ESG Performance Report
for Listed Companies in 2024

SABINA PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024

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Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

Environmental policy and guidelines	:	Yes
Environmental guidelines	:	Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management, Air Quality Management, Noise Pollution Management

Sustainability Policy

Sabina Public Company Limited and its subsidiaries recognize the importance of conducting business within the framework of sustainable development principles. The company is committed to creating value across three key areas: economic, social, and environmental, based on good governance practices. This approach aims to foster stable and sustainable growth for the company, guided by sound principles.

The following operational guidelines have been established:

1.The company places great emphasis on ensuring sustainability in all processes throughout the supply chain. Additionally, it promotes and supports stakeholders across the company's business network to operate in accordance with sustainable development principles, thereby creating value, enhancing worth, and fostering sustainable growth for the company.

2.The company has established a committee to oversee efficient, transparent, and accountable management. It is committed to adhering to business ethics and anti-corruption policies, ensuring that all processes are traceable and auditable according to established standards. This is done to build trust and confidence among the company's stakeholders.

3.The company conducts its business with fairness, adhering strictly to laws, trade regulations, and fair competition practices. It rejects any benefits derived from unlawful operations, non-compliance with regulations, or unethical conduct.

4.The company promotes the respect for human rights in accordance with international principles and the Constitution of the Kingdom of Thailand, which guarantees and protects these rights. It is committed to upholding human dignity, rights, freedoms, and equality, ensuring non-discrimination against individuals regardless of gender, age, race, religion, skin color, beliefs, or opinions.

5.The company treats employees with fairness, recognizing them as a key factor in creating value and driving business success. As such, the company is committed to ensuring a safe working environment, fostering happiness, and promoting a high quality of life. It also focuses on developing employees' potential through various training programs to enhance their skills and providing equal opportunities for career growth and advancement.

6.The company places great importance on stakeholders and has identified stakeholder groups throughout the entire supply chain. This ensures that the needs of all stakeholders are met comprehensively. Additionally, the company has established channels for receiving feedback and complaints from stakeholders.

7.The company develops products that meet consumer needs, focusing on high quality and standardized services to ensure customer satisfaction. It is committed to producing sustainable and environmentally-friendly products.

8.The company promotes community and societal involvement to foster strength and sustainability. It actively participates in various activities, including initiatives that support employment, education, and community development.

9.The company places great importance on environmental quality management and actively promotes the prevention of environmental impacts resulting from its operations. This includes waste management, water management, energy management, and greenhouse gas management, among others. These practices are incorporated into the company's policies and operational guidelines.

10.The company encourages participation from all employees and external stakeholders in activities aimed at protecting and preserving the environment.

The company has established a structure for managing its greenhouse gas emissions, with a system in place to report results and set guidelines for reducing greenhouse gas emissions in compliance with both national and international regulations.

11.The company prioritizes and promotes the efficient use of resources and energy, establishing guidelines and methods to reduce resource and energy consumption. It also explores environmentally-friendly alternative energy sources.
12.The company places significant emphasis on biodiversity, conducting comprehensive studies on biodiversity under environmental impact analysis. It ensures regular monitoring and works to protect, conserve, restore, and mitigate the impact on natural ecosystems, aiming to preserve biodiversity in the areas where projects are implemented and in surrounding communities.
13.The company prioritizes the management of safety, occupational health, and the work environment for employees, extending these efforts to include all stakeholders involved.
14.The company places great importance on comprehensive risk management across all business processes. It has established guidelines for managing and continuously monitoring risks to enhance opportunities and minimize losses in business operations.
15.The company establishes measures for water resource management based on specific timeframes and factors, including potential disasters, to prevent negative impacts on communities and the broader environment. This includes monitoring water resources, setting time-based reduction targets, and ensuring wastewater discharge complies with established standards and regulations regarding discharge sources.

Reference link for environmental policy and guidelines	:	https://investor.sabina.co.th/storage/document/cg/sabina-sustainability-policy-en.pdf
Page number of the reference link	:	1-2

Information on review of environmental policies, guidelines, and/or goals over the past year

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

Review of environmental policies, guidelines, and/or goals over the past year	:	Yes
Changes in environmental policies, guidelines, and/or goals	:	Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Biodiversity Management, Greenhouse Gas and Climate Change Management, Air Quality Management, Noise Pollution Management

To integrate and align in a unified direction to maximize benefits for stakeholders.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards	:	Other : OEKO-TEX Standard 100

Compliance with energy management principles and standards

Compliance with water management principles and standards

Water management principles and standards	:	Other : According to the Notification of the Ministry of Industry - Determining the Standards for Control of Factory Effluent Discharge B.E. 2560 (2017)

Compliance with waste management principles and standards

Waste management principles and standards	:	3Rs, 5Rs or 7Rs

Compliance with greenhouse gas or climate change management principles and standards

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

Information on other environmental management

Plans, performance, and outcomes related to other environmental management

Greenhouse Gas Emission Control (Scope 1 & 2)

Measured by the organization's Scope 1 & 2 greenhouse gas emissions, which amounted to 2,783.46, considered lower than the set target.

Water Management

Measured by a 39% reduction in water consumption and 98% wastewater treatment efficiency, which exceeded the set target.

Waste Management

Measured by the proportion of recycled waste, achieving 87.4%, which is close to the target.

Impact of Business Operations on Surrounding Communities

Measured by complaints from neighboring communities, with the result showing no complaints received.

Information on incidents related to legal violations or negative environmental impacts

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

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

Energy management

Disclosure boundary in energy management in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	75.00

Information on energy management

Energy management plan

The company's energy management plan	:	Yes

Fuel Energy Management The business operations aim to optimize the efficiency and maximize the benefits of fuel energy usage. These efforts help reduce greenhouse gas emissions from fuel consumption, aligning with the "Sustainable Development Goals (SDGs)," particularly Goal 13: Climate Action. The following plans are in place:
Milk Run Transportation Plan: To prevent empty vehicle runs by transporting raw materials to branch factories while bringing finished goods back, distributing products to sales points, and collecting returned goods to warehouses. Multiple tasks like document or item delivery are combined into a single trip.
Standardized Work Procedures: To minimize transportation errors for store decoration equipment and other logistics by checking readiness of equipment, raw materials, and finished goods to ensure completeness.
Route and Task Planning: To reduce the number of trips by consolidating tasks, and setting up distribution centers in specific regions to minimize travel distances.
Truck Load Management: By designing packaging sizes and layouts for optimal utilization and full truck capacity.
Sales Analysis by Location: To supply products tailored to specific demands, including analyzing delivery routes to cover all sales points without overlapping.
Vehicle Maintenance Standards: Regularly inspecting tire pressure and conditions, which affects 20% of total fuel consumption, along with training drivers on safe and efficient driving habits, such as speed regulations and avoiding idling.
Fuel Efficiency Improvement Plans: Including analyzing individual driving behavior and using fuel consumption per kilometer as a performance indicator.
Performance Monitoring Metrics: Setting indicators to track progress in controlling greenhouse gas emissions internally.
Electricity Management Electricity usage leads to indirect greenhouse gas emissions, directly contributing to climate change. Recognizing that electricity is a significant operational cost, the company is committed to reducing electricity consumption and adopting energy-saving equipment. Policies and goals are set to maximize energy efficiency and develop the use of renewable energy, in line with "Sustainable Development Goals (SDGs)," particularly Goal 7: Affordable and Clean Energy. Plans include:
Installation of EVAP (Evaporative Cooling System): To replace traditional air conditioning, which uses significant electricity and harmful refrigerants, reducing air temperature by 3-10°C while using just 10% of the energy.
Conversion to Servo Motors: Replacing clutch motors with servo motors, reducing unnecessary power usage, resulting in substantial savings.
LED Lighting Installation: Replacing fluorescent lamps with energy-efficient LED lights, achieving a 50% reduction in energy usage.
Air Conditioning System Upgrade: Switching to air chiller systems and VRF (Variable Refrigerant Flow) technology for precise temperature control, reducing energy usage by up to 12%.
Energy-Efficient Air Conditioners: Replacing old models with energy-saving ones, reducing monthly consumption significantly.
Compressed Air System Update: Replacing piston-type compressors with inverter screw compressors, achieving 30-35% energy savings.
Work Area Optimization: Adjusting layouts to consolidate equipment, reducing unnecessary lighting usage.
Automatic Light Switch Sensors: Installing motion sensors in washrooms and storage areas to prevent energy waste.
Air Conditioner Usage Campaign: Setting the standard temperature to 26°C and encouraging staff to turn off air conditioning before leaving work.
Departmental Energy Usage Monitoring: Installing separate energy meters for departments to analyze and plan energy reductions.

Mold Foam Section Improvements: Reducing machine warm-up time and installing heat shields, leading to significant energy savings.
Cutting Section Adjustments: Layout changes to minimize unnecessary lighting and improve production efficiency.
Sewing Section Adjustments: Zoning production areas for optimized air conditioning and equipment usage.
Electricity Reduction Campaign in Sales Shops: Reducing pre-opening light usage and installing lower-wattage bulbs, achieving up to 20% cost savings.

Reference link for company's energy management plan	:	https://investor.sabina.co.th/en/document/viewer/138266/sustainability-reports-2024
Page number of the reference link	:	50,57

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

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

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of electricity purchased for consumption	2023 : purchased electricity for consumption 4,782,461.00 Kilowatt-Hours	2050 : Reduced by 100% or 0.00 Kilowatt-Hours
Reduction of fuel consumption	2023 : fuel consumption 332,632.00 Litres	2030 : Reduced by 40% or 133,053.00 Litres
Increase of electricity consumption from renewable energy sources	2023 : electricity consumption from renewable sources 4,782,461.00 Kilowatt-Hours	2024 : Increased by 20% or 956,492.00 Kilowatt-Hours

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management	:	Yes

<u>Electrical Energy Management</u>
1. Summary of Electricity Usage for 2024: Reduction of 23.72% from the target of 20%
Additionally, the energy management achieved the 5-year target set from 2019. By 2024, the electricity consumption was 3,647,742 KWh, achieving a reduction of 37.09%, which exceeded the target.
2. The company was able to replace 21.42% of its total electricity consumption with renewable energy, exceeding the target of 20%.
<u>Fuel Energy Management</u>
Administration and control of fuel consumption in the transportation of raw materials and distribution of finished Oil consumption can be reduced by liters/piece. This is a decrease of 1,936.93 liters/month or 23,243.12 liters/year, equivalent to 63.70 TonCO2e per year.
Management and control of fuel use by HR department
Oil consumption can be reduced by liters/piece. This is a decrease of 328.31 liters/month or 3,939.77 liters/year, equivalent to 10.80 TonCO2e per year.
Administration and control of fuel consumption in sales
Oil consumption can be reduced by liters/piece. This is a decrease of 1,929.68 liters/month or 23,156.17 liters/year, equivalent to 52.61 TonCO2e per year.

Information on electricity management

Company’s electricity consumption (*)

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	4,229,557.00	5,070,656.28	4,641,843.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	4,229,557.00	4,782,461.48	3,647,742.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	N/A	288,194.80	994,101.00
Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year)	1,224.18	1,479.62	1,620.76

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

Electricity Consumption Intensity

	2022	2023	2024
Intensity of total electricity consumption within the organization (Kilowatt-Hours / Kilowatt-hour of product)	0.02530000	0.02380000	0.02680000

Electricity Expense (*)

	2022	2023	2024
Total electricity expense (Baht)	20,582,514.00	22,794,893.00	22,477,425.00
Percentage of total electricity expense to total expenses (%)(**)	0.77	0.80	0.75
Percentage of total electricity expense to total revenues (%)(**)	0.65	0.66	0.63
Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year)	5,957.31	6,651.56	7,848.26

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

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

Information on fuel management

Company's fuel consumption

	2022	2023	2024
Diesel (Litres)	195,819.88	216,764.35	221,808.85
Gasoline (Litres)	80,613.10	115,868.39	116,518.63
LPG (Kilograms)	15,309.00	12,875.00	13,950.00

Additional explanation : Not include external fuel consumption

Company's fuel expense (*)

	2022	2023	2024
Total fuel expense (Baht)	12,227,489.85	14,631,556.22	14,284,934.49
Percentage of total fuel expense to total expenses (%)(**)	0.46	0.51	0.48
Percentage of total fuel expense to total revenues (%)(**)	0.38	0.42	0.40

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

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

Information on total energy management (electricity + fuel)

Energy Consumption

	2022	2023	2024
Total energy consumption within the organization (Megawatt-Hours)	0.00	0.00	0.00

Energy Consumption Intensity

	2022	2023	2024
Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues)(*)	0.00000000	0.00000000	0.00000000
Intensity of total energy consumption within the organization (Kilograms / Piece of product)	0.00000000	0.00000000	0.00000000

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

Water management

Disclosure boundary in water management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	75.00

Information on water management plan

Water management plan

The Company's water management plan	:	Yes

1.Publicize and promote various projects such as the "Do Not Dispose of Toilet Paper/Sanitary Pads in the Toilet" project and the "Flush Once" initiative to encourage employees to maximize water use efficiency through announcements and bulletin boards.
2.Create a PM (Preventive Maintenance) plan for annual maintenance of the utility system. To prevent unnecessary water leakage and to monitor and ensure compliance with the plan.
3.Collect data on water usage activities within the organization to analyze and identify ways to reduce water consumption
4.Improved water use from the roof sprinkler system in the dyeing room, atom, and mill foam by recycling water within the system, adding a small amount of new water at Phutthamonthon Sai 5 and Chainat factories.
5.Enhanced water efficiency in canteens and restrooms by filling containers with water instead of leaving taps running continuously, which resolved issues and reduced water usage by 56%, 65%, and 22%, respectively.

Reference link for company's water management plan	:	https://investor.sabina.co.th/en/document/viewer/138266/sustainability-reports-2024
Page number of the reference link	:	68-69

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management	:	Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2020 : Water withdrawal 95,761.00 Cubic meters	2030 : Reduced by 36% or 61,287.00 Cubic meters

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management	:	Yes

Summary of progress on the 39% reduction in water consumption, which exceeded the 25% target and In 2024, water management successfully treated 98% of wastewater from usage to meet legal standards, surpassing the set target of 90%.

Information on water management

Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	93,605.00	99,003.00	60,910.00
Water withdrawal by third-party water (cubic meters)	25,897.75	35,999.00	32,628.00
Water withdrawal by groundwater (cubic meters)	67,707.25	63,004.00	28,282.00
Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year)	27.09	28.89	21.27
Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.03	0.03	0.02

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

Water discharge by destinations

	2022	2023	2024
Total wastewater discharge (cubic meters)	74,884.00	79,195.00	48,728.00
Wastewater discharged to third-party water (cubic meters)	1,618.00	3,758.00	0.00
Wastewater discharged to surface water (cubic meters)	73,266.00	75,437.00	48,728.00
Wastewater discharged to groundwater (cubic meters)	0.00	0.00	0.00
Wastewater discharged to seawater (cubic meters)	0.00	0.00	0.00

Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	18,721.00	19,808.00	12,182.00

Recycled water consumption

	2022	2023	2024
Total recycled water for consumption (Cubic meters)	0.00	0.00	4,140.00

Water Consumption Intensity

	2022	2023	2024
Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues)(*)	0.00587654	0.00574082	0.00339621
Intensity of total water consumption (Cubic meters / Person (employee))	4.77000000	5.61000000	2.98000000

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

Water withdrawal expenses

	2022	2023	2024
Total water withdrawal expense (Baht)	1,075,794.00	1,324,413.67	1,109,534.00
Total water withdrawal expense from third-party water (Baht)	667,686.00	1,004,279.88	1,109,534.00
Total water withdrawal expense from other sources (Baht)	408,108.00	320,133.79	0.00
Percentage of total water withdrawal expense to total expenses (%)(*)	0.04	0.05	0.04
Percentage of total water withdrawal expense to total revenues (%)(*)	0.03	0.04	0.03
Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year)	311.37	386.46	387.41

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

Waste management

Disclosure boundary in waste management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	75.00

Information on waste management plan

Waste management plan

The company's waste management plan	:	Yes

1.Operational Guidelines for Reducing Non-Recyclable Waste
1.1 improve work systems to minimize paper usage or transition to electronic documents or a paperless system.
1.2 Campaign to encourage factory restaurants to stop using single-use containers to reduce non-recyclable waste through the foam box reduction campaign
1.3Establish waste routes, implement waste sorting, and provide bins for each type of waste.
1.4 Conduct campaigns and provide education to ensure employees understand the importance of waste separation. Organize activities such as collecting waste for points (e.g., milk cartons and plastic bottles) and promote waste separation projects from production lines and offices.
1.5 Participate in the "Care The Whale" project by the Stock Exchange of Thailand, review the waste flow to manage waste from start to finish, and ensure proper waste separation for accurate disposal. Record data on each type of waste and calculate the correct greenhouse gas emissions.

2.Operational guidelines for managing the waste, with ratio of RECYCLE by 85%
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.
2.2. Launch Green roof Project, 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. This resulted in a 318% increase in employees sorting milk cartons compared to 2023.
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. This resulted in the production of 7,718 monk robes.
2.4. Reuse of packaging boxes and plastic bags. The company has informed the supplier to change the size of different product boxes to Sabina's standard size so that they can be reused. In 2024, the reuse rate was 75%.
2.5 Recycle fabric scraps, rubber, and thread into products such as feather dusters, doormats, hammocks, bed sheets, picnic mats, curtains, and car covers to sell to employees at low prices. The proceeds will go to the Khun Mae Jintana Foundation to be used as part of the scholarship fund
2.6. Reduce, Reuse, Recycle waste generated from the production process (boxes, plastic bags, fabric scraps, rubber, thread, and towels). This reduces the amount of waste from production and sorts the waste so that licensed contractors can recycle it properly.
2.7. Improve consumption to maximize material utilization and sort nylon fiber waste for conversion into raw materials. T&G Technology will process it into plastic pellets.
2.8. Improve consumption to maximize material utilization and sort sponge/mold waste to be converted into energy waste by INNOWASTE.
2.9 Establish a Waste Bank in collaboration with Simple Recycle, using Yasothon as a model, to encourage employees to separate waste and sell it to the Waste Bank as extra income. This initiative includes training on waste separation and operational systems, which kicked off on October 16, 2024.

Reference link for company's waste management plan	:	https://investor.sabina.co.th/en/document/viewer/138266/sustainability-reports-2024
Page number of the reference link	:	81-86

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste	2023 : non-hazardous waste 112,913.00 Kilograms	2024 : Reduced by 10% or 101,621.00 Kilograms	• Recycle

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste management : Yes

1. Successfully reduced non-recyclable waste, resulting in an 18% reduction in greenhouse gas emissions, surpassing the target of 10%.
2. Successfully reduced non-recyclable waste compared to sales by 22%, surpassing the set target of 20%
3. Successfully managed to have 84.82% of the organization's waste be recyclable, which is close to the target of 85%

Information on waste management

Waste Generation(*)

	2022	2023	2024
Total waste generated (Kilograms)	442,637.97	692,749.03	607,280.89
Total non-hazardous waste (kilograms)	442,620.70	691,748.45	601,154.87
Total hazardous waste (kilograms)	17.27	1,000.58	6,126.02
Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.14	0.20	0.17
Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.14	0.20	0.17
Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues)(**)	0.00	0.00	0.00

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

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

Waste reuse and recycling

	2022	2023	2024
Total reused/recycled waste (Kilograms)	311,579.97	579,836.03	515,106.65

	2022	2023	2024
Reused/Recycled non-hazardous waste (Kilograms)	311,562.70	578,835.45	510,143.87
Reused/Recycled hazardous waste (Kilograms)	17.27	1,000.58	4,962.78
Percentage of total reused/recycled waste to total waste generated (%)	70.39	83.70	84.82
Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%)	70.39	83.68	84.86
Percentage of reused/recycled hazardous waste to hazardous waste (%)	100.00	100.00	81.01

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

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	75.00

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan	:	Yes

In 2024, the company set a target to achieve net-zero greenhouse gas emissions by 2065, based on Thailand's National Determined Contribution (NDC). This target will lead to a long-term operational plan to support efforts to limit global temperature rise to no more than 1.5 degrees Celsius, and to analyze risks in case the average global temperature exceeds 2 degrees Celsius, according to Science Based Targets (SBTi).

Reference link for company's greenhouse gas management plan	:	https://investor.sabina.co.th/en/document/viewer/138266/sustainability-reports-2024
Page number of the reference link	:	34

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals	:	Yes
Company's existing targets	:	Setting net-zero greenhouse gas emissions targets, Carbon Neutrality, Other Greenhouse Gas Emission Reduction Target

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-2	2023 : Greenhouse gas emissions 3,348.79 tCO_2e	2030 : Reduced by 42% or 1,942.30 tCO_2e in comparison to the base year	2065 : Reduced by 90% or 3,013.91 tCO_2e in comparison to the base year	• Thailand Greenhouse Gas Management Organization (TGO) : None • Science-based Targets (SBTi) : None

Setting carbon neutrality targets

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-2	2023 : Greenhouse gas emissions 3,348.79 tCO_2e	2050 : Reduced by 70% or 2,305.02 tCO_2e	None

Setting other greenhouse gas reduction targets

Details of setting other greenhouse gas reduction targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year
Scope 3	2024 : Greenhouse gas emissions 12,390.89 tCO_2e	2030 : Reduced by 12% or 1,462.00 tCO_2e in comparison to the base year	2065 : Reduced by 58% or 7,163.70 tCO_2e in comparison to the base year

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Scope 1 and 2 Target for 2024 = 3,147.86 Ton CO2 Achieved Result = 2,783.46 Ton CO2

Information on greenhouse gas management

The company's greenhouse gas emissions

	2022	2023	2024
Total GHG emissions (Metrics tonne of carbon dioxide equivalents)	12,923.00	13,409.00	15,174.35
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	1,012.00	949.94	962.92
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	2,112.00	2,390.75	1,820.54
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	9,799.00	10,068.31	12,390.89

Greenhouse Gas Emissions Intensity

	2022	2023	2024
Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues)(*)	0.004057	0.003886	0.004230
Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person)	3.74	3.91	5.30
Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / Piece of product)	0.00177930	0.00139790	0.00070051

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

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

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

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : BSI Group (Thailand) Co., Ltd.

