type: none"> <li>• Organize a timeline label for changing filters, clean the water purifier, and conduct testers in drinking water from the filter every day.</li> </ul>
Chai Nat	<ul style="list-style-type: none"> <li>• Fire exits are not up to standard</li> </ul>	<ul style="list-style-type: none"> <li>• Organize push-out fire exits according to standard.</li> </ul>
Yasothon	<ul style="list-style-type: none"> <li>• Smoke from nearby grass burning enters the factory</li> </ul>	<ul style="list-style-type: none"> <li>• Notify relevant authorities and talk with nearby villagers for mutual understanding.</li> </ul>
Buriram	<ul style="list-style-type: none"> <li>• Smelly water stagnates around the factory</li> </ul>	<ul style="list-style-type: none"> <li>• Remove the leaves and drain the water according to the level of the water meter.</li> </ul>



สำนักงาน

- ดำเนินการเคลียร์เครื่องออกจากพื้นที่
- เปลี่ยนเบคคาล์วสำรองให้พร้อมใช้งาน จำนวน 16 ตัว

โรงงานสาย 5

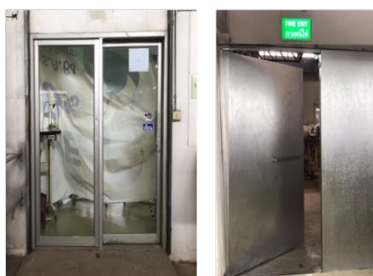
- HR และ สก.ร่วมตรวจสอบสภาพรถรับ ส่ง ให้มีความพร้อมใช้งาน รวมถึงรักษาความสะอาดภายในรถ

โรงงานท่าพระ

- ทำความสะอาดเครื่องกรองน้ำ และมีการทดสอบสภาพกลับเป็นประจำวัน

โรงงานชัยนาท

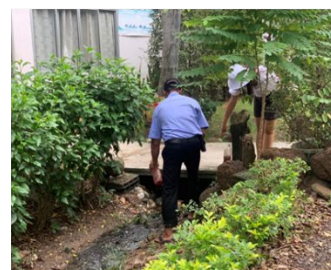
- ปรับเปลี่ยนประตูปลิไฟ ให้เป็นไปตามมาตรฐานความปลอดภัย

โรงงานยโสธร

- ร่วมกับหน่วยงานที่เกี่ยวข้องเข้าร่วมพูดคุยทำความเข้าใจกับชุมชนเรื่องขอความร่วมมืองดเผาเศษหญ้า

โรงงานบุรีรัมย์

- กำหนดกระบายน้ำ และตัดเศษใบไม้ ไม่ให้เน่าส่งกลิ่นเหม็น



Based on the results of the evaluation of satisfaction with basic rights, fairness of supervisors, and listening to opinions and feedback from subordinates, the Company has provided training for all supervisors at every branch factory on **leadership skills**. The course content covers topics such as not violating human rights, avoiding discrimination and derogatory language, fairness, and listening to opinions and feedback from subordinates.

Factory /Branch	Date of training	Number of attendees
Head office/PC	7/7/2022	57
Sai 5	29-30/9/2022	54
Tha Phra	25, 30/5/2022	29
Chai Nat	23/9/2022	56
Yasothon	15-16/6/2022	98
Buriram	14/6/2022	12
Total		306

Note: Information disclosed according to GRI 412-2 Employee training on human rights policies or procedures.



7. The Company sets guidelines for protecting and accessing the personal data of employees and other related parties in accordance with the PDPA policy, recognizing the importance of human rights to privacy and personal data protection. This is to ensure that the Company is transparent and responsible in collecting, using, or disclosing data (under the Personal Data Protection Act) by declaring a personal data protection policy and strictly adheres to it in practice and operations. ([www.sabina.co.th/page/privacypolicy](http://www.sabina.co.th/page/privacypolicy))



#### พนักงาน

ลงนามยินยอมของผู้สมัคร และการจัดเก็บประวัติพนักงาน



#### ลูกค้า

ประกาศนโยบาย PDPA ให้รับทราบในเวปบริษัทฯ



#### ลูกค้า

จัดทำระบบการจัดเก็บขอความยินยอมการใช้ข้อมูลส่วนบุคคลของลูกค้าผู้เกี่ยวข้องอื่นๆ



#### ผู้เกี่ยวข้องอื่นๆ

จัดทำป้ายแจ้งการบันทึกภาพ(กล้องวงจรปิด) ภายในโรงงาน

8. The Company specifies that there is monitoring of performance and reporting of human rights activities for management to review policies and operations continuously.

**Performance in 2022:** The Company's achievements are as follows:

1. The Company has not received any complaints of human rights violations within the Company, from employees, customers, partners, communities, and vulnerable groups.
2. There have been no discriminatory practices in hiring diverse labor or underpaying workers under labor laws.
3. There has been provision of benefits and fair performance evaluations. In 2022, employees with disabilities received performance evaluations for the year to adjust salaries and bonuses, and received equal benefits as regular employees.

Factory	Number of disabled employees	Grade A	Grade B	Grade C	Grade D
Head office	1		1	-	-
Sai 5	19	1	10	-	8
Tha Phra	4	1	1	-	2
Chai Nat	4	1	2	-	1
Yasothon	13	1	4	6	2
Buriram	2	-	1	-	-
<b>Total</b>	<b>43</b>	<b>3</b>	<b>28</b>	<b>4</b>	<b>1</b>

Note: Information disclosure according to GRI 406-1 No discrimination incidents and corrective actions.

Employees with disabilities have the right to receive benefits from the Company equally as regular employees.

