

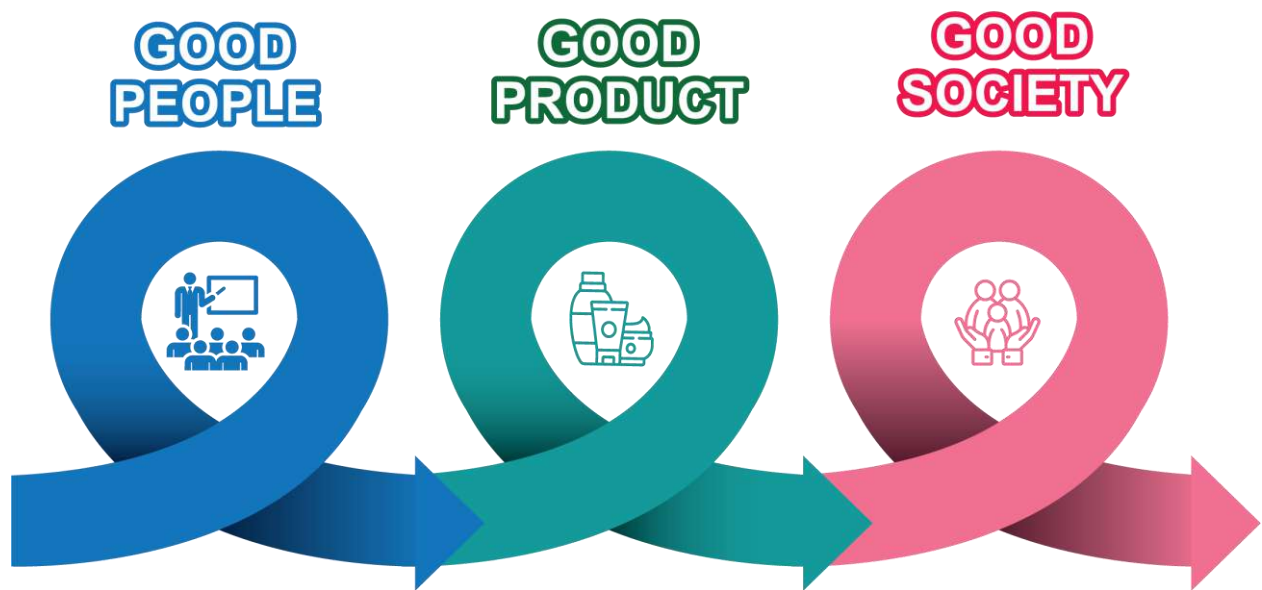


# SUSTAINABLE DEVELOPMENT REPORT

# 2022







## Responsibility Policy

S&J International Enterprises Public Company Limited expects the company is the good role model in corporate governance, attempt society activity without obligation, participate with society beyond profit emphasize business survival together with internal corporate social responsibility from every parts of organization.

## Corporate Philosophy



## Core Value



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# Message from the Managing Director



**We determine to grow sustainably.**

**We shall continue to develop our processes responsibly so that they create sustainable values throughout our supply chain.**

**Thirasak Vikitset  
(Manager Director)**



**The Year Of 2022** had been a very challenging year for business operations with the situation of global economic slowdown for the third consecutive year, but despite such situation, S & J Company was able to overcome and succeed from operating the business in the past year in a high-jump fashion.

**Key Success** or core value that rendered success to S & J Company were as follows;

**Firstly**, the Agile Management concept used in working throughout the supply chain, together with the ability of the team to work as Team Agility which had enabled the Company to handle rapidly and in timely manner with changes. In this regard, the Company had adjusted its business strategy that focused on increasing competitiveness in response to uncertainties in terms of customers by observing and sensing to create a good experience for customers. Moreover, in terms of the supply chain and the costs which were continuously increasing without being able to predict what will happen in the future, the team could analyze the existing information in order to adjust the work plan appropriately and be in accordance with the situation.

**Secondly**, the Company's commitment to conducting business in accordance with good corporate governance principles along with taking into account of the impact on society and the environment according to the framework of international sustainability standards, as well as the United Nations Agreement based on 4 development principles: Human Rights, Labor, Environment and Anti-corruption. The Company, then, received the Outstanding Sustainability Award for the fifth consecutive year from the Stock Exchange of Thailand which restored customers' confidence and trust in the business of the Company.

In addition, the achievements in the year 2022 could be summarized in each dimension according to the concept of sustainability or ESG as follows;

**Environmental Dimension**



The Company had set a goal to reduce greenhouse gas emissions from various activities by 12,000 TonCo2/year. And most importantly, it has set a long-term goal of Carbon Neutrality in 2040 and Carbon Net Zero in 2050 from the base year of 2019 in order to adapt to the challenges of climate change. In 2022, the Company had implemented a carbon footprint project at the corporate level until being certified which has led to goal and plans setting to reduce greenhouse gas emissions in the long term

**Social Dimension**



The Company operates its business under the philosophy of "good people" that focuses on creating employees to be both good and talented. In 2022, the Company had developed the spirit of being "good people" among leaders through the Leadership Program, which had important courses including Growth Mindset & Greenversation, to be ready to accept the work that changes all the time, focus on helping others and participating in organization/community development. In terms of "talented people" the Company had developed knowledge/personal skills at both leadership and operational levels to support sustainable business growth in the future through the process of developing high potential people, creating a succession plan system, and a performance appraisal system, etc.

**Good Corporate Governance Dimension**



The Company operates business under good corporate governance principles, promotes transparent, fair work without discrimination by implementing the principles of risk management and business continuity planning whereas the business will be continuing to operate properly.

And finally, S & J Company will continue to strive together to drive the business towards sustainable growth by giving importance to all groups of stakeholders which will bring sustainable benefits to the economy, society and the environment.

*Signature*

# AWARDS OF THE YEARS

## Sustainability and Corporate innovation

- 1 Thailand Sustainability Investment**  
The Stock Exchange of Thailand  
2013-2022
- 2 Commended Sustainability Excellence**  
The Stock Exchange of Thailand  
2017-2022
- 3 Top Innovative Organization**  
NIA : National Innovation  
Agency and the Stock 2018

## Customer Awards

- 4 The Body shop**  
Best Supply Chain  
Improvement Awards  
2011-2013
- 5 Unilab**  
Preferred Supplier  
2016-2017
- 6 Sainsbury's Argos**  
Best Partnership  
2018
- 7 Watsons**  
Watsons Awards  
2017-2022
- 8 Magazine Prew**  
Iconic Beauty Awards  
2019





# AWARDS OF THE YEARS

## Quality Awards

- 9** DMSc Quality Awards 2018  
Ministry of Public Health

- 10** Quality Awards : 2014-2019  
Best of the Best Awards : 2020,2022  
Food and Drug Administration

## Security and Personal Awards

- 11** Zero Accident Campaign 2021  
Gold : Bangkok  
Silver : Pinthong Plant  
Ministry of Labour

- 12** The Best Company of Empowerment  
of Disable People  
Outstanding : 2017-2021  
Excellent : 2022  
Ministry of Social Development and Human Security



# ABOUT S&J

**S&J International Enterprises Public company limited**

- **Name in stock market :** S&J
- **Established :** April 22<sup>nd</sup>, 1980
- **Listed on the Stock Exchange of Thailand :** 6<sup>th</sup> September 1988
- **Capital :** 200,000,000 Baht
- **Type of business :** Design and manufacturer cosmetics which aim to serve customers in Thailand and overseas with high technology by 200 researchers in order to develop products with global quality.

*Makeup*



*Giftset*



*Skincare*



*Toiletries*



*Healthcare*



## Location

### Head Office And Factory

(Sriracha Sahaphat Group Industrial Estate)  
600/4 Moo.11 Sukkaphiban Road,  
Nongkham sub-district, Sriracha  
District Chonburi 20230  
Factory area : 20,000 Square meter  
Number of employees : 1,800  
Capacity : 19-25 million pieces per month

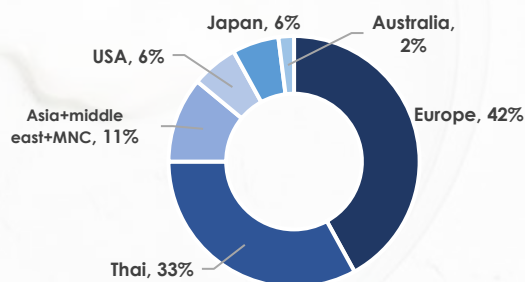
### Factory (Pinthong Industrial Estate)

789/159 Moo.11 Nongkham-Leamchabang  
Road, Nongkham sub-district, Sriracha  
District Chonburi 20230  
Factory area : 5,000 Square meter  
Number of employees : 300  
Capacity : 2 million pieces per month

### Office

115 Narathiwat Ratchanakarin Road (Soi 10)  
Thung Wat Don, Sathorn Bangkok 10120  
Tel : 0-2676-2727  
Fax : 0-2676-2726

## Export Zone



London Office



Guangzhou Office

**Office  
S&J**



Bangkok Office





## VISION

To be leader in cosmetic industry Thailand Asia and other regions with innovative added in product and service which could response customer's need consumer behavior

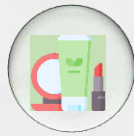
## MISSION

1. Expansion of customer base and income gained from the beauty-products market by higher coverage in both-products market by higher coverage in both domestic and international establishments
2. Expansion of selling and marketing capacity in both domestic and international establishments through convenient and rapid approaching by the target groups
3. Launching research innovation development with added value for raw materials, packaging, mixed base products, and new formula in the beautiful industry
4. Enhancing effectiveness and efficiency for modernizing technologies production & management
5. Ensuring sustainable growth through good governance based on social and environmental profits, shareholders, and all stakeholders



### Good people

organization personnel shall be developed as good and smart people without discrimination, based on basic human rights



### Good product

develop new innovations for adding products and services value and respond to customers' needs and consumers' living



### Good society

create social living consciences for people amidst an environmental environment

## Core Competency

**Commit to Success , Customer Focus , Collaborative working**

## Core Value

Target Focus

Ideological challenge

Outcome inspirations

power  
enhancement

Ethics creation

## SUSTAINABLE DEVELOPMENT APPROACH



### ECONOMIC

- Responsibility consumers
- Risk management
- Customer relationship Management
- Supply chain management
- Business Innovation
- Product quality management
- Anti-corruption
- Good corporate governance



### SOCIETY

- Child labour and human rights policy
- Employee development scheme
- Occupational health and safety
- Social and community development



### ENVIRON MENT

- Energy management
- Water management
- Climate change
- CO<sub>2</sub> emission reduction
- Waste and Industrial waste management

# Sustainability Policies

S&J have so far aimed to enhance the sustainable growth of our businesses with good management through the value chain and caring for possible effectiveness toward all interested groups. This objective is to enhance our businesses in the proper way with positive changes for economic, social, and environmental situations. Accordingly, the Company has set up the action guideline for both the executives and officers to drive all performed within the organization with the following ideas:

## Economic plans



### S&J

focuses on proper business activities based on transparency, governance, and good management. Our organizational practices are of international quality, including our equal approaches toward stakeholders

## Social plans



### S&J

**Employees:** are fairly treated based on human rights principles, without discrimination, and there's no child labor. The working situation is safe with continuous and sufficient knowledge development.

**Trading partners:** idea development has been launched for jointly working to enhance sustainability and fair performing rules.

**Customers/Consumers** are for the creation of good relationships for joint businesses based on quality and consumers' safety with social and environmental caring.

**Community:** is for participation by enhancing self-reliance to develop joint social living

## Environment plans



### S&J

realizes how to use resources for the most benefits throughout the supply chain from the beginning to the end regarding energy preservation, water/wastewater management, less emission of greenhouse gas, handling system for waste and industrial waste, and so on. Besides, all affected parties, namely customers, trading partner employees, and the community, have been as well enhanced to pay attention to environmental surrounding promoted by the Green Initiative



## ESG Achievement in 2022

Important issues/indications			
	2020	2021	2022
Revenue (MB)	4,316 MB	4,906 MB	5,960 MB
Net Profit (MB)	276 MB	373 MB	504 MB
<b>Economic and Social Dimensions : Target</b>			
<b>Customers : Continuously create the impression with the customers</b>			
Domestic Customer Satisfaction score at >85%	88%	88%	90%
International Customer Satisfaction score at >90%	85%	84%	85%
<b>Partners : Create sustainable growth</b>			
Major partners joining the declaration of intent with CAC 100%	50 companies	56 companies	77 companies
Develop the potential of partners who have an impact on the business (5 partners/year)	7 companies	9 companies	10 companies
<b>Employees : promoting organization innovation on "Innovation is our daily activity."</b>			
Suggestions by employees are 700 cases/year.	835	538	611
The number of KM are 300 case/year.	267	447	393
The number of innovations (case/year).	32	25	24
Sale for innovation products yearly.	152 MB	489 MB	1,580 MB
Average hrs. for personnel development;10 hr./person/year.	30 hr./person/year	35 hr./person/year	37 hr./person/year
Evaluation points for Employee Engagement >80%	85%	84%	82%
The working disease is 0 (zero)	0	0	0
Complaint for human rights is 0 (zero)	0	0	0
<b>Shareholders : Recognition as being the best business management continually</b>			
Evaluation points for being good organization management.	Best	Best	Best
Complaint for corruption is 0 (zero)	0	0	0
<b>Community : Creation for joint happy living.</b>			
Community complaint is 0 (zero)	0	0	0
External social development >15 projects/year.	15	15	15
Community satisfaction >85%	96%	91%	97%
<b>Environmental Dimensions : Target</b>			
<b>Being recognized as the supporting organization to campaign for lower grass house gas emissions.</b>			
Electricity using quantity per product reduced by > 10% from 2020.	0.112	8.9%	10.7%
Water use quantity per product reduced by > 5% from 2020.	0.0016	6.25%	6.25%
RO recycle target is of 15,000 m <sup>3</sup> /year.	19,219 m <sup>3</sup>	19,093 m <sup>3</sup>	22,071 m <sup>3</sup>
Carbon Emission (Scope1,Scope2) will be reduced by 10% as of 2023.	-	-	SCOPE 1 1,068 Ton CO <sub>2</sub> SCOPE 2 4,188 Ton CO <sub>2</sub>
Paper usage has reduced by > 10 %/year compared to 2020.	2,352 ream	-18%	19%
The amount of landfill waste reduced 0 (zero) in 2021.	8,134 Kg	0	0
The proportion of hazardous and non-hazardous garbage is of <50%	-	50%	45%
Increase using proportion for Solar cell	35%	65%	96%