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

	2022	2023	2024
Total reduced GHG (Metric kilograms of carbon dioxide equivalent)	0.00	8,670,385.21	49,661,930.00
Care the Whale Project (Metric kilograms of carbon dioxide equivalent)	N/A	8,530,409.00	49,188,900.00
Other projects (Metric kilograms of carbon dioxide equivalent)	0.00	139,976.21	473,030.00
Renewable energy project from solarlooftop (Metric kilograms of carbon dioxide equivalent)	N/A	139,976.21	473,030.00
Renewable energy project from solarlooftop (Metric kilograms of carbon dioxide equivalent)	N/A	139,976.21	473,030.00

Absorption and removal of Greenhouse Gas

	2022	2023	2024
Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent)	0.00	569,360.00	30,290.00
Other projects (Metric kilograms of carbon dioxide equivalent)	0.00	569,360.00	30,290.00
Project Removal by CFO (Metric kilograms of carbon dioxide equivalent)	N/A	569,360.00	30,290.00
Project Removal by CFO (Metric kilograms of carbon dioxide equivalent)	N/A	569,360.00	30,290.00

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines	:	Yes
Social and human rights guidelines	:	Employee Rights, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and Occupational Health at Work, Non-discrimination, Supplier rights

The Board of Directors, Executives, and Employees of Sabina Public Company Limited and Sabina Far East Company Limited
All levels of personnel must recognize and respect human rights, honoring the dignity of all individuals. Interactions should be based on mutual respect, equality, and non-discrimination, avoiding bias related to physical or mental differences, race, nationality, country of origin, ethnicity, religion, gender, language, age, skin color, education, social status, culture, traditions, or any other status. All business activities, including those within the company and across the value chain involving stakeholders, must remain free from human rights violations. The company also promotes human rights and labor standards, integrating them into the corporate culture and the supply chain. This aligns with the United Nations Framework and Guiding Principles on Business and Human Rights (UNGP), emphasizing the three pillars: the protection of human rights, respect for human rights, and access to remedies. The company commits to fostering freedom of expression, association, and collective bargaining, ensuring fair compensation, and focusing on the protection of vulnerable groups. This aims to mitigate risks related to human rights by eliminating discrimination and opposing all forms of harassment.
The company has outlined the following practices:
1.Comply strictly with company regulations, national laws, and international laws.
2.Monitor, assess, and evaluate human rights risks and impacts, setting measures to manage risks appropriately. All departments are responsible for supervising and managing risks related to business operations and the supply chain.
3.Develop a comprehensive Human Rights Due Diligence Process, including regular assessments of business activities and supply chains to analyze risks, identify issues, mitigate risks, prevent human rights violations, and minimize negative impacts. Risk management, implementation tracking, and reporting are integrated into the process.
4.Establish communication channels to promote understanding and respect for human rights while allowing employees and stakeholders to express opinions, report incidents, or file complaints related to potential human rights violations.
5.Implement a complaint review process to investigate human rights-related issues reported by employees or stakeholders. The findings are presented to the Board of Directors to develop appropriate remedies and mitigation measures. Complainants are ensured fairness and protection.
6.Communicate and distribute this policy to business partners and allies as a management guideline for preventing human rights violations.
7.Encourage business partners and allies to engage in ethical and socially responsible business practices, emphasizing joint development and sustainable growth.

Reference link for social and human rights policy and guidelines	:	https://investor.sabina.co.th/storage/document/cg/sabina-human-rights-policy-en.pdf
Page number of the reference link	:	1-2

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

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

Review of social and human rights policies, guidelines, and/or goals over the past year	:	Yes
Changes in social and human rights policies, guidelines, and/or goals	:	Employee Rights, Child Labor, Consumer/customer rights, Community and environmental rights, Safety and Occupational Health at Work, Non-discrimination, Supplier rights

Review the human rights policy to guide operations and communicate clearly to all stakeholders, including business partners, to ensure that all employees and stakeholders are treated, protected, and respected for their fundamental rights equally and fairly

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards	:	The UN Guiding Principles on Business and Human Rights

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

Does the company have an HRDD process	:	No

Information on other social management

Plans, performance, and outcomes related to other social management

Khun Mae Jintana Thanalongkorn Foundation The foundation aims to promote and support educational activities for students, individuals with disabilities, and those pursuing continuing education. In 2024, a total of 150 scholarships worth 1,673,000 THB were awarded. Since its establishment in 2010, the foundation has granted 2,544 scholarships, with total contributions amounting to 24,240,000 THB.

Sewing Cup Sewing Heart This initiative produces breast prostheses and distributes them to breast cancer patients. In 2024, the company successfully produced 30,000 breast prostheses, with 20,118 volunteers participating in the sewing activities. At least 15,000 breast prostheses were delivered to hospitals. Additionally, the company conducted campaigns to educate 15,000 women on breast cancer awareness and early detection, meeting its targets.

Aunjai Fund Project The project aims to alleviate partial or full debts of participating employees while promoting financial literacy and savings for emergencies. In 2024, out of 2,910 surveyed employees, 79.04% expressed interest in the project. Among 31 applicants, 16 were selected for assistance, representing 52% of the total applications.

Learning Organization As a learning and development hub, the company supports the enhancement of employee potential through various management tools aligned with international standards. Participation in the Thailand Lean Award, Thailand 5S Award, and Thailand Kaizen Award highlights these efforts. In 2024, the company hosted visits from 781 representatives of private organizations, educational institutions, government agencies, and investor groups, up from 645 in 2023. The company exceeded its training goals, developing 184 operational-level employees, surpassing the target of 180.

Occupational Safety, Health, and Working Environment To promote safety and occupational health, the company aims to ensure employee well-being and reduce illness rates, supporting SDG Goal 3: Good Health and Well-Being. Measures include: Installing safety equipment for machinery. Collaborating with safety officers and committees to inspect work areas, equipment, and machinery for potential hazards. Organizing regular meetings to address and mitigate risks.
Ensuring safe and suitable work environments and providing employee health care.
The company achieved its safety and health goals and was honored with the following awards in 2024:Zero Accident Award (Bronze Level) from the Institute for Occupational Safety and Health Promotion (Public Organization).Thai Red Cheek Role Model Award (National Level) from the Department of Health, Ministry of Public Health. Happy @Moral Business Award 2024

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

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

	2022	2023	2024
Total number of cases or incidents of significant legal or social and human rights violations (cases)	0	0	0
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0

Fair labor practice

Disclosure boundary in fair labor practice in the past years

Boundary type	:	Company
Total number of disclosure boundaries	:	4
Actual number of disclosure boundaries	:	3
Data disclosure coverage (%)	:	75.00

Information on employees and labor management plan

Employees and labor management plan

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

The company's human resource management philosophy aligns with the aforementioned confidence. We have adopted Human Capital Management (HCM) principles and concepts as the core of our operations, aiming for efficient management and execution. This approach emphasizes aligning each functional management strategy with the organization's needs, striving to create value for people and uphold human rights in the workplace. It is reflected through promoting employee potential via participatory learning and ensuring employees are happy, engaged, and challenged to foster relationship management and achieve shared goals.
1.**Recruitment and Selection** Focus on analyzing and designing work to eliminate waste (Lean). Manage the workforce structure and plan manpower appropriately for the current work and technology. Additionally, recruit and select suitable personnel who can develop
2.**Employee Potential Development** Focus on analyzing and managing performance to enhance employee quality through training and skill development. Aim to create diverse skills (Multi-Skill) and manage knowledge with executives and supervisors providing coaching.
3.**Welfare and Compensation Management** Focus on fair management of wages, compensation, and benefits, aligning with work practices and labor market standards. Also includes performance evaluation for salary adjustments and fair consideration of annual bonuses.
4.**Motivation and Engagement** Manage labor relations through goal-oriented communication via various promotional activities. Encourage personnel to demonstrate their potential by supporting autonomous decision-making and consistently providing opportunities for expressing

Reference link for employee and labor management plan	:	https://investor.sabina.co.th/en/document/viewer/138266/sustainability-reports-2024
Page number of the reference link	:	176

Information on setting employee and labor management goals

Setting employee and labor management goals

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

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development • Promoting employee relations and participation	The company aims to provide training to at least 70% of the total number of employees per year, with each employee receiving no less than 15 hours of training per year. Additionally, employees must achieve a satisfaction level of over 75% in all dimensions of their work.	2023: The company aims to provide training to at least 70% of the total number of employees per year, with each employee receiving no less than 15 hours of training per year. Additionally, employees must achieve a satisfaction level of over 75% in all dimensions of their work.	2024: The company aims to provide training to at least 70% of the total number of employees per year, with each employee receiving no less than 15 hours of training per year. Additionally, employees must achieve a satisfaction level of over 75% in all dimensions of their work.

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : Yes

Through effective training needs assessment and planning, the company has achieved operational efficiency. Employees have been able to participate in training sessions that meet the set targets, fostering continuous self-development awareness. This has led to business success throughout the past year and The survey results reflect employees' opinions on the organization and its leaders. The overall results show that employee satisfaction meets the goals in all dimensions. The survey results are communicated through various company channels to ensure employee awareness. The findings are used to improve various operations, marking a successful outcome in employee care and engagement efforts.

Information on employment

Employment

	2022	2023	2024
Total Employment (Person)	3,455	3,427	2,864
Percentage of employees to total employment (%)	100.00	100.00	100.00
Total employees (persons)	3,455	3,427	2,864
Male employees (persons)	529	532	418
Percentage of male employees (%)	15.31	15.52	14.59
Female employees (persons)	2,926	2,895	2,446
Percentage of female employees (%)	84.69	84.48	85.41

Number of employees categorized by age

	2022	2023	2024
Total number of employees under 30 years old (Persons)	N/A	686	447
Percentage of employees under 30 years old (%)	N/A	20.02	15.61

	2022	2023	2024
Total number of employees 30-50 years old (Persons)	N/A	2,235	1,887
Percentage of employees 30-50 years old (%)	N/A	65.22	65.89
Total number of employees over 50 years old (Persons)	N/A	506	530
Percentage of employees over 50 years old (%)	N/A	14.77	18.51

Number of male employees categorized by age

	2022	2023	2024
Total number of male employees under 30 years old (Persons)	N/A	136	90
Percentage of male employees under 30 years old (%)	N/A	25.56	21.53
Total number of male employees 30-50 years old (Persons)	N/A	351	275
Percentage of male employees 30-50 years old (%)	N/A	65.98	65.79
Total number of male employees over 50 years old (Persons)	N/A	45	53
Percentage of male employees over 50 years old (%)	N/A	8.46	12.68

Number of female employees categorized by age

	2022	2023	2024
Total number of female employees under 30 years old (Persons)	N/A	550	357
Percentage of female employees under 30 years old (%)	N/A	19.00	14.60
Total number of female employees 30-50 years old (Persons)	N/A	1,884	1,612
Percentage of female employees 30-50 years old (%)	N/A	65.08	65.90
Total number of female employees over 50 years old (Persons)	N/A	461	477
Percentage of female employees over 50 years old (%)	N/A	15.92	19.50

Number of employees categorized by position

	2022	2023	2024
Total number of employees in operational level (Persons)	3,371	3,343	2,775
Percentage of employees in operational level (%)	97.57	97.55	96.89

	2022	2023	2024
Total number of employees in management level (Persons)	69	68	73
Percentage of employees in management level (%)	2.00	1.98	2.55
Total number of employees in executive level (Persons)	15	16	16
Percentage of employees in executive level (%)	0.43	0.47	0.56

Number of male employees categorized by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	513	512	399
Percentage of male employees in operational level (%)	96.98	96.24	95.45
Total number of male employees in management level (Persons)	10	14	13
Percentage of male employees in management level (%)	1.89	2.63	3.11
Total number of male employees in executive level (Persons)	6	6	6
Percentage of male employees in executive level (%)	1.13	1.13	1.44

Number of female employees categorized by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	2,858	2,831	2,376
Percentage of female employees in operational level (%)	97.68	97.79	97.14
Total number of female employees in management level (Persons)	59	54	60
Percentage of female employees in management level (%)	2.02	1.87	2.45
Total number of female employees in executive level (Persons)	9	10	10
Percentage of female employees in executive level (%)	0.31	0.35	0.41

Significant changes in the number of employees

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

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons)	43	40	44
Percentage of disabled workers to total employment (%)	1.24	1.17	1.54
Total number of employees with disabilities (Persons)	43	40	44
Percentage of disabled employees to total employees (%)	1.24	1.17	1.54
Total number of workers who are not employees with disabilities (persons)	0	0	0

Information on compensation of employees

Employee remuneration by gender

	2022	2023	2024
Total employee remuneration (baht)	544,360,000.00	622,764,174.93	684,996,346.66
Total male employee remuneration (baht)	83,340,000.00	100,222,108.83	108,248,590.06
Percentage of remuneration in male employees (%)	15.31	16.09	15.80
Total female employee remuneration (baht)	461,020,000.00	522,542,066.10	576,747,756.60
Percentage of remuneration in female employees (%)	84.69	83.91	84.20
Average remuneration of employees (Baht / Person)	157,557.16	181,722.84	239,174.70
Average remuneration of male employees (Baht / Person)	157,542.53	188,387.42	258,967.92
Average remuneration of female employees (Baht / Person)	157,559.81	180,498.12	235,792.21
Ratio of average remuneration of female employees to male employees	1.00	0.96	0.91

Provident fund management policy

Provident fund management policy : Have

The company established the Provident Fund in 2005 to ensure the welfare and financial stability of employees after retirement. In 2024, the company allowed employees facing difficulties in the past to rejoin the Provident Fund and increased flexibility for membership to accommodate emergency situations. Employees with at least one year of service can voluntarily contribute at a rate of 3-15%, and the company will match contributions at a rate of 3-8% of the employee's salary based on their position. Employees can exit the fund with only their contributions, while the company’s contributions will be paid upon termination of employment. Employees can choose their Provident Fund investment plan based on their preference, age, and readiness. Currently, there are 1,487 members in the fund, accounting for 51.9% of the current workforce.

Reference link for provident fund management policy : https://investor.sabina.co.th/en/document/viewer/138266/sustainability-reports-2024

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Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	1,602	1,659	1,487
Proportion of employees who are PVD members (%)	46.37	48.41	51.92
Total amount of provident fund contributed by the company (baht)	6,972,132.00	8,039,295.00	10,181,454.00
Percentage of total amount of provident fund contributed by the Company to total employee remuneration (%)	1.28	1.29	1.49

Information on employee development

Employee training and development

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	18.00	20.00	22.00
Total amount spent on employee training and development (Baht)	909,779.04	945,087.64	1,474,455.00
Percentage of training and development expenses to total expenses (%)(*)	0.000341	0.000330	0.000492
Percentage of training and development expenses to total revenue (%)(*)	0.000286	0.000274	0.000411

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

Information on safety, occupational health, and work environment

Number of working hours

	2022	2023	2024
Total number of hours work (Hours)	4,744,377.00	4,903,032.00	5,207,840.00
Total number of hours worked by employees (Hours)	4,744,377.00	4,903,032.00	5,207,840.00

Statistic of accident and injuries of employees from work

	2022	2023	2024
Total number of lost time injury incidents by employees (Cases)	2	4	7
Total number of employees that lost time injuries for 1 day or more (Persons)	2	4	7

	2022	2023	2024
Percentage of employees that lost time injuries for 1 day or more (%)	0.06	0.12	0.24
Total number of employees that fatalities as a result of work-related injury (Persons)	0	0	0
Percentage of employees that fatalities as a result of work-related injury (%)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours)(*)	0.00	0.00	0.00
Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours)(**)	0.00	0.00	0.00

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

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

Information on promoting employee relations and participation

Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	942	814	792
Total number of male employee turnover leaving the company voluntarily (persons)	190	202	169
Total number of female employee turnover leaving the company voluntarily (persons)	752	612	623
Proportion of voluntary resignations (%)	27.26	23.75	27.65
Percentage of male employee turnover leaving the Company voluntarily (%)	5.50	5.89	5.90
Percentage of female employee turnover leaving the Company voluntarily (%)	21.77	17.86	21.75

	2022	2023	2024
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare Committee, Other : Safety, Occupational Health, and Working Environment Committee

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines	:	Yes
Consumer data privacy and protection guidelines	:	Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data
Reference link to consumer data privacy and protection policy and guidelines	:	https://investor.sabina.co.th/storage/document/cg/sabina-privacy-policy-customers-en.pdf
Page number of the reference link	:	1-5

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines	:	Yes
Responsible sales and marketing guidelines	:	Marketing communications that respect the law, adhere to relevant regulations, and consider consumer rights., Not supporting advertisements or promotional activities that encourage illegal acts or immoral conducts
Reference link for responsible sales and marketing policy and guidelines	:	https://investor.sabina.co.th/storage/document/cg/sabina-responsbility-marketing-en.pdf
Page number of the reference link	:	1-7

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

Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Yes
Policy and guidelines on communicating the impact of products and services to customers / consumers	:	Prohibition of exaggerated, inaccurate, or misleading marketing claims, Labeling of goods and products with legally required information, Appropriate marketing communications for vulnerable groups, including children or youth under 12 years old, Appropriate marketing communications through digital channels
Reference link to policy and guidelines on communicating the impact of products and services to customers / consumers	:	https://investor.sabina.co.th/storage/document/cg/sabina-responsbility-marketing-en.pdf
Page number of the reference link	:	1-7

Information on customer management plan

Customer management plan

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

Approach to Building Customer Relationships

1. Build Trust and Confidence in the Company’s Products: Establish a consumer responsibility policy, design safe and eco-friendly products, and provide high-quality products that meet customer needs at fair prices. Communicate accurate product knowledge and information.

2. Enhance Sales Staff Product Knowledge: Ensure sales staff can recommend products suited to different body types and usage needs by developing both basic and advanced sales management techniques. The curriculum includes real-life observation of processes from design to production, enhancing their understanding of the product and ability to provide

better recommendations.
3. The company provides communication channels for customers to express their opinions, suggestions, and any issues they encounter with products and services. Customers can contact staff every day from 8:00 AM to 12:00 AM through the following means:
1. Email: crm@sabina.co.th
2. Line Official account : @SabinaThailand
3. Facebook page : SabinaThailand
4. Call Center : 02 422 9430
5. QR Code available at various service points

4.The company offers after-sales services and product adjustments for customers with special body types. This includes sewing pockets for prosthetic breasts into bras for customers who have undergone mastectomies, adjusting the length of bras for customers with smaller chest circumferences, and adding hooks to extend the length for customers with larger chest circumferences. In 2024, a total of 284 customers used these special services, resulting in 905 items receiving adjustments.
5. Establish a Customer Relationship Management (CRM) Department: This department communicates and builds long-term relationships with customers, gathers feedback, suggestions, and addres urrences.
6. Implement Personal Data Protection Policy (PDPA): This policy ensures the safety and confidentiality of employee and customer data. The company has not received any privacy violation complaints from external parties or regulatory agencies.
7. Conduct Customer Satisfaction Surveys: The company surveys customer satisfaction with its products and services to verify product and service standards and gather data for improvement. In 2024, the company conducted customer satisfaction surveys on products and services.

Reference link for company's customer management plan : https://investor.sabina.co.th/en/document/viewer/138266/sustainability-reports-2024

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Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Responsible production and services for customers • Communication of product and service impacts to customers/consumers • Development of customer satisfaction and customer relationship • Protection of customer personal information	customer satisfaction as the ultimate goal. Therefore, the company places great importance on after-sales service, listening to feedback or suggestions, and a commitment to consumer responsibility to build confidence and trust in the company's products and operations and set the product satisfaction survey result at 80%	2023: customer satisfaction as the ultimate goal. Therefore, the company places great importance on after-sales service, listening to feedback or suggestions, and a commitment to consumer responsibility to build confidence and trust in the company's products and operations and set the product satisfaction survey result at 80%	2024: customer satisfaction as the ultimate goal. Therefore, the company places great importance on after-sales service, listening to feedback or suggestions, and a commitment to consumer responsibility to build confidence and trust in the company's products and operations and set the product satisfaction survey result at 80%

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

In 2024, the overall product satisfaction survey results were 85.92%, which exceeded the target of 80%. However, product price satisfaction was at 78%, which the company will review to consider product costs and pricing adjustments accordingly.

Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	-	Yes	Yes

Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from customers/consumers	:	Yes
Telephone	:	02 422 9430
Fax	:	-
Email	:	crm@sabina.co.th
Company's website	:	www.sabina.co.th
Address	:	-

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies	:	No

Information on community and social management plan

Community and social management plan

Company's community and social management plan	:	Yes
Community and social management plan implemented by the company over the past year	:	Employment and professional skill development, Education, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Water and sanitation management

The company participates in community development with the concept of establishing factories within communities. This initiative aims to provide local employment opportunities, reducing the social issue of labor migration to Bangkok for jobs. Consequently, the company opened the Chai Nat branch in 1996 and the Yasothon branch in 2002, which generated local employment and supported the economic growth of those communities. This aligns with SDG Goal 8: Decent Work and Economic Growth. Additionally, it helps families stay together, strengthening the "family institution," which is crucial for improving the quality of life for people in the country.
Based on the concept of community-based factories, the company extended this approach to generate income for the community. During visits to employee homes under the 5S program in the Nam Phlo village in Yasothon and Dong Khon village in Chai Nat, the economic problems of the communities were observed. Simultaneously, the company implemented the Zero Waste project and identified this initiative as a way to create income for the unemployed in the community. The company repurposed raw material scraps into products such as feather dusters, hammocks, doormats, microwave gloves, and fabric bags, which were then sold at low prices to generate revenue for the Imboon Room at the Jintana Thanalongkorn Foundation.

Reference link for company's community and social management plan	:	https://investor.sabina.co.th/en/document/viewer/138266/sustainability-reports-2024
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Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals	:	No

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management	:	Yes

Helped generate income for the community in 2024, amounting to 437,401 THB

Benefit from implementing social development project

<u>Financial benefits</u>

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

	2022	2023	2024
Labor Cost (Baht)	294,553.00	506,041.00	437,401.00

Non-financial benefits

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

	2022	2023	2024
Educational beneficiaries (Scholarship)	119.00	140.00	150.00

Expenses from social and environmental development project

	2022	2023	2024
Total financial contribution to community/social development projects or activities (Bath)	1,372,000.00	1,546,000.00	1,673,000.00
Percentage of financial contribution for community/social development projects or activities to total expense (%) (*)	0.051469	0.053981	0.055854
Percentage of financial contribution for community/social development projects or activities to total revenue (%) (*)	0.043067	0.044807	0.046641

Additional Explanation : (*) Total revenues and total expenses from total financial statement

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Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

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.
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. 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 Fax:02-424-7993 published such rights on the Company's website at 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. 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 21 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 2025 Both would be published through the Stock Exchange and the company website prior to the shareholders ' meeting on October 15, 2024 to December 31, 2024

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 1 month 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 Board of Directors 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.

Complying with local laws and regulations, as well as international human rights principles

The Board of Directors has policies to comply with applicable laws, regulations, and rules in any country in which the Company operates its business. This includes labor law, anti-money laundering (AML) and combating the financing of terrorism (CFT) laws, relevant rules, and international human rights principles.

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

Occupational health and safety

The Board of Directors 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 measures for Addressing Epidemics: Provision of Equipment, Body Temperature Thermometers, Alcohol-based Hand Sanitizers, Dissemination of Knowledge, Guidance, and Communication for Public Awareness, as well as Channels for Educating on Preventing and Reducing the Risk of Epidemic Spread.