Factory	Benefits	Number of recipients	Amount
Head office	-	-	-
Sai 5	Medical expenses	1 person	500 baht
Tha Phra	Medical expenses	1 person	800 baht
	Loan	1 person	6,000 baht
Chai Nat	Medical expenses	1 person	1,500 baht
	Welfare loan	1 person	6,000 baht
Yasothon	Medical expenses	4 persons	4,860 baht
	Welfare loan	1 person	86,000 baht
	Sick leave visit	2 persons	1,000 baht
Buriram	-	-	-
<b>Total</b>		<b>12 persons</b>	<b>106,660 baht</b>

Note: Information disclosure according to GRI 406-1 No discrimination incidents and corrective actions.

4. The Company provides freedom and supports the expression of opinions through the election of a welfare committee and other channels.

Factory	Number of employees who vote	
	Welfare committee	Safety committee
Head office	Appointed due to limited number of candidates	Appointed due to sufficient number of candidates
Sai 5	Elected on 28/12/22, with 89.00% of employees voting	Elected on 10/07/21, with 99.00 % of employees voting
Tha Phra	Elected on 19/2/21, with 92.68%	Appointed on 4/10/21 due to limited number of candidates
Chai Nat	Elected on 20/5/22, with 99.10%	Appointed on 1/10/21 due to limited number of candidates
Yasothon	Elected on 7/6/21, with 95.20%	Appointed on 1/12/22 due to limited number of candidates
Buriram	Appointed on 26/11/21 due to limited number of candidates	Appointed on 10/08/22 due to limited number of candidates

Note: Information disclosure according to GRI 407-1 The right to form an association and bargaining that may be risky for the operations and suppliers.

5. No violation of rights and no personal data leaks have been found in accordance with the PDPA regulations, both for employees and other related parties.

6. The goal of achieving a level of employee satisfaction with basic rights has been reached at 75%.

2022 Evaluation Results Table

Factory/Branch	No. 1/2022	No. 2/2022	No. 3/2022	No. 4/2022	Average
Head office	86.7	87.2	85.8	85.9	86.4
PC	87.8	88.9	88.0	90.3	88.96
Sai 5	75.7	75.9	75.1	73.9	75.15
Tha Phra	69.2	79.2	81.6	75.4	76.32
Chai Nat	75.9	76.0	72.2	75.5	74.89
Yasothon	71.6	74.0	74.5	75.0	73.78
Buriram	72.3	76.5	77.6	78.67	76.20
Total	78.8	80.9	79.4	79.9	79.75

In this regard, the Company does not employ child labor below the legal age limit, does not use forced labor, and has not found any cases of sexual harassment or threats, thus certifying its labor standards.

- Tha Phra factory has been certified with Thai labor standards.
- Sai 5 factory has been certified with Wrap standards.



- Yasothon factory, Chai Nat factory, and Tha Phra factory has been certified with SEDEX standards.

In addition, due to the implementation of various measures to protect human rights, the Company has not received any complaints regarding the violation of labor rights. This has resulted in collaboration and the absence of labor disputes. As a result, the Company has been awarded the Outstanding Labor Relations and Welfare Establishment Award in 2022 by the Ministry of Labor.

- Yasothon factory has received the award for 17 consecutive years.
- Tha Phra factory has received the award for 15 consecutive years.
- Sai 5 factory has received the award for 13 consecutive years.

## Corporate Governance

### Code of Conduct

#### Mission and Objectives:

Sabina Public Company Limited, a manufacturer and distributor of women's lingerie, is committed to conducting business with integrity and transparency towards all stakeholders, including shareholders, employees, customers, business partners, and/or creditors, as well as society and the environment. The Company has established its codes of conduct for responsibilities towards each stakeholder and has communicated these principles of responsibility to all levels of the Company's employees and related parties to serve as guidelines for ethical business conduct. This also serves as a guide for the board of directors, executives, and employees to uphold appropriate and ethical practices in the future. The Company's codes of conduct are as follows:

1.Ethics and Business Code of Conduct	
1.1 Business Conduct Guidelines	1.2 Anti-Bribery and Corruption Policy
2.Company Code of Conducts	
2.1 Compliance with Applicable Laws, Company Rules, and Relevant Regulations	2.2 Conflict of Interest
2.3 Responsibility for Company's Assets	
3. Code of Conduct towards Stakeholders	
3.1 Code of Conduct for Responsibility to Shareholders	3.2 Code of Conduct in Responsibility towards the Employees
3.3 Code of conduct on Responsibility towards the Customers	3.4 Code of Conduct on Responsibility towards Business Partners and / or Creditors
3.5 Code of Conduct on Responsibility towards Competitors	3.6 Code of Conduct on Social and Environmental Responsibility
3.7 Code of Conduct for Occupational Health and Safety Responsibilities	
4.Code of Conduct for Employees	
5.Ensuring Compliance with Codes of Conduct	
6.Whistleblowing, Complaints, and Protection of the whistleblower	
7.Discipline	

(See more details on the code of conduct on the Company's investor relations website under the topic good corporate governance <http://investor.sabina.co.th/th/corporate-governance/cg-report-and-download>)