# Business Value Chain



**Research  
& Development**



**Procurement**



**Manufacturing**



**Storage**



**Transportation**

## Stakeholder

- Consumer
- Customer
- Partners
- FDA/government

- Consumer
- Customer
- Farmer

- Employee
- Executive
- Governance
- Community

- Employee
- Executive
- Governance

- Customer
- Community
- Governance

- ❖ Occupation security and progress
- ❖ Working safety

- ❖ Participation in social and environmental development



- ❖ Good and securing return



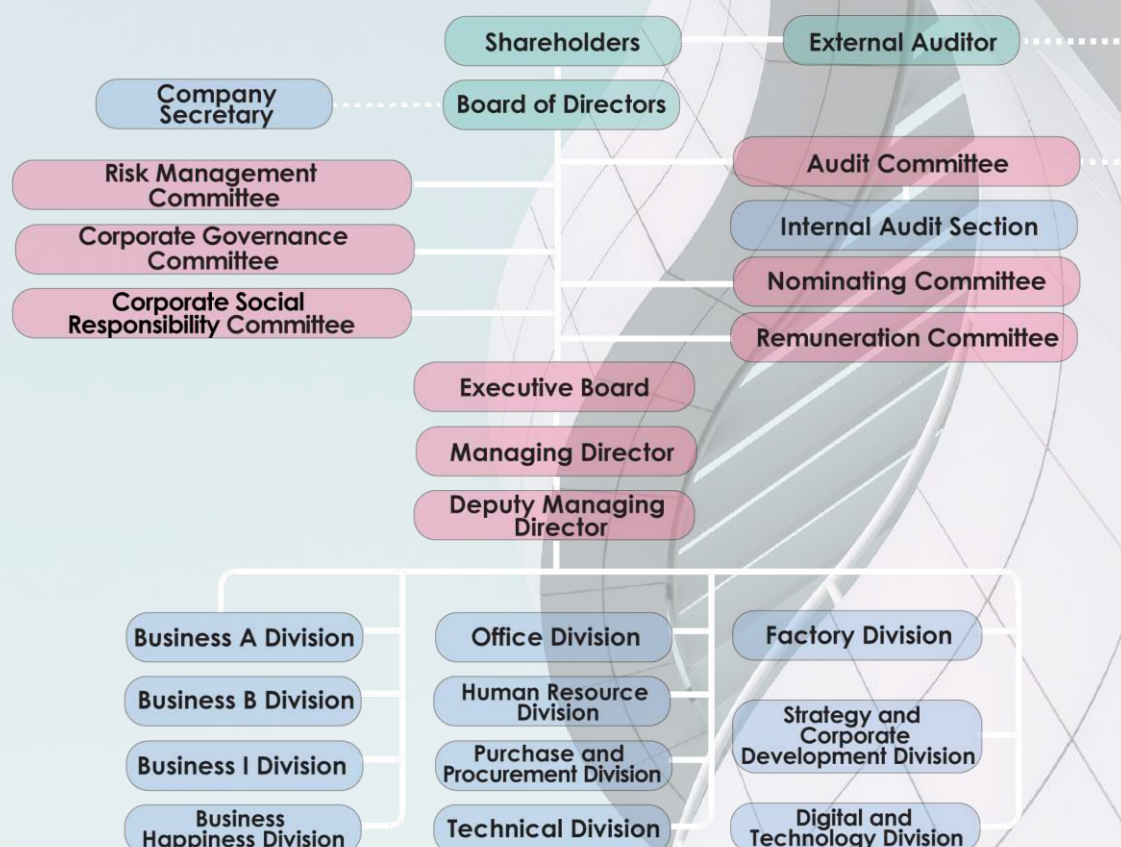
# Shareholder Structure

Shareholder	Abbreviation	Capital	Percentage
<b>Subsidiaries</b>			
1.Top trend manufacturing co.,Ltd (TTM)	TTM	120 Million bath *	50.00%
2.EF co.,Ltd.	EF	4 Million bath *	100.00%
3.S&J international (UK) Ltd.	S&J UK	5 Million bath *	99.99%
- Guangzhou S&J cosmetic co.,Ltd.	GZ S&J	5 Million bath *	100.00%
- 4 WD Vision (HK) Ltd.	4WD HK	5 Million bath *	100.00%
4.4 WD Vision co., Ltd.	4WD TH	10 Million bath *	99.99%
- 4 WD Vision Europe B.V.	4WD NL	4 Million bath *	100.00%
5.Wildlives (Thailand) co.,Ltd. **	WL**	1 Million bath *	99.99%
6.SAAS co.,Ltd. **	SAAS**	6 Million bath *	99.99%
<b>Associates</b>			
7.Yamahatsu (Thailand) co.,Ltd.	YHT	20 Million bath *	30.00%
8.Operational energy group limited	OEG	30 Million bath *	30.00%
9.Osoth inter laboratories co.,Ltd.	OSI	600 Million bath *	33.19%
10.Atika Beauty Manufacturing Sdn. Bhd.	ATIKA	6 Million Ringgit *	35.00%
<b>Joint Venture</b>			
11.DKSJ co.,Ltd.	DKSJ	1.7 Million bath *	50.00%

\* Issued and paid-up share capital

\*\* Such companies have already registered its dissolution and have been in the liquidation process.

# Organizational Structure



# About Sustainable Development Report

The S&J International Enterprise (Public) Co., Ltd has continuously publicized sustainable development reports for 10 years to communicate our (ESG) and our covering operation outcomes on environmental, social, and enterprise with the organizational philosophy of “Good people, Good products, Good society” between January 1 to December 31, 2022. The reporting scope cover operation by the Bangkok office, Sahaphat Group Industrial Estate - Siracha, and Pinthong Industrial Estate-Chonburi. This sustainability development report is based on the standard of Global Sustainability reporting standard with reference of UN Sustainable Development Goals: SDGs. It presents both specific important and general information regarding strategic issues of the Company's visions and obligations. Although there is no complete revision by any third person, it is acceptable by the divisional executives and committees on risk management, supply chain management, personnel development, organization innovation, and participation for community/society development, except for information on environmental management. In 2022 the Company's calculation for carbon footprint has been certified by the Thailand Greenhouse Gas Management Organization. Accordingly, the information in the 2022 report also covers important issues gathered from relevant stakeholders who more or less recognize the Company's sustainability development strategies



## REMARK :

A part of the other operation disclosure, you can search more information in annual report 2022 via website : [www.snjinter.com](http://www.snjinter.com)



## FOR MORE INFORMATION

Social responsibility department,  
Human resource development section  
Tel : 0-3848-0086-89 Fax : 0-3848-0139  
Remark : A part of other operation disclosure,  
you can search more information in  
“annual report 2022” via website : [www.snjinter.com](http://www.snjinter.com)  
Investor relation E-mail : [csr.sji@snjinter.com](mailto:csr.sji@snjinter.com)



# Stakeholders management

## Policy

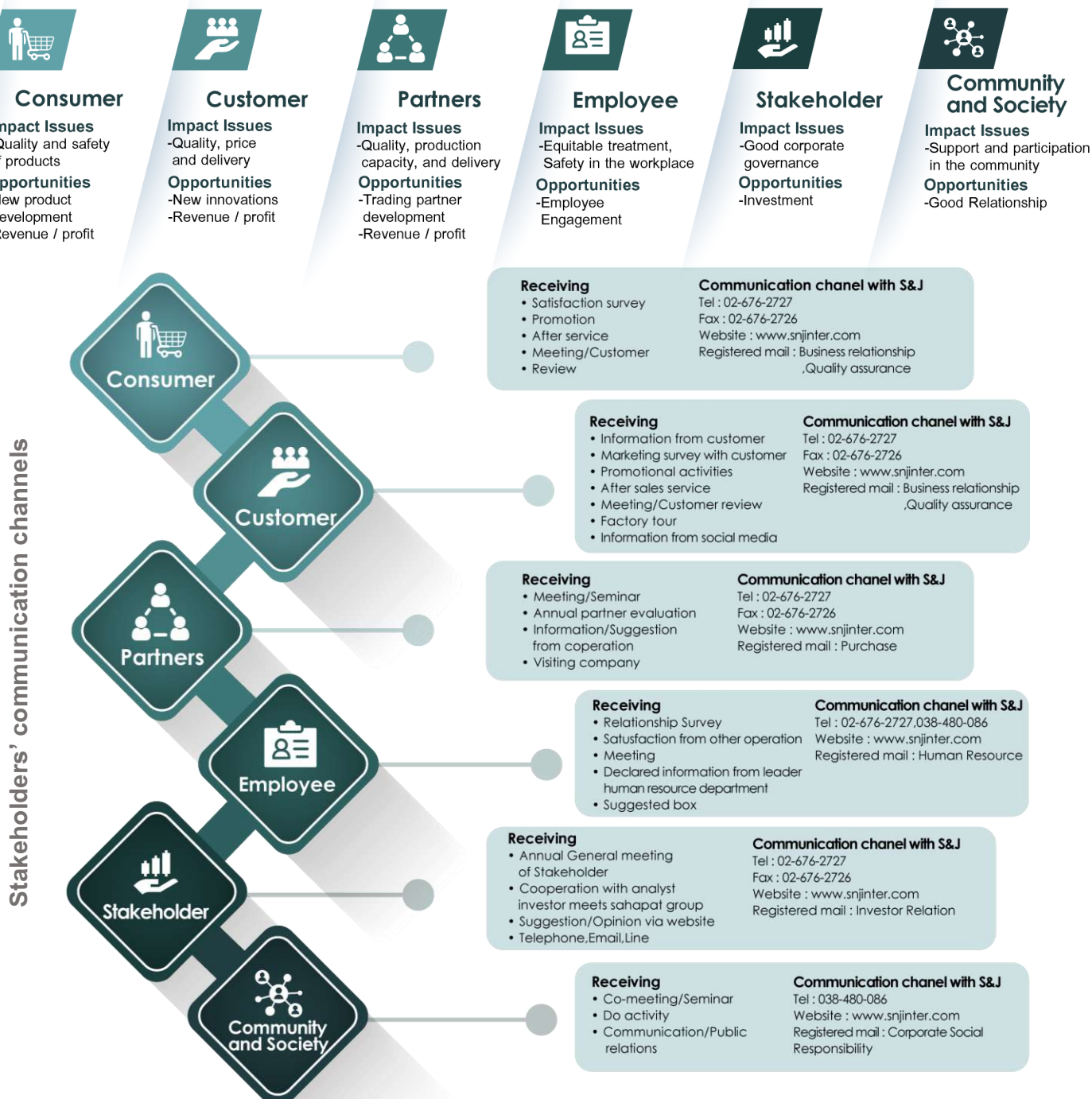
The Company pays attention to, and respects the rights of all stakeholders, which are persons working for places or organizations by which all of the Company could be affected as well as being affected for them. Accordingly, the Company has set the action policies for each stakeholder group under the Company's ethical code by ranking them for possible effect, expectation, and response to enhance the corporation and good relationship with all stakeholder groups

**Main Targets** The Company's effective responses to expectation of various stakeholders properly to create confidence

Good relationship and inter-dependency

## Prioritization of Stakeholders

Based on the consideration of impact and expectations of stakeholders consistent with the company, important stakeholders can be grouped in descending order as follows



# Management for Stakeholder Engagement




## Important 2022 projects and successes

- ❖ The Company has been established as the best role model organization to support disabled persons by the Ministry of Social Development and Human Security. Accordingly, the Company has been awarded as a distinguished supporter for disabled people continually since 2017-2022
- ❖ The Company has been awarded for being best of the best factory continually 2 years for environment standards and quality from Food and Drug Administration while being awarded for continual maintaining the factory standard and quality since 2014-2020

## Participation with stakeholders and expecting factors




The Company has surveyed and collected ideas from stakeholders as the basis for sustainable development, which supports by item 8. of UN SDGS. Accordingly, the Company enhances economic growth with sustainability, and employment, which suits everyone through interviewing and questionnaires submission.

In 2022 conclusion for responding expectations is as the followings:

Stakeholder	Expectation	Response to Expectations	Performance Indicators
<b>Consumer</b> 	<ul style="list-style-type: none"> <li>• Quality and safe products</li> <li>• Cleary product information And do not exaggerate</li> </ul>	<ul style="list-style-type: none"> <li>• Safety &amp; standard production development</li> <li>• Clearly product information, Easy understanding and legal</li> <li>• Setting complaint's channel and other information</li> </ul>	<ul style="list-style-type: none"> <li>• Continuously awarded Best of the best by ၈၅.</li> <li>• Complaint about advertising is 0 (zero)</li> </ul>
<b>Customer</b> 	<ul style="list-style-type: none"> <li>• Novel products and services innovation</li> <li>• Delivery right products In Full On Time</li> <li>• Keeping personal information of customer</li> <li>• Participation in social and environmental caring</li> </ul>	<ul style="list-style-type: none"> <li>• Research &amp; development for new innovation to serve customer requirement</li> <li>• Supply chain process optimization for responsiveness align with customer requirement change</li> <li>• Operation plan based on Personal Data Protection Act</li> <li>• Set up the project for carbon footprint approval</li> </ul>	<ul style="list-style-type: none"> <li>• New Innovation 24 item/year Sale amount 1,580 Million bath</li> <li>• Customer satisfaction Target &gt;85 % Result : Domestic customer 90% International customer 85%</li> <li>• Handbook and guidelines on customers' private informal</li> <li>• The Company is certified for its carbon footprint</li> </ul>
<b>Partners</b> 	<ul style="list-style-type: none"> <li>• Joint business ethic code</li> <li>• Procurement transparency</li> <li>• Trading partners development</li> </ul>	<ul style="list-style-type: none"> <li>• Expansion for joint corruption fighting</li> <li>• Ethic code revision training for businesses with trading partners</li> <li>• Trading partners development project</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing the number of 105 major trading partners for the ethics code joining 77 of them joined in 2022 =73%</li> <li>• Employees training on ethic code = 100%</li> <li>• 10 trading partners/year joined in various development</li> </ul>