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 is Ms.Vaja Mukto E-mail address: secretary@sabina.co.th or investor relations department E-mail is Mr.Bunchai Punturaumporn and Mr.Somkid Pradungkittisak address: 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.

· 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 reporting complaints

· Internal Audit Department via e-mail : 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 Chief Executive Officer 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: : The Chief Executive Officer 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 Chief Executive Officer 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 both Thai and English.

Disclosing information and communicating about Company to internal and external parties in any form, including in writing, verbally or at a press conference, must be done appropriately, clearly, transparently, and in line with Company policies and relevant laws.

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 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 is Mr.Bunchai Punturaumporn and Mr.Somkid Pradungkittisak email 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 2024 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 1 month 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

Structure of the Company's Board of Directors as of December 31, 2024. There are 13 members of the Board of Directors, consisting of 7 female and 6 male directors. There are 6 executive directors, and there are non-executive directors. There are 7 members and there are 4 female executive directors (5 are independent directors), with 2 female independent directors. Independent directors meet the definition. “Independent Director” of the Securities and Exchange Commission and the Stock Exchange of Thailand, totaling 5 people, and serving as members of the audit committee of the company, totaling 5 people.

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.

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.

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.

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.

The Board of Directors has set a goal that at least 30% of its members should be women, in order to promote gender equality and the role of women. In 2024, the company successfully achieved this goal, with 7 women directors, accounting for 53.85% of the total board members.

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. The Board of Directors should be informed in advance to allow members to allocate their time and attend the meetings. Generally, board meetings are held on Mondays or Thursdays, though adjustments or additional meetings may be scheduled as deemed appropriate. Each member is required to attend at least 75% of the board meetings held annually, except in cases of valid and necessary reasons 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 arranges at least one annual meeting among non-executive directors, without the presence of management. The Company Secretary conveys the feedback from this meeting to the management team during the senior executive meeting for further implementation.

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 policy company has 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 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 is Mr.Bunchai Punturaumporn and Mr.Somkid Pradungkittisak email ir@sabina.co.th or phone call. 0-2422-9400.

Reference link for the full version of corporate governance policy and guidelines	:	https://investor.sabina.co.th/storage/document/cg/sabina-corporate-governance-policy-en.pdf
Page number of the reference link	:	1-20

Policy and guidelines related to the board of directors

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

Guidelines related to the board of directors	:	Nomination of Directors, Determination of Director Remuneration, Independence of the Board of Directors from the Management, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Nomination of Directors

The recruitment of company directors prioritizes individuals with knowledge, skills, experience, a strong track record, leadership qualities, broad vision, integrity, ethics, and a positive attitude toward the organization. They must also be able to dedicate sufficient time for the benefit of the company's operations.Additionally, the company considers diversity in the board structure (Board Diversity) and develops a Board Skills Matrix to identify the required qualifications of potential candidates. This includes assessing necessary yet lacking skills, as well as suitable qualifications that align with the composition and structure of the board based on the company's business strategy.The company utilizes the Director Pool database from the Thai Institute of Directors (IOD) as part of the recruitment process for new directors. This transparent process aims to build shareholder confidence.The recruitment of directors and senior executives is carried out by the Nomination and Remuneration Committee, which selects candidates by considering their qualifications and expertise to align with the company's business strategies. The selected candidates are then proposed to the Board of Directors and/or shareholders for appointment.
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

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 morality, ethics, and any other qualifications that may be further defined by law or as deemed appropriate by the Board of Directors.

Reference link for Nomination of Directors	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	165-166

Determination of Director Remuneration

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.

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.

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).

Reference link for Determination of Director Remuneration	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	121/149

Independence of the Board of Directors from the Management

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.

1. Structure of the Board of Directors

The Board of Directors consists of 13 persons consisting of 7 female and 6 male ,non-executive directors of 7 non-executive directors (5 independent directors) with 2 independent female director and 6 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.
- In the past, the Board of Directors has had no news/no cases of corruption/ethical misconduct by the Board of Directors reported by regulatory agencies**.**

- In the past, there have been no cases of non-executive directors resigning due to issues related to the company's corporate governance.

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.

2. Balance of the Board

As of December 31, 2024, the company's Board of Directors consists of 13 members, comprising 7 female directors and 6 male directors. There are 6 executive directors, 7 non-executive directors, and 4 female executive directors. (There are 5 independent directors), including 2 female independent directors. All 5 independent directors meet the definition of "independent director" as defined by the Securities and Exchange Commission and the Stock Exchange of Thailand, and 5 of them serve as members of the company's Audit Committee.

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.

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.

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.

The Board of Directors has set a goal that at least 30% of its members should be women, in order to promote gender equality and the role of women. In 2024, the company successfully achieved this goal, with 7 women directors, accounting for 53.85% of the total board members.

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.

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.

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 2024, 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.

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 ana 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 performaance.

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

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 (Details of conflicts of interest have been disclosed in topic 8. Corporate Governance Performance Report, sub-topic 8.1.4 Monitoring to ensure compliance with corporate governance policies and guidelines 170-175)

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 1 momth 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 the year 2024, our company has implemented a policy focusing on internal information usage and anticorruption. Further information is provided on our company website under "Corporate Governance" topic. In addition, our company has always been educating our directors and employees on the usage and protection of internal information and there was no misusage of internal information.

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.

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."

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. The Board of Directors should be informed in advance to allow members to allocate their time and attend the meetings. Generally, board meetings are held on Mondays or Thursdays, though adjustments or additional meetings may be scheduled as deemed appropriate. Each member is required to attend at least 75% of the board meetings held annually, except in cases of valid and necessary reasons 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. The Company Secretary conveyed the feedback received from the meeting to the management team during the senior executive meeting for further action.

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. (Assessment of the annual performance of the Board have been disclosed in topic 8 Corporate Governance Performance Report, sub-topic 8.1.1 Nomination, Development and Evaluation of te performance of the board of directors 157-166)

Development of the Board's continuous knowledge

1. The Board of Directors encourages and facilitates training and education for all Board members, management and employees to continuously improve operations. (Development of the Board's continuous knowledge have been disclosed in topic 8 Corporate Governance Performance Report, sub-topic 8.1.1 Nomination, Development and Evaluation of te performance of the board of directors 157-166)
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.
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. This also applies to informing updates of the succession plan to the Board of Directors at least on an annual basis.

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.

Details of changes in the holding of the Company's shares by the directors As of 31 December 2024

Ms. Vachirawan Yamsri changed the number of shares by 45,000, increasing from 355,000 to 400,000 shares, while other directors had no changes.

Reference link for Independence of the Board of Directors from the Management	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	128-137

Director Development

Development of the Board's continuous knowledge

1. The Board of Directors encourages and facilitates training and education for all Board members, management and employees to continuously improve operations. (Development of the Board's continuous knowledge have been disclosed in topic 8 Corporate Governance Performance Report, sub-topic 8.1.1 Nomination, Development and Evaluation of te performance of the board of directors 157-166)
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.
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. This also applies to informing updates of the succession plan to the Board of Directors at least on an annual basis.

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.

Reference link for Director Development	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	134-135

Board Performance Evaluation

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 0-4.

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 0-4.

Which has the following meanings: 0 = Strongly disagree 1 = disagree 2 = agree 3 = quite much agree 4 = strongly agree

The evaluation results of the Board of Directors, both individual and sub-committees for the year 2024 is Execllene.

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 2024 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.

Reference link for Board Performance Evaluation	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	162-163

Corporate Governance 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% and 77.33 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:

- Board of Directors 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.
- Board of Directors 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.

Reference link for Corporate Governance of Subsidiaries and Associated Companies	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	169-170

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders	:	Yes
Guidelines and measures related to shareholders and stakeholders	:	Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Community and society

Shareholder

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.

Guidelines

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.
8. Allowing shareholders to propose matters for inclusion in the agenda or nominate individuals deemed suitable for election as company directors in advance of the annual general meeting. The company's Nomination and Remuneration Committee will review and screen the proposals and nominations for suitability and present their recommendations to the Board of Directors for subsequent approval by the annual general meeting of shareholders.
9. Facilitating the annual general meeting of shareholders by ensuring that the date, time, venue, and method do not pose any obstacles for participation. Additionally, allowing shareholders who are unable to attend in person to grant proxies to others to attend and vote on their behalf

Reference link for Shareholder	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	111,307

Employee

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

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 with 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.
12. Provide employees with channels for communication, suggestions, and complaints regarding work. The suggestions will be considered and methods for resolution will be determined to benefit all parties and foster good working relationships.

Reference link for Employee	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	111,308

Customer

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.

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.
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.
10. The Company's businesses shall be operated in an honest, earnest, and just manner. No action shall be taken to violate customers' rights.
11. The Company shall never demand, receive, or consent to the direct or indirect receipt of any property or other dishonest benefit from a customer.
12. Customers must be treated with politeness, genuineness, and to be trusted by its customers.
13. Do not engage in excessive profiteering when comparing the quality of goods or services of the same kind or category, and do not impose unfair trade conditions on customers.

14. Strictly adhere to all conditions agreed upon with customers. If unable to meet any condition, promptly notify the customer in advance to collaboratively find a solution.
15. Comply with the Personal Data Protection Act and related laws to protect customer data and maintain confidentiality. Do not use customer information for personal benefit or the benefit of related parties.

Reference link for Customer	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
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Business competitor

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 the past years, there have been no business conflicts between our company and our partner companies.

Guidelines

1. The company will behave within the framework of good competition.
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.

Reference link for Business competitor	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	114,309

Business partner

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.

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, Direct and indirect.
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.
7. Trading partners' secrets or information shall be treated with confidentiality and shall not be wrongfully exploited for personal gain or the benefit of a related person.
8. The Company shall build good relations and understanding with trade partners, which will serve as the basis for knowledge exchange. The development and creation of value added to goods and services.
9. Unpermitted usage of business partner's intellectual properties, either copycats or altered products, for company's own benefit are prohibited.
10. Place importance on and listen to the opinions, complaints, and suggestions of partners and/or creditors or stakeholders to improve and rectify operations.
11. Comply with the Personal Data Protection Act and related laws to protect the data and maintain the confidentiality of partners and/or creditors. Do not use partner and/or creditor information for personal benefit or the benefit of related parties.

Reference link for Business partner	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
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Creditor

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.

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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.
7. Trading partners' secrets or information shall be treated with confidentiality and shall not be wrongfully exploited for personal gain or the benefit of a related person.
8. The Company shall build good relations and understanding with trade partners, which will serve as the basis for knowledge exchange. The development and creation of value added to goods and services.
9. Unpermitted usage of business partner's intellectual properties, either copycats or altered products, for company's own benefit are prohibited.
10. Place importance on and listen to the opinions, complaints, and suggestions of partners and/or creditors or stakeholders to improve and rectify operations.
11. Comply with the Personal Data Protection Act and related laws to protect the data and maintain the confidentiality of partners and/or creditors. Do not use partner and/or creditor information for personal benefit or the benefit of related parties.

Reference link for Creditor	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
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Community and society

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

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.
9. Businesses shall be undertaken in accordance with laws, regulations, and policies on the environment with due regard to the impact on natural resources and the environment. Regular revision and assessment of the Company's environmental performance shall be performed.
10. Prioritize business transactions with partners who share the company's commitment to community, social, and environmental responsibility.
11. Listen to the opinions and needs of the community to effectively respond and develop good corporate governance practices.

Reference link for Community and society	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	113,312

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

Sabina Public Company Limited and its affiliated companies, 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.

Reference link for the full version of business code of conduct : https://investor.sabina.co.th/storage/document/cg/sabina-eb-code-conduct-2024-en.pdf

Page number of the reference link : 1-36

Policy and guidelines related to business code of conduct

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

Prevention of Conflicts of Interest

The Board of Directors of the company and its subsidiaries and indirect subsidiaries have a policy that requires company personnel to conduct business transparently, without seeking any benefits or profits that lead to corruption. The policy includes established procedures and controls to ensure that there are no conflicts of interest, in accordance with the policies set by the company and its subsidiaries, and to prevent any form of corruption.

Guidelines

1. Company personnel adhere to policies related to anti-corruption regarding conflicts of interest.
2. Company personnel must not engage in any business that may create a conflict of interest with the company and its subsidiaries and indirect subsidiaries, whether directly or indirectly. They must not use their positions to seek personal or group benefits and must strive to avoid engaging in any business that causes a conflict of interest that may affect decision-making. This includes transactions and business activities, both in a personal capacity or as a representative of an entity in which they have an interest.
3. The company and its subsidiaries and indirect subsidiaries have communicated and publicized to the company's personnel, including partners, business associates, and individuals involved in business operations, to create an understanding of the company's policies and practices regarding conflicts of interest.

Reference link for Prevention of Conflicts of Interest : https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024

Page number of the reference link : 299

Anti-corruption

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

1. 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.
2.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.

3.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.

4.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.
26) The financial reports should be prepared with honesty.

- The company has a human resource management process that reflects a commitment to anti-corruption measures. Recruitment, employee training, performance evaluation, determination of compensation, promotions, and dismissal of the company's personnel must be conducted correctly and according to the company's principles, including subsidiaries and indirect subsidiaries.
- The company has a policy not to demote, penalize, or negatively affect its personnel who refuse to engage in

corruption, even if such actions result in the company losing business opportunities. This policy is communicated to all company personnel through various channels as designated by the company.

· The company provides continuous communication, training, and evaluation for its personnel, including those in subsidiaries and indirect subsidiaries, to ensure genuine understanding of the anti-corruption policies and measures, the company's expectations, and the penalties for non-compliance with these measures.

· The company has a policy to impose penalties if personnel at all levels are found to violate or fail to comply with anti-corruption policies and measures. The penalties will be in accordance with the company's regulations.

· The company has a policy to disclose the number of employees who have been penalized or dismissed due to non-compliance with the company's anti-corruption policies and measures.

· The company has a policy to disclose expenses incurred due to non-compliance with the company's anti-corruption policies and measures. This includes political support donations, various fines, compensation, or penalties resulting from corruption.

· The company has established procedures for maintaining documents and records to ensure they are readily available for verification of the accuracy and appropriateness of financial transactions. Additionally, the company has implemented procedures to ensure that there are no unrecorded or unexplainable transactions, or false entries.

· The company has established procedures to ensure that the internal control of accounting processes and data retention is audited internally to verify the effectiveness of anti-corruption measures. Additionally, the company ensures that financial transaction records are sufficiently documented for audit purposes.

· For new business ventures, including procurement, the company must consider collaborating only with business partners or suppliers who have a clear stance against all forms of corruption (e.g., bribery, facilitation payments). This consideration is based on whether these partners are members of the Thai Private Sector Collective Action Against Corruption (CAC) or adhere to the company's operational policies.

· There must be regular evaluations of the status of business partners and suppliers regarding their transparent operations, auditability, and commitment to combating all forms of corruption.

· The company communicates its anti-corruption policies and practices to subsidiaries, partners, business associates, and stakeholders, as well as the public, through various communication channels to ensure awareness and implementation of anti-corruption measures.

Reference link for Anti-corruption	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	291-295

Whistleblowing and Protection of Whistleblowers

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
• 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.

Reference link for Whistleblowing and Protection of Whistleblowers	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	316-318

Prevention of Misuse 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 1 month 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.

Reference link for Prevention of Misuse of Inside Information	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	302-303

Money laundering prevention

The company's personnel are required to comply with applicable laws, regulations, and rules in any country in which the Company operates its business. This includes labor law, anti-money laundering (AML) and combating the financing of terrorism (CFT) laws, relevant rules, and international human rights principles.

Guidelines

· The company's personnel shall comply with the laws, rules, regulations, principles, customs and decorum of the country in which the Company operates its business or has entered into a business contract.

· The company’s personnel shall comply with labor law and any relevant regulations, with fairness and adhere strictly to international human rights principles, regarding the activities associated to SABINA business operation both directly and indirectly. For instance, the rights to collective bargaining, freedo of association, protection against anti-harassment in both sexual and non-sexual, human trafficking, forced labor, child labor and other rights. SABINA also focuses specially on the vulnerable groups which include children, the disabled, women, minor ethics, refugees, local tribes, local community, alien labor or the labor hired through the third party, alternative sex and the elderly. SABINA practices aims to avoid any risk of involvement in human rights violations within the Company’s business operations.

· The company’s personnel must use the due caution in performing their duties and take part preventing the organization from becoming involved in such activities and to protect the company’s data from being used for such activities. They are also required to comply with AML/CFT laws, rules, regulations, and international principles.

· The company’s personnel who carry out their duties outside of Thailand shall study the laws, rules, regulations, principles, customs and decorum of the country in which they will work before travelling to such country. If they are unsure about anything, they shall seek the advice of the Legal Office. Employees shall not conduct themselves according to their own assumptions without seeking legal advice.

Reference link for Money laundering prevention	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	290-291

Gift giving or receiving, entertainment, or business hospitality

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

1.The company’s personnel comply with the policy related to anti-corruption, giving gifts, properties or any other benefits and entertainment are strictly.

2.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.

3.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.

4.Gifts, properties, or other benefits should not be cash or cash equivalents and must not be illegal.

5.Entertainment must not be obligated or create a feeling of corruption in return. Moreover, it must not violate any regulations, rules, and laws.

6.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.

7.The company and its subsidiaries and indirect subsidiaries have communicated and publicized to the company's personnel, including partners, business associates, and individuals involved in business operations, to create an understanding of the company's policies and practices regarding the receipt and giving of gifts, property, or other benefits, as well as entertainment.

Reference link for Gift giving or receiving, entertainment, or business hospitality	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	297

Compliance with laws, regulations, and rules

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.

Reference link for Compliance with laws, regulations, and rules	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	300

Information and assets usage and protection

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.

Reference link for Information and assets usage and protection	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	303-304

Anti-unfair competitiveness

The company shall operate within the framework of fair competition, refraining from seeking confidential information of competitors through inappropriate or unlawful means. The company is committed to conducting business with ethical integrity towards its competitors and has established policies and guidelines for practice as follows:

1. The company will behave within the framework of good competition.
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.

Reference link for Anti-unfair competitiveness	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	272,311

Information and IT system security

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.

Reference link for Information and IT system security	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	304

Environmental management

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.

9. Businesses shall be undertaken in accordance with laws, regulations, and policies on the environment with due regard to the impact on natural resources and the environment. Regular revision and assessment of the Company's environmental performance shall be performed.

10. Prioritize business transactions with partners who share the company's commitment to community, social, and environmental responsibility.

11. Listen to the opinions and needs of the community to effectively respond and develop good corporate governance practices.

Reference link for Environmental management	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	312-313

Human rights

The company's personnel are required to comply with applicable laws, regulations, and rules in any country in which the Company operates its business. This includes labor law, anti-money laundering (AML) and combating the financing of terrorism (CFT) laws, relevant rules, and international human rights principles.

Guidelines

· The company's personnel shall comply with the laws, rules, regulations, principles, customs and decorum of the country in which the Company operates its business or has entered into a business contract.

· The company's personnel shall comply with labor law and any relevant regulations, with fairness and adhere strictly to international human rights principles, regarding the activities associated to SABINA business operation both directly and indirectly. For instance, the rights to collective bargaining, freedo of association, protection against anti-harassment in both sexual and non-sexual, human trafficking, forced labor, child labor and other rights. SABINA also focuses specially on the vulnerable groups which include children, the disabled, women, minor ethics, refugees, local tribes, local community, alien labor or the labor hired through the third party, alternative sex and the elderly. SABINA practices aims to avoid any risk of involvement in human rights violations within the Company's business operations.

· The company's personnel must use the due caution in performing their duties and take part preventing the organization from becoming involved in such activities and to protect the company's data from being used for such activities. They are also required to comply with AML/CFT laws, rules, regulations, and international principles.

· The company's personnel who carry out their duties outside of Thailand shall study the laws, rules, regulations, principles, customs and decorum of the country in which they will work before travelling to such country. If they are unsure about anything, they shall seek the advice of the Legel Office. Employees shall not conduct themselves according to their own assumptions without seeking legal advice.

Reference link for Human rights	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	290-291

Safety and occupational health at work

The Board of Directors 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 measures for Addressing Epidemics: Provision of Equipment, Body Temperature Thermometers, Alcohol-based Hand Sanitizers, Dissemination of Knowledge, Guidance, and Communication for Public Awareness, as well as Channels for Educating on Preventing and Reducing the Risk of Epidemic Spread.
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. The safety of the working condition, work environment, and work procedures shall be improved.

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.
6. Business undertakings shall comply with safe and healthy work environment laws, regulations, and policies with due regard to the safety of life and property, as well as to the impact on the health of employees, trading partners, and stakeholders. Regular monitoring and safety assessment shall be conducted.
7. A safe workplace culture shall be fostered for the entire organization to ensure sustainable and safe operations.
8. Ensure regular cleaning of all common areas.
9. Provide knowledge, advice, and communication or educational channels to prevent and reduce the risk of spreading infectious diseases.
10. Develop plans and measures for maintaining the work environment to handle potential outbreaks of infectious diseases.
11. Executives, employees, contractors, and contractor's staff must strictly adhere to and comply with laws, policies, regulations, and standards related to quality, security, safety, occupational health, environment, and business continuity.
12. Develop a security management system in accordance with legal requirements, ensuring regular assessments and reviews.
13. Provide sufficient and appropriate resources for safety operations.
14. Assess risks and impacts on safety, health, and the environment before making any decisions.

Reference link for Safety and occupational health at work	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
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employee

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

Guidelines

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.
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.
14. Follow measures to prevent and reduce the risk of spreading infectious diseases.
15. Do not use company work time for other activities or for personal benefit.
16. Do not provide false information or conceal the truth that should be reported to the company.
17. Do not use insider information for personal benefit or for others in the trading of the company's securities, or engage in forward contract trading related to the company's securities. Do not disclose insider information to others, knowing or reasonably knowing that the recipient may use that information for trading the company's securities or engaging in forward contract trading related to the company's securities, whether for the benefit of the recipient or others.
18. Do not obstruct or perform any actions that hinder the lawful duties of authorized personnel within the company. Do not issue any orders that require employees to act improperly or unethically.
19. Do not disclose your own or others' salaries, wages, or rates of salary increases, whether intentionally or unintentionally.
20. Do not violate civil or criminal laws that cause harm to yourself or others, whether intentionally or unintentionally.

Reference link for the other policy and guidelines	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	271,314

Promotion of compliance with the business code of conduct

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

The company 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.

Reference link for the process of promotion for the board of directors, executives, and employees to comply with the business code of conduct	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	315

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption networks	:	Yes
Anti-corruption networks or projects the company has joined or declared intent to join	:	Thai Private Sector Collective Action Against Corruption (CAC) CAC membership certification status : Certified Certification document of CAC membership status : cac.jpg, Other anti-corruption networks or projects the company has joined : CAC Change Agent Award 2024 Certification document of Other anti-corruption networks or projects the company : change agent.jpg

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

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

In the past year, did the company review the corporate governance policy and guidelines, or board of directors' charter	:	Yes
Material changes and developments in policy and guidelines over the past year	:	No

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC	:	Mostly used in practice

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.