#### Objectives for 2022:

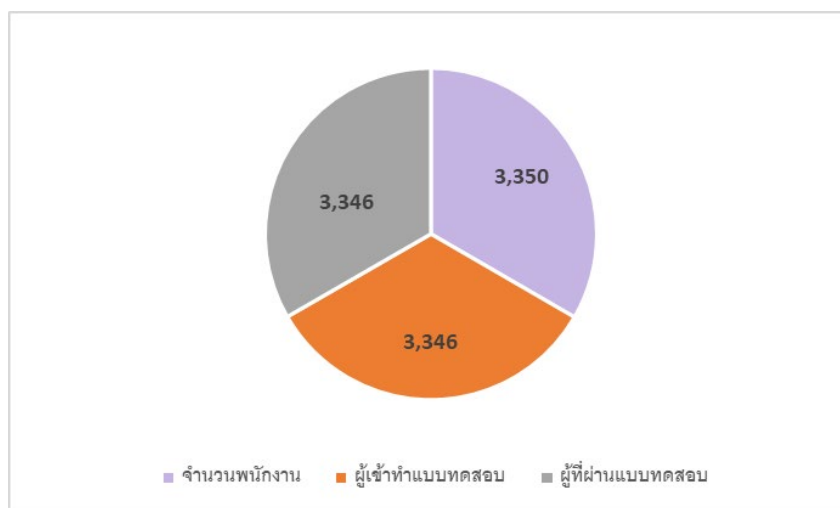
1. Ensure compliance with business ethics and codes of conduct within the organization.
2. Communicate and promote business ethics and codes of conduct to all employees within the organization to achieve 100% awareness.
3. Ensure that employees understand business ethics and codes of conduct by measuring their knowledge through a test with a minimum score of 8.

#### Operations to ensure compliance with the Code of Conduct:

1. Specify that all board members, executives, and employees must be informed, understand, and comply with the codes of conduct strictly. Anyone who violates the established code of conduct will be subject to strict disciplinary action and may also face legal consequences if the act is unlawful.
2. Establish measures for reporting grievances, complaints, violations of the law, code of conduct, or behavior that may lead to corruption or misconduct of the Company's personnel, related parties, and stakeholders, and protect whistleblowers by providing channels for filing complaints and suggestions through the internal audit department responsible for receiving complaints and suggestions.
3. The board of directors requires an annual review of the code of conduct manual, and requires a report on compliance with the code of conduct to be submitted to the audit committee and the board of directors.
4. Conduct training and publicizes the business ethics and the code of conduct of the Company to ensure that employees in the organization are aware of and understand, through bulletin boards and the creation of brochures/posters for public dissemination.
5. Review the knowledge and understanding of business ethics and the code of conduct among all employees in the organization through a test for all employees.

#### Performance in 2022:

1. From the business ethics and code of conduct operations in 2022, it was found that the goal of ensuring that every board member, executive, and employee adheres to the specified business ethics was achieved.
2. Out of 3,350 employees, 3,346 participated in the business ethics and code of conduct test, which is 99.9%.



3. The test results for business ethics and code of conduct showed that 100% of participants passed the test, and the average score was 9.7 out of 10.

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## Compliance with Anti-Corruption Policy

### Mission and Objectives:

The Company and its subsidiaries have a policy to conduct business with integrity and transparency, prioritizing the benefits of the organization, and not supporting any operations that involve intellectual property infringement or political affiliations. The policy emphasizes the participation of everyone in the organization, raising awareness of the negative consequences of corruption and promoting good values without risking harm to the Company. All personnel of the Company and its subsidiaries are required to strictly follow this policy. Additionally, employees are also sent to participate in various courses organized by institutions to prevent corruption, for the purpose of studying, reviewing, and developing information disclosure about anti-corruption efforts.

The Company and its subsidiaries have communicated internally and externally in order to create knowledge and understanding among those who are involved with the Company and its subsidiaries, both in the public and private sectors. The Company and its subsidiaries do not provide, and/or do not allow to receive, any cash, goods, or benefits from business-related parties, whether it be from the government or private sectors. They also do not engage in any activities or actions that fall under the aforementioned scope, and do not demand, engage in, or accept any bribes for the benefit of the Company and its subsidiaries, themselves, their families, friends, acquaintances. If the employees do not comply with this policy, they will be subject to disciplinary action. The method of punishment will depend on the circumstances and environmental factors. At the same time, the Company and its subsidiaries do not have a policy of demoting, punishing, or giving negative consequences to employees who refuse to participate in corruption, even if it results in the Company losing business opportunities.

Currently, the Company and its subsidiaries are implementing an anti-corruption project at level 4, as follows:

Level 1: Committed – having policies as guidelines or commitments to work together towards the common goal of combating corruption.

Level 2: Declared – announcing to external parties and collaborators the intention to act on this matter.

Level 3: Established – implementing various measures to prevent possible corruption, as setting norms for acknowledgement.

Level 4: Certified – after implementing the aforementioned levels, the organization will be certified according to the 71 requirements of the Thai Private Sector Collective Action Against Corruption (CAC) to ensure that it operates fully according to these standards, continuously combating corruption. Sabina Public Company Limited was certified on July 10, 2015, and will be externally audited every three years. As of March 31, 2021, the Company passed its third certification renewal, and the certification will expire on March 30, 2024.



The Company participated in the certificate awarding ceremony of the 11th Coalition against Corruption of the Private Sector in Thailand, organized under the theme “Gathering the power of transparent business Pay, Attention to Anti-Corruption” on Wednesday, December 22, 2021, from 1:30 p.m. – 3:00 p.m. in online format via Zoom.



The Company and its subsidiaries have implemented policies and measures in practice, allowing each department to participate in determining their own operational procedures to ensure appropriate work control. The central guidelines of the organization have been established, and additional guidelines have been added to each department to ensure clearer operations. The directors of the Company and its subsidiaries have a policy of encouraging employees to conduct business transparently without seeking any personal benefits or profits that could lead to corruption. Policies have been established regarding the acceptance and giving of gifts, property, or any other benefits, as well as the process and control procedures to ensure confidence in the acceptance and giving of gifts, property, or any other benefits, which comply with the policies set by the Company and its subsidiaries and do not lead to corporate corruption.