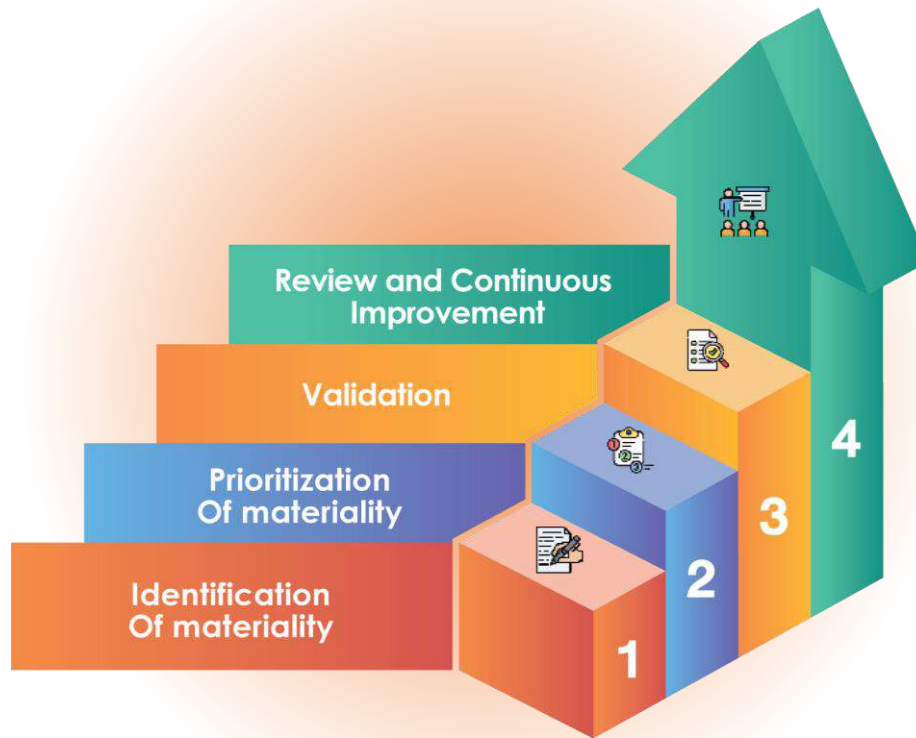


## Stakeholder Engagement

Stakeholder	Expectation	Response to Expectations	Performance Indicators
<b>Employees</b> 	<ul style="list-style-type: none"> <li>Stability and progress in the job</li> <li>Equity &amp; ethical human rights principles</li> <li>Health promotion and working stress caring</li> </ul>	<ul style="list-style-type: none"> <li>Modern Leadership Program</li> <li>Potential people program</li> <li>Personnel caring based on Human Rights</li> <li>Proactively Health Promotion Projects synergize with Social Security</li> </ul>	<ul style="list-style-type: none"> <li>Average training hours are Result : 37 hours/person/year</li> <li>Certification for Thai Labor Standard and SEDEX</li> <li>Employee Engagement &gt; 80% Result : 82%</li> </ul>
<b>Shareholders</b> 	<ul style="list-style-type: none"> <li>The Company is of security and good returns</li> <li>Business management with responsibility based on sustainable development to enhance environment and social governance (ESG)</li> </ul>	<ul style="list-style-type: none"> <li>Business management with good practices</li> <li>Scope and strategic planning for sustainability development</li> </ul>	<ul style="list-style-type: none"> <li>Company performance, both sales/profits reach the specified goals</li> <li>Governance assessment results</li> <li>The company business listed by IOD is considered excellent</li> <li>Continuous 5 years awarded as the best registered company</li> </ul>
<b>Community and society</b> 	<ul style="list-style-type: none"> <li>Participation in activity from society and government</li> <li>Community interaction and CSR</li> </ul>	<ul style="list-style-type: none"> <li>Set up projects on social responsibility for:               <ol style="list-style-type: none"> <li>Children and youth</li> <li>Elephant and other animals</li> <li>Elders</li> <li>Environment</li> </ol> </li> <li>Joining important local festivals i.e. Songkran day, Life degree day, and visiting bed-patient</li> </ul>	<ul style="list-style-type: none"> <li>Corporate social responsibility project Result : 17 projects</li> <li>Satisfaction in activities : 97 %</li> <li>Complaint from society Result : 0 list</li> </ul>

## S&J and Sustainable development

The Company's assessment of sustainability in 2022 has been considering both internally and externally factors impact with stakeholders by assessing and mainly focusing as following:



The committee for social responsibility has gathered the main issues of sustainable development based on both inside and external business-affecting factors, including those of stakeholders' interests. Accordingly, decision-making has mainly been based on Global Reporting Initiative (GRI), the UN Sustainable Development Goals (SDGs), and the important issues in the same industry

Ranking all 16 important issues after consideration based on possible affection against stakeholders' business and their decision-making. The 16 issues ranking of the considered matters are mainly of 3 levels: 1) low level, 2) middle level, 3) high level

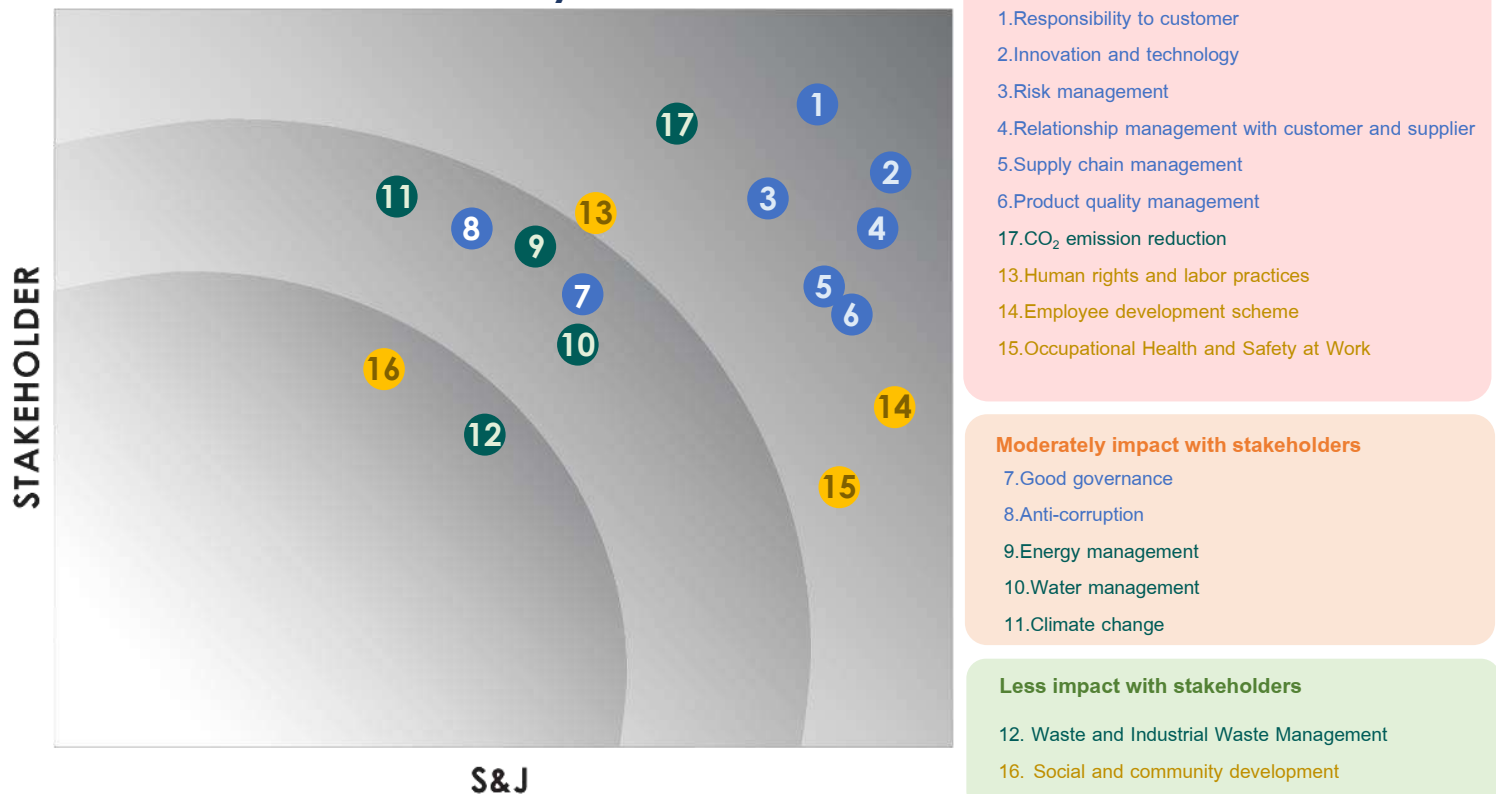
Checking correction of the evaluation and the rankings based on sustainability for which stakeholders have provided recommendations from their expectations and consideration about the Company's business. The conclusion will be submitted to the directors for their disclosure approval

The Company has arranged for evaluation revision and setting up the important sustainability issues. The disclosure shall be continually available through several channels while innovation development is promoting for products and services





## Materiality Matrix



## Important Sustainable Issue Summary

Dimension	Issue important aspect sustainability	Importance of the Issue	Extent of impact						หัวข้อการนำเสนอ ในรายงาน	Sustainable Development Goals
			Consumer	Customer	Partner	Shareholder	Employee	Community and society		
Economic	1.Responsibility to customer	Standardized product and safe for consumers							Good product	12
	2.Innovation and technology	Invent new innovations valuable over competitors							Good product	8,9
	3.Risk management	Reduce the impact of risks and find business opportunities							Good product	8
	4.Relationship management with customer	Customer responsive in Quality, Cost, Delivery Q,C,D							Good product	8
	5.Supply chain management	Action follows and effective							Good product	8
	6. Product quality management	Ensure Product & Service Quality Assurance							Good product	8
	7. Governance	Ethical Business Operation							Good product	8
	8.Anti-corruption	Prevention of finding Wrong benefit							Good product	8
Society and Environment	9.Human resource development	Developing the capabilities of personnel that meet the needs of current and future business operations							Good people	4
	10.Occupational Health and Safety at Work	Occupational health And safety							Good people	3
	11. Human rights and labor practices	Supporting Respect for Rights and Non Discrimination							Good people	5,10
	12.Community and social development	Collaborative Sustainability							Good society	16
	13.Water management	Manage water effectively							Good society	6
	14.Electricity management	Renewable energy							Good society	7
	15.Climate change	Less emission of greenhouse gas the supply chain							Good society	13
	16. Waste and Industrial Waste Management	Reduce the amount of hazardous waste generated from the production process							Good society	12
	17. CO <sub>2</sub> emission reduction	Carbon Footprint for Organization							Good society	13



# Presentation of material In sustainable development



# GOOD PEOPLE

Good and smart people  
development based on basic  
human rights without discrimination





# Human Resources Management

## Human Resource Management

Human resources are a key factor in driving the organization towards its business goals. In light of the current situation that the world has changed rapidly, it is imperative that organizations adapt to change their internal processes, including the adaptation of the human resource management process, to correspond with these changes. This includes recruiting, selecting, and planning manpower, as well as developing, motivating, and retaining human resources, by which its primary missions are as follows

1

Develop the human resource management process, from the beginning to the end of the process, to be able to respond to the organization's business strategy

2

Establish a corporate culture that strives to be a continuously innovative organization to help promote sustainable business operations.

3

Create and develop leaders to become Collaborative Leadership that focuses to achieve the success of the organization overall

4

Establish an engaging atmosphere within the organization on the basis of a Happy Workplace.

### Strategies and guidelines

**MAKE MAN  
KNOWLEDGE**



**Personnel development with specialty to face changes to enhance sustainable growth**

**MAKE MAN  
FIT JOB**



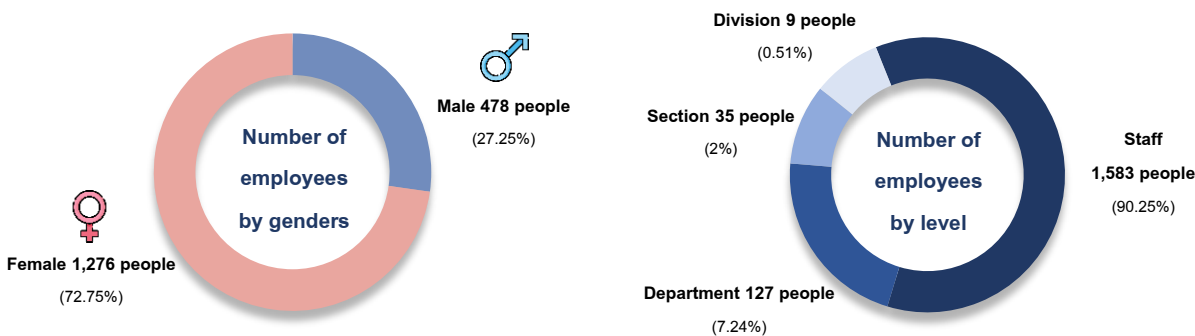
**Assign valuable work appropriately for each position and person**