Other corporate governance performance and outcomes

In 2024, Sabina Public Company Limited continued to strengthen its market presence with a strategy of developing innovative products using eco-friendly components to meet the needs of modern, sustainability-conscious consumers. The company focused on managing all business processes efficiently and systematically to enhance market competitiveness and maximize value for shareholders.

The main goals for 2024 included the execution of the organization's five core missions, covering product development, customer satisfaction, sustainable market expansion, efficient resource management, and elevating business standards to align with good governance principles.

The outstanding achievements throughout 2024 underscored Sabina's success as a business leader, with significant national and international awards, including:

Best CEO Award, Best CFO Award, and Best IR Award from the Investment Analysts Association (IAA), reflecting investor and stakeholder confidence in the organization's management capabilities.

Highly Commended 2024 from the Stock Exchange of Thailand, affirming excellence in sustainability and transparent business practices.

SET ESG Ratings "AAA" for 2024, the highest level, highlighting exceptional management in environmental, social, and governance aspects.

Additionally, Sabina received the "CAC Change Agent Award 2024" from the Thai Private Sector Collective Action Coalition Against Corruption (CAC), emphasizing the company's role as a key force in promoting transparency within its SME partner network.

Sabina's adherence to ESG (Environmental, Social, and Governance) principles not only builds investor trust but also contributes to the long-term stability and sustainability of its business operations. By integrating marketing strategies, innovation, and a commitment to sustainability, Sabina continues to be a company poised for growth and consistent returns for shareholders and investors.

Year 2024

- CAC Change Agent Award 2024 on November 11, 2024
- Best Investor Relations Award from the SET Awards 2024 on October 30, 2024
- Highly Commended Sustainability Award from the SET Awards 2024 on October 30, 2024
- Outstanding Investor Relations Award 2024 on October 30, 2024
- Excellent IR Award from the Investment Analysts Association (IAA) in the "IAA Awards for Listed Companies 2024" received on September 30, 2024.
- Excellent CFO Award from the Investment Analysts Association (IAA) in the "IAA Awards for Listed Companies 2024" received on September 30, 2024.
- Excellent CEO Award from the Investment Analysts Association (IAA) in the "IAA Awards for Listed Companies 2024" received on September 30, 2024.
- Sabina Public Company Limited and Sabina Far East Company Limited received the "Good Level" Award for Promoting Employment of Persons with Disabilities in 2024 from the Ministry of Social Development and Human Security, through the Department for Empowerment of Persons with Disabilities. This award recognizes the company's support in creating life stability for people with disabilities by providing them with valuable job opportunities.
- Sabina Far East Company Limited (Tha Phra Factory Branch) received the Commendation Award for Integrated Waste Management Model in all 50 districts of Bangkok for the year 2024 on Monday, September 23, 2024.
- Sabina Far East Company Limited (Tha Phra Factory Branch) received a Certificate of Excellence in Labor Relations and Labor Welfare for the 17th consecutive year at the national level on October 31, 2024.

§ Sabina Public Company Limited, Chainat Branch, received the Certificate of Recognition for Good Labour Practices (GLP) and the logo to use in their business management on July 12, 2024.

- Sabina Public Company Limited, Chainat Branch, received the Certificate of Recognition for the Low Emission Support Scheme (LESS) on May 9, 2024.
- Sabina Public Company Limited, Chainat Branch, received the Certificate of Recognition for the Standard in Preventing and Resolving Drug Problems in the Workplace on March 29, 2024.
- Sabina Public Company Limited, Chainat Branch, received the Certificate of Recognition for Level 2 Green Industry - Green Activity on November 21, 2024.
- Sabina Public Company Limited, Chainat Branch, received the Certificate of Recognition as a Good Level Organization Promoting Employment of Persons with Disabilities for the year 2024 on December 3, 2024.
- The "Good Deed Preserver of the Earth" award from the Senate Commission on Religion, Virtue, Ethics, Art, and Culture, and the Good Deed Preserver of the Earth Working Group on June 19, 2024.
- The Excellence Standard Wellness Center Award for Workplaces for 2022 from the Ministry of Public Health, received on March 21, 2024.
- Sabina Public Company Limited, Yasothon Branch, received the highest honor for Excellence in Labor Relations and Labor Welfare for the 19th consecutive year at the national level for 2024.
- Sabina Public Company Limited, Yasothon Branch, received the Model Establishment Award (NODE) under the Project for Promoting Health in the Workplace to Enhance Healthy Lifestyles in Four Dimensions on February 7, 2024.
- Sabina Public Company Limited, Yasothon Branch, received the National Model Thai Blushing Cheeks Award on February 14, 2024.
- Sabina Public Company Limited, Yasothon Branch, received the Zero Accident Bronze Level Award on June 19, 2024.
- Sabina Public Company Limited, Yasothon Branch, received the Happy@moral Business Award on August 16, 2024.

Corporate Governance Structure

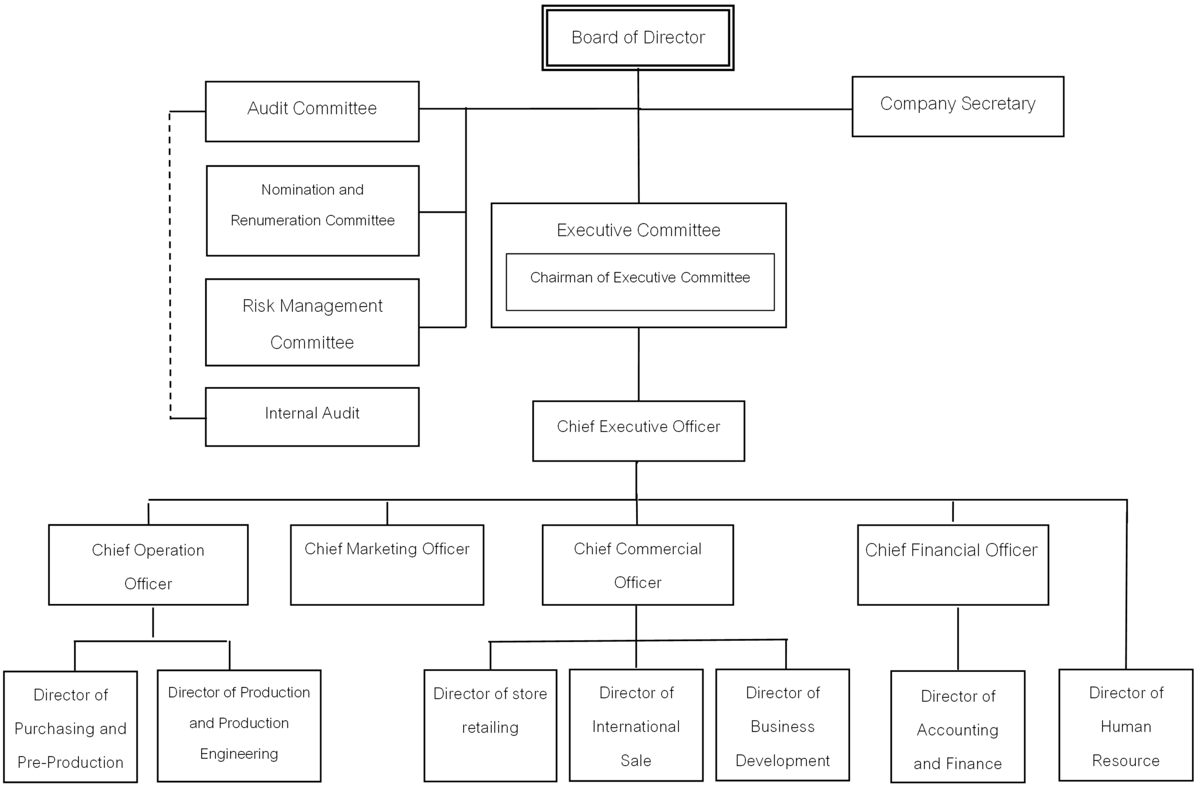
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 31 Dec 2024

Corporate governance structure diagram



Corporate Governance Structure

Information on the board of directors

Information on the board of directors

Composition of the board of directors

	2024	
	Male (persons)	Female (persons)
Total directors	13	
	6	7
Executive directors	6	
	2	4
Non-executive directors	7	
	4	3

	2024	
	Male (persons)	Female (persons)
Independent directors	5	
	3	2
Non-executive directors who have no position in independent directors	2	
	1	1

	2024	
	Male (%)	Female (%)
Total directors	100.00	
	46.15	53.85
Executive directors	46.15	
	15.38	30.77
Non-executive directors	53.85	
	30.77	23.08
Independent directors	38.46	
	23.08	15.38
Non-executive directors who have no position in independent directors	15.38	
	7.69	7.69

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

	2024	
	Male (years)	Female (years)
Average director age	61	
	67	56

The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. VIROJ THANALONGKORN Gender: Male Age : 71 years Highest level of education : Master's degree Study field of the highest level of education : mini mba Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years : Doesn’t Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 161,157,000 Shares (46.376115 %)	Chairman of the Board of Directors (Non-executive directors) Authorized directors as per the company’s certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	3 May 2007	Leadership, Strategic Management, Change Management, Corporate Management, Business Administration
2. Mr. BUNCHAI PUNTURAUMPORN Gender: Male Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : MINI MBA Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn’t Have Legal offenses in the past 5 years : Doesn’t Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 688,000 Shares (0.197986 %)	Director (Executive Directors) Authorized directors as per the company’s certificate of registration : Yes Type of director : Existing director	3 May 2007	Strategic Management, Corporate Management, Marketing, Leadership, Brand Management

List of directors	Position	First appointment date of director	Skills and expertise
3. Ms. RAWEWAN PEYAYOPANAKUL Gender: Female Age : 77 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn’t Have Legal offenses in the past 5 years : Doesn’t Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company’s certificate of registration : No Type of director : Existing director	3 May 2007	Internal Control, Accounting, Governance/ Compliance, Audit, Finance
4. Mr. SOMCHAI VANAVIT Gender: Male Age : 75 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn’t Have Legal offenses in the past 5 years : Doesn’t Have DAP course : Yes DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company’s certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	3 May 2007	Audit, Internal Control, Strategic Management, Corporate Management, Governance/ Compliance

List of directors	Position	First appointment date of director	Skills and expertise
5. Mr. YUTHANA ADIPATH Gender: Male Age : 79 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	3 May 2007	Audit, Internal Control, Governance/ Compliance, Strategic Management, Corporate Management
6. Ms. VACHIRAWAN YAMSRI Gender: Female Age : 59 years Highest level of education : Bachelor's degree Study field of the highest level of education : Political&Administrative science(finance) Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 400,000 Shares (0.115108 %)	Director (Executive Directors) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	1 Mar 2012	Strategic Management, Risk Management, Sustainability, Economics, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
7. Mrs. SUCHANYA THANALONGKORN Gender: Female Age : 69 years Highest level of education : Bachelor's degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	26 Jul 2012	Law, Governance/ Compliance, Corporate Management, Business Administration, Leadership
8. Mr. SOMKID PARDUNGKIATTISAK Gender: Male Age : 58 years Highest level of education : Bachelor's degree Study field of the highest level of education : cost accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 10,000 Shares (0.002878 %)	Director (Executive Directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	24 Apr 2015	Data Analysis, Accounting, Leadership, Finance & Securities, Finance

List of directors	Position	First appointment date of director	Skills and expertise
9. Mr. CHAKKRIS UTHAYOPHAS Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn’t Have Legal offenses in the past 5 years : Doesn’t Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company’s certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)	24 Apr 2015	Risk Management, Governance/ Compliance, Engineering, Internal Control, Business Administration
10. Ms. PENSRI SUTEERASARN Gender: Female Age : 56 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : - Legal offenses in the past 5 years : - DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 0 Shares (0.000000 %)	Director (Non-executive directors, Independent director) Authorized directors as per the company’s certificate of registration : No Type of director : Existing director	23 Apr 2019	Governance/ Compliance, Strategic Management, Corporate Management, Internal Control, Business Administration

List of directors	Position	First appointment date of director	Skills and expertise
11. Ms. DUANGDAO MAHANAVANONT Gender: Female Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : ms-cis Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years : Doesn't Have DAP course : No DCP course : Yes **Shareholding in the company** • Direct shareholding : 10,000 Shares (0.002878 %)	Director (Executive Directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Existing director	21 Feb 2020	Strategic Management, Data Management, Change Management, Information & Communication Technology, Leadership
12. Ms. PITCHA THANALONGKORN Gender: Female Age : 33 years Highest level of education : Bachelor's degree Study field of the highest level of education : fashion design& marketing Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years : Doesn't Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 10,501,000 Shares (3.021871 %)	Director (Executive Directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Existing director	21 Apr 2022	Fashion, Marketing, Brand Management, Design, Leadership

List of directors	Position	First appointment date of director	Skills and expertise
13. Ms. VAJA MUKTO Gender: Female Age : 56 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn’t Have Legal offenses in the past 5 years : Doesn’t Have DAP course : Yes DCP course : No **Shareholding in the company** • Direct shareholding : 10,000 Shares (0.002878 %)	Director (Executive Directors) Authorized directors as per the company’s certificate of registration : Yes Type of director : Existing director	25 Apr 2023	Business Administration, Accounting, Finance, Data Analysis, Leadership

Additional explanation:
(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003),only in the following cases:
(1) Dishonest act or gross negligence
(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved
(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.
(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. VIROJ THANALONGKORN	Chairman of the Board of Directors		✔		✔	✔
2. Mr. BUNCHAI PUNTURAUMPORN	Director	✔				✔
3. Ms. RAWEWAN PEYAYOPANAKUL	Director		✔	✔		
4. Mr. SOMCHAI VANAVIT	Director		✔	✔		
5. Mr. YUTHANA ADIPATH	Director		✔	✔		
6. Ms. VACHIRAWAN YAMSRI	Director	✔				
7. Mrs. SUCHANYA THANALONGKORN	Director		✔		✔	
8. Mr. SOMKID PARDUNGKIATTISAK	Director	✔				✔
9. Mr. CHAKKRIS UTHAYOPHAS	Director		✔	✔		
10. Ms. PENSRI SUTEERASARN	Director		✔	✔		
11. Ms. DUANGDAO MAHANAVANONT	Director	✔				✔
12. Ms. PITCHA THANALONGKORN	Director	✔				✔
13. Ms. VAJA MUKTO	Director	✔				✔
Total (persons)		6	7	5	2	6

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Economics	1	7.69
2. Fashion	1	7.69
3. Finance & Securities	1	7.69
4. Information & Communication Technology	1	7.69
5. Law	1	7.69
6. Marketing	2	15.38
7. Accounting	3	23.08
8. Finance	3	23.08
9. Sustainability	1	7.69
10. Data Management	1	7.69
11. Data Analysis	2	15.38
12. Brand Management	2	15.38
13. Corporate Management	6	46.15
14. Engineering	1	7.69
15. Design	1	7.69
16. Change Management	2	15.38
17. Leadership	8	61.54
18. Strategic Management	7	53.85
19. Risk Management	2	15.38
20. Audit	3	23.08
21. Internal Control	5	38.46
22. Governance/ Compliance	6	46.15
23. Business Administration	5	38.46

Information about the other directors

	2024
The chairman of the board and the highest-ranking executive are from the same person	No
The chairman of the board is an independent director	No
The chairman of the board and the highest-ranking executive are from the same family	No
Chairman is a member of the executive board or taskforce	No

	2024
The company appoints at least one independent director to determine the agenda of the board of directors' meeting	Yes

Additional explanation : (*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards
(**) If a remark is specified, the remark from the most recent year will be displayed

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

The measures for balancing the power between the board of directors and the Management :	Have
Methods of balancing power between the board of directors and Management :	Appointing one independent director to jointly consider setting the board meeting agenda

As of December 31, 2024, the company's Board of Directors consists of 13 members, comprising 7 female directors and 6 male directors. There are 6 executive directors, 7 non-executive directors, and 4 female executive directors. (There are 5 independent directors), including 2 female independent directors. All 5 independent directors meet the definition of "independent director" as defined by the Securities and Exchange Commission and the Stock Exchange of Thailand, and 5 of them serve as members of the company's Audit Committee and at least one independent director shall participate in setting the agenda for the Board of Directors' meetings.
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.

Reference link for the measures for balancing the power between the board of directors and the management :	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link :	129

Information on the roles and duties of the board of directors

Board charter : Have

This charter is established to ensure that operations are conducted efficiently, effectively, and in compliance with applicable laws and regulations. It aims to inform all relevant levels of Sabina Public Company Limited, including its subsidiaries, to acknowledge and adhere to the objectives, scope, authority, duties, and responsibilities of the Board of Directors.

1) Objective
The Board of Directors represents the shareholders and plays a crucial role in setting the company's business direction. It also oversees the company's management to ensure compliance with laws, objectives, and corporate regulations, aiming to create value for the business and serve the best long-term interests of the company and its shareholders.
The Board of Directors recognizes the importance of good corporate governance, as declared by the Stock Exchange of Thailand, to ensure the company's progress and stability. This also enhances confidence among shareholders, investors, and all stakeholders, while creating long-term value for the business. Therefore, the Board of Directors has established corporate governance policies to serve as guidelines for the company's directors in overseeing the company's operations as follows.
1. Set the vision, mission, direction, policies, and business strategies of the company to ensure that the company operates in the best interests of the shareholders.
2. Monitor the operations of the Executive Committee, oversee, balance, and take responsibility for the company's performance to the shareholders.
3. The Board of Directors is vested with the authority, duties, and responsibilities as defined by laws, regulations, and resolutions of shareholders' meetings. Essential details are specified under the section concerning the roles, authority, duties, and responsibilities of the Board of Directors

2) Composition of the Board of Directors
1. The company has a Board of Directors to oversee the operations of the company, consisting of no fewer than 5 directors. At least half of the total number of directors must reside within the Kingdom of Thailand. The directors must possess qualifications as required by law.

2. The structure of the Board of Directors must include independent directors making up at least one-third of the total number of directors, but not fewer than three members. The independent directors must possess qualifications in accordance with the criteria and requirements set by the Capital Market Supervisory Board.
3. The company's Board of Directors consists of no fewer than 3 audit committee members. The audit committee members must possess the qualifications stipulated by the criteria and requirements of the Capital Market Supervisory Board.
4. The election of the company's directors shall be conducted in accordance with the company's regulations and applicable legal requirements. The process must be transparent and clear, carried out through a recruitment and remuneration consideration process.

3) Qualifications of the Company's Directors

Individuals appointed as directors of the company must possess knowledge, skills, and readiness to fulfill their duties. They must have at least the following qualifications

1. Possess the qualifications and not be subject to any prohibitions under the Securities and Exchange Act or the Stock Exchange Act or according to the criteria set forth by the Securities and Exchange Commission (SEC). Additionally, they must not exhibit any characteristics indicating a lack of suitability to be entrusted by shareholders to manage the company, as stipulated by the SEC.
2. Possess knowledge, skills, or experience in relevant business fields, or in finance, accounting, management, or other areas deemed appropriate by the Board of Directors. Additionally, at least one non-executive director must have work experience related to the company's business.
3. Be able to dedicate sufficient time to the company as a director and fully commit to carrying out their responsibilities, especially in making critical decisions and performing duties in the best interest of the company. Directors must attend all Board and shareholder meetings unless in cases of necessity or force majeure.
4. Possess integrity, ethics, and any additional qualifications that may be prescribed by law or deemed appropriate by the Board of Directors.

For the consideration of selecting individuals to serve as independent directors, the Nomination Committee shall evaluate the qualifications of the independent directors in accordance with the requirements of the SEC. The company shall define the term "Independent Director" with the following qualifications.

1. Hold no more than 1% of the total voting shares of the company, its parent company, subsidiaries, associates, or any legal entity that may have a conflict of interest. This calculation must also include the shareholding of related persons of the independent director.
2. Must not currently be, or have ever been, a director involved in management, an employee, staff member, salaried consultant, or a person with controlling authority in the company, its parent company, subsidiaries, affiliates, fellow subsidiaries, or any legal entity that may have a conflict of interest. Exceptions are made if the individual has ceased to hold such a position for at least two years prior to the date of appointment.
3. Must not have any blood or legal relationship in the capacity of a father, mother, spouse, sibling, or child, including the spouse of a child, with executives, major shareholders, persons with controlling authority, or individuals nominated as executives or persons with controlling authority of the company or its subsidiaries.
4. Must not have or have ever had a business relationship with the company, its parent company, subsidiaries, affiliates, or any legal entity that may have a conflict of interest in a manner that could obstruct their independent judgment. Additionally, must not be or have ever been a major shareholder, non-independent director, or executive of an entity with a business relationship with the company, its parent company, subsidiaries, affiliates, or any legal entity that may have a conflict of interest, unless such a relationship ceased at least two years prior to the date of appointment.
5. Must not currently be or have ever been an auditor of the company, its parent company, subsidiaries, affiliates, or any legal entity that may have a conflict of interest. Additionally, must not be a major shareholder, a non-independent director, an executive, or a managing partner of an audit firm that has auditors affiliated with the company, its parent company, subsidiaries, affiliates, or any legal entity that may have a conflict of interest, unless such a relationship ceased at least two years prior to the date of appointment.
6. Must not currently be, or have ever been, a professional service provider, including a legal or financial advisor, receiving service fees exceeding two million baht per year from the company, its parent company, subsidiaries, affiliates, or any legal entity that may have a conflict of interest. In cases where the professional service provider is a legal entity, this includes being a major shareholder, a non-independent director, an executive, or a managing partner of such a professional service provider. Exceptions are made if the individual ceased holding such a position at least two years prior to the date of appointment.
7. Must not be a director appointed as a representative of the company's directors, major shareholders, or shareholders related to the company's major shareholders.
8. Must not have any other characteristics that would impair their ability to provide independent opinions regarding

the company's operations.

4) Term of Office

Directors of the company serve a term of 3 years. Upon the completion of their term, they may be considered for re-election as company directors for subsequent terms.

At each Annual General Meeting (AGM) of shareholders, one-third of the directors shall retire from office. If the number of directors cannot be evenly divided into three parts, the number closest to one-third shall retire. For the first and second years following the company's registration, the retiring directors shall be selected by drawing lots. In subsequent years, the directors who have served the longest shall retire.

The retiring directors are eligible for re-election. Apart from retiring by rotation, directors may vacate their office under the following circumstances:

(1) Death

(2) Resignation

(3) Disqualification or Prohibited Characteristics under the Public Limited Companies Act.

(4) The shareholders' meeting may pass a resolution to remove any director from their position before the expiration of their term with a vote of no less than three-fourths of the shareholders present and eligible to vote, holding shares amounting to no less than half of the total shares held by the shareholders present and eligible to vote.