In 2019, the Company invited its business partners to attend a meeting and listen to details about the CAC FOR SME project, and 48 companies expressed interest in joining the meeting. The Company invited Mr. Pana Rattanabunnagkul, Director of the CAC and CAC FOR SME, to provide information on the project. The meeting was held on July 4, 2019, at Room 702, Head Office Arunamarin building.



In 2022, the Company promoted the importance of implementing an anti-corruption policy within the organization and invited their business partners to participate in CAC. Five of their partners, namely Bangkok Foam Co., Ltd., Pen Asia Co., Ltd., Gemma Nit Co., Ltd., Freetex Elastic Co., Ltd., and Tekko Thailand Co., Ltd., expressed interest and agreed to sign a declaration of intention to conduct transparent business without any form of corruption and support the fight against corruption in the private sector. The Company is also working to help drive change in the public sector and be a part of the movement.

#### Goals for 2022:

1. **Maintain the standard of anti-corruption operations** evaluated by the CAC.
2. Communicate knowledge and evaluate the knowledge of anti-corruption measures to 100% of the personnel in the Company and its subsidiaries.
3. Communicate and express the Company's stance against corruption to 100% of all business partners.

#### Guideline

1. To promote transparency and fairness for all stakeholders and to prevent business interests and motivations from affecting the right to receive benefits and advantages in the future, the anti-corruption committee has collaborated to develop No Gift Policy. This involves sending emails to business partners and communicating with company personnel to create understanding and establish guidelines for receiving and giving gifts, assets, or any other benefits, as well as for hosting events.



บริษัท ซาบิน่า จำกัด (มหาชน)  
Sabina Public Company Limited

1 พฤศจิกายน 2565

เรื่อง ขอความร่วมมือองค์กรให้และรับของขวัญทุกประเภทในทุกโอกาส  
เรียน ท่านประธานกรรมการ กรรมการผู้จัดการ และท่านเจ้าของกิจการ ห้างร้าน ทุกท่าน

ตามที่ บริษัท ซาบิน่า จำกัด (มหาชน) และ บริษัท ซาบิน่า ฟาร์อีสท์ จำกัด ได้ให้ความสำคัญกับการดำเนินธุรกิจภายใต้หลักการกำกับดูแลกิจการที่ดี มีจรรยาบรรณและความโปร่งใสเป็นธรรม ในการดำเนินธุรกิจ มีการปฏิบัติต่อผู้เกี่ยวข้องและผู้มีส่วนได้เสียอย่างเท่าเทียมกัน รวมถึงได้รับการรับรองสถานะเป็นแนวร่วมปฏิบัติของภาคเอกชนไทยในการต่อต้านการทุจริต (Collective Action Coalition Against Corruption : CAC) โดยมีการประกาศนโยบายต่อต้านคอร์รัปชันทุกรูปแบบทั้งทางตรงและทางอ้อม ตั้งแต่ปี 2558 นั้น

เพื่อให้เกิดความโปร่งใสเท่าเทียมและเป็นธรรมต่อผู้มีส่วนได้เสียทุกกลุ่ม และป้องกันการเอื้อประโยชน์ทางธุรกิจ และแรงจูงใจต่อการได้รับสิทธิและผลประโยชน์ในโอกาส บริษัทฯ ขอความร่วมมือจากท่านงดการให้และรับของขวัญทุกประเภทและทุกโอกาส แก่กรรมการ ผู้บริหาร และพนักงาน โดยมีรายละเอียดดังนี้

1. ไม่ให้และ ไม่รับทรัพย์สิน สิ่งของ ส่วนแบ่งหรือสินบนต่างๆ และผลประโยชน์อื่นใด
2. ไม่ให้และ ไม่รับกระเช้าทุกประเภท ทองคำ เงินสด เช็คของขวัญ บัตรของขวัญ ของขวัญ/ของกำนัล แพคเกจท่องเที่ยว ค่ำคืนเครื่องบิน บัตรรับประทานอาหาร เบเกอรี่ ฯลฯ

หากได้รับการร้องเรียนจาก กรรมการ ผู้บริหาร พนักงาน และผู้มีส่วนได้เสียทุกกลุ่ม บริษัทฯ จะทำการสืบสวนข้อเท็จจริง หากพบว่าข้อกล่าวหาหรือหลักฐาน มีเหตุผลอันควรเชื่อได้ว่าผู้ที่ถูกกล่าวหาได้กระทำการละเมิด นโยบายต่อต้านคอร์รัปชันจริง กรณีผู้มีส่วนได้เสียทุกกลุ่ม บริษัทฯ จะพิจารณาในการดำเนินการดำเนินธุรกิจร่วมกัน กรณีกรรมการ ผู้บริหาร และพนักงาน จะพิจารณาตามระเบียบของบริษัทฯ ต่อไป

ในโอกาสนี้ บริษัทฯ ขอเชิญชวนทุกท่านเข้าเป็นแนวร่วมปฏิบัติของภาคเอกชนไทยในการต่อต้านการทุจริต โครงการ CAC FOR SME ผ่านทางเว็บไซต์ของสมาคมส่งเสริมสถาบันกรรมการบริษัทไทย (www.thai-iod.com) เพื่อร่วมกันเป็นส่วนหนึ่งในการสร้างมาตรฐานการประกอบธุรกิจอย่างมีคุณธรรม และจริยธรรมตามหลักธรรมาภิบาลที่ดี