**MAKE MAN  
GROWTH**

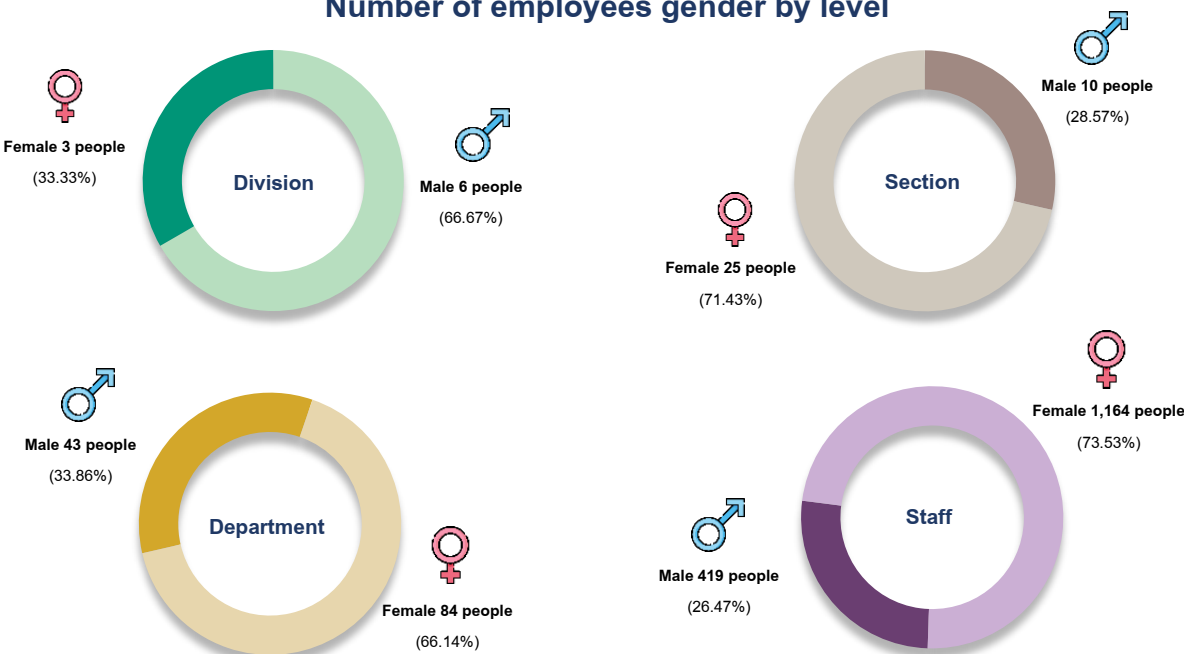


**Practice 'Career development plan' to ensure securing growing**

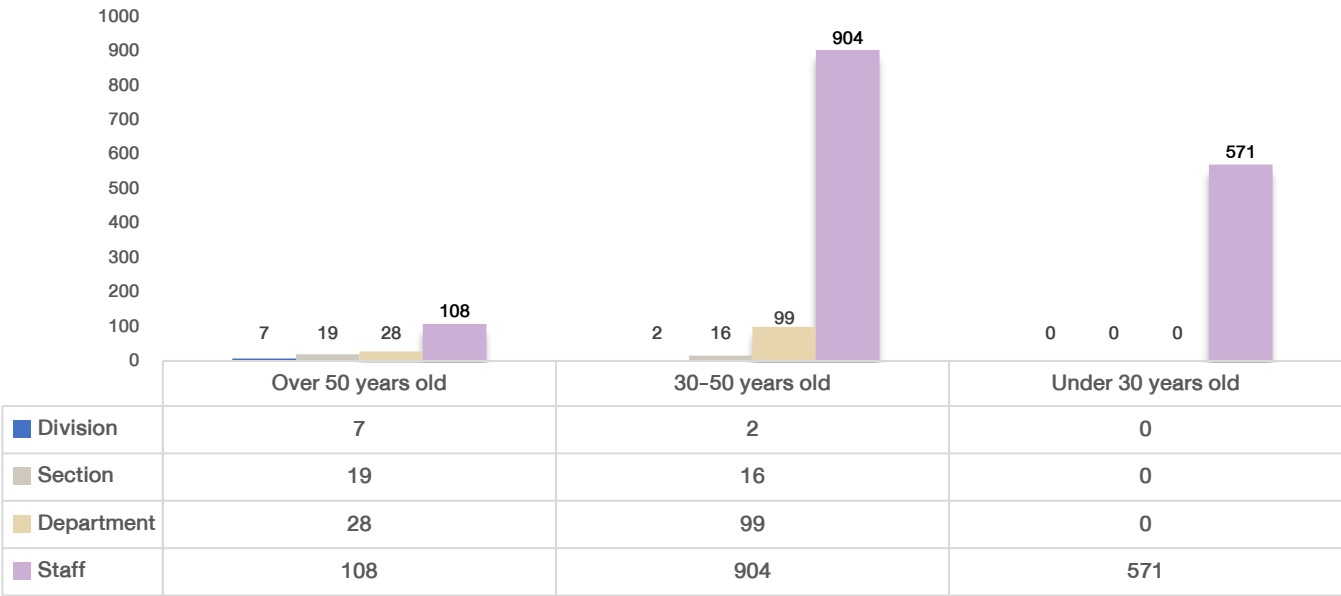
# Human Resource



## Number of employees gender by level

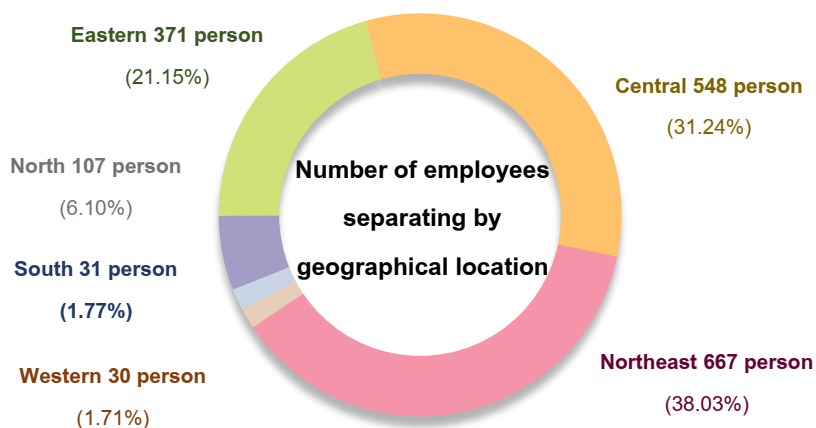


## Number of employees by age

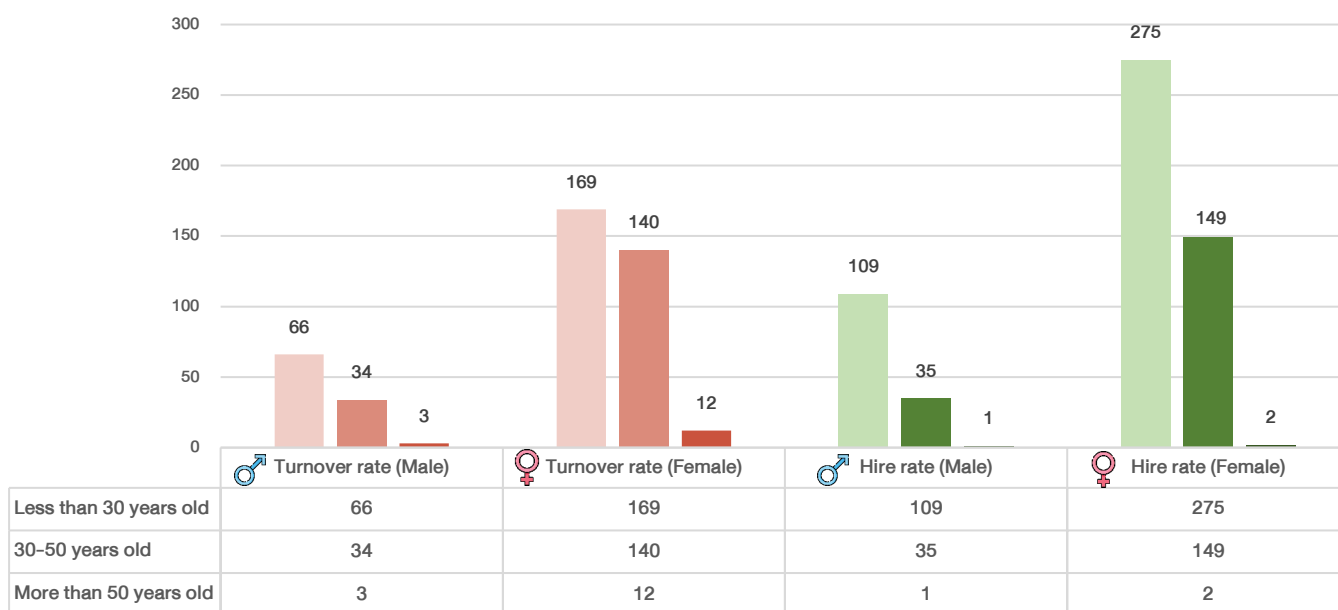




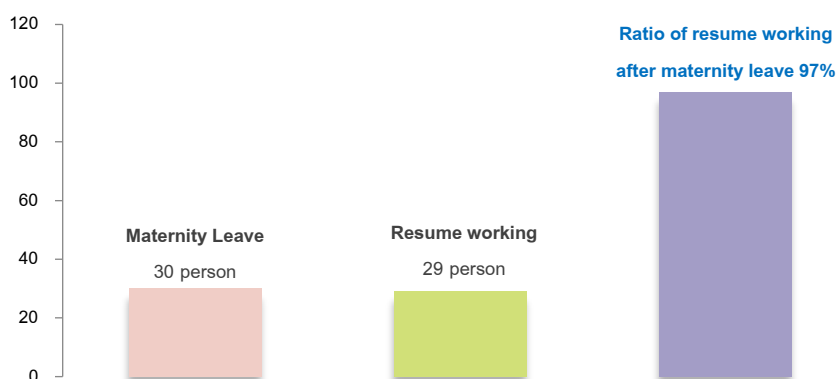
# Human Resource



## Turnover Rate/ Hire Rate Age and gender



## Number of employees maternity leave and ratio of resume working



# Employee Engagement

## Creating good experiences for employees

The mission of an organization nowadays does not end with the signing of an employment contract. Rather, providing care for employees after they have joined the organization is an important task for an organization itself to do its utmost to retain its quality employees as long as possible. One of the key secrets is to impress employees so that they become fully engaged with the organization and motivate them to work together over the long run. Surely, the heart of this matter is happiness at work, and at S&J, we have a way to create a good experience from the first step they join the workforce until the time of for its employees as follows

### The first step in the organization (ENTER)

is the period from the first day of work to the first anniversary of employment. This is an important period that creates experiences that make employees feel that the organization is the "right" place for them and that they are ready to devotedly work towards their personal goals and the organization.



#### Operation process

- On Boarding Program
- On The Job Training

### Building relationships with dedication to the organization (ENGAGE)

is the period from the first year of employment until the last 10 years before retirement. This is an important period that creates experiences that make employees feel engaged and devoted to the organization



#### Operation process

- Training & Development
- Performance Management System
- Happy Workplace
- Collaboration Leadership

### The door way to new phase of life (EXIT)

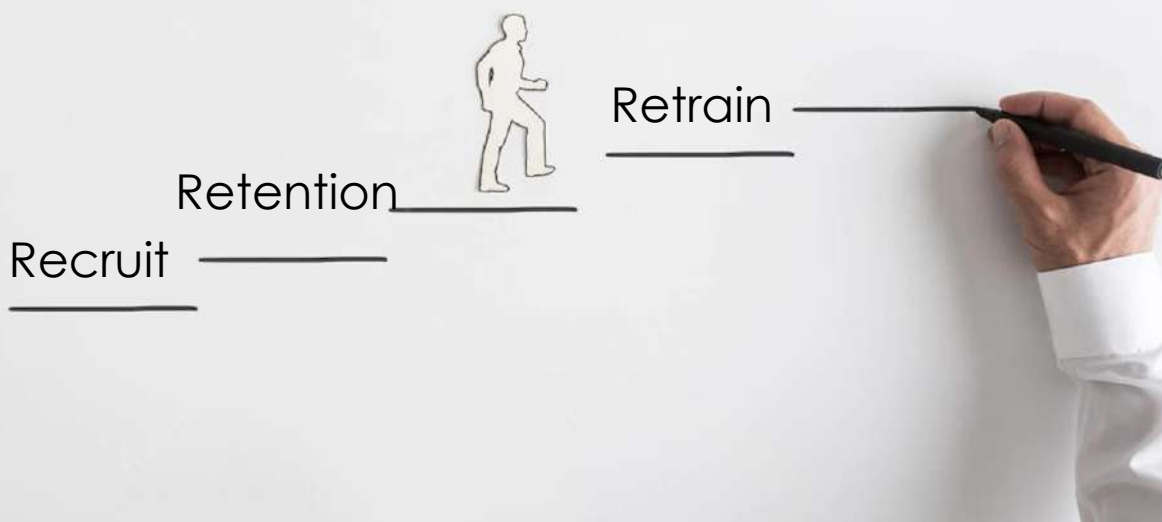
is the period of the last 10 years before retirement or the period before resignation. This is an important period that creates experiences that prepare employees to be ready to move on to a new phase of life smoothly.



#### Operation process

- Aging Retire Project

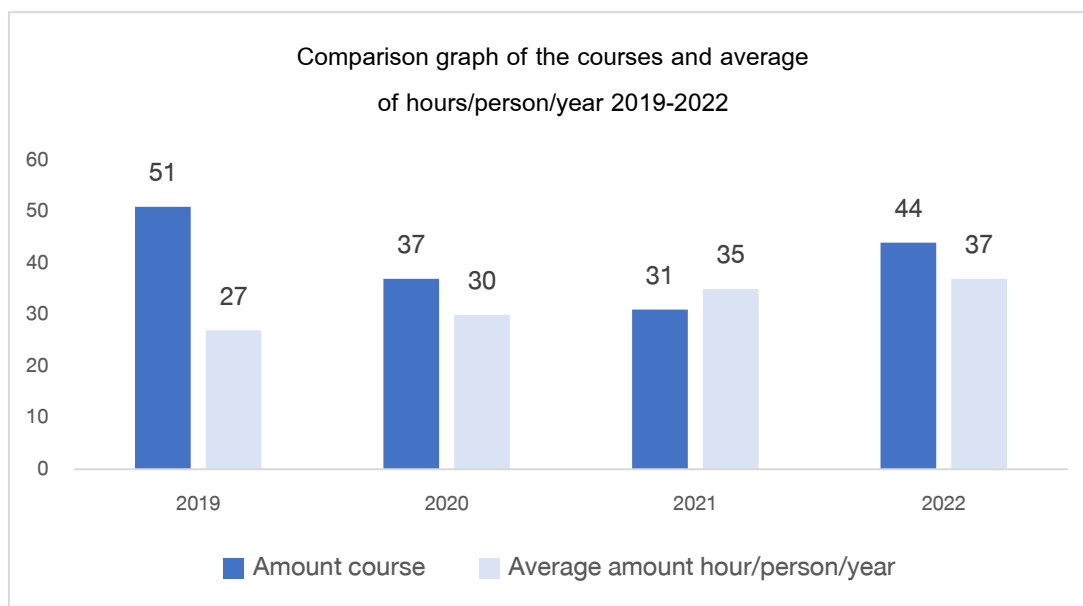
## Smart People





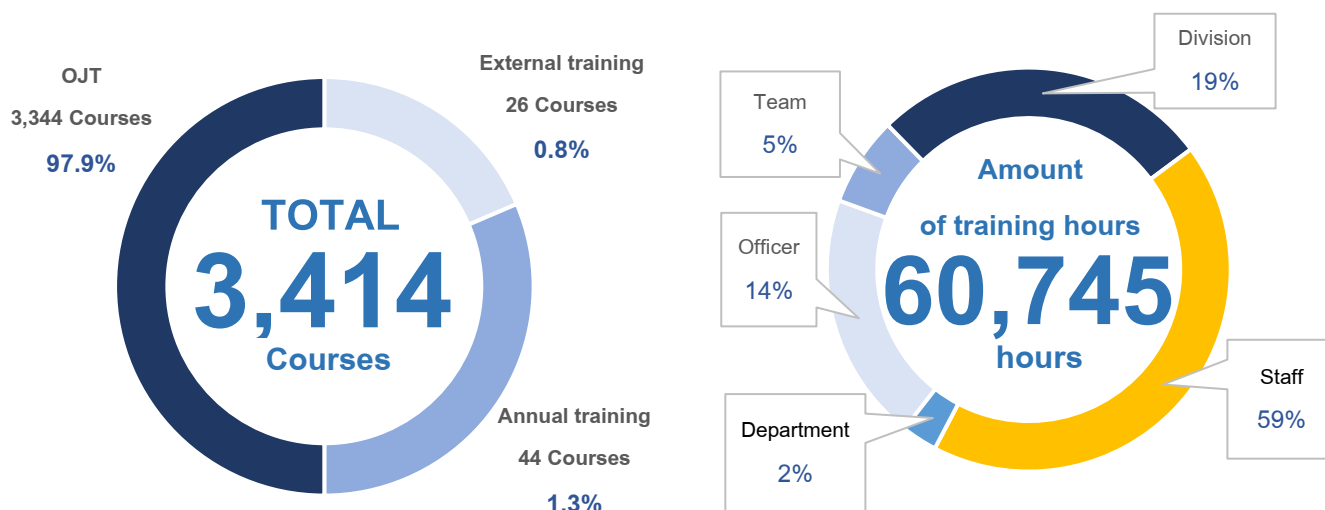
# Performance 2022

## Empowerment and competence of employees



**Average amount of training hours 2022**  
**amount : 37 hour/person/year**

## Training & Development



## Example of effectiveness from knowledge learning practices

Categories		Outcomes of knowledge application
<b>Basic category</b>		
Personal Data Protection Act (PDPA)	Company	Launching handbook on personal data for employees, customers, trading partners, and contractors in 2022
	Employees	Having knowledge and understanding of how to use private data in working and daily life
Anti-Corruption	Company	Recognition from every stakeholder group
	Employees	Ability to practice the ethic code policy
<b>Quality category</b>		
Quality system curriculum with a business target effectiveness	Company	Gaining higher sale volume from consumers of new groups
	Employees	Having development opportunities from new working systems
<b>Occupational health &amp; Safety and environment</b>		
Occupational health and safety and environment curriculum	Company	Cost reduction for accidents
	Employees	Good working and living health