(5) A court order for removal

Any director wishing to resign must submit a resignation letter to the company. The resignation takes effect upon the company's receipt of the letter. The resigning director may also notify the registrar of their resignation. If a director's position becomes vacant for reasons other than the expiration of their term, the board must select a qualified individual without prohibited characteristics under the Public Limited Companies Act to fill the vacancy at the next board meeting, unless the remaining term is less than two months. The replacement director will hold the position only for the remainder of the original director's term. A resolution to appoint the replacement director must receive the approval of no less than three-fourths of the remaining directors.

5) The Scope of Powers, Duties, and Responsibilities of the Board of Directors

The Board of Directors plays a critical role in overseeing the company's operations to ensure its best interests. The board is accountable to shareholders for the performance of its duties and operates independently from management.

1.) Manage the company in accordance with the law, objectives, and company regulations, as well as the resolutions of legally convened shareholders' meetings, with honesty, integrity, and care to protect the company's interests.

2.) Set goals, strategies, policies, plans, and budgets for the company, while supervising and overseeing the management and operations of the Executive Committee and executives to ensure compliance with assigned policies and the regulations of the Stock Exchange of Thailand. However, the board must obtain approval from the shareholders' meeting before proceeding with certain matters, such as: Actions required by law to have shareholder approval, including capital increases or reductions, issuance of bonds, mergers, dissolutions, sales or transfers of significant parts of the company, purchases or transfers of other companies' businesses, or business consolidation aimed at profit or loss sharing. Creation, amendment, or termination of contracts concerning leasing the entire or significant parts of the company's business, delegation of business management to others, or changes to the memorandum of association or company regulations. Execution of connected transactions or significant asset acquisitions and disposals in accordance with the rules of the Stock Exchange of Thailand or other relevant government authorities.

3.) The board of directors may appoint a number of directors and/or executives as deemed appropriate to form the Executive Committee, granting them the authority to manage the company as assigned by the board. Additionally, the board must appoint one member of the Executive Committee as the Chairman of the Executive Committee.

4.) The board of directors may appoint a managing director or delegate authority to any individual to conduct the company's business under the board's supervision. The board may also grant such authority as deemed appropriate, within a time frame it considers suitable, and may revoke, modify, or amend the authority granted. In cases where the board delegates authority to a managing director or other individual to act on regular business operations, the delegation must be in line with the board's resolution in a meeting that includes independent directors or audit committee members. If independent directors or audit committee members oppose such delegation, their opinions must be clearly recorded in the meeting minutes. The delegation of authority must clearly define the scope, duties, and responsibilities of the individual receiving the authority. Additionally, it must not include the power to approve transactions that the authorized individual or others with potential conflicts of interest, vested interests, or other conflicts (as per company regulation and the Securities and Exchange Commission's guidelines) may have with the company or its subsidiaries, except for normal transactions under standard commercial terms.

5.) Consider and approve the use of the company's or its subsidiaries' assets as collateral or guarantees, which may create obligations for the company.

6.) Consider and approve investments for business expansion, as well as joint ventures with other business operators.

7.) Consider and approve the delegation of authority within the company.

For any matters involving directors, authorized individuals, or persons with potential conflicts of interest, vested interests, or other types of conflicts with the company or its subsidiaries, such directors or authorized individuals with vested interests are not permitted to vote on those matters.

6) Board of Directors meeting

1. The Board of Directors has established that meetings shall be held at least six times a year, with the possibility of additional special meetings as necessary. An annual meeting schedule is arranged in advance, and a clear agenda is set for each meeting.
2. The Chairman of the Board and the Chairman of the Executive Committee shall oversee and approve the setting of the meeting agenda.
3. The company secretary is responsible for delivering documents to the directors at least 7 working days prior to the meeting to ensure they have sufficient time to review the information. In urgent cases to protect the company's rights or benefits, the Chairman or an assigned person may convene the meeting through alternative means.The invitation and supporting documents can be sent electronically. The company secretary must keep copies of the meeting invitation and related documents as records, which may be stored in electronic format.
4. The Chairman of the Board or an assigned individual may arrange for directors to attend and conduct meetings via electronic means. Such meetings must utilize a meeting control system with information security measures, including audio or both audio and video recording as appropriate. All directors participating in the meeting must remain present for the entire duration, and computer traffic data generated from such recordings must be documented. The meeting control system must comply with the relevant laws and regulations.
Directors attending meetings via electronic means, in accordance with the methods and conditions specified in the first paragraph, are considered to be participating in the meeting and can be counted towards the quorum.
5. The Chairman of the Board presides over the meeting, ensuring time management and allowing all directors to express their opinions freely. Relevant executives are also invited to the meeting to clarify or provide additional information as directly related to the issues, aiding the decision-making process of the Board of Directors.
6. Voting on each agenda item shall be decided by a majority vote. Additionally, for each vote in a Board of Directors meeting, at least two-thirds of all directors must be present.
7. The company secretary records the meeting proceedings in written form and systematically stores the minutes which have been certified by the Board of Directors, in a manner that allows for verification and reference at any time.

7) Quorum.

For a Board of Directors meeting to constitute a quorum, at least half of the total number of directors must be present. If the Chairman is absent or unable to perform their duties and there is a Vice-Chairman, the Vice-Chairman shall act as the meeting chair. If there is no Vice-Chairman or the Vice-Chairman is unable to perform their duties, the directors present shall select one among themselves to chair the meeting. The selection of the chairman for the meeting shall be decided by a majority vote of the directors present.

Each director has one vote in decision-making, except in matters where a director has a conflict of interest; in such cases, they are not allowed to vote. In the event of a tie, the Chairman of the meeting has the deciding vote.

8) Board of Directors Evaluation.

8.1 The Board of Directors' evaluation is conducted annually, at least once a year, in both individual and collective forms. It is based on the assessment frameworks provided by the Thai Institute of Directors (IOD) and the Stock Exchange of Thailand. The evaluation results and directors' feedback are utilized to improve the Board's performance each year, ensuring its efficiency and achievement of objectives.

8.2 The processes and criteria for evaluating the performance of the Board of Directors, both individually and collectively, as well as all subcommittees collectively and the Chief Executive Officer (CEO), will be disclosed in the Annual Registration Statement (Form 56-1 One Report).

Reference link for the board charter	:	https://investor.sabina.co.th/storage/document/cg/sabina-board-directors-charter-en.pdf
Page number of the reference link	:	1-8

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

- Other
  - Define the company's business direction and oversee its management to ensure compliance with laws, objectives, and company regulations.

Scope of authorities, role, and duties

The Board of Directors plays a critical role in overseeing the company's operations to ensure its best interests. The board is accountable to shareholders for the performance of its duties and operates independently from management.

1.) Manage the company in accordance with the law, objectives, and company regulations, as well as the resolutions of legally convened shareholders' meetings, with honesty, integrity, and care to protect the company's interests.

2.) Set goals, strategies, policies, plans, and budgets for the company, while supervising and overseeing the management and operations of the Executive Committee and executives to ensure compliance with assigned policies and the regulations of the Stock Exchange of Thailand. However, the board must obtain approval from the shareholders' meeting before proceeding with certain matters, such as: Actions required by law to have shareholder approval, including capital increases or reductions, issuance of bonds, mergers, dissolutions, sales or transfers of significant parts of the company, purchases or transfers of other companies' businesses, or business consolidation aimed at profit or loss sharing. Creation, amendment, or termination of contracts concerning leasing the entire or significant parts of the company's business, delegation of business management to others, or changes to the memorandum of association or company regulations. Execution of connected transactions or significant asset acquisitions and disposals in accordance with the rules of the Stock Exchange of Thailand or other relevant government authorities.

3.) The board of directors may appoint a number of directors and/or executives as deemed appropriate to form the Executive Committee, granting them the authority to manage the company as assigned by the board. Additionally, the board must appoint one member of the Executive Committee as the Chairman of the Executive Committee.

4.) The board of directors may appoint a managing director or delegate authority to any individual to conduct the company's business under the board's supervision. The board may also grant such authority as deemed appropriate, within a time frame it considers suitable, and may revoke, modify, or amend the authority granted. In cases where the board delegates authority to a managing director or other individual to act on regular business operations, the delegation must be in line with the board's resolution in a meeting that includes independent directors or audit committee members. If independent directors or audit committee members oppose such delegation, their opinions must be clearly recorded in the meeting minutes. The delegation of authority must clearly define the scope, duties, and responsibilities of the individual receiving the authority. Additionally, it must not include the power to approve transactions that the authorized individual or others with potential conflicts of interest, vested interests, or other conflicts (as per company regulation and the Securities and Exchange Commission's guidelines) may have with the company or its subsidiaries, except for normal transactions under standard commercial terms.

5.) Consider and approve the use of the company's or its subsidiaries' assets as collateral or guarantees, which may create obligations for the company.

6.) Consider and approve investments for business expansion, as well as joint ventures with other business operators.

7.) Consider and approve the delegation of authority within the company.

Reference link for the charter

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Audit Committee

Role

• Audit Subcommittee

Scope of authorities, role, and duties

The primary objective of auditing is to assess the efficiency and effectiveness of the internal control system, including financial, accounting, and management controls. Additionally, the Audit Committee ensures the appropriate use of resources and maintains organized operations to facilitate the achievement of the company's objectives and goals.

1. Review the company's financial reporting to ensure accuracy and adequate disclosure. This shall be done through coordination with independent auditors and responsible executives in preparing quarterly and annual financial reports. The Audit Committee may also recommend that the independent auditors review or examine any transactions deemed necessary and significant during the company's audit process.

2. Review the company's internal control and internal audit systems to ensure they are appropriate, efficient, and effective. Additionally, assess the independence of the internal audit function and provide approval for the appointment, transfer, dismissal, and performance evaluation of the Head of Internal Audit.

3. Review the company's compliance with the Securities and Exchange Act, regulations of the Securities and Exchange Commission (SEC), the Stock Exchange of Thailand (SET), and other relevant laws related to the company's business.

4. Examine the company's operations to ensure they align with its work plan, policies, goals, and objectives, as well as applicable regulations and laws.

5. Consider the selection and nomination of an independent person to serve as the company's external auditor. This includes reviewing and recommending termination or remuneration for the auditor, taking into account credibility, adequacy of resources, and the audit workload of the audit firm, as well as the experience of the personnel assigned to audit the company. The Audit Committee shall submit its recommendations to the Board of Directors and meet with the external auditor at least once a year without the presence of management.

6. Review related-party transactions or transactions that may involve conflicts of interest to ensure compliance with laws and the Stock Exchange regulations. This is to confirm that such transactions are reasonable and in the best interest of the company.

7. Ensure the accuracy and completeness of the company's disclosure of information in cases involving related-party transactions or potential conflicts of interest.

8. Prepare the Audit Committee's report and disclose it in the company's annual report, with the report signed by the Chairman of the Audit Committee.

9. The Audit Committee must receive full cooperation regarding the necessary information, resources, and operational support from management. The Audit Committee may also invite management or relevant parties to provide information as necessary.

10. The Audit Committee has the authority to hire specialists or independent professional consultants as deemed necessary, with expenses covered by the company.

11. Approve the Audit Charter, scope of audit, audit plans, budget, and staffing of the internal audit department.

12. Review the company's anti-corruption processes to ensure they are effectively aligned with regulatory guidelines, including awareness promotion, risk assessment, preventive measures, audits, and self-assessment reviews of anti-corruption measures conducted by the internal audit department. This ensures the company has effective anti-corruption systems, as reported in the self-assessment framework of the Thai Institute of Directors (IOD).

13. Assess the company's fraud and corruption prevention and detection processes to ensure a reasonable level of

confidence in fraud prevention measures and appropriate company responses when such incidents occur.

14. Review the company’s whistleblowing procedures to ensure they are properly structured and effectively implemented in cases of fraud or corruption.

15. Perform any other duties assigned by the Board of Directors, within the scope of the Audit Committee’s responsibilities.

Reference link for the charter

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Executive Committee

Role

• Other

• 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.

Scope of authorities, role, and duties

5.1 Formulate policies, strategies, and business direction in alignment with the company's objectives as assigned by the Board of Directors, ensuring compliance with legal, regulatory, and corporate requirements.

5.2 Establish organizational structure and management authority, covering aspects such as recruitment, employment, transfers, training, and termination of employees, excluding the Chairman of the Executive Committee and the Chief Executive Officer.

5.3 Review and screen the annual budget proposal submitted by the Chief Executive Officer before presenting it to the Board of Directors for approval.

5.4 Monitor and assess the implementation of company policies and management strategies for effectiveness.

5.5 Evaluate and screen investment opportunities in core and non-core businesses before submitting them for Board approval.

5.6 Approve financial borrowing or credit facilities from financial institutions, as well as payment and expenditure decisions for normal business transactions.

5.7 Allocate bonuses, rewards, or other compensations approved by the Board.

5.8 Perform other duties assigned periodically by the Board of Directors.

The Executive Committee may delegate financial approval authority for specific matters or multiple matters to senior management of the company as deemed appropriate by the Executive Committee.

However, any such approvals must not involve transactions that would enable the Executive Committee to authorize matters in which they or any related persons may have conflicts of interest, vested interests, or other potential conflicts of interest (as defined by the company's regulations and the Securities and Exchange Commission). This applies to transactions with the company, its subsidiaries, or indirect subsidiaries, except for normal business transactions conducted under general commercial terms as prescribed by the Board of Directors. For any transactions in which an Executive Committee member or any related person may have a conflict of interest, vested interest, or potential conflict of interest with the company, its subsidiaries, or indirect subsidiaries, the concerned Executive Committee member shall not have the right to vote on the matter.

Reference link for the charter

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Risk Management Committee

Role

• RiskManagement Subcommittee

Scope of authorities, role, and duties

6.1. Establish policies, objectives, plans, and systems for corporate risk management, ensuring clarity, continuity, and adequacy of internal controls, and report findings to the Audit Committee.

6.2. Promote cooperation in risk management at all levels within the organization.

6.3. Ensure appropriate and effective risk management, including corruption risk management, with an emphasis on early warning signals and anomalies.

6.4. Ensure compliance with applicable laws and regulations related to the company's business operations.

6.5. Continuously improve and develop the enterprise risk management system.

6.6. Prepare and disclose a Risk Management Committee report in the company's annual report, signed by the Chairman of the Risk Management Committee.

6.7. Review, revise, and update the Risk Management Committee Charter and present it to the Board of Directors for approval.

6.8. Conduct a self-assessment at least once a year.

6.9. Perform any other duties as assigned by the Board of Directors.

Reference link for the charter

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The Nomination and Remuneration Committee

Role

• Nomination Subcommittee
• Remuneration Subcommittee

Scope of authorities, role, and duties

Scope of Authority, Duties, and Responsibilities in Nomination

1.1. Consider and establish criteria, policies, methods, and procedures for nominating individuals to serve as directors and members of subcommittees of the company.

1.2. Review and assess the qualifications of candidates to be nominated for director positions.

1.3. Evaluate the suitability of candidates based on personal integrity, knowledge, skills, experience, and expertise related to the company's business or core industry. The committee shall propose qualified candidates for approval by the Board of Directors and/or for further approval by the shareholders' meeting, as appropriate.

1.4. Identify and nominate suitable candidates for the Chief Executive Officer (CEO) position in the event of a vacancy, as well as establish criteria for the succession planning of senior executives.

1.5. Propose candidates from the company to serve as directors in the company and its subsidiaries.

1.6. Oversee the onboarding and orientation process for new directors.

1.7. Develop and implement a continuous training and development plan for directors and senior executives to enhance their knowledge and understanding of the company's business operations.

1.8. Ensure that the company has a succession plan in place to maintain leadership continuity in the event of the CEO or senior executives' retirement, resignation, or inability to perform their duties.

1.9. Conduct an annual performance evaluation of the CEO based on established criteria and report the assessment results to the Board of Directors.

1.10. Oversee the annual performance evaluation of the Board of Directors and individual directors, and report the evaluation results to the Board of Directors for acknowledgment.

1.11. Engage consultants or independent experts to provide opinions or recommendations as necessary and appropriate.

1.12. Perform any other duties as assigned by the Board of Directors.

2. Scope of Authority, Duties, and Responsibilities in Remuneration Consideration

2.1 Consider and determine the structure, criteria, and policies for the remuneration of the Board of Directors, subcommittees, and senior executives, ensuring appropriateness and reasonableness in comparison with industry standards. This includes both monetary and non-monetary compensation.

2.2 Review and approve the determination of annual remuneration for directors to propose for approval by the Board of Directors and/or for further approval by the shareholders' meeting, as appropriate.

2.3 Review and approve the performance evaluation results to determine the remuneration and annual salary adjustments for the Chief Executive Officer (CEO) and propose them for approval by the Board of Directors.

2.4 Engage consultants or independent experts to provide opinions or recommendations as necessary.

2.5 Have the authority to invite management, executives, or any relevant individuals of the company to provide opinions, attend meetings, or present relevant information.

2.6 Perform any other duties as assigned by the Board of Directors.

Reference link for the charter

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Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
1. Ms. RAWEWAN PEYAYOPANAKUL(*) Gender: Female Age : 77 years Highest level of education : Master's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director	3 May 2007	Internal Control, Accounting, Governance/ Compliance, Audit, Finance
2. Mr. SOMCHAI VANAVIT(*) Gender: Male Age : 75 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)	3 May 2007	Audit, Internal Control, Strategic Management, Corporate Management, Governance/ Compliance
3. Mr. YUTHANA ADIPATH(*) Gender: Male Age : 79 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)	3 May 2007	Audit, Internal Control, Governance/ Compliance, Strategic Management, Corporate Management
4. Ms. PENSRI SUTEERASARN(*) Gender: Female Age : 56 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes	Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)	23 Apr 2019	Governance/ Compliance, Strategic Management, Corporate Management, Internal Control, Business Administration

List of directors	Position	Appointment date of audit committee member	Skills and expertise
5. Mr. CHAKKRIS UTHAYOPHAS Gender: Male Age : 61 years Highest level of education : Master's degree Study field of the highest level of education : Engineering Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No	Member of the audit committee (Non-executive directors, Independent director) Director type : Newly appointed director not being replaced the ex-director	25 Apr 2024	Risk Management, Governance/ Compliance, Engineering, Internal Control, Business Administration

Additional explanation :
(*) Directors with expertise in accounting information review

List of executive committee members

List of committee members	Position	Appointment date of executive committee member
1. Mr. BUNCHAI PUNTURAUMPORN Gender: Male Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : MINI MBA Thai nationality : Yes Residence in Thailand : Yes	Chairman of the executive committee	3 May 2007
2. Ms. DUANGDAO MAHANAVANONT Gender: Female Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : ms-cis Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	21 Feb 2020
3. Mr. SOMKID PARDUNGKIATTISAK Gender: Male Age : 58 years Highest level of education : Bachelor's degree Study field of the highest level of education : cost accounting Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	24 Apr 2015
4. Ms. VACHIRAWAN YAMSRI Gender: Female Age : 59 years Highest level of education : Bachelor's degree Study field of the highest level of education : Political&Administrative science(finance) Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	1 Mar 2012
5. Ms. PITCHA THANALONGKORN Gender: Female Age : 33 years Highest level of education : Bachelor's degree Study field of the highest level of education : fashion design& marketing Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	21 Apr 2022
6. Ms. VAJA MUKTO Gender: Female Age : 56 years Highest level of education : Bachelor's degree Study field of the highest level of education : Accounting Thai nationality : Yes Residence in Thailand : Yes	Member of the executive committee	25 Apr 2023

Other Subcommittees

Subcommittee name	Name list	Position
Risk Management Committee	Mr. CHAKKRIS UTHAYOPHAS	The chairman of the subcommittee (Independent director)
	Mr. SOMKID PARDUNGKIATTISAK	Member of the subcommittee
	Ms. DUANGDAO MAHANAVANONT	Member of the subcommittee
	Ms. VACHIRAWAN YAMSRI	Member of the subcommittee
The Nomination and Remuneration Committee	Mr. SOMCHAI VANAVIT	The chairman of the subcommittee (Independent director)
	Ms. RAWEWAN PEYAYOPANAKUL	Member of the subcommittee (Independent director)
	Mr. YUTHANA ADIPATH	Member of the subcommittee (Independent director)
	Mr. BUNCHAI PUNTURAUMPORN	Member of the subcommittee

Information on the executives

Information on the executives

List and positions of the executive

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

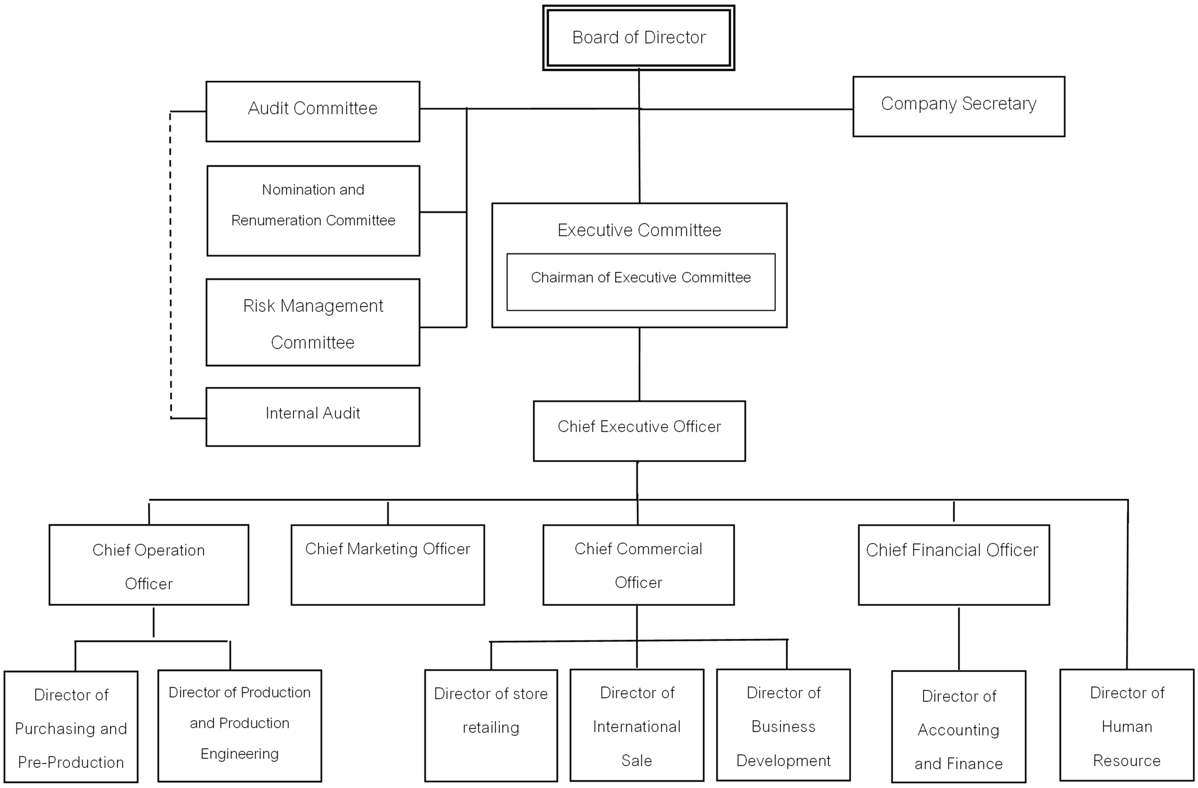
List of executives	Position	First appointment date	Skills and expertise
1. Mr. BUNCHAI PUNTURAUMPORN Gender: Male Age : 60 years Highest level of education : Master's degree Study field of the highest level of education : MINI MBA Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	CHAIRMAN OF THE EXECUTIVE	3 May 2007	Strategic Management, Corporate Management, Marketing, Leadership, Brand Management
2. Ms. DUANGDAO MAHANAVANONT Gender: Female Age : 48 years Highest level of education : Master's degree Study field of the highest level of education : ms-cis Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	CHIEF EXECUTIVE OFFICER (The highest-ranking executive)	1 Jan 2022	Strategic Management, Data Management, Change Management, Information & Communication Technology, Leadership
3. Mr. SOMKID PARDUNGKIATTISAK(*) Gender: Male Age : 58 years Highest level of education : Bachelor's degree Study field of the highest level of education : cost accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : Yes Accounting supervisor : No	Chief Financial Officer	1 Jan 2020	Data Analysis, Accounting, Leadership, Finance & Securities, Finance
4. Ms. PITCHA THANALONGKORN Gender: Female Age : 33 years Highest level of education : Bachelor's degree Study field of the highest level of education : fashion design& marketing Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Chief Marketing Officer	1 Jan 2019	Fashion, Marketing, Brand Management, Design, Leadership

Additional Explanation :
(*) Highest responsibility in corporate accounting and finance
(**) Accounting supervisor
(***) Appointed after the fiscal year end of the reporting year

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

Organization structure of the highest-ranking executive and the next four executives as of date	:	31 Dec 2024

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



Remuneration policy for executive directors and executives

<u>Policy on Recruitment and Remuneration for Directors and Senior Executives.</u>

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.