บริษัทฯ ขอขอบพระคุณทุกท่านเป็นอย่างสูงและหวังเป็นอย่างยิ่งว่าจะได้รับความร่วมมือจากทุกท่าน

ขอแสดงความนับถือ



(นายสมคิด หงส์เกียรติศักดิ์)  
ประธานคณะกรรมการต่อต้านทุจริตคอร์รัปชัน



(นางสาวดวงดาว มหะนาวานนท์)  
ประธานเจ้าหน้าที่บริหาร

บริษัท ซาบิน่า จำกัด (มหาชน)

สำนักงาน : 12 ถนนสุขุมวิท แขวงคลองตันใต้ เขตคลองตัน กรุงเทพมหานคร 10700  
โรงงาน : 177 Moo 8 ซ.เวียงไค่ อ.บึงสามพัน จ.ยะลา 97130  
โรงงาน : 236 Moo 10 ซ.สุโขทัย อ.เมืองยะลา จ.ยะลา 97000

Sabina Public Company Limited

OFFICE : 12 Anuram Road, Anuram, Bangkok 10700, Thailand Tel: (02) 4229400, Fax: (02) 4345911, 4349312  
FACTORY : 177 Moo 8, Wangkham, Hala, Chantel 17130 Tel: (056) 437156-8 Fax: (056) 437159  
FACTORY : 236 Moo 10, Doong, Maeng Yaoborn, Yachorn 35000 Tel: (045) 582566-70 Fax: (045) 582569

Note: Information disclosure according to GRI 205-2 Communication and training on anti-corruption policies and procedures.

The details are as follows:

- Personnel of the Company and its subsidiaries strictly adhere to policies related to anti-corruption, including the refusal of gifts, assets, benefits, or welcoming parties.
- The Company and its subsidiaries establish policies regarding the receiving of gifts, assets, benefits, or welcoming parties to minimize the impact on decision-making and to avoid conflicts of interest.
- The Company and its subsidiaries prohibit the receiving of gifts or assets bearing the Company's logo or as a means to maintain business relationships or follow traditions and morals.
- Gifts, assets, or benefits must not be in cash or cash equivalent and must not violate any laws.
- Welcoming parties must not have any commitments or create a sense of obligation to reciprocate in a corruptive manner, and must not violate rules, regulations, and laws.
- In the case of selection, negotiation of prices, procurement, supply of goods, raw materials, sales areas, or any other benefits provided to the Company and its subsidiaries, no demands for gifts, assets, benefits, and welcoming parties should be made to obtain special privileges that should not be granted, or to enter into agreements that result in non-compliance with established standards, regulations, and rules.
- The Company and its subsidiaries have communicated and publicized to its employees and individuals involved in the operations to create understanding and practices regarding the receiving of gifts, assets, benefits, and welcoming parties for the Company and its subsidiaries.
- Personnel of the Company and its subsidiaries are prohibited from giving or accepting any form of bribes or conveniences in conducting the business of the Company, except for transparent, honest, and lawful dealings with government agencies.
- Personnel of the Company and its subsidiaries must not engage in any business that may create conflicts of interest with the Company, directly or indirectly, and must not use their position for personal gain. They must avoid any business that may create conflicts of interest that could affect decision-making, as well as any transactions or dealings, whether on their behalf or as legal entities in which they have an interest.
- The Company and its subsidiaries have a policy against hiring or appointing government officials who are still in office to work within the company.

2. The management, internal audit department, and the anti-corruption committee are responsible for continuously examining and assessing the risks of corruption. They must be vigilant of the aforementioned risks and strictly comply with regulations, presenting assessment results to the audit committee and reporting to the company's board of directors every quarter. Additionally, they must promote and instill a sense of consciousness within the organization to work together to develop the company further.

3. The Company and its subsidiaries have implemented measures for reporting and addressing grievances, complaints, violations of regulations, laws, ethics, or behaviors that may lead to corruption or misconduct by employees, related persons, and stakeholders. **The channels for reporting complaints and suggestions** are as follows:

- **Email to the Internal Audit Department:**
- [GRP\\_AUDIT\\_HO@sabina.co.th](mailto:GRP_AUDIT_HO@sabina.co.th)
- Letter sent by post to the **Internal Audit Department**  
Head office No.12 Arun-Amarin Rd., Arun-Amarin, Bangkoknoi, Bangkok 10700
- Line @SABINA AUDIT 191
- Directly report to the Internal Audit Department staff in person or via telephone at **02-422-9400** to have the complaint recorded as evidence.

4. The Company has established **measures to protect complainants**, as follows:

- In order to protect the rights of complainants and informants who act in good faith, the Company will not disclose any information that may identify the complainant or informant, including their name, address, or any other information that may reveal their identity. The Company will also keep the information of complainants and informants confidential, which will be protected from retaliation, such as position change, job description, workplace relocation, suspension, threats, harassment, termination, or any other unfair treatment related to the complaint. Such information will be limited to the internal audit department only, which is responsible for investigating and accessing such information.
- In cases of complaints regarding wrongdoing by high-level executives, the audit committee will be responsible for protecting the whistleblower, complainant, witnesses, and individuals providing information in the investigation, from any harm or retaliation that may arise from reporting the complaint. The complaint should be submitted directly to the audit committee and will be recorded by the committee secretary for direct reporting to the committee.

5. The Company **will disseminate anti-corruption policies** to its personnel, relevant parties, and stakeholders of the Company and its subsidiaries for their acknowledgement. The dissemination will be carried out through the following channels:

**Internal departments:**

- Announcements through the Company's electronic media.
- Posting announcements of the Company and its subsidiaries in prominent locations.
- Spreading the news through the communication channel.
- LINE@ account of the Company

- Conducting orientation programs for new employees.
- Providing training or communication to disseminate anti-corruption policies, business ethics, and the code of conduct, as well as annual risk management training to personnel of the Company and its subsidiaries to ensure that everyone is aware and emphasizes compliance with the measures mentioned above.