## Learning and Employees Development for Business Excellency

The Company is of the following processed for personnel development culture to enhance organization businesses, namely

### 1. Encourage Collaborative Culture :

working amidst a safe environment that creates trust toward the total organization's benefit

### 2. Encourage Digital Culture :

leading to positive outcomes for all businesses dimension and competitive advantages as the key factor for growing sustainability with a working adjustment model to enhance proper decision and efficiency

### 3. Encourage Team Agility :

to enhance adjustment toward marketing changes and the environment with fast and efficient responses while accepting failure as a part of the learning process for continuous improvement

In addition to the organization's culture promotion to ensure personnel advancement with security and sustainability in all dimensions, the personnel development processes for various groups, especially those with capacity, leadership, and specific personal development skills by, require the thinking and working processes suitable for the organization business advancing and changing

### 1. Developing employees of high capacity

- Succession plan program
- Working result management program

### 3. Developing employees with major skills

- Production employees (A,B, C) developing
- Mixing employees developing
- Technicians developing

### 2. Leadership development

- Leadership Program



### Learning Models

On-Site learning

Online learning

Integrated Learning  
Approach



# Personnel's development program

## 1. Development for high potentiality personnel

### 1.1 Succession Plan

**Objective :** readiness and risk reduction preparation to face personnel problems for main or important positions by which the business is affected. Accordingly, in 2022 the Company set up the succession plan from the first to the tenth steps as followings

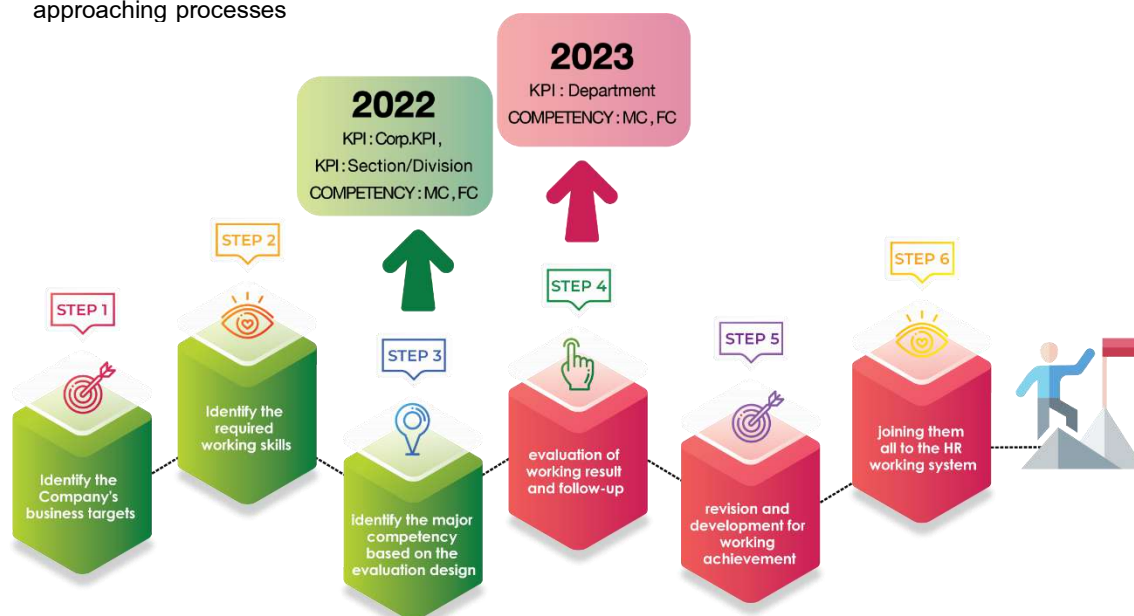
- 1<sup>st</sup> step** : Designation for main/important position for  
department, division, and section of a total of 125 positions
- 2<sup>st</sup> step** : set up the Career Path Criteria
- 3<sup>st</sup> step** : Analyze and set up MC, and FC for : department and division
- 4<sup>st</sup> step** : Selection for criteria successor for certain : division
- 5<sup>st</sup> step** : set up the succession plan and development for a certain : division
- 6<sup>st</sup> step** : developing TRM successors of 29 positions at the division level as specified
- 7<sup>st</sup> step** : Entering the acting successor plan for 11 positions
- 8<sup>st</sup> step** : successors promotion for the 11 promoted positions

**The Company's gaining result :** risk reduction for personnel security in the main positions and business continuation

**Employees' gaining result :** advancement in the occupational lines

### 1.2 Performance Management

**Objectives :** supporting continuous development for leading personnel. Accordingly, in 2022 the Company reviewed the working evaluation process of department and division leaders' working achievement based on managerial and functional competency including KPI for joining the organizations, department, division, and personnel approaching processes



**The Company's gaining result :** risk reduction for personnel security in the main positions and business continuation.

**Employees' gaining result :** advancement in the occupational lines

## 2. Leadership development project

### 2.1 Leadership Program (Division level)

**Objectives :** developing knowledge/ability for the division-level leaders of various capacities, including career path, successor, and potential based on the Managerial Competency Evaluation. The program covers thinking processes (analysis, strategies, forecast), innovation and systemic thinking, project management, capital handling and the team caring for total 72 hours. There have been both the pre-test and post-test for comparing with expectation



— Pre-Assessment  
— Expectation  
— Post Assessment



29 personnel have been developed at the division level

**Outcome :** 29 participants have achieved the expected level to reach 100%, and 11 leaders of the Career Path group have been upgraded to higher positions

### 2.2 Leading with Trust & Greenversation (Division level)

**Objectives :** division leaders shall be developed as far modernized leadership with trust building scope based on team analysis skills and communication technology toward changing



Development program for  
**90** division leaders





### 3. Training program for employees of main competency

**Objectives :** competency upgrade for the employees of main competency to ensure the continuous technical ability.

Accordingly, in 2023 the Company had training programs for employees of the production group, mixing group and technicians as followings:

#### Competency program for production employees (A,B,C)

Planning for 149 persons, 149 person outcome

**Career growth reach 100%**



#### Competency program for mixing employees

Planning for 5 persons, 5 person outcome

**Career growth reach 100%**



#### Technician competency

Planning for 5 persons with 5 persons outcome

**Career growth reach 100%**



#### The Company's gaining

higher working effectiveness with higher selling/profits gaining

#### Employee's gaining



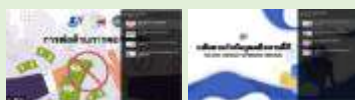
**159** Employees have been upgraded  
which is of **100 %**

The relevant learning program focuses on a digital system for personnel development in 2022, thereby designed for E-Learning by the internal trainer instead of the Class Room training. And various standard curriculums have been launched based on the following continual plan, namely :

#### 2022

2 Curriculum

- TLS.8001 Item
- Anti-corruption - CAC



#### 2023

2 Curriculum

- Personal Data Protection Act
- Regulations of ETI Base Code

#### 2024

3 Curriculum

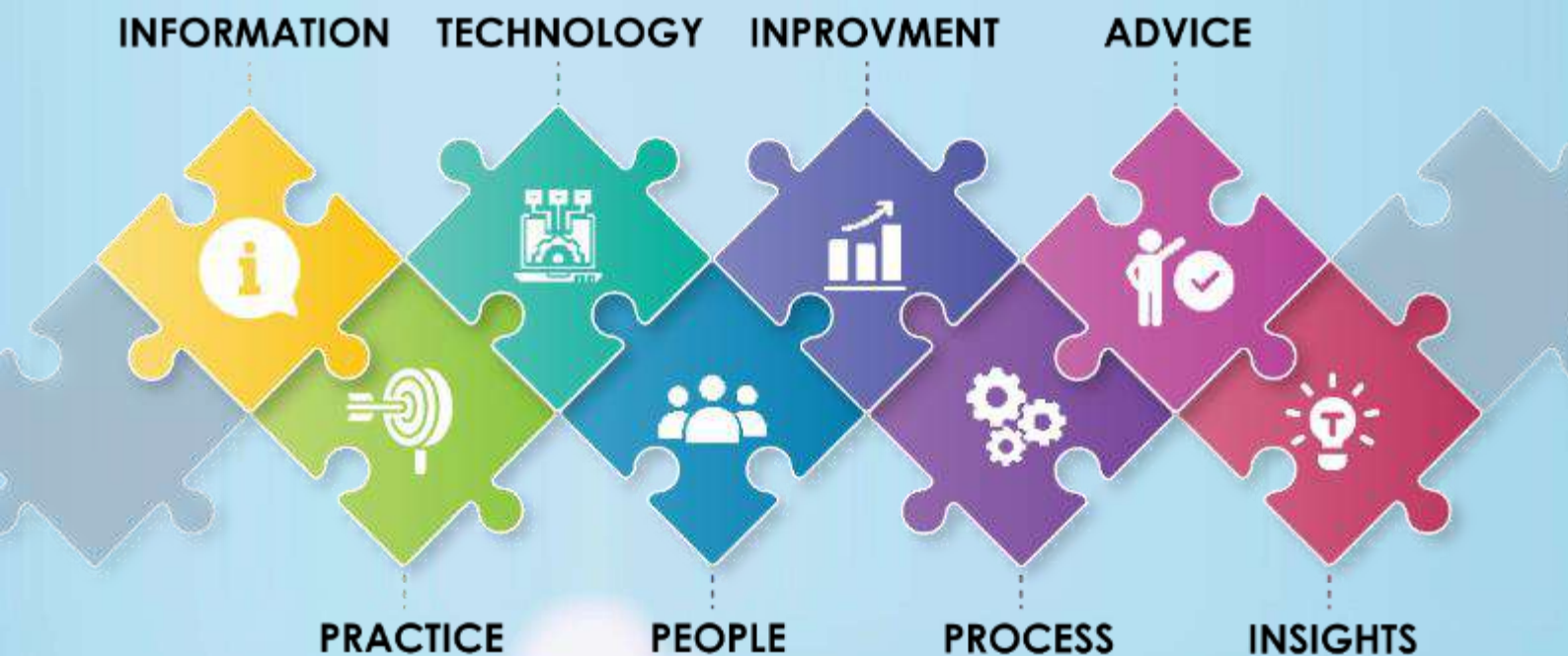
- Revision of ISO 9001
- Revision of ISO 14001
- Revision of ISO 45001

**Anywhere Anytime**

## Organization Knowledge Management

The Company focuses on internal knowledge management to establish good systems for both Explicit and Tacit learning. The yearly target is for not less than 300 subjects since 2017. Knowledge practice has been followed up by the revision of the quality handbook for ISO 9001 ,14001,45001. In 2022 the Company reviewed and developed the Tacit programs for knowledge collection in both Best Practice Lesson Learn for better information and knowledge approaching by all personnel for further innovation development

### KNOWLEDGE MANAGEMENT



### ROADMAP

#### 2560-2562

##### Understanding & Learning

Build understanding of the process  
knowledge management  
in the organization

#### 2563-2564

##### KM & Innovation

Use KM as the basis for new  
innovations that meet business

#### 2565-2568

##### Learning Organization

Create a culture of sharing  
experiences organization-wide  
knowledge





## Project success indicators



# Target

1.Amount KM > 300 /year

KM 2017-2022

Total **2,111** Subject

## Performance



**After improvement**

2. Manage data in standard system 100%

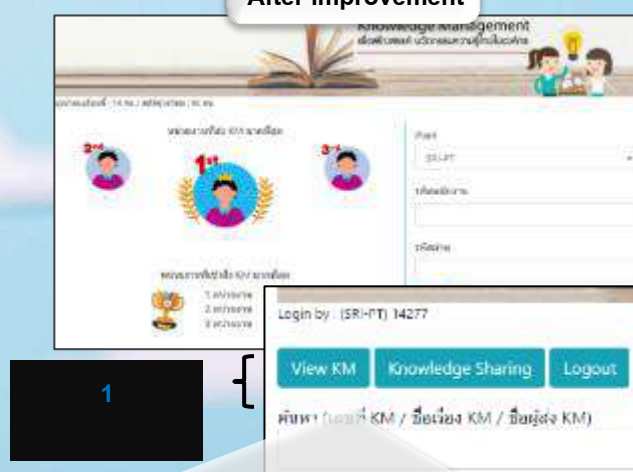
: Performance 100%

In 2022 the Company developed the knowledge collection program over the quality system with added working and approaching functions by which the previous 5 levels of them have reduced to 1 level. And the adding function is available to show unit statistics for most KM showing and Km information. The purpose is to attract new KM program users for more information searching

Before improvement



After improvement



## KM example



## Better living for a happy working (Happy Workplace)

**Happy Workplace** is the process of purposeful workforce development based on the fundamental happiness models (Happy 8), starting from cultivating positive attitude toward ways of life, coexistence with other persons, social responsibility, and keeping a balance of being a good member of the family, organization and the society

### HAPPY BODY

Healthy body and mind to face  
challenging work



Physical activity  
as Ergonomics



Annual checkup for  
employees at risk  
of occupational diseases



ATK/RT-PCR/  
Vaccination

### HAPPY SOUL

Living with Buddhist Dharma



Merits activity  
in Special days



Thod Kathin unity  
projects



Redeem the life of  
cattle and buffaloes  
projects

### HAPPY SOCIETY

community caring and development  
for good surroundings



S&J Care You Project  
(Hiring handicap)



New normal SJI  
Community integrity Project



Geriatric smiling Project



Voluntary hometown  
development Project

### HAPPY RELAX

having specific activities for  
employee relaxation



Songkran's festival  
celebration



New year party



Musical treatment  
in daily



# สุขใจงาน

## HAPPY BRIAN

personnel development by both Hard side and Soft side programs



Management  
module



Quality  
module



Safety  
Environment  
module

## HAPPY FAMILY

by family loving, self-loving, and community loving



Maternity zone



Maternal  
Pregnancy Project

## HAPPY HEART

by the giver culture



Long service years award  
30 years 20 years 10 years  
90 person



Employee's children education  
support Project  
67 scholarship



Thank You Family  
project



Good manner & people of SJI  
lost & return

## HAPPY MONEY

by economic sufficiency living



Members of Sahapat Group's  
Savings Cooperative



Saving for happy life Project  
by Government Saving Bank

Deposit balance of the project **10,205,120** Million bath



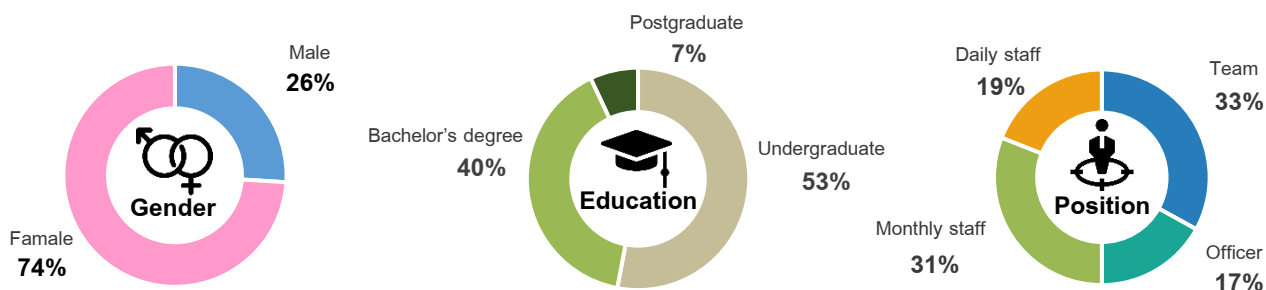
## Employee Engagement

The Company continually care for Employee Engagement evaluation since 2016 for each working level to know how much employees trust the Company with their satisfaction with Employee Engagement approach. The objective is to keep all qualified employees for sustainable business successes