<u>Managing Director (CEO)</u>

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

<u>Recruitment of Company Directors and Senior Executives</u> The recruitment of company directors prioritizes individuals with knowledge, skills, experience, a strong track record, leadership qualities, broad vision, integrity, ethics, and a positive attitude toward the organization. They must also be able to dedicate sufficient time for the benefit of the company's operations.Additionally, the company considers diversity in the board structure (Board Diversity) and develops

a Board Skills Matrix to identify the required qualifications of potential candidates. This includes assessing necessary yet lacking skills, as well as suitable qualifications that align with the composition and structure of the board based on the company's business strategy.The company utilizes the Director Pool database from the Thai Institute of Directors (IOD) as part of the recruitment process for new directors. This transparent process aims to build shareholder confidence. The recruitment of directors and senior executives is carried out by the Nomination and Remuneration Committee, which selects candidates by considering their qualifications and expertise to align with the company's business strategies. The selected candidates are then proposed to the Board of Directors and/or shareholders for appointment.

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

Each shareholder has voting rights equal to the number of shares held

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

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.

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.

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

Director qualifications

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

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

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.

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

Possess morality, ethics, and any other qualifications that may be further defined by law or as deemed appropriate by the Board of Directors.

Remuneration for directors and executives

The Borad of Director has a policy of remuneration for **Managing Director (CEO) / Board of Directors / Senior Executives**, which is clear, transparent from Nomination and Remuneration Committee 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.

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

Reference link for remuneration policy for executive directors and executives	:	https://investor.sabina.co.th/storage/document/cg/sabina-remuneration-directors-and-executives-policy-en.pdf
Page number of the reference link	:	1-4
Does the board of directors or the remuneration committee have an opinion on the remuneration policy for executive directors and executives	:	Yes

In the year 2024, the Nomination and Remuneration Committee held a total of two meetings to consider various matters. The committee has continuously reported the meeting results along with their opinions to the Board of Directors. The key highlights of their duties are as follows:

1.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.

2.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.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	30,110,000.00	32,410,000.00	32,670,000.00

Other remunerations of executive directors and executives

	2022	2023	2024

	2022	2023	2024
Company's contribution to provident fund for executive directors and executives (Baht)	940,953.00	1,573,385.00	1,735,206.00
Employee Stock Ownership Plan (ESOP)	No	No	No
Employee Joint Investment Program (EJIP)	No	No	No

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past year : 3,028,900.00

Estimated remuneration of executive directors and executives in the current year : 0.00

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

General information	Email	Telephone number
1. Ms. Vaja Mukto	vaja@sabina.co.th	024229414

List of the company secretary

General information	Email	Telephone number
1. Ms. Vaja Mukto	vaja@sabina.co.th	024229414

List of the head of internal audit or outsourced internal auditor

General information	Email	Telephone number
1. Ms. Minthita Charoenpiem	minthita_c@sabina.co.th	024229400

Head of investor relations

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

List of the head of investor relations

General information	Email	Telephone number
1. Mr. somkid Pardungkiattisuk	somkid@sabina.co.th	024229403
2. Mr. Bunchai Punturaumporn	bunchai@sabina.co.th	024229400

Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
A.M.T. & ASSOCIATES 491/27 SILOM PLAZA, SILOM ROAD BANG RAK Bangkok 10500 Telephone +66 2234 1676	1,180,000.00	-	1. Mrs. NATSARAK SAROCHANUNJEEN Email: achaiyuth@gmail.com Telephone: 022341676 License number: 4563 2. Ms. DARANEE SOMKAMNERD Email: achaiyuth@gmail.com Telephone: 022341676 License number: 5007 3. Ms. JARUNEE NUAMMAE Email: achaiyuth@gmail.com Telephone: 022341676 License number: 5596 4. Mr. SIRAMATE AKKHARACHOTKULLANUN Email: achaiyuth@gmail.com Telephone: 022341676 License number: 11821

Assigned personnel in case of a foreign company

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

Performance Report on Corporate Governance

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

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

In 2024, SABINA successfully maintained sales growth across its key channels, including retail and non-store retailing (NSR). The company continued to focus on enhancing and improving all sales channels by adhering to principles of waste reduction and optimizing efficiency and effectiveness at every stage of its operations. Despite limited sales growth due to a slowdown in consumer purchasing power, SABINA still managed to achieve its set targets successfully.

In 2024, Sabina Public Company Limited successfully maintained its operational standards in line with expectations. This was achieved through strong collaboration both within and outside the organization. The total revenue for 2024 grew by 4.0%, equivalent to 136.5 million baht, compared to 2023, resulting in a total revenue of 3,586.9 million baht. Additionally, the company achieved a net profit margin of 12.9%, amounting to a net profit of 464.4 million baht for the year 2024.

At the Board of Directors' Meeting No. 2/2025, based on the company's performance, the Board resolved to approve a dividend payment of 1.34 baht per share. However, since an interim dividend of 0.69 baht per share has already been distributed, the Board proposed to the Annual General Meeting of Shareholders on April 24, 2025, to approve an additional dividend payment of 0.65 baht per share, scheduled for distribution on May 20, 2025.

The company places great emphasis on continuous workforce development and service enhancement to improve production efficiency and elevate customer service experience. This is achieved by providing multidimensional training for employees and enhancing service accessibility to ensure utmost convenience. Focus is given to upskilling sewing labor, including training employees in new skills to enhance work efficiency and reduce production costs. Additionally, existing skills are refined to deepen expertise, enabling employees to handle multiple tasks. Efforts have also been made to develop proficiency in operating all types of industrial sewing machines, aiming to increase flexibility within the production line. Since 2021, the company has extended its success in workforce development within the production sector to improving customer service processes, ensuring services are as accessible and convenient as possible for customers.

The company remains committed to conducting business with transparency, fairness, and accountability, adhering to good corporate governance principles while upholding social and environmental responsibilities. This dedication has earned the company an “Excellent” rating in corporate governance assessment for the seventh consecutive year (2018–2024). The recognition was granted by the Thai Institute of Directors (IOD) in collaboration with the Stock Exchange of Thailand and the Securities and Exchange Commission (SEC), reflecting its outstanding performance in Environmental, Social, and Governance (ESG) practices.Another proud achievement is receiving the CAC Change Agent Award 2024 from the Private Sector Collective Action Coalition Against Corruption (CAC). This award honors organizations that play a significant role in expanding transparency within the CAC network by encouraging SME business partners to join the coalition. This effort promotes transparency and ensures sustainable business practices, further reinforcing SABINA’s unwavering commitment to ESG principles, emphasizing environmental protection, social responsibility, and strong governance always.

Throughout 2024, Sabina earned three major awards from the Investment Analysts Association: Best CEO Awards, Best CFO Awards, and Best IR Awards. Additionally, the company achieved another significant milestone by receiving the Highly Commended Sustainability Award 2024. Sabina also proudly attained an “AAA” rating in the SET ESG Ratings from the Stock Exchange of Thailand, reflecting outstanding sustainable business practices. These awards highlight Sabina's excellence as a listed company that demonstrates outstanding sustainability practices, robust corporate governance, and a well-rounded consideration of all stakeholders. The company has successfully balanced economic growth with positive contributions to society and the environment, making these accolades a true mark of pride.

On behalf of the Board of Directors, management, and employees, we are committed to conducting business with integrity and good governance principles. Guided by our company's vision: “We are dedicated to creating value in our products through innovative advancements, empowering consumers with confidence to live better every day. We emphasize sustainable business growth and profitability.” We extend our sincere appreciation to our shareholders, customers, partners, business allies, and all stakeholders for your trust and confidence in the company's potential. With your continued support, we are ready to elevate Sabina to become a leading regional brand—one that represents the pride of Thailand and its people.

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

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
Mr. VIROJ THANALONGKORN	Chairman of the Board of Directors	3 May 2007	Leadership, Strategic Management, Change Management, Corporate Management, Business Administration
Mr. SOMCHAI VANAVIT	Director	3 May 2007	Audit, Internal Control, Strategic Management, Corporate Management, Governance/ Compliance
Mr. SOMKID PARDUNGKIATTISAK	Director	24 Apr 2015	Data Analysis, Accounting, Leadership, Finance & Securities, Finance
Mr. CHAKKRIS UTHAYOPHAS	Director	24 Apr 2015	Risk Management, Governance/ Compliance, Engineering, Internal Control, Business Administration

Selection of independent directors

Criteria for selecting 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

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors over the past year	:	No

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

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

Rights of minority shareholders on director appointment

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.

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 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 Fax: 02-424-7993 and published such rights on the Company's website at 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 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.

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

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Qualifications, knowledge, or experience	Skill and expertise
The recruitment of company directors prioritizes individuals with knowledge, skills, experience, a strong track record, leadership qualities, broad vision, integrity, ethics, and a positive attitude toward the organization. They must also be able to dedicate sufficient time for the benefit of the company's operations.Additionally, the company considers diversity in the board structure (Board Diversity) and develops a Board Skills Matrix to identify the required qualifications of potential candidates. This includes assessing necessary yet lacking skills, as well as suitable qualifications that align with the composition and structure of the board based on the company's business strategy.The company utilizes the Director Pool database from the Thai Institute of Directors (IOD) as part of the recruitment process for new directors. This transparent process aims to build shareholder confidence.The recruitment of directors and senior executives is carried out by the Nomination and Remuneration Committee, which selects candidates by considering their qualifications and expertise to align with the company's business strategies. The selected candidates are then proposed to the Board of Directors and/or shareholders for appointment.	Economics, Fashion, Information & Communication Technology, Marketing, Accounting, Finance, Human Resource Management, Sustainability, IT Management, Data Management, Data Analysis, Digital Marketing, Brand Management, Corporate Management, Engineering, Change Management, Leadership, Strategic Management, Risk Management, Audit, Internal Control, Governance/ Compliance, Business Administration

Information on the development of directors

Development of directors over the past year

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. VIROJ THANALONGKORN (Chairman of the Board of Directors)	Non-participating	Thai Institute of Directors (IOD) • 2007: Director Accreditation Program (DAP)
2. Mr. BUNCHAI PUNTURAUMPORN (Director)	Participating	Thai Institute of Directors (IOD) • 2016: Financial Statements for Directors (FSD) • 2007: Director Accreditation Program (DAP) Other • 2024: • SUCCESSION Planning: Defining the Future of Organizational Success • 2024: • Sustainable Growth: Building a Solid Foundation with Good Governance • 2024: • • Intergenerational Board Secrets (Not So Secret): Working Together for Success • 2024: • Operating a Business Within a Systematically Managed Legal Structure • 2024: • How to Achieve Organizational Sustainability Through GRC Management • 2024: • AI & Leadership: How to Lead Effectively in the Age of AI • 2024: • Culture as a Competitive Advantage: Integrating it into Workforce DNA • 2018: Board Matters & Trends (BMT) • 2014: How to Develop a Risk Management Plan (HRP) • 2012: Leadership Development Program • 2010: Executive Development Program (EDP)
3. Ms. RAWEWAN PEYAYOPANAKUL (Director)	Non-participating	Thai Institute of Directors (IOD) • 2003: Director Accreditation Program (DAP) Other • 2005: Audit committee. Program (ACP)
4. Mr. SOMCHAI VANAVIT (Director)	Non-participating	Thai Institute of Directors (IOD) • 2004: Director Accreditation Program (DAP) • 2004: Director Certification Program (DCP)
5. Mr. YUTHANA ADIPATH (Director)	Non-participating	Thai Institute of Directors (IOD) • 2007: Director Accreditation Program (DAP)

List of directors	Participation in training in the past financial year	History of training participation
6. Ms. VACHIRAWAN YAMSRI (Director)	Participating	Thai Institute of Directors (IOD) • 2012: Director Accreditation Program (DAP) Other • 2024: Seminar Course on Mindfulness Organization • 2024: Insight in SET: Knowledge for Growth and Sustainability in the Capital Market, Session 2/2024 • 2024: Next Steps for SET ESG Ratings: Preparing for FTSE Russell Assessment • 2024: Strengthening the Immunity of Listed Companies with Three Lines of Defense • 2024: Focus Group on Supply Chain Management Awards for Listed Companies • 2024: ESG-related risks and management: A practical guide for listed companies • 2023: Mission to the Sun for Sustainable Growth • 2023: Trend, Opportunities and Challenges in ESG 2023 • 2019: Risk Management Program for Corporate Leaders (RCL) • 2014: How to Develop a Risk Management Plan (HRP) • 2012: Executive Development Program (EDP)
7. Mrs. SUCHANYA THANALONGKORN (Director)	Non-participating	Thai Institute of Directors (IOD) • 2013: Director Accreditation Program (DAP)
8. Mr. SOMKID PARDUNGKIATTISAK (Director)	Participating	Thai Institute of Directors (IOD) • 2017: Financial Statements for Directors (FSD) • 2015: Director Accreditation Program (DAP) Other • 2024: • Prevention, Deterrence, and Suppression of Inappropriate Behavior of Listed Companies • 2024: • Improvement of Criteria for Material Transactions (MT) and Related Party Transactions (RPT) of Listed Companies • 2024: • Hot issue for Director: Empowering Boards: Enhancing Governance,Standards and Financial Insights • 2023: Hot issue for Director: Climate Governance 3/2023 • 2023: TLCA CFO CPD 1-5/2023 • 2023: IR Sharing 2/2023 • 2023: Governance System for Fraud Detection 2023 • 2023: Economic Update for CFO 2023 • 2022: TLCA CFO CPD 2,5,7/2022 • 2018: Boardroom Success through Financing & Investment (BFI) • 2016: IT Governance and Cyber Resilience Program (ITG) • 2016: Anti-Corruption the Practical Guide (ACPG) • 2015: Executive Development Program (EDP)
9. Mr. CHAKKRIS UTHAYOPHAS (Director)	Non-participating	Thai Institute of Directors (IOD) • 2002: Director Certification Program (DCP)
10. Ms. PENSRI SUTEERASARN (Director)	Non-participating	Thai Institute of Directors (IOD) • 2021: Advanced Audit Committee Program (AACP) • 2020: Director Leadership Certification Program (DLCP) • 2010: Successful Formulation & Execution of Strategy (SFE) • 2007: Director Certification Program (DCP)

List of directors	Participation in training in the past financial year	History of training participation
11. Ms. DUANGDAO MAHANAVANONT (Director)	Participating	Thai Institute of Directors (IOD) • 2022: Financial Statements for Directors (FSD) • 2020: Director Certification Program (DCP) Other • 2024: • Mindfulness Organization Seminar • 2024: • Corporate Governance for Equity Joint Ventures (CGE) Training Course • 2024: • SUCCESSION Planning: Defining the Future of Organizational Success • 2024: • The Secret Sauce Summit 2024 Seminar • 2024: • JOINT VENTURE AGREEMENT: Contract Management Strategies for Joint Venture Agreements, Analyzing Pros, Cons, and Precautions • 2024: Refreshment Program for Directors " Joint Venture Governance" • 2024: Culture as a Competitive Advantage : Integrating it into Workforce DNA • 2024: • MAT Insight Visit: LINE MAN WONGNAI • 2024: • MAT CMO Council Forum 7th Edition • 2024: Executive Breakfast Forum 2024 EP.40 • 2023: Mission to the Sun for Sustainable Growth • 2020: Corporate Governance for Executives (CGE) • 2019: Executive Development Program (EDP)
12. Ms. PITCHA THANALONGKORN (Director)	Participating	Thai Institute of Directors (IOD) • 2024: Director Accreditation Program (DAP) • 2017: Financial Statements for Directors (FSD) Other • 2023: Executive Development Program (EDP)

List of directors	Participation in training in the past financial year	History of training participation
13. Ms. VAJA MUKTO (Director)	Participating	Thai Institute of Directors (IOD) • 2023: Director Accreditation Program (DAP) • 2023: Subsidiary Governance Program (SGP) Other • 2024: • Prevention, Deterrence, and Suppression of Inappropriate Behavior of Listed Companies • 2024: • Seminar on the Survey Guidelines for the CGR Project for 2024 • 2024: • Directors of Different Ages: (Not So) Secret Tips for Achieving Success Together • 2024: • Roles and Responsibilities of the Company Secretary • 2024: • Conducting Business Under Legal Principles That Can Be Systematically Managed • 2024: • Dividend Payment • 2024: • Leadership Forum Training • 2024: • Improvement of Criteria for Material Transactions (MT) and Related Party Transactions (RPT) of Listed Companies • 2024: • Holding Compliance: How the Parent Company Manages its Subsidiaries • 2024: • Online Seminar: Q&A on Observations for Preparing the 56-1 One Report • 2024: • Intensive Preparation for a Full 100 AGM Checklist 2024 • 2024: • Training Course on Key Tax Issues • 2024: • Training Course on Key Accounting Errors for Accountants with Corrective Guidelines • 2024: • Seminar on Updating the Form for Publishing Shareholder Meeting Announcements on SET-LINK • 2024: • Seminar on the Survey Guidelines for the CGR Project for 2025 • 2024: • Procedures for Conducting Shareholders' Meetings • 2024: • Leadership Training on Health Balance • 2023: Hot issue for director climate govenance2/2023 • 2023: Mission to the Sun for Sustainable Growth • 2023: TLCA CFO CPD 1-5/2023 • 2023: IR Sharing 2/2023 • 2023: Governance System for Fraud Detection 2023 • 2023: Economic Update CFO 2023 • 2023: AGM Notice Board Resolution 2023 • 2022: TLCA CFO CPD 2,5,7/2022 • 2013: Company Secretary Program (CSP)

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

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 0-4.

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 0-4.

Which has the following meanings: 0 = Strongly disagree 1 = disagree 2 = agree 3 = quite much agree 4 = strongly agree

The evaluation results of the Board of Directors, both individual and sub-committees for the year 2024 is Execllene.

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 2024 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.

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

The evaluation results of the Board of Directors, both individual and sub-committees for the year 2024 is Execllent.

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : Yes

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 2024 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.