**External departments:**

- Announcement through the Company's website
- Email notifications to business partners
- Annual reports of the Company (56-1 One Report)

**Performance in 2022:**

1. Conduct training for personnel of the Company and its subsidiaries on anti-corruption measures, business ethics and the code of conduct, including risk management. In 2022, the following training has been organized:

- Pin Klao Office on 31 October 2022
- PC on 31 October 2022
- Sai 5 Factory on 31 October 2022
- Tha Phra Factory on 31 October 2022
- Chai Nat Factory on 31 October 2022
- Yasothon Factory on 31 October 2022
- Buriram Factory on 31 October 2022

In this regard, 100% of the total number of personnel has been trained. The details of operations in previous years are as follows:

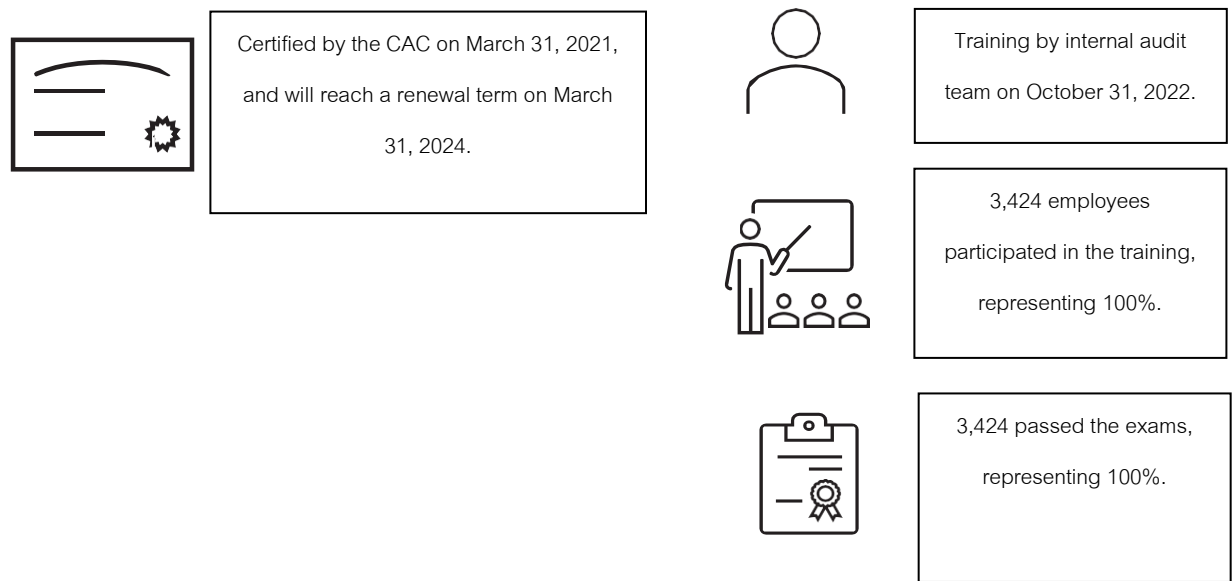
Plant	2018		2019		2020		2021		2022	
	Employees	%	Employees	%	Employees	%	Employees	%	Employees	%
Pinklao office	347	100%	350	100%	353	100%	336	100%	352	100%
Salee staff (PC)	1,143	100%	1,155	100%	1,078	100%	866	100%	843	100%
Sai 5	723	100%	776	100%	645	100%	468	100%	573	100%
Ta Phra	364	100%	372	100%	309	100%	238	100%	229	100%
Chainat	520	100%	531	100%	411	100%	336	100%	349	100%
Yasothon	1,111	100%	1,112	100%	1,008	100%	859	100%	899	100%
Buriram	233	100%	307	100%	225	100%	166	100%	179	100%
<b>Total</b>	<b>4,441</b>		<b>4,603</b>		<b>4,059</b>		<b>3,269</b>		<b>3,424</b>	

Note: Information disclosure according to GRI 205-2 Communication and training on anti-corruption policies and procedures.

2. Communicate and show intentions to business partners on corruption by notifying electronic mail to all 943 business partners (100%)

**Guidelines for monitoring and evaluating work performance in accordance with the anti-corruption practices:**

The Company establishes guidelines for internal control assessment and monitoring and evaluation of work performance in accordance with the anti-corruption practices. The internal audit department is responsible for examining the internal controls and providing continuous recommendations for the annual audit, approved by the audit committee. If an investigation of complaints with supporting evidence reveals any significant financial or operational impact on the company, the audit committee must report the findings to the Board of Directors and take corrective actions within a reasonable time frame.





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Attachment 7

Report of the Board of Directors

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## Report of the Board of Directors

The past year of 2022 was a year of hope for a return to normalcy and a readiness to grow again after we had to endure the COVID-19 pandemic that could not be controlled or predicted for over three years. In the first quarter of this year, we were still impacted by the new wave of COVID-19, the Omicron variant, but entering the second quarter, we are confident in our ability to adapt and adjust to a satisfactory level. Moreover, various policies to support tourism have led to an overall improvement and movement in the economy, as reflected in the growth of sales and profits, showing that Sabina understands and can cope with various situations excellently. This is due to the organization's culture and belief where we constantly plan and adjust our work in both the short and long term to be in line with changes. As Charles Darwin once said, *"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change."*

In 2022, Sabina Public Company Limited was able to maintain its operational standards in line with expectations through great cooperation both within and outside the organization. The total revenue in 2022 grew by 19.96% or 530.05 million baht compared to 2021, with a total revenue of 3,185.72 million baht. The net profit generated in 2022 was the highest ever achieved, reaching 13.10%, or a net profit of 417.22 million baht. This is considered the highest profit record that the company has ever achieved and a good omen for the company's rapid growth in the following year.