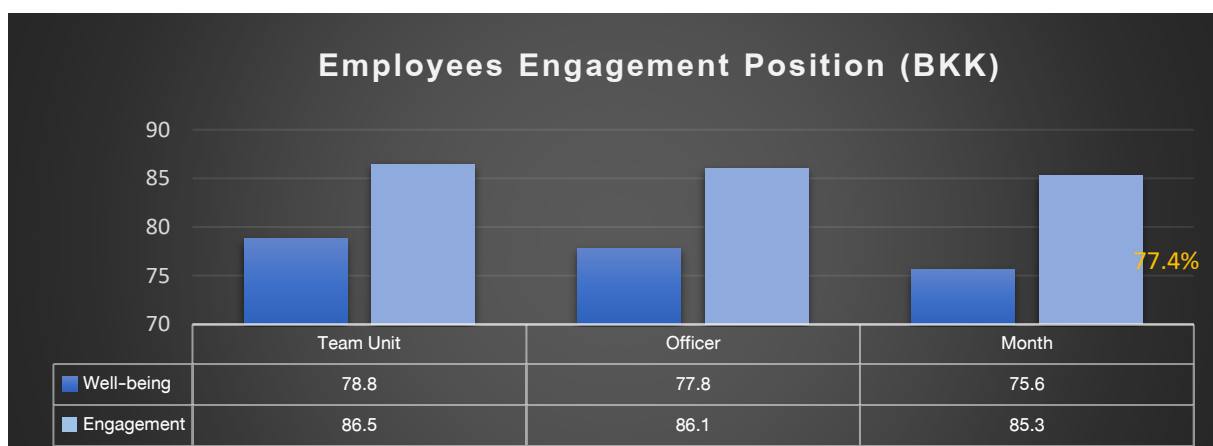
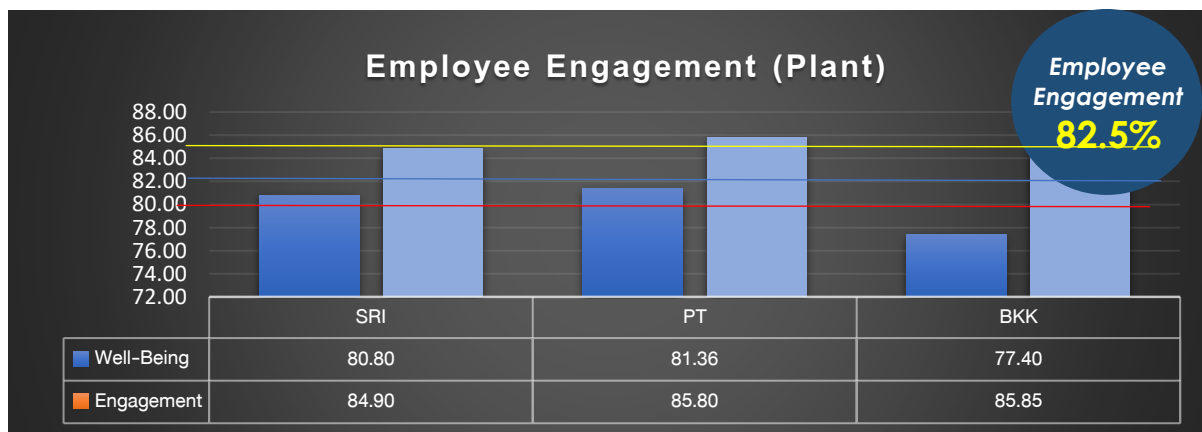
Accordingly, in 2022 the Company evaluated Employee Engagement from the daily workers, and monthly workers up to all leaders (section, team, and those of equal levels) to cover factories in Saha Group, Pinthong Industrial Estate, and Bangkok office (BKK) of total 977 persons

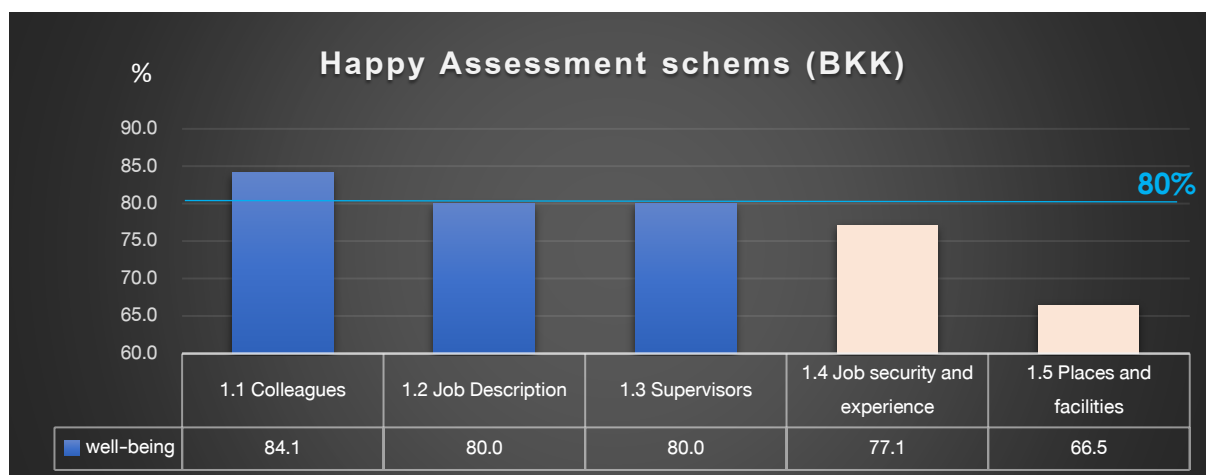


### Baseline data from a survey of 977 person



Engagement
Well-being
Overview





\*\*\*The outcome points for Employee Engagement is 82.5%, over the expectation of 80%. Anyway, the BKK average points are 77.4%. Thereby each topic has been analyzed, and Employee Engagement is a skill of 85% average for good-very good, but for the worker's happiness of all levels the average points for 2 topics are of the lower level

1.4 on working security and progress, for which the average points are 77.1

1.5 on places and facilities, for which the average points are 66.5

Accordingly, the Company has designated corrections namely :

#### 1.4 Security and progresses

Discovered issues	Improvement ways
In sufficient numbers of BKK employees have been accepted for joining organization activities. Required learning provided by their leaders is as well insufficient	<ul style="list-style-type: none"> <li>- Expanding suggestion formats for BKK employees to support their participation in activities that support their works for recognition.</li> <li>- Follow up the OJT personnel development plans and outcome in BKK.</li> <li>- Promote working innovation and enter the competition in the Saha Group</li> </ul>
	<a href="#">Outcome follow-up in 2023</a>

#### 1.5 Places and facilities

Discovered issues	Improvement ways
Satisfaction for buildings, places and overall surroundings to enhance working eagerness	<ul style="list-style-type: none"> <li>- Improve BKK office as a smart office by modernized and integrated facilities, including the technical system for data keeping and searching.</li> </ul>
Organization's information technology system for knowledge searching for supporting faster and easier working life	
	<a href="#">Improvement is between 2023-2024</a>



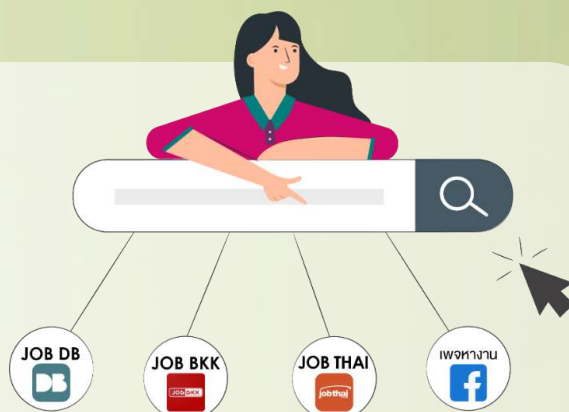


## Human resources management

### Personnels Selection

The Company has set up the personnel selection and hiring system for both internal and external persons based on competency, justice, and equality without discrimination regardless of gender, nationality, religion, and place of birth. Selection targets are designed to catch up with business expansion by means of equally approaching applicants

Therefore, the Company has developed the selection system by possible technology system through Job Website, Connection Channel, Line, Facebook, Link / QR Code, and various industrial estate job-finding pages connecting with nearby areas. The selection process is flexible timing interview places, including the selection committee. There are tasking and various evaluation tools available from Google Form for attitude consider personnel for both assigned duties and organization culture. The selected personnel shall be as well ready for further higher job responsibility and future development



## Remuneration management and employee retention

### Remuneration and Employees Retention Policies

The Company payment policy is based on qualification, capacity and working experience. The minimum salary is of the amount of low-level labor cost set by the government. The salary basis has been set according to working capacity and achievement with yearly increments. The annual bonus is available once per year based on the evaluation of Competency Model and Key Performance Indicator (KPI). In addition to monetary pay, the Company has as well rewards in other forms to maintain employees with the required capacity. The monetary payment is based on a comparison with leading companies in the group. In addition, the Company has covered other benefits and welfares i.e. contributions to provident funds for 3 % of employee's salary, saving cooperations, pension fund, rewarding money (new year gift) including a reward for employees who have completed 30, 20, and 10 working years. If it's not a monetary reward, the Company instead reviews structure, format and working environment for more resilience and convenience suitable for the rapidly changing business situations. Moreover, all personnels of every level training for required capacity both Hard side and Soft side for business sustainability is as well as important

During the past 3 years the Company has had no changes for the employee's number while having as well no important labor disputes





## Fair labor Treatment Policy

To ensure that employees receive fair treatment and equal protection thus, giving a good quality of life and morale at work, the company has appointed a committee to oversee that all operations are conducted according to regulations. the committee consists of representatives of the management and representatives of the employees from the election. there is also a risk assessment of the thai labor standard system by the TLS committee or TLS 8001-2020 strictly covers; anti forced labor compensation for work , working hours , holidays , leave discrimination Discipline , sexual harassment and violence, child labor the use of women labor, freedom of association and collective bargaining; occupational Health and working environment labor welfare, etc., so that workers are equally protected equally. contribute to a good quality of life have morale in work

The company has appointed a committee to supervise the operation in accordance with the requirements, Consists of management representatives , elected employee representatives; there is also a risk assessment of the thai labor standards system. by the TLS Committee

**Assessment** result is low and has no impact on labor practices or any damage to the organization and related parties. The supervision and compliance with the Thai labor standard also extends to trading partners and subcontractors so that employees have complete knowledge and understanding of human rights as stipulated by laws and standards



## Amount Complaint labor = 0

The Company has organized training courses for “The Thai Labor Standard Measure and Business Ethic Code” by E-learning for no limited self-study by all employees

**2022**

<i>Employees participated</i>	1,788 person
<i>Passed the examination</i>	100%
<i>Average score</i>	95%





## Human Rights Practices

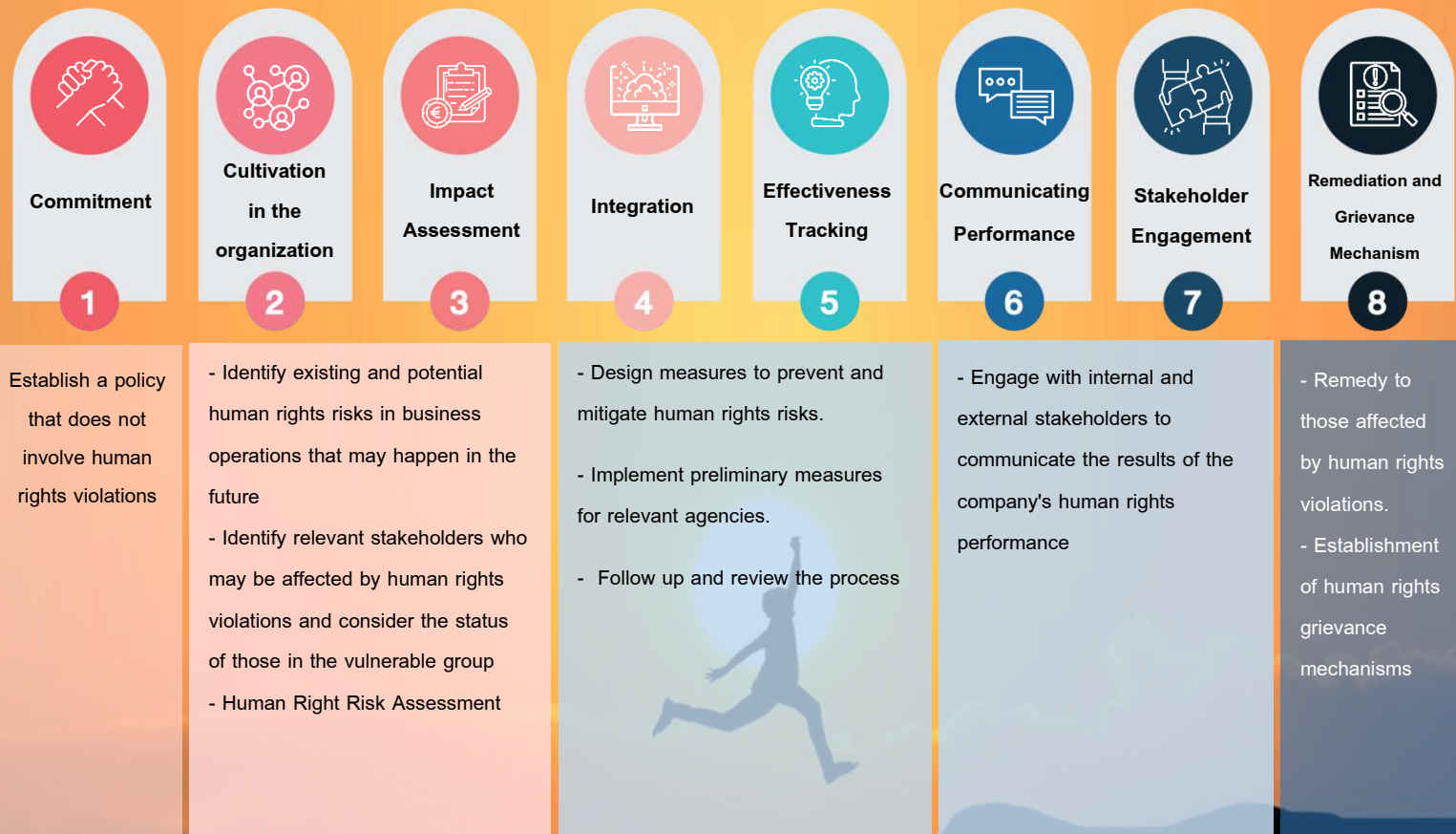
### Human Rights Policy

S&J International Enterprises Public Company Limited recognizes the fundamental rights and freedoms that are essential to human beings, with respect to fairness and equality. There shall be no harassment against employees and any individuals, no discrimination on the basis of age, sex, nationality, skin tone, religion, language, caste, disability, sexual deviation and shall not engage in child labor and forced labor. The company has stipulated a guideline for fair treatment of employees according to the Code of Conduct and the Business Ethical framework, including adherence to the Thai labor standard