Reference link for the performance evaluation criteria for the executives	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	162-163

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past year (times)	:	7
Date of AGM meeting	:	25 Apr 2024
EGM meeting	:	No

Details of the board of directors' meeting attendance

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
1. Mr. VIROJ THANALONGKORN (Chairman of the Board of Directors)	7	/	7	1	/	1	N/A	/	N/A
2. Mr. BUNCHAI PUNTURAUMPORN (Director)	7	/	7	1	/	1	N/A	/	N/A
3. Ms. RAWEWAN PEYAYOPANAKUL (Director, Independent director)	7	/	7	1	/	1	N/A	/	N/A
4. Mr. SOMCHAI VANAVIT (Director, Independent director)	7	/	7	1	/	1	N/A	/	N/A
5. Mr. YUTHANA ADIPATH (Director, Independent director)	6	/	7	1	/	1	N/A	/	N/A
6. Ms. VACHIRAWAN YAMSRI (Director)	7	/	7	1	/	1	N/A	/	N/A

List of directors	Meeting attendance of the board of directors			AGM meeting attendance			EGM meeting attendance		
	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)	Attendance (times)	/	Meeting rights (times)
7. Mrs. SUCHANYA THANALONGKORN (Director)	7	/	7	1	/	1	N/A	/	N/A
8. Mr. SOMKID PARDUNGKIATTISAK (Director)	7	/	7	1	/	1	N/A	/	N/A
9. Mr. CHAKKRIS UTHAYOPHAS (Director, Independent director)	7	/	7	1	/	1	N/A	/	N/A
10. Ms. PENSRI SUTEERASARN (Director, Independent director)	7	/	7	1	/	1	N/A	/	N/A
11. Ms. DUANGDAO MAHANAVANONT (Director)	7	/	7	1	/	1	N/A	/	N/A
12. Ms. PITCHA THANALONGKORN (Director)	6	/	7	1	/	1	N/A	/	N/A
13. Ms. VAJA MUKTO (Director)	7	/	7	1	/	1	N/A	/	N/A

Remuneration of the board of directors

Types of remuneration of the board of directors

Remuneration for Directors and Executives of year 2024 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.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
1. Mr. VIROJ THANALONGKORN (Chairman of the Board of Directors)			1,020,000.00		N/A
Board of Directors	480,000.00	540,000.00	1,020,000.00	No	
2. Mr. BUNCHAI PUNTURAUMPORN (Director)			560,000.00		N/A
Board of Directors	120,000.00	320,000.00	440,000.00	No	
Executive Committee	120,000.00	0.00	120,000.00	No	
The Nomination and Remuneration Committee	0.00	0.00	0.00	No	
3. Ms. RAWEWAN PEYAYOPANAKUL (Director)			480,000.00		N/A
Board of Directors	120,000.00	240,000.00	360,000.00	No	
Audit Committee	120,000.00	0.00	120,000.00	No	
The Nomination and Remuneration Committee	0.00	0.00	0.00	No	
4. Mr. SOMCHAI VANAVIT (Director)			420,000.00		N/A
Board of Directors	120,000.00	240,000.00	360,000.00	No	
Audit Committee	60,000.00	0.00	60,000.00	No	
The Nomination and Remuneration Committee	0.00	0.00	0.00	No	
5. Mr. YUTHANA ADIPATH (Director)			420,000.00		N/A
Board of Directors	120,000.00	240,000.00	360,000.00	No	
Audit Committee	60,000.00	0.00	60,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
The Nomination and Remuneration Committee	0.00	0.00	0.00	No	
6. Ms. VACHIRAWAN YAMSRI (Director)			**420,000.00**		N/A
Board of Directors	120,000.00	240,000.00	360,000.00	No	
Executive Committee	60,000.00	0.00	60,000.00	No	
Risk Management Committee	0.00	0.00	0.00	No	
7. Mrs. SUCHANYA THANALONGKORN (Director)			**360,000.00**		N/A
Board of Directors	120,000.00	240,000.00	360,000.00	No	
8. Mr. SOMKID PARDUNGKIATTISAK (Director)			**420,000.00**		N/A
Board of Directors	120,000.00	240,000.00	360,000.00	No	
Executive Committee	60,000.00	0.00	60,000.00	No	
Risk Management Committee	0.00	0.00	0.00	No	
9. Mr. CHAKKRIS UTHAYOPHAS (Director)			**400,833.00**		N/A
Board of Directors	120,000.00	240,000.00	360,000.00	No	
Audit Committee	40,833.00	0.00	40,833.00	No	
Risk Management Committee	0.00	0.00	0.00	No	
10. Ms. PENSRI SUTEERASARN (Director)			**420,000.00**		N/A
Board of Directors	120,000.00	240,000.00	360,000.00	No	
Audit Committee	60,000.00	0.00	60,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
11. Ms. DUANGDAO MAHANAVANONT (Director)			**560,000.00**		**N/A**
Board of Directors	120,000.00	320,000.00	440,000.00	No	
Executive Committee	120,000.00	0.00	120,000.00	No	
Risk Management Committee	0.00	0.00	0.00	No	
12. Ms. PITCHA THANALONGKORN (Director)			**420,000.00**		**N/A**
Board of Directors	120,000.00	240,000.00	360,000.00	No	
Executive Committee	60,000.00	0.00	60,000.00	No	
13. Ms. VAJA MUKTO (Director)			**420,000.00**		**N/A**
Board of Directors	120,000.00	240,000.00	360,000.00	No	
Executive Committee	60,000.00	0.00	60,000.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	1,920,000.00	3,580,000.00	5,500,000.00
2. Audit Committee	340,833.00	0.00	340,833.00
3. Executive Committee	480,000.00	0.00	480,000.00
4. Risk Management Committee	0.00	0.00	0.00
5. The Nomination and Remuneration Committee	0.00	0.00	0.00

Summary of the remuneration of the board of directors

	2024
Meeting allowance (Baht)	2,740,833.00
Other monetary remuneration (Baht)	3,580,000.00

	2024
Total (Baht)	6,320,833.00

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board of directors over the past year (Baht) : 3,028,900.00

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies : Yes

Mechanism for overseeing subsidiaries and associated companies : Yes

Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors : The appointment of representatives as directors, executives, or controlling persons in proportion to shareholding, The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

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% amd 77.33 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:

- Board of Directors 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.
- Board of Directos 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.

Disclosure of agreements between the company and shareholders in managing subsidiaries and associated companies (Shareholders' agreement)

There is no agreement between the company and other shareholders to manage its subsidiaries and indirect subsidiaries.

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

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

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

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 2024 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 1 month 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.

Number of cases or issues related to conflict of interest

	2022	2023	2024
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

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

Has the company operated in preventing the use of inside information to seek benefits over the past year : Yes

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 1 month 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.

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

	2022	2023	2024
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year	:	Yes
Form of operations in anti-corruption	:	Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

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

Number of cases or issues related to corruption

	2022	2023	2024
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing procedures over the past year : No / In progress

Our company has been following on complaints closely on corruption topic for the past several years. The result is satisfactory as there have been no complaints on this matter.

Number of cases or issues related to whistleblowing

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

The monitoring of compliance with other corporate governance policy and guidelines

The follow-up of ethical practices strictly to the Audit Committee and the Board of Directors.

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

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 5

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Ms. RAWEWAN PEYAYOPANAKUL (Chairman of the audit committee)	5	/	5

List of Directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
2 Mr. SOMCHAI VANAVIT (Member of the audit committee)	4	/	5
3 Mr. YUTHANA ADIPATH (Member of the audit committee)	4	/	5
4 Ms. PENSRI SUTEERASARN (Member of the audit committee)	5	/	5
5 Mr. CHAKKRIS UTHAYOPHAS (Member of the audit committee)	4	/	4

The results of duty performance of the audit committee

The Audit Committee has duties and responsibilities in accordance with its charter and adheres to its designated responsibilities.perfomed 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 2025. There were four Audit Committee Meetings in 2024 (in one agenda in the fifth 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 2024 can be summarized as below:

1. Reviewing of quarterly financial statement and annual financial statements for the year 2024

Audit Committee reviewed quarterly financial statements and annual financial statements for the year 2024 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 Exchnage of Thailand (SET), related laws, and principles of good governance, that disclosure of information and related party transactions according to the annoucement of SEC and SET are done precisely, comprehensively, and timely, and that the company focuses on transparancy 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 reveiwed 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 2025

Audit Committee selected and appointed AMT Associate Office to be a company's auditor, considering its satiafactory performance in the previous year. The committee revewied qualifications of the auditor to ensure completeness and nominted to the Board of Director. The Meeting of Shareholders 2025 appointed, Mrs. Nattsaruk Sarojnanchin, Ms.Daranee Somkumnerd, Ms.Jarunee Nuammea , Mr.Siramet Aukkarachotikulnun and Ms.Nathaya Tankpradit Certified Public Accountant No.3885, 5007, 5596 ,11821 and 11591 respectively, of AMT Associate Office to be a company's auditor for the year 2025.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 12

List of Directors	Meeting attendance Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. BUNCHAI PUNTURAUMPORN (Chairman of the executive committee)	12	/	12
2 Ms. DUANGDAO MAHANAVANONT (Member of the executive committee)	12	/	12
3 Mr. SOMKID PARDUNGKIATTISAK (Member of the executive committee)	11	/	12
4 Ms. VACHIRAWAN YAMSRI (Member of the executive committee)	12	/	12
5 Ms. PITCHA THANALONGKORN (Member of the executive committee)	11	/	12
6 Ms. VAJA MUKTO (Member of the executive committee)	12	/	12

The results of duty performance of Executive Committee

The Executive Committee performed its duties and responsibilities within the scope specified by the Board of Directors. In 2024, the Executive Committee held a total of 12 meetings. Each meeting was attended by executive of the Company and its subsidiaries and indirect subsidiaries, with the objective of reporting performance, proposing information related to the meeting agenda for consideration and approval, and providing recommendations. The performance of the Executive Committee is summarized and reported to the Board of Directors annually. Key issues addressed by the Committee can be summarized as follows:

1. Considered the objectives, company's policies, directions, strategies, and principles that resonate with the business objectives, including follow-up the company's operating results monthly and its subsidiaries and indirect subsidiaries operating results on a quarterly basis.
2. Considered the organization structure and organization administrative authority encompassing selection, hiring,

transfer, training, and termination of contract for employees.
3. Considered the review annual budget allocation proposed by the Managing Director before submitting to the Board of Directors for approval.
4. Considered the scrutinize and review investment in core and non-core businesses before proposing to the Board of Directors for approval.
5. Considered the approve borrowings or borrowing from financial institutions and repayment or payment transactions in the normal course of business.
6. Considered the allocate reward, prize, or compensation which has been approved by the Board of Directors.
7. Reviewed the existing Charter for the Executive Committee, in order that these operating guidelines in discharging its assigned duties and responsibilities, remain appropriate and relevant to the current situation or business environment as well as set and reviewed the policy and regulations regarding internal operating procedures of the company, so that they are still relevant and applicable as well as correspond to the current and latest changes in business operating environment.

The Executive Committee is fully committed to managing and conducting the company’s businesses so as to enable the company to achieve its stated Vision and Mission together with the agreed corporate objectives and business strategies; whereby this will done within the established framework of good corporate governance as well as in a fully transparent and accountable manner, coupled with taking into account its corporate social responsibility and responsibility to the environment so as to enable the company to continue to grow both in a stable manner and on a sustainable basis.

Meeting attendance Risk Management Committee

Meeting Risk Management Committee (times) : 2

List of Directors	Meeting attendance Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. CHAKKRIS UTHAYOPHAS (The chairman of the subcommittee)	2	/	2
2 Mr. SOMKID PARDUNGKIATTISAK (Member of the subcommittee)	2	/	2
3 Ms. DUANGDAO MAHANAVANONT (Member of the subcommittee)	2	/	2
4 Ms. VACHIRAWAN YAMSRI (Member of the subcommittee)	2	/	2

The results of duty performance of 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 two a year.

In 2024, the Risk Management Committee held a total of one 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. Review risk assessment criteria from the 2024 sustainability assessment to be appropriate for changing requirements and 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. Consider and certify the risk assessment report from opportunities and impacts that may occur in various areas, as well as prepare plans to deal with business interruptions BCM.
6. Regularly reported operational results to the Audit Committee and the Board of Directors.

7. Follow up on compliance with the organization's activity culture.

Meeting attendance The Nomination and Remuneration Committee

Meeting The Nomination and Remuneration Committee (times) : 2

List of Directors	Meeting attendance The Nomination and Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. SOMCHAI VANAVIT (The chairman of the subcommittee)	2	/	2
2 Ms. RAWEWAN PEYAYOPANAKUL (Member of the subcommittee)	2	/	2
3 Mr. YUTHANA ADIPATH (Member of the subcommittee)	2	/	2
4 Mr. BUNCHAI PUNTURAUMPORN (Member of the subcommittee)	2	/	2

The results of duty performance of The Nomination and Remuneration Committee

In the year 2024, the Nomination and Remuneration Committee held a total of two meetings to consider various matters. The committee has continuously reported the meeting results along with their opinions to the Board of Directors. The key highlights of their duties are as follows:

1.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.

2.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.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Sabina Public Company Limited and its subsidiaries recognize the importance of conducting business within the framework of sustainable development principles. The company is committed to creating value across three key areas: economic, social, and environmental, based on good governance practices. This approach aims to foster stable and sustainable growth for the company, guided by sound principles.

The following operational guidelines have been established:

1. The company places great emphasis on ensuring sustainability in all processes throughout the supply chain. Additionally, it promotes and supports stakeholders across the company's business network to operate in accordance with sustainable development principles, thereby creating value, enhancing worth, and fostering sustainable growth for the company.
2. The company has established a committee to oversee efficient, transparent, and accountable management. It is committed to adhering to business ethics and anti-corruption policies, ensuring that all processes are traceable and auditable according to established standards. This is done to build trust and confidence among the company's stakeholders.
3. The company conducts its business with fairness, adhering strictly to laws, trade regulations, and fair competition practices. It rejects any benefits derived from unlawful operations, non-compliance with regulations, or unethical conduct.
4. The company promotes the respect for human rights in accordance with international principles and the Constitution of the Kingdom of Thailand, which guarantees and protects these rights. It is committed to upholding human dignity, rights, freedoms, and equality, ensuring non-discrimination against individuals regardless of gender, age, race, religion, skin color, beliefs, or opinions.
5. The company treats employees with fairness, recognizing them as a key factor in creating value and driving business success. As such, the company is committed to ensuring a safe working environment, fostering happiness, and promoting a high quality of life. It also focuses on developing employees' potential through various training programs to enhance their skills and providing equal opportunities for career growth and advancement.
6. The company places great importance on stakeholders and has identified stakeholder groups throughout the entire supply chain. This ensures that the needs of all stakeholders are met comprehensively. Additionally, the company has established channels for receiving feedback and complaints from stakeholders.
7. The company develops products that meet consumer needs, focusing on high quality and standardized services to ensure customer satisfaction. It is committed to producing sustainable and environmentally-friendly products.
8. The company promotes community and societal involvement to foster strength and sustainability. It actively participates in various activities, including initiatives that support employment, education, and community development.
9. The company places great importance on environmental quality management and actively promotes the prevention of environmental impacts resulting from its operations. This includes waste management, water management, energy management, and greenhouse gas management, among others. These practices are incorporated into the company's policies and operational guidelines. The company encourages participation from all employees and external stakeholders in activities aimed at protecting and preserving the environment.
10. The company has established a structure for managing its greenhouse gas emissions, with a system in place to report results and set guidelines for reducing greenhouse gas emissions in compliance with both national and international regulations.
11. The company prioritizes and promotes the efficient use of resources and energy, establishing guidelines and methods to reduce resource and energy consumption. It also explores environmentally-friendly alternative energy sources.
12. The company places significant emphasis on biodiversity, conducting comprehensive studies on biodiversity under environmental impact analysis. It ensures regular monitoring and works to protect, conserve, restore, and mitigate the impact on natural ecosystems, aiming to preserve biodiversity in the areas where projects are implemented and in surrounding communities.
13. The company prioritizes the management of safety, occupational health, and the work environment for employees, extending these efforts to include all stakeholders involved.
14. The company places great importance on comprehensive risk management across all business processes. It has established guidelines for managing and continuously monitoring risks to enhance opportunities and minimize losses in business operations.

15. The company establishes measures for water resource management based on specific timeframes and factors, including potential disasters, to prevent negative impacts on communities and the broader environment. This includes monitoring water resources, setting time-based reduction targets, and ensuring wastewater discharge complies with established standards and regulations regarding discharge sources.

Reference link for sustainability policy	:	https://investor.sabina.co.th/storage/document/cg/sabina-sustainability-policy-en.pdf
Page number of the reference link	:	1

Sustainability management goals

Does the company set sustainability management goals	:	Yes

The Company strive to achieve both financial goals and our sustainability targets. The company is committed to contributing to the development of a better world for the future. We recognize the importance of long-term impacts on environmental, social, and governance (ESG) aspects and are dedicated to generating sustainable profits. This year, we have set a goal to mitigate the effects of global warming through the Sabina Net Zero project, aiming to achieve net-zero greenhouse gas emissions by 2065.
We are committed to promoting and supporting sustainable practices across all dimensions of our operations. Our goal is to strike a balance between growth and resource stewardship. To achieve this, we have implemented and set the following key objectives:
1.Environmental We promote efficient use of resources, reducing waste and minimizing waste generation. We also develop eco-friendly renewable energy and environmentally friendly products. and the proper disposal of degraded products to prevent additional environmental burdens.
2.Social We prioritize the development of fundamental human rights that every person should receive equally and fairly. This includes ensuring safety and happiness in the workplace. Additionally, we have established the Khun Mae Jintana Thanalongkorn Foundation to support education grants, enhancing educational opportunities for talented but underprivileged students, fostering the development of future leaders.
3. Governance: Implementing corporate governance with integrity, fairness, transparency, and responsibility throughout the stakeholder chain, including declaring our commitment to anti-corruption efforts**.**
Sustainability is a great challenge, but we are confident that with strong collaboration from all stakeholders throughout the supply chain, we can drive positive change and create beneficial outcomes for everyone. We invite everyone to join us in moving towards a sustainable future and making the world a better place for future generations.

United Nations SDGs that align with the organization's sustainability management goals	:	Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions

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

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

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

The company establishes sustainability policies as concrete guidelines for implementation and disseminates them throughout the organization. These policies are integrated and aligned in the same direction to maximize benefits for stakeholders. Therefore, a sustainability policy has been established.

Information on impacts on stakeholder management in business value chain

Business value chain

The company places great importance on managing the supply chain to achieve business goals and generate sustainable profits. It also supports ESG operations within the supply chain, starting from resource utilization in production, improving efficiency in production processes, distributing and selling products to consumers, including after-sales service, and product disposal. This is based on fair and transparent business operations, responsibility for resource use in production, the environment, society, and stakeholders.

Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders’ expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
• Employees	Compensation and benefits, potential development and career progression, safety and work atmosphere	Customers (Customer and Consumer) are the stakeholders that the company prioritizes the most, significantly impacting any operational decisions. This is due to their crucial role in sales and business performance. They are considered the top Key Player stakeholder. The company's responses are as follows: -Develop multi-skills and employee potential to fully utilize their capabilities by conducting Training Needs assessments and developing both new skills (reskilling) and enhancing existing skills (upskilling) for effective work performance and alignment with current technological changes. -Conduct annual evaluations transparently and fairly, considering both performance and potential to determine appropriate compensation and career advancement opportunities. -Maintain a safe and healthy work environment to ensure employees can work safely, have good occupational health, and be free from accidents. - Implement human rights and labor standards to ensure employees are treated equally and fairly. This includes	• Online Communication • Internal Meeting • Others • Noticeboard

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>Internal stakeholders</u>			
		freedom of negotiation and expression, protection of labor rights, employment conditions, freedom from coercion and harassment, and listening to feedback through various channels. - Conduct labor relations to build engagement, understanding, and cooperation in driving company goals. Regularly assess employee engagement through Employee Engagement surveys.	

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
• Customers	Product quality, aesthetic and comfort, size adjustments, complaint handling, pricing and promotions, personal data protection	Employees are stakeholders that the company prioritizes and significantly impacts operational decisions. As a crucial resource for successful operations and achieving set goals, they are considered the second Key Player stakeholder. The company's responses are as follows:Establish operational standards and production control to ensure the health and safety of product use. - Communicate to provide consumers with complete and accurate product information. - Establish a Customer Relationship Management (CRM) department to provide after-sales service and resolve issues, communicate and build relationships with customers, and listen to feedback to meet customer needs and satisfaction. - Develop product innovation: Sustainable Products category or products that use environmentally friendly materials and processes, offering options for environmentally conscious customers. In 2024, there are three collections: - Recycled fibers from fishing nets	• Online Communication • Satisfaction Survey

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
		- Filagen fibers from fish scales - Recycled fibers from fabric scraps - Control the cost of raw materials and product manufacturing to set reasonable and valuable product prices. - Protect customer personal data according to the Personal Data Protection Policy (PDPA).	

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
• Others • Social & Community	Occupation and income, environmental responsibility, social responsibility, transparent operations	Community/Society the company prioritizes and significantly impacts operational decisions to gain acceptance and enhance its brand image. The company aims to conduct business responsibly towards the community and society through various projects. As the third Key Player stakeholder, the company's actions are as follows: - Support community employment, particularly in the Chainat and Yasothon branches, and contribute to community income through the Zero Waste project, which produces products from leftover materials and creates arm decorations in the Yasothon-Nampol and Chainat-Dongkon communities. - Manage the impact of the company's operations on community health and safety by treating and monitoring wastewater and air pollution from the mold foam forming process before release. - Survey and evaluate the impact of wastewater, air pollution, noise, solid waste, and traffic on surrounding communities. - Provide educational scholarships and opportunities up to a bachelor's degree for	• Visit • Online Communication • External Meeting • Others • community surveys

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
		underprivileged individuals through the Khun Mae Jintana Thanalongkorn Foundation, supported by company funds and employees to ensure the foundation's success. - Support and encourage women with breast cancer who have undergone mastectomies by providing prosthetic breasts through the Sewing Cup Sewing Heart project. - Collaborate with Thanyarak Breast Center, Siriraj Hospital, to produce Breast Cancer Simulator Pads inspired by key partners such as VMLY&R Thailand and PTT Global Chemical Public Company Limited, which supports plastic pellets, and Meta Thailand, which supports online media promotion to encourage self-breast examination. This helps detect abnormalities early and enables timely access to treatment with the principle "Early Detection Saves Lives."	

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
• Others • shareholder and investor	Financial performance and dividends, business stability and growth, transparent management	Shareholders and investors are the stakeholders that the company prioritizes the most, but they have relatively less impact on any operational decisions. They are considered the fourth-level stakeholders that the company shows consideration for. The company's responses are as follows: - Conduct business with caution to ensure good performance and high dividends, fulfilling responsibilities towards shareholders and investors. - Communicate business news and information through various channels and factory visits, as well as presenting in Opportunity Day periodically to create understanding and build good relationships. - Disclose information and comply with good corporate governance.	• Visit • Online Communication • Annual General Meeting (AGM) • Others • Annual Report • Investor Relations • Opportunity Day

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<u>External stakeholders</u>			
• Government agencies and Regulators	Compliance with regulations and laws, support and participation in activities	Local and government regulatory agencies are stakeholders that the company prioritizes less but have a very high impact on any operational decisions. They are considered the fifth-level stakeholders to meet their needs. The company pays close and careful attention to this group and ensures operations comply with relevant regulations and laws Additionally, the company emphasizes participating in meetings with community-related agencies to foster understanding and good relationships with the community, preventing opposition or obstruction to the company's operations.	• Online Communication • External Meeting

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
• Suppliers	Advance raw material order forecasts, timely payments, fair and transparent business practices, sustainable growth	Partners are stakeholders that the company highly prioritizes but have relatively less impact on any operational decisions. They are considered the sixth-level stakeholders to show consideration for. The company's responses are as follows: -Communicate operational information and product release plans to collaborate on pricing, which affects product costs, quality, and raw material delivery, as well as jointly developing raw materials for product innovation. -Establish business ethics and partner ethics, adhere to trade terms and conditions, and invite collaboration in anti-corruption initiatives through the CAC Together with Suppliers project. -Ensure partners operate without causing negative impacts on society and the environment through social and environmental assessments, supporting compliance with human rights and labor standards in the supply chain, and inviting partnership in social initiatives like the New Life Bra Cycle project.	• Visit • Online Communication • External Meeting • Complaint Reception

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability materiality topics	:	Yes
Over the past year, the company has reviewed its sustainability materiality topics	:	Yes

Details of organization's material sustainability topics

The names of the sustainability materiality topics	Subjects related to the sustainability materiality topics
Good Business Performance	• Others : It concerns the survival or profitability, growth, and sustainability of the organization
Product Innovation	• Innovation Development
Customer Relationship Management	• Customer / Consumer Responsibility
Partner Relationship Management	• Others : a key issue that focuses on enabling partners to grow and sustain alongside the company through mutu
Environmental, Social, and Governance Responsibility	• Environmental Management Standards Policy and Compliance • Energy Management • Water Management • Waste and Waste Management • Greenhouse Gas Management • Biodiversity Management • Human Rights • Fair Labor Practices • Community / Social Responsibility • Good Governance • Sustainability Risk Management • Sustainable Supply Chain Management • Innovation Development

Information on sustainability report

Corporate sustainability report

The company's corporate sustainability report	:	Have data
Reference link for corporate sustainability report	:	https://investor.sabina.co.th/en/document/viewer/138266/sustainability-reports-2024
Page number of the reference link	:	2-227

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with standards or guidelines	:	GRI Standards

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan

The company's risk management policy is as follows:
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. Risks that may impact the achievement of objectives, missions, strategies, and business goals must be managed comprehensively and promptly. Assess the likelihood and impact of risks, and manage them to an acceptable level by considering the appropriateness of the costs and benefits involved. Additionally, establish regular monitoring and reporting of enterprise risks to ensure these risks are managed appropriately.
5. 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.