Based on the company's performance, the Board of Directors passed a resolution to pay a dividend of 1.20 baht per share. However, since the Board has already passed a resolution to pay an interim dividend of 0.61 baht per share, it should be proposed to the Annual General Meeting of Shareholders on April 25<sup>th</sup>, 2023 to approve the payment of an additional dividend of 0.59 baht per share, with the payment date set for May 19<sup>th</sup>, 2023.

In the field of skill development of the company workers. Especially sewing workers have been continuously developed. By focusing on the principles of development for skilled employees through training to promote the company to be a learning organization with mergers and acquisitions working together as single unit to make the most of the resources and reduce the amount of handover to ensure accuracy in the work process and increase the speed in doing more work and focused on using agile management principles, a process that will help work faster which will enable faster product development and better response to users' needs. Design thinking or design thinking to be applied in every work process.

And the company still adheres to conducting business with transparency, fairness, and accountability under the principles of good governance along with social and environmental responsibility resulting in the company get an assessment result corporate governance is at the "excellent" level, outstanding performance in environmental, social and governance from the institution, received an assessment of corporate governance at the level of "Excellent" EXCELLENT CG SCORE for the fifth year

(2018-2022) from the Thai Institute of Directors Association (IOD) in conjunction with the Stock Exchange of Thailand and the Office of the SEC.

In 2022, Sabina was proud to be selected to receive the Commended Sustainability Excellence Award for the year 2022 from the Stock Exchange of Thailand. This award is given to registered companies that have excelled in sustainable development and demonstrated good corporate governance, taking into account the well-being of all stakeholders, to achieve economic growth while balancing social and environmental development. This reflects the implementation of sustainable strategies in managing the business, having a good risk management process, adapting and creating opportunities for competition through business innovation, as well as emphasizing the importance of caring for stakeholders in both the community and society.

Another source of pride for SABINA is the Outstanding Investor Relations Awards 2022 from the 19th SET Awards 2022, organized by the Stock Exchange of Thailand in collaboration with Money and Banking magazine. The award recognizes registered companies with excellent investor relations activities, which are evaluated based on the importance of the organization's participation in business operations and feedback from investor relations contacts, such as analysts and institutional investors. The award survey measures user satisfaction with various aspects, including data quality, management and team characteristics toward investor relations work, communication channels' diversity and effectiveness, as well as policies that benefit shareholders and investors. The survey collects opinions from targeted groups of analysts and institutional investors.

On behalf of the company's board of directors, management, and employees, we pledge to operate our business under the principles of good governance, guided by the company's vision of "We determine to create product value with modern innovation to strengthen consumer confidence for better daily life. We also place importance upon business operations with growth and sustainable profitability." We would like to express our gratitude to our shareholders, customers, partners, and all parties who have trusted and believed in our company's potential over the years. We are ready to lead Sabina to become a regional brand and another source of pride as a Thai brand for Thai people.



(Mr. Viroj Thanalongkorn)

Chairman of the Board Directors.

Attachment 8

Report of Audit Committee

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### Report of Audit Committee for the year 2022

Audit Committee of Sabina Public Company Limited, which is comprised of four independent directors (Miss Raweewan Pinyopanakul, Mr. Yuttana Adipat, Mr. Somchai Vanawit and Ms.Pensri Suteerasan), performed the critical duties assigned from the Board of Directors, i.e. reviewing of financial statement and information disclosure, reviewing of corporate governance, reviewing of internal control and internal audit, reviewing of conflict of interest among related parties, reviewing of risk assessment system, and appointment of auditors for the year 2023. There were four Audit Committee Meetings in 2022 (in one agenda in the fourth meeting, audit committee held the meeting with the company's auditor without the presence of the company's Management). Audit Committee's performance of duty in 2022 can be summarized as below:

1. Reviewing of quarterly financial statement and annual financial statements for the year 2022

Audit Committee reviewed quarterly financial statements and annual financial statements for the year 2022 which were prepared based on Thai Financial Reporting Standards (TFRS) consistent with International Financial Reporting Standards (IFRS) and complying with the laws and regulations, accounting standards and financial reporting standards set forth by the Securities Exchange Commission (SEC). In addition, Audit Committee held the meeting with the auditor without the presence of the company's Management.

2. Reviewing of corporate governance

Audit Committee reviewed and supervised to ensure that the company adhere to its article of association, regulations of Securities Exchange Commission (SEC), regulations of Stock Exchange of Thailand (SET), related laws, and principles of good governance, that disclosure of information and related party transactions according to the announcement of SEC and SET are done precisely, comprehensively, and timely, and that the company focuses on transparency and fairness in its business conduct.

3. Reviewing of internal control and internal audit system

Audit Committee reviewed the company's internal control system and found that the company's internal control system is appropriate and adequately rigorous. Audit Committee agreed to the company's annual audit plan and reviewed audit plan execution to ensure that the plan was accordingly implemented, as well as to follow up on the correction of control weaknesses previously found.

4. Reviewing of conflict of interests among connected parties

Audit Committee reviewed related party transactions and transactions with possible conflict of interests, including transactions or business arrangement between the company and directors, executive, or connected parties, according to the definition by the Stock Exchange of Thailand and related regulations on a quarterly basis and found that the company strictly complies with the

regulations set forth by the Stock Exchange of Thailand and the principle of corporate governance, as well as discloses such transactions to SET accurately and timely.