### Management Approach

The Company places great importance on human rights issues that are relevant to all stakeholders (Human Rights Due Diligence: HRDD). Human rights policies and practices are formulated in a concrete manner to guide the practice, as well as to show the will to respect and not violate human rights to all stakeholders. The Human Resources Department is responsible for implementing projects and supporting activities in accordance with the requirements of the Policy, as well as monitoring and investigating any actions that violate the policy guidelines in accordance with the process of monitoring and investigating the handling of complaints by employees and those concerned with the Company

### A Comprehensive Human Rights Review Process







## Non-related to Human Rights Violations Policy

The Company recognizes human rights and equality regardless of differences in age, gender, race, skin color, religion, language, class, disability or sexual deviance. The Company will not use child labor or forced labor, nor shall it use labor for persons who do not have the freedom to choose to work. The policy requires fair practices in accordance with the framework of ethics and ethical business operations, including the implementation of the ETI Base Code (Ethical Trading Initiative) and the Thai labor standards system. Various sub-committees had been appointed to allow employees to participate in proposing opinions and operational guidelines to achieve the overall goals of the business. The company as well has no policy to support businesses that violate human rights.

### Human Rights Risks Assessment

The company has assessed the risks related to human rights and labor practices in order to identify preventive measures and mitigate the impact of human rights and labor risks in its business operations throughout the value chain. The company has prepared a guideline for the effective risk management of human rights and labor risks, in line with the assessment criteria of human rights risks and labor practices of the Thai labor standards, as well as the SEDEX standard. Issues related to human rights and labor have been assessed the likelihood and potential impact on stakeholders, [both internally being employees or the management of the company and externally namely customers, consumers, trading partners, and communities](#), by considering various factors such as basic human rights, civil and political rights, economic, social, and cultural rights, duties and responsibilities of individuals toward social order and the certification on human rights and international fundamental freedoms.

### Criteria for assessment of risks related to human rights and labor treatment

Severity 1 : Impact on human rights and labor		
Impact	Criteria	Score
Very high	Human rights and labor practices do not conform to the requirements and do not comply with laws, causing damage to the organization as well as complaints and lawsuits.	5
High	Human rights and labor practices do not conform to the requirements, resulting in dissatisfaction which may lead to complaints and lawsuits causing damage.	4
Medium	Human rights and labor practices conform to the requirements, but affecting those involved resulting in dissatisfaction, may cause complaints.	3
Low	Human rights and labor practices conform to the requirements, but affecting those involved resulting in a slight dissatisfaction.	2
Very low	No impact on human rights and labor practices or no damage to the organization and those involved.	1

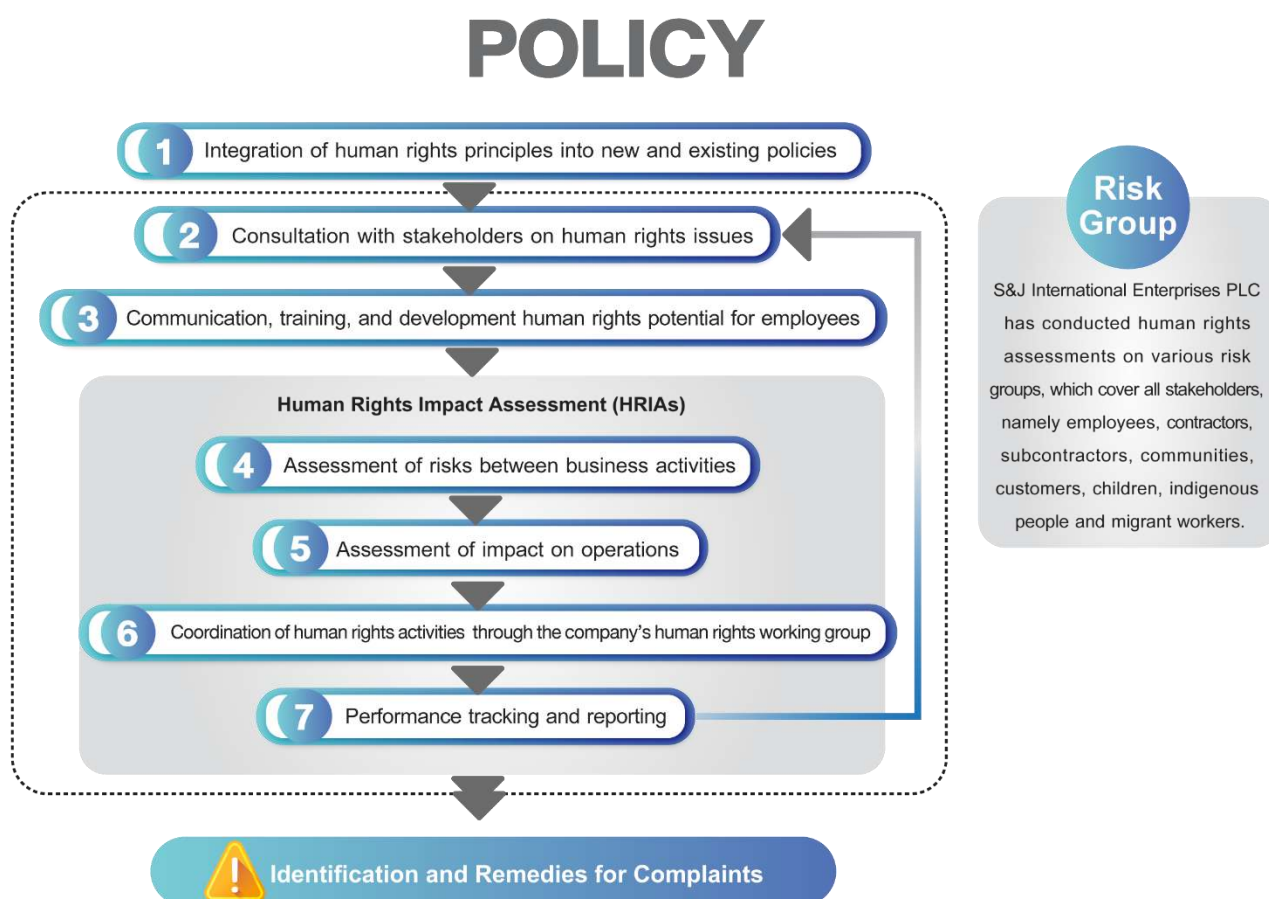
Severity 2 : Customer satisfaction		
Impact	Criteria	Score
Very high	Extremely affect satisfaction, resulting in complaints which caused the order to be canceled	5
High	Highly affect satisfaction, resulting in complaints which caused a reduction in purchase orders	4
Medium	Moderately affect satisfaction, customers have written complaints	3
Low	Affect satisfaction, causing customers to have verbal complaints	2
Very low	No effect on customer satisfaction	1

Occurrence		
Impact	Criteria	Score
Very high	born every day	5
High	born every week	4
Medium	born every month	3
Low	born every 3 months	2
Very low	born once a year or not at all	1

Level Risk	Score (s x o)	Decision Criteria
High (H)	More than 15 points	Action Control
Medium (M)	8-15 points	Monitoring
Low (L)	less than 8 down	Accept risk

**Risk Assessment Results :** Overall, the results are low, with scores of less than 8 in all topics. **It is considered that the company's human rights operations** are within an acceptable level and pose no risk or impact on the business. Internal and external stakeholders along the value chain are covered, **including trading partners**, who collaborate on business operations and always manage human rights and labor treatment in compliance with morals and ethics

## Procedures for human rights operations



## Projects or Activities to Raise Awareness of Respect for Human Rights

### New Employee Orientation

The Company places great importance on respecting human rights by including human rights content and policies in the orientation of new employees to raise awareness from the first step into the Company



### Human Rights Training

To raise awareness, properly comply with human rights principles, and prevent human rights violations, the Company provides online training for employees at all levels

**Employees are 100% trained  
in human rights**

### Human Rights Awareness

To raise awareness of human rights, the Company communicates through various channels such as email, pop-up on computer screens, public relations boards, etc.



## Complaint Channels

The Company has a systematic mechanism for transparently handing complaints of employees and stakeholders in the event of rights violation or unfair treatment, together with systematic protective measures for the complainant. Complaint or grievance can be formally filed with the Human Resource

Position	Telephone	E-mail
Human Resources Manager	0-2676-2727 ext. 2208 or 0-2676-4492	patchara@snjinter.com
Company Secretary	0-2676-2727 ext. 2812	sumit_k@snjinter.com

Notes: Please see more details under the topic "whistleblowing" in the 2022 ,56-1 ONE REPORT

### Remedies for people affected by human rights violations as a result of the company's operations

The company provides remedial measures to alleviate the suffering of individuals who are affected by human rights violations arising from the company's business operations, considering the severity of impact that occurs on a case-by-case basis. The company will proceed to solve problems and heal those affected, by which urgent case will be handled within 15 days and general matters will be handled within 30 days. Providing remedial assistance to alleviate the suffering of those affected by the incidents will be according to fair legal demand

## Performance

SJI is one of the SMETA or SEDEX member. The main purpose for manage ethical aspect ETI Base Code ( Ethical Trading Initiative ) and safety workplace following labor law. The combined globally business group is operating along all supply chain. **The company is assessed by 3rd party base on Ethical manner. Human Right is in place including well organize with stakeholders.**







## Employment of Incapability Persons

The Company has complied with the principles of equality and non-discrimination policy in employment and occupation according to Sections 33 and 35 of the Promotion and Development of Quality of Life for Persons with Disabilities Act, which provides opportunities for people with disabilities nationwide to become self-reliant with dignity under the "S&J (Care You)" project, running continuously since 2017 to the present. As a result, the Company received a plaque and certificate of "Organization that Supports the Work of People with Disabilities at the Excellent Level" from the Ministry of Social Development and Human Security for the 2nd year

### The Goal of Supporting People with Disabilities in the Organization

	2017	2018	2019	2020	2021	2022
Target (person)	22	18	19	16	16	17
Performance (person)	24	24	23	21	21	19



### S&J Project (Care You)

"Understand Reach out and Be One with Heart"



### Award of organizations that support the work of people with disabilities at the Excellent Level



### The plaque honors the model establishment in compliance with Section 33 of the Employment





## Business Policy based on Children's Rights

Children are a consumer group that the Company values both in terms of quality and safety in the use of products with meticulousness from the process of designing formulas, selecting raw materials, as well as providing appropriate information on how to use and warning through the product label to ensure that all children who use the product are safe



Samples of baby sunscreen products with Dermatologically and Ocular tested, as well as providing appropriate help information and warnings

### Sji CRBP Frame Work



The Company respects children's rights, freedoms, and participation in driving/creating a society in various areas by creating a platform for children and youth to participate in expressing their opinions about children's innovation through Project to raise the level of domestic innovators to the international

The Company creates a safety space for children throughout the supply chain of operating business by complying with human rights principles, including:

- Non-child labor
- Take care of the environment of the factory to reduce negative impacts on the community as well as create a good environment for children and youth in the community

IN 2022, the Company  
designed and developed  
**4 Children's products**







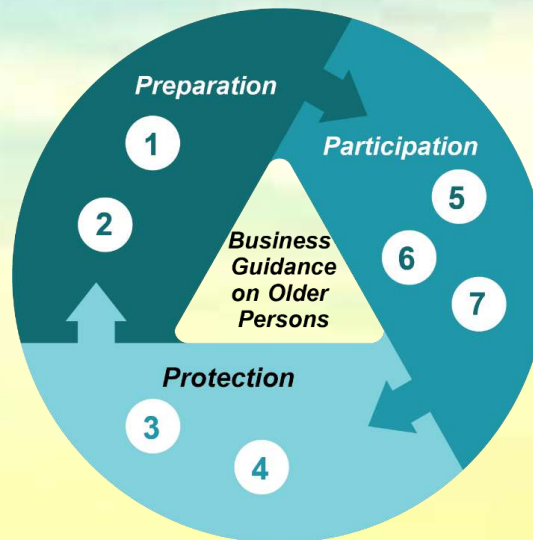
## Elderly-friendly Business Policy

The Company attaches importance and responds to the government's policy to drive elderly-friendly business projects with a partner of the Elderly-Friendly Business Network operated by Thaipat Institute in collaboration with the Department of Elderly Affairs, The Ministry of Social Development and Human Security whereas policy and guidelines for business practices for the elderly have been adopted as follows;

### PREPARATION

#### Aging Retire Project

The Company prepares employees for retirement by providing training, savings plans, and investments before retirement age, as well as taking care of the privileges of retirees



### PARTICIPATION

#### Knowledge and Experience

##### Inheritance Plan

This is for retired employees to participate in the transfer of work experience to the next generation of employees

#### Retired Employee Employment Program

to provide potential retirees with age-appropriate job opportunities and flexibility

### PROTECTION

*In 2022, The Company employed 28 retirees*

- The Company promotes and develops potential as well as provides welfare to protect the rights of the elderly equally.
- Job descriptions are adjusted to suit the health and safety of the elderly.
- There are warning messages or markers of warning for devices or tools that may be at risk from the operation





## Occupational Health and Safety at Work

### Occupational Health and Safety Policy

S&J has occupational health and safety management so that its employees and those who work in the company abide by the standards and legal requirements related to safety. Hence, the company has set occupational health and safety goals 2022 in order for each unit to prepare an action plan and proceed to achieve the goals as follows

### Performance Occupational Health and Safety

1

#### Prevent Workplace Accidents

1.1 Injury Frequency Rate (I.F.R) <2.00 ppm

1.2 Injury Severity Rate (I.S.R) <2.50 ppm

2

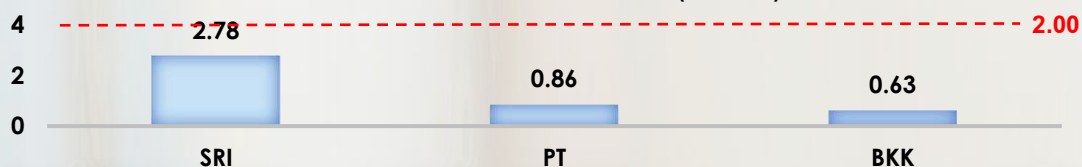
Employees/Contractors died from work

0

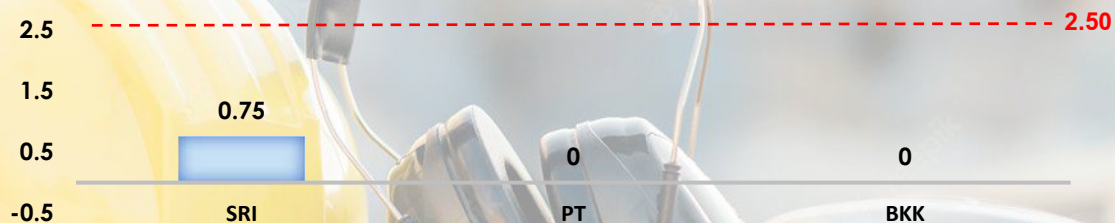
### PERFORMANCE 2022



#### INJURY FREQUENCY RATE (I.F.R.) 2022



#### INJURY SEVERITY RATE (I.S.R.) 2022



Number of employees killed in operation

Performance 0

## PERFORMANCE 2022

### Occupational health organized for supplier/ vendor

*Injury Frequency Rate (I.F.R)*

0

*Injury Severity Rate*

0

**Number of contractors killed in operation**

*Performance 0*



### Operational safety controls from external contractors

#### Safety management

Before the project starts, all related departments have a planning meeting with contractors to determine measures and operational procedures for safety. At the start of the project, training on rules and regulations are provided to contractors. Throughout the project, the company ensures that it has operational controllers and professional safety officers to supervise and audit the operations to ensure compliance with the company's safety measures.