Reference link to risk management policy and plan	:	https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024
Page number of the reference link	:	60

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management	:	No

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Strategic Risk

Related risk topics	:	Strategic Risk • Behavior or needs of customers / consumers • Other : Risk of Lack of Innovation and New Products [NEWNESS]
ESG risks	:	No

Risk characteristics
Behavior or needs of customers / consumers Due to the rapidly changing consumer behavior, which significantly influences purchasing decisions for products or services, the development of products and marketing communication that do not align with consumer behavior present both risks and opportunities that affect sales targets for those products.

Risk of Lack of Innovation and New Products [NEWNESS] The lack of innovation and new products results in the company not having new products to meet consumer demand, as well as being unable to continuously respond to changing consumer needs. This may lead to the loss of growth opportunities and long-term competitiveness.

Risk-related consequences
Behavior or needs of customers / consumers
Impacts the sales target of that product.

Risk of Lack of Innovation and New Products [NEWNESS] Loss of growth opportunities and long-term competitiveness

Risk management measures

Behavior or needs of customers / consumers Therefore, the company has implemented measures to ensure that product development and marketing communication align with consumer behavior by studying customer behavior, future fashion trends, and conducting market research to meet actual demands. This includes interviews, surveys, or in-depth data analysis to use the information to develop products.

Risk of Lack of Innovation and New Products [NEWNESS] The company has implemented measures and strategies by allocating a budget for research and development of new products, encouraging employees to be creative and to dare to experiment with new things, and planning products in both the short and long term. As a result of these measures and strategies.

Risk 2 Financial Risks

Related risk topics	:	Financial Risk • Default on payment or exchange of goods • Fluctuation in exchange rates, interest rates, or the inflation rate • Liquidity risk
ESG risks	:	No

Risk characteristics

Exchange Rate Risk

The company imports raw materials and finished goods from abroad and exports products overseas in the form of OEM sales. This results in the risk of revenue or expenses in Thai Baht being uncertain due to international exchange rate fluctuations, which change continuously, potentially leading to increased profits or losses.

Risk-related consequences

Exchange Rate Risk May result in either increased profits or losses."

Risk management measures

Exchange Rate Risk

The company has implemented measures to mitigate and prevent foreign exchange rate risks as follows:

1.Appoint staff to closely monitor exchange rate fluctuations to assess situations and trends of various currencies.

2. Arrange forward contracts with transactions at risk from such fluctuations.

3. Change the transaction currency for international transactions to the local currency of the trading partner to reduce exchange rate volatility.

4. Arrange for partial advance payments on the contract date to reduce exchange rate volatility that may occur at delivery and contract completion.

Risk 3 Operational Risks

Related risk topics	:	Operational Risk • Shortage or reliance on skilled workers • Information security and cyber-attack • Impact on the environment • Impact on human rights • Corruption • System disruption risk
ESG risks	:	Yes

Risk characteristics

1.Shortage or Dependence on Skilled Labor The development strategy for CMT (Cut Make Trim) subcontracting channels presents opportunities due to the closure of small factories during the COVID-19 situation. This has compelled clients to seek new manufacturers to replace previous suppliers.

2.Data and Cybersecurity Risks involve unauthorized access, cyberattacks, data alteration, or destruction within computer systems and networks, which could severely compromise security and operational stability.

3.Human Rights Impacts

- Employees and Vulnerable Groups The company may face human rights risks if employees misunderstand or lack awareness of human rights principles. This could lead to inappropriate verbal behavior, emotional harm, or unprofessional actions by supervisors, often stemming from work errors, missed deadlines, or failure to meet targets.

- Community Risks may include environmental impacts such as wastewater, noise, air pollution, and waste from business operations, as well as traffic congestion around factory areas.

- **Customers** Risks may arise if customers receive incomplete or inaccurate product information, resulting in products that do not meet their expectations.
- **Partners** Risks may involve unfair procurement practices, discrimination, or biased evaluation of partners, leading to dissatisfaction and non-transparent business processes.

4.**Information Technology System Malfunctions** Dependence on IT systems for managing orders, payment processing, inventory management, shipment tracking, and customer service poses risks. System malfunctions, including issues in the Warehouse Management System (WMS) and E-commerce System, could disrupt operations and customer satisfaction.

Risk-related consequences

1.Shortage or Dependence on Skilled Labor This creates a risk of lacking workers skilled in non-lingerie sewing tasks, leading to low production efficiency, delays in delivery, and increased production costs.

2.Data and Cybersecurity Cyberattacks or unauthorized access could cause severe damage to the organization, including financial fraud, harm to the company's reputation, and operational disruptions due to data loss or system failures.

3.Human Rights Impacts

Employees and Vulnerable Groups: Risks include dissatisfaction with supervisors and work conditions, potentially leading to resignations and violations of employee human rights.

Community: Risks such as wastewater, noise, air pollution, and waste from business operations could damage the company's reputation, public image, or result in legal actions.

Customers: Risks include dissatisfaction, product returns, and decreased sales due to incomplete or inaccurate product information. Additionally, product safety issues may harm customers, damaging the company's reputation and potentially leading to lawsuits.

Partners: Risks of dissatisfaction among partners may arise from unfair procurement practices or biased evaluations, which could negatively impact the company's reputation and relationships.

4.IT System Malfunctions IT system failures can significantly impact operational efficiency, sales performance, and customer satisfaction.

Risk management measures

1.Shortage or Dependence on Skilled Labor The company has implemented measures to address the shortage of skilled labor by training employees in sewing techniques beyond standard lingerie sewing. These steps are assessed with speed and quality benchmarks to enhance employee skills. Additionally, the company developed a real-time production status dashboard, fostering a challenging work environment and enabling performance analysis. Automated machinery has also been introduced to replace certain sewing steps.

2.Data and Cybersecurity The company has established preventive measures as follows:

1.**Antivirus and Malware Protection**: Regularly updating antivirus software, utilizing firewalls, and intrusion detection/prevention systems (IDS/IPS) to prevent unauthorized external access.

2.**Data Backup**: Managing essential backups to prevent data loss.

3.**User Training**: Educating employees about cybersecurity, such as recognizing phishing emails and creating robust, complex passwords that are regularly updated.

4.**Software Updates**: Consistently installing patches and updating operating systems and applications to ensure security and reliability.

3.Human Rights Impacts

- **Employees and Vulnerable Groups**: The company mitigates risks by promoting awareness and understanding of human rights and organizing human rights training, especially for security personnel. Senior and line supervisors also receive leadership training to guide them in motivating and consulting employees rather than resorting to coercion or impolite behavior.
- **Community**: The company has established a human rights working group to assess risks associated with business activities that might impact health and safety in local communities. Measures include creating communication channels for complaints, building relationships with nearby communities, and annually surveying communities to address operational impacts.
- **Customers**: Mitigations include:

Communicating key product information via fabric labels that display care instructions, composition, product dimensions, manufacture date, usage guidelines, suggestions, warnings, and information about the manufacturer and distributor.

Training sales staff on product knowledge to ensure customers find products meeting their needs.

Enforcing production standards to ensure product health and safety, beginning with design choices that use certified materials (e.g., OEKO-TEX Standard 100) and maintaining quality control throughout the manufacturing process.

- **Partners**: The company mitigates risks by openly communicating evaluation criteria, conducting fair assessments based on quality and delivery statistics, and organizing meetings to transparently share the company's policies and operational direction.

4.Information Technology System Malfunctions The company has implemented risk mitigation and impact reduction measures, including:

- **Server Capacity Improvement**: Upgrading to servers that can handle high workloads and using load balancers to distribute tasks.
- **System Updates and Testing**: Regularly auditing and updating software and plugins.
- **Security Systems**: Installing firewalls, antivirus software, and encryption protocols to prevent cyberattacks.
- **Data Backup Systems**: Routinely backing up transaction and customer data to prevent significant losses.

Risk 4 Regulatory Risk

Related risk topics	:	Compliance Risk • Other : Employee and Customer Personal Data Protection (PDPA)
ESG risks	:	No

Risk characteristics

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 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.

Risk-related consequences

Employee and Customer Personal Data Protection (PDPA)

There may be data leaks or breaches of personal information due to unauthorized access by internal and external parties, impacting the data owner's human rights and posing a legal risk of lawsuits.

Risk management measures

Employee and Customer Personal Data Protection (PDPA) 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 etc.

Risk 5 Climate Change Risk

Related risk topics	:	Strategic Risk • Climate change and disasters
ESG risks	:	Yes

Risk characteristics

Climate Change Risk

Floods impacting sales revenue

Due to the major floods in 2011 and the most recent one in 2021, the company faces the risk of closing stores, which halts sales, and overall economic damage, affecting consumer purchasing power. Therefore, the company has implemented risk mitigation measures at various levels of severity, using Key Risk Indicators (KRI) based on the impact on sales revenue.

Risk-related consequences

Climate Change Risk the company faces the risk of closing stores and revenue.

Risk management measures

Climate Change Risk The company's mitigation measures include promoting sales in unaffected areas to compensate for the lost revenue. Once the affected stores reopen, the company will increase promotional efforts, providing additional support to consumers in disaster-stricken areas. Additionally, the company has developed a Direct Sales system, an online platform that allows sales employees to sell products without needing physical stores. The company also has contingency plans and procedures in place to prevent business disruptions.

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

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:

Production Disruption at Phutthamonthon Sai 5, Thapra, Chai Nat, Yasothon and Buri Ram Factories

Minor Severity Level – Production halted up to 3 working days: work overtime.

Moderate Severity Level – Production halted 4–12 working days: work overtime, rescheduled deliveries, allocate work to other production lines.

Major Severity Level – Production halted over 13 working days: work overtime, reschedule deliveries, allocate work to other production lines, transfer work to other branch factories.

Raw Material Stock and Cutting Department Disruption at Phutthamonthon Sai 5 Factory.

– Raw material stock and cutting department halted up to 6 working days: work overtime

– Raw material stock and cutting department halted over 6 working days: work overtime, transfer cutting work to Yasothon factory and distribute cut pieces instead of Phutthamonthon Sai 5 factory

Warehouse Disruption at Phutthamonthon Sai 5 Factory

- Warehouse unable to distribute goods nationwide – halted over 6 working days: review distribution plan, work overtime
- Warehouse unable to prepare online sales orders – halted 1 or more working days: Notify NSR department of expected resumption date within date of incident occurrence and have NSR department clearly inform customers of revised delivery conditions.

Business Interruption of Product Sales

The Store Closing Time.

- **Minor Severity Level** – Store closure not exceeding 3 days: Assess the impact on lost sales to plan promotions, separate **product listings to avoid impacting sales targets.**
- **High Severity Level** – Store closure for more than 3 days: The sales manager reviews and assesses the lost sales damage, announces an area plan implementation and monitors whether the plan is meeting targets or needs adjustment to achieve targets (following the PLAN-DO-CHECK-ACT principle). Employees are relocated from incident areas to normal selling points, products are sold via Direct Sale through the "Sabina Wins" Online Application with individual targets set to provide incentives to maintain the company's sales targets and employee income. The department manager's team and Trade Marketing team are assigned to plan promotions and make deals with stores/outlets to cover lost sales during closures.

Impacts on Sales Area

- **Minor Severity Level** – An incident occurring in an area that impacts sales by not more than 10% of total sales: Assess the impact on lost sales to plan promotions, separate product listings to avoid impacting sales targets.
- **High Severity Level** – An incident occurring in an area that impacts sales by more than 10%: The sales manager reviews and assesses the lost sales damage, announces an area plan implementation and monitors whether the plan is meeting targets or needs adjustment to achieve targets (following the PLAN-DO-CHECK-ACT principle). Employees are relocated from incident areas to normal selling points, products are sold via Direct Sale through the "Sabina Wins" Online Application with individual targets set to provide incentives to maintain the company's sales targets and employee income. The department manager's team and Trade Marketing team are assigned to plan promotions and make deals with stores/outlets to cover lost sales during closures.

Reference link to business continuity plan (BCP) : https://investor.sabina.co.th/en/document/viewer/138327/56-1-one-report-2024

Page number of the reference link : 77-78

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management policy and guidelines	:	Yes
Link for company's sustainable supply chain management policy and guidelines	:	https://investor.sabina.co.th/en/document/viewer/138266/sustainability-reports-2024
Page number of the reference link	:	7-9

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management plan	:	Yes

Resource Management

Raw Materials: The company focuses on using materials that are safe for consumers, environmentally friendly, and incorporating recycled materials to develop sustainable products. Reliable partners are selected who comply with laws and operate according to international standards, such as OEKO-TEX Standard 100 (The International Association for Research and Testing in the Field of Textile Ecology) or ISO, etc. The business is conducted with consideration for environmental and social management, and collaboration with partners is fostered to develop raw materials that enhance product value.

The company is committed to maximizing material utilization by improving production formulas (consumption) through cross-functional collaboration between several departments.

Electric Energy Management : The company emphasizes managing electric energy to maximize its benefits. The focus is on reducing unnecessary energy consumption, modifying ventilation systems to reduce electric energy usage, and developing the use of renewable energy within the organization. Additionally, improving work process efficiency to reduce electric energy usage per production unit and encouraging employees to conserve energy through awareness campaigns are also key initiatives.

Fuel Energy Management The company recognizes the importance of fuel energy usage in operations and distribution processes and is committed to managing fuel energy to maximize its benefits. This includes using efficient tools and equipment, improving operational efficiency, and planning transportation to avoid empty runs (Milk Run) or overlapping routes.

Employees : The company recognizes the importance of employees as the most valuable resource of the organization. Therefore, it supports the development of employee potential and skills by promoting and supporting reskilling and upskilling to enable employees to perform different tasks and utilize new technologies, which contributes to the success of their work. This is accompanied by labor management in accordance with WRAP standards, ensuring the fundamental human rights of employees, as well as providing welfare and labor relations to create a happy, enjoyable, and challenging work atmosphere. This, in turn, promotes employee engagement.

Production Process Management

The company emphasizes its products from the design process to ensure suitability for all ages and occasions of wear while considering reduced resource usage in production. This has led to products such as the Wireless Bra, Seamless Fit, and Braless. The production process is managed efficiently, applying Lean principles to create value in every process and eliminate various wastes, significantly reducing product delivery times and waste. Additionally, the company is responsible for resource usage in production, implementing the Zero Waste project. Operations must not negatively impact the community, with wastewater and air emissions from the factory being treated to meet legal standards, and waste properly disposed of and recycled by licensed parties.

Product Distribution and Sales

The company distributes its own brand products and provides contract manufacturing both domestically and internationally through three channels: Retail Business, Non-Store Retailing, and OEM (Original Equipment Manufacturer), which will be delivered to customers abroad. As for products sold under the SABINA brand, they are delivered to the warehouse and

distributed through two channels.
1. **Nationwide Product Distribution** The company distributes products through its own stores and commercial partners' points of sale, with a 45% self-distribution ratio. It has developed and installed a Point of Sale system at sales points to monitor sales and inventory, ensuring accurate, timely, and consumer demand-aligned distribution across different areas. For inventory management, the company maintains appropriate stock levels at each sales point to increase sales opportunities. Additionally, transportation is carried out in the form of Full Truck Load or Milk Run to avoid empty runs, with GPS tracking for detailed journey status.

2. **Online Distribution** The company sells products through its own website and its commercial partners' marketing platforms. This sales channel requires high management efficiency to deliver products within 24-48 hours after order confirmation. The company has developed systems for order reception, handheld inventory management, billing, delivery, and customer interaction to communicate order and delivery information. Additionally, it has implemented a "No Questions Asked Policy" for returns, ensuring customer confidence in online purchases where the physical product cannot be seen or touched. This approach has led to rapid and continuous growth in online sales, increasing to 32% of total sales.

Consumer Care
The company focuses on producing high-quality and safe products, delivering items that exceed expectations (Product Beyond Expectation) to create the highest satisfaction and impression for customers of all genders and ages. According to Sabina's Purpose & Vision, the company is committed to creating product value with modern innovation to boost consumer confidence and enhance their daily lives. Sabina's Mission, or Sabina Promise, emphasizes the importance of product research and development, covering all age groups of women and gender-diverse individuals in various forms, meeting all usage needs and ensuring comfort, beauty, fashion, and price suitability. This product innovation consistently meets customer satisfaction.

After-Sales Service and Product Disposal
The company has established a Customer Relationship Management (CRM) department to communicate and build relationships with customers, listen to feedback, suggestions, and complaints, provide after-sales service to resolve customer issues, and forward problems to relevant departments for preventive action.
Additionally, the company has launched the New Life BRA-CYCLE "Where Does It Go?" project for products that consumers no longer want or old, worn-out lingerie. This project started on December 24, 2021, in collaboration with partners, including INSEE Ecocycle Co., Ltd. and Kerry Express (Thailand) Public Company Limited. Customers can send unwanted Sabina lingerie to any Sabina sales points and establishments, stores, and designated bra disposal boxes in various areas. These items will be sent to INSEE Ecocycle Co., Ltd. for proper disposal without causing environmental pollution through a closed incineration process to convert them into clean energy.

Reference link to sustainable supply chain management plan : https://investor.sabina.co.th/en/document/viewer/138266/sustainability-reports-2024

Page number of the reference link : 7-9

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

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

	2022	2023	2024
Percentage of new suppliers undergoing sustainability screening criteria over the past year (%)	N/A	N/A	100.00

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : https://investor.sabina.co.th/storage/document/cg/sabina-social-ethical-supply-chain-en.pdf

Page number of the reference link : 1-2

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

Key suppliers acknowledging compliance with the supplier code of conduct

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

	2022	2023	2024
Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%)	N/A	N/A	100.00

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Research and development policy (R&D) (Yes/No)	:	Yes
Reference link for Research and development policy	:	https://investor.sabina.co.th/storage/document/cg/sabina-product-development-policy-en.pdf
Page number of the reference link	:	1

R&D expenses in the past 3 years

	2022	2023	2024
Research and development (R&D) expenses over the past 3 years (Million Baht)	0.48	0.67	1.18

Additional explanation about R&D expenses in the past 3 years

Research and Development (R&D) Expenses Over the Past Three Years
Over the past three years, the company has consistently invested in research and development (R&D) to enhance its competitiveness and meet market demands. The R&D expenses have shown a continuous upward trend, as detailed below:
Year 2022 (2565): R&D expenses amounted to 484,916.57 million THB.
Year 2023 (2566): R&D expenses increased to 674,611.97 million THB, reflecting a growth rate of approximately 39.2% compared to 2022.
Year 2024 (2567): R&D expenses rose significantly to 1,177,324.92 million THB, marking a 74.5% increase from 2023.
The rise in R&D expenses reflects the company's focus on developing new products. In particular, in 2024, the company expanded its product offerings from Innerwear to Non-Innerwear, catering to a more diverse customer base. Additionally, the company has integrated advanced technologies to improve production processes and drive innovation, ensuring that its products meet consumer needs more effectively.
Moving forward, the company plans to further increase its R&D investments to support business growth and strengthen its competitiveness in both domestic and international markets.

Information on process of developing and promoting the company's innovation culture

Process of developing and promoting the company's innovation culture

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

Guidelines for Developing Products from Sustainable and Environmentally Friendly Materials (Sustainable Products)
· The company has established production guidelines that focus on using environmentally friendly materials and processes in both core revenue-generating products and fashion trend collections, allowing consumers to access eco-friendly products as much as possible.
· The company has updated its technology and product composition by directing the product design department to focus on creating products with sustainable materials. The marketing department promotes communication to ensure consumers recognize the value of eco-friendly products. The research and development department focuses on discovering new innovations, developing products with consideration for major pollution sources, and selecting materials or processes that minimize environmental impact, as follows:
1. **Core Product**
With the concept of "Sustainability within Sustainability," the company is committed to using environmentally friendly materials in its core products, which play a significant role and generate primary revenue. This ensures sustainability becomes an integral part of the main products and promotes long-term environmental care. The materials used in the production of the core products are selected as follows:
1.1) Mold foam contains 10% palm oil as a substitute for crude oil.
1.2) Made from TERRYL®/ECOPENT® fabric (Bio-based polyamide fiber).

1.3) Use of TENCEL™ Modal fabric.
1.4) Made from Bamboo Cotton Organic fabric [New!].

2. Collection

These are products designed and produced according to seasonal or fashion trends, adding vibrancy and appeal to the brand. The focus is on using environmentally friendly materials and sustainable production processes in product design. For 2024, a special collection has been created, emphasizing sustainable products in three categories as follows:

2.1 Recycled Fibers from Fishing Nets

Every year, 12 million tons of plastic waste end up in the ocean, with 1.2 million tons coming from commercial and small-scale fishing equipment. Discarded fishing nets may be left as waste on beaches or fall into the sea, taking up to 600 years to decompose. These nets can entangle marine animals, causing ecological damage.
The company has collaborated with SCG Chemicals Public Company Limited (SCGC) and NYL-One Project Company Limited, with support from the Ministry of Natural Resources and Environment, the small-scale fishing group in Rayong province, business partners, and the Marine Environmental Protection Network in the "Nets Up" project.
The "Nets Up" project is a circular economy model aimed at creating added value for marine waste to support sustainable seas. The production process begins with collecting discarded fishing nets, sorting, cleaning, and recycling them into recycled plastic pellets. These pellets are then produced into yarn and woven into fabric, which is sent to the company to add value by creating new collections. These collections include bras, underwear, shirts, shorts, and camisole tops with built-in bras. These products were first launched on Earth Day, April 22, 2024.

2.2 Filagen Fibers from Fish Scales

The Filagen fiber lingerie is an innovative product that extracts collagen from the scales of milk fish, a by-product of the food industry, adding value through nanotechnology. This process combines it with natural cellulose fibers, creating Filagen fibers that are comfortable to wear. This helps reduce the amount of discarded fish scales and the environmental impact, such as odor and wastewater issues.Filagen fibers are also unique in terms of sustainability because they are synthesized from natural materials (cellulose) and are biodegradable when buried, unlike traditional fabrics that often use chemicals to create special properties. This makes the product user- and environmentally friendly.

2.3 Recycled Fibers from Fabric Scraps

Transform leftover threads and fabric scraps from the production process into recycled nylon fibers, and produce premium-grade lace that meets consumer demands while preserving the environment.

Reference link for process of developing and promoting the company's innovation culture	:	https://investor.sabina.co.th/en/document/viewer/138266/sustainability-reports-2024
Page number of the reference link	:	91-95

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

Benefits of innovation development

Financial benefits

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

	2022	2023	2024
Revenue or sales generated from the innovations development of product, service, or process (Baht)	0.00	117,000,000.00	250,000,000.00

Non-financial benefits

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

	2022	2023	2024
Percentage increase in new products (%)	3.80	7.20	8.50