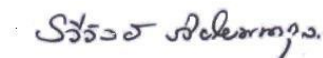
5. Reviewing of risk Assessment and management system

Audit Committee reviewed the company's risk assessment and management system by discussing with Management Board on a quarterly basis. Management Board assesses critical risk factors, probability of the occurrence, and severity of the impact to business so as to formulate the plan to prevent or management such risks if taking place.

6. Nomination of Auditor for the year 2023

Audit Committee selected and appointed AMT Associate Office to be a company's auditor, considering its satisfactory performance in the previous year. The committee reviewed qualifications of the auditor to ensure completeness and nominated to the Board of Director. The Meeting of Shareholders 2022 appointed Mrs. Nattsaruk Sarojnanchin, Mr. Chaiyuth Angsuwittaya, Ms. Daranee Somkumnerd, Ms. Jarunee Nuammea, Mr. Siramet Aukkarachotikulnun and Ms. Yaowaluk Somprasert Certified Public Accountant No. 4563, 3885, 5007, 5596, 11821 and 11902 respectively, of AMT Associate Office to be a company's auditor for the year 2023.

On behalf of Audit Committee



(Miss Raweewan Pinyopanakul)

Chairman of Audit Committee

Attachment 9

Report of the Nomination and Remuneration Committee



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## Report of the Nomination and Remuneration Committee.

Sabina Public Company Limited's Nomination and Remuneration Committee consists of four directors who are appointed by the Board of Directors. There are 3 independent directors as the Chairman and the Board of Directors, most of which consist of independent directors and one representative from the Executive Committee.

Consists of:      The first person: Mr. Somchai Vanavit, Independent Director, the Chairman of the Nomination and Remuneration Committee.

                         The second person: Mr. Yuthana Adipath, Independent Director, the Nomination and Remuneration Committee.

                         The third person: Miss Rawewan Piyayopanakul, Independent Director, the Nomination and Remuneration Committee.

                         The fourth: person, Mr. Bunchai Punturaumporn, Director of the Company, the Nomination and Remuneration Committee.

The Nomination and Remuneration Committee has established policies, criteria and methods for nominating company directors.

By considering the qualifications of the persons to be nominated for the position of the Board of Directors. Both in terms of personal status Knowledge, competence, experience, specialization related to a business or industry for the selection of persons with appropriate qualifications follow the selection criteria to propose to the Board of Directors and / or shareholders for consideration. Consider the appointment in the next case.

Duty of Nomination and Remuneration has the duty to consider compensation. Determine the format, criteria, remuneration and remuneration policy for the Board of Directors and sub-committees and management high level as appropriate is reasonable. Compared with the same industry whether the compensation is monetary or compensation in any other way. To consider and approve the determination of the annual remuneration of directors to propose to the Board of Directors for approval and or to the shareholders, as the case may be.

The Nomination and Remuneration Committee has performed in accordance with the scope of duties and full responsibility with care and freedom by taking into account the best interests of the company and stakeholders of all parties is important.



Mr. Somchai Vanavit

Chairman of the Nomination and Remuneration Committee

Attachment 10

Report of Risk Management Committee

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## Report of the Risk Management Committee

The Board of Directors has established a comprehensive risk management system throughout the organization tool is the implementation of the principles of good corporate governance and is a management tool, which increases the chance of success according to the company's objectives all directors, executives and employees are the owners of the risk. They are responsible for identifying events, analyzing, assessing opportunities and severity of impacts that may affect the business operations of the company and its subsidiaries, and define measures to limit preventive measures and control risks as a framework for action. Tasks in the administrative process the risks are covered throughout the organization and in accordance with various objectives, goals and strategic plans including an anti-corruption risk assessment of the company and its subsidiaries, as well as assessing the efficiency of risk management, monitoring the situation and as a result of risk factors that may change all the time by the company has determined that the chairman of the risk management committee must be independent directors only.

The Risk Management Committee of Sabina Public Company Limited consists of 4 directors who are appointed by the Board of Directors. which has an independent director as the chairman and is an executive committee of 3 persons consisting of :

1. Mr. Chakkris Uthayoplas, Chairman of the Risk Management Committee
2. Miss Duangdao Mahanavanont, Risk Management Committee
3. Miss Vachirawan Yamsri, Risk Management Committee
4. Mr. Somkid Pardungkiattisak, Risk Management Committee

By the Risk Management Committee is responsible for defining policies and guidelines for risk management covering all processes in the business plan in which the process of making a business plan have analyzed and identify the factors various risks Related to be used as a guideline to formulate strategies for risk management as well as provide assessing, monitoring, controlling and reporting risks to the Board of Directors at least once a year.

In 2022, the Risk Management Committee held a total of two meetings and achieved significant results as follows:

1. Reviewed the charter of the risk management committee to ensure suitability and support for the organization's efficient and effective risk management.
2. Reviewed risk assessment criteria to ensure appropriateness for changing situations.
3. Considered the impact of weather-related risks and various risk opportunities on the business.

4. Established and evaluated Key Risk Indicators (KRI) for each area.
5. Reviewed and approved reports on risk assessment concerning various risk opportunities and impacts.
6. Regularly reported operational results to the Audit Committee and the Board of Directors.



Mr. Chakkris Uthayoplas

Chairman of the Risk Management Committee

# SABINA

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 [@SabinaThailand](https://twitter.com/SabinaThailand)  [Sabina\\_ig](https://www.instagram.com/Sabina_ig)