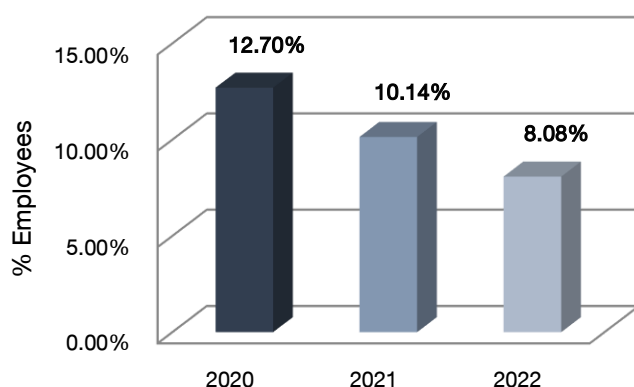
#### Performance

All suppliers & vendors who come to operate work at SJL in 2022 of 164 companies had not encountered any accidents causing injury and property damage



## Information about the use of Infirmary

For muscle pain 2020-2022



## Physical activity reduces fatigue

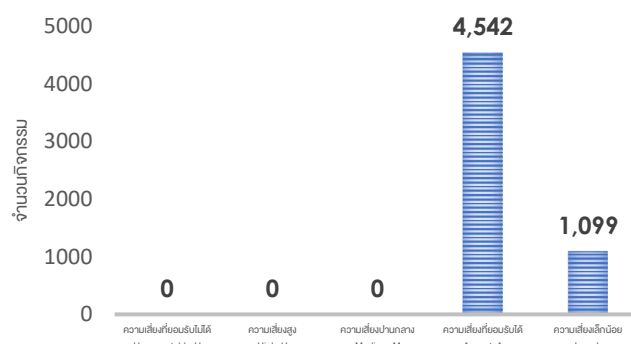


## RISK AND OPPORTUNITY ASSESSMENT

The company required every unit to analyze the nature of work or activities that were a potential risk factor that would cause disease or danger from work, which were summed up to a total 5,672 activities, divided into 5 levels of risk (details in the table). These risks were analyzed to identify ways to resolve, develop, and improve them, which included improving machinery/equipment, working environment, setting safety standards (manual/work standards), and promoting physical or mental health for workers, etc.

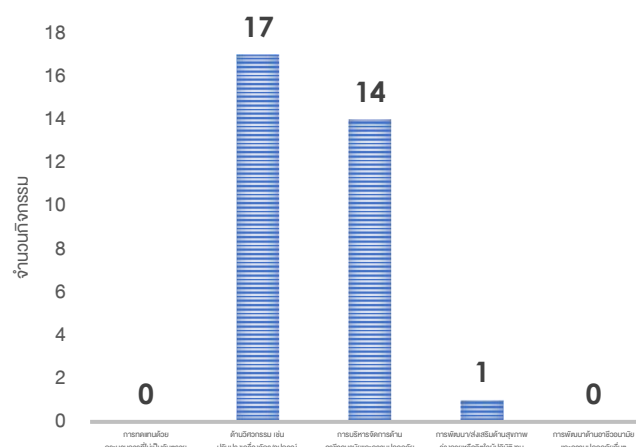
## RISK ASSESSMENT

RISK ASSESSMENT		Amount Activities
<b>Unacceptable Risk</b>	Unacceptable: U	0
<b>High Risk</b>	High: H	0
<b>Moderate Risk</b>	Medium: M	0
<b>Acceptable Risk</b>	Accept: A	4,542
<b>Low Risk</b>	Low: L	1,099



## OPPORTUNITY

OPPORTUNITY	Amount Activities
1. Substitution with a harmless process	0
2. Engineering such as improving machinery/equipment	17
3. Occupational health and safety management	14
4. Development/ promotion of physical health or mentality of operator	1
5. Development of other occupational health and safety	0





In 2022, the safety department, together with the human resource development department, organized 23 safety training courses, considering the necessities as required by laws and risk in workplace

## Challenge

The Company has adopted the 3E principle as a guideline to prevent accidents



## Safety Operations

- Supervisors and related departments jointly review and determine measures for the preparation of manuals, including how to check the readiness of machines before operation.
- Engineers and technicians prepare inspection and improvement plans for machinery and electrical systems to ensure operational safety, such as Emergency Stop, Safety Guard, Area Sensor, Ground Line of Electrical Equipment and Machinery

## Performance

### Survey and improvement

48 machines, 48 fixes  
completed 100%



### Surveys and electrical improvements

54 points, 54 fixes  
completed 100%



**MISSION : SAFETY**

ทำอย่างไร...ไม่ให้เกิดอุบัติเหตุ



## Occupational Health and Safety Management Approach

The Company is committed to being an accident-free organization in accordance with Target Zero by defining the mission : Safety (how to prevent accidents). Therefore, the Company has created a safety culture for employees and the importance of workplace safety and personal safety by implementing the ISO 45001 : 2018 : Occupational Health and Safety Management System and International Safety Standards. The Company places great importance on all employees and contractors, that safety must be taken into the first prioritized account. In addition, executives and supervisors participate in Safety Patrols with safety committees, as well as risk assessments of work areas to reduce accidents from operations

### 1. Creating a Safety Culture at Work

Creating a safety culture in the organization begins with following basic safety rules such as walking in the walkway, crossing the road at crosswalks, and not using the phone while walking. In addition, the Company has supported various project activities that contribute to reducing the risk of accidents in the workings



## 2. Operational Safety Assurance

The Safety Committee, together with the management, inspects the area for safety by examining the environment that may affect the operation, as well as identifying potential risks to employees and contractors. In addition, the Company has assessed the risks from the use of new machinery from relevant departments to prevent potential hazards to employees, as well as prepared manuals for the safe operation of machinery



## 3. Personal Safety

Providing the right tools, equipment, and PPE for employees to use effectively



## 4. Promoting Employee Healthcare

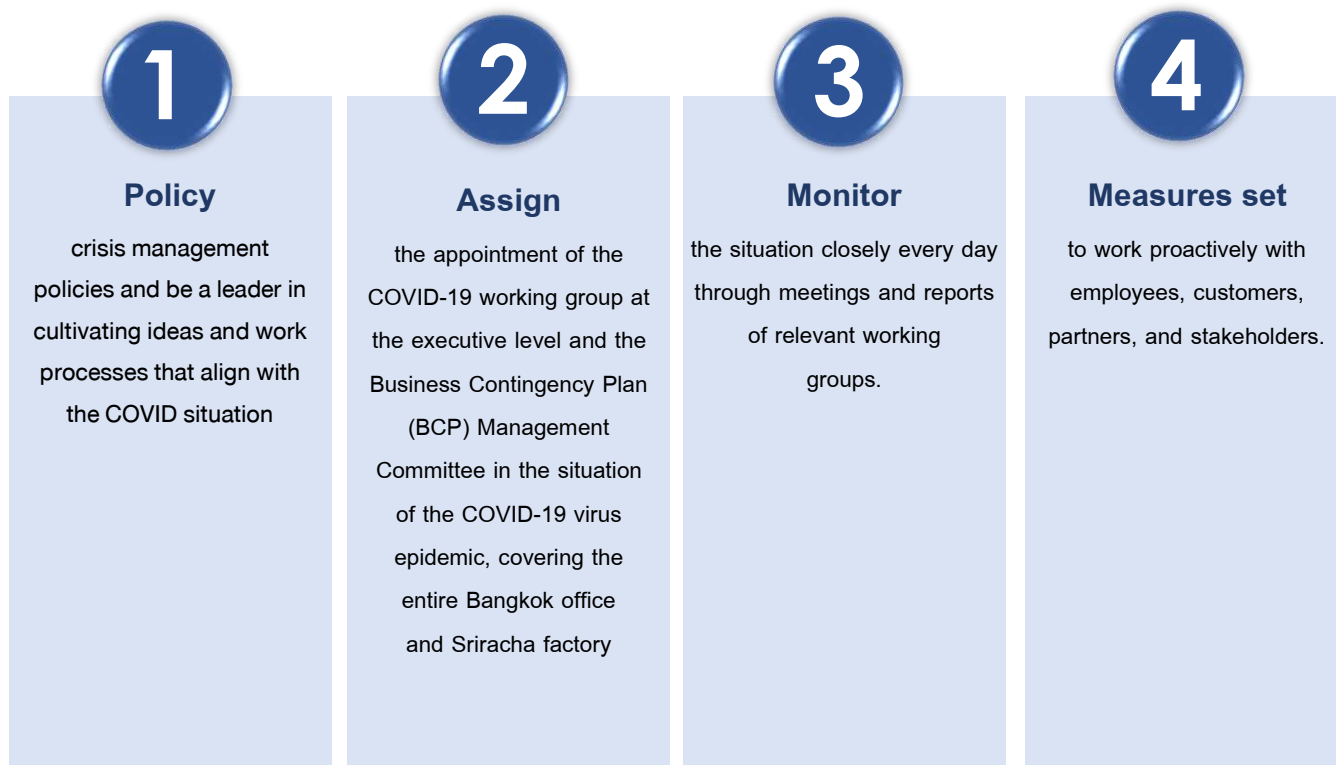
The Company places importance on taking care of the health of employees to be both physically and mentally healthy with exercise programs conducted in the morning before work, during work, and nutrition programs preparing with healthy menu as well as providing knowledge on various diseases that may arise from ergonomic work





## Crisis Management

Roles of the Board of Directors in supervision and management support in the COVID 19 situation



## Organization adaptation for un-predictable

situation like COVID-19 which globally affected. The company is continuing monitoring and awaking for any impact, although the Ministry of Public Health revoked COVID-19 measures. The company manage to slightly release some measures for smooth

### Partners



Monitoring raw material and packaging deliveries from partners that are impacted directly and indirectly, as well as continually updating the situation in order to jointly plan with the sales department to ensure timely delivery of products to customers. Additionally, there are measures to help supplier mitigate the impact as follows.

1. The company has provided advice to its partners on how to adjust or develop their working methods to reduce lead time in work and deliver raw materials or packaging to the company as scheduled.
2. The company considers jointly with supplier and helps them find new supplier for replacement in the event that raw materials or packaging cannot be delivered according to schedule.
3. The company informs the measures and practices during the COVID crisis for the delivery of raw materials and packaging within the specified period

## Customer



To manage customers and ensure their confidence and continual trust during the COVID-19 epidemic situation, The company has continued to provide assistance and mitigation measures to customers as follows

1. The company has stored products that customers have ordered production but have not yet received distribution without charge
2. The company clarifies the measures and practices for surveillance of COVID-19 to customers in order to reassure them that the company is still capable to work and deliver good products and services within the agreed timeline
3. The company analyses and studies the bestselling products or products that maintain good profitability in order to present them to customers in various new sales and distribution channels

## Employees



S&J has placed importance on preventive measures and controlling the outbreak of the COVID-19 disease with strict measures as follows.

**1. Committees for monitoring Epidemic situation, analysis any effecting and possible risk including set up prevention measures**

**2. Set up measures by Management Team as following:**

- 2.1 Screen employees and third parties entering the company premises (customers, partners, subcontractors, food vendors, etc.)
- 2.2 Supervise the hygiene of food vendors and canteens including dress control, cleanliness in cooking, selling food, separating the takers and payees, and adding cycles for cleaning the dining table
- 2.3 Social distancing measures, such as queuing to buy food, restricting the number of attendees in each meeting, conferencing via Zoom/ Microsoft Team
- 2.4 Reduce the chance of infection from outsiders, Work from Home



The Company's employees  
are fully vaccinated

**100%**



# GOOD PRODUCT

New innovations have been developed in order to add value to products and services of meeting customer







## Corporate Governance

The company attaches great importance to operating its business in accordance with the good corporate governance principles. It sets goals and guidelines to promote innovation and development planning to create business value sustainably. Additionally, the company builds confidence for investors and enables the company to compete, have good operating performance, and generate returns to shareholders by conducting business with ethics, respecting rights, and being responsible to shareholders and stakeholders, benefiting the society or reducing the impact on the environment.

The Board of Directors has prepared corporate governance principles, business ethics, and the Code of Conduct for directors, executives, and employees in writing, in order for the company's directors, executives, and employees to adhere to it as a guideline for compliance, which contains the following information.



**Principle 1** Establish clear leadership role and responsibilities of the board

**Principle 2** Define objectives that promote sustainable value creation

**Principle 3** Strengthen board effectiveness

**Principle 4** Ensure effective CEO and people management

**Principle 5** Nurture innovation and responsible business

**Principle 6** Strengthen effective risk management and internal control

**Principle 7** Ensure disclosure and financial integrity

**Principle 8** Ensure engagement and communication with shareholders

See more details with new Corporate Governance Code in company's website under "Investor Relations : Corporate Governance"

In 2022, the Board of Directors has reviewed and revised the principles of corporate governance to comply with the laws and regulations of government agencies and corporate governance organization with content covering all 4 categories as follows.

The Board of Directors recognizes and respects the rights of shareholders as the owners of the company without any action that violates or deprives the rights of shareholders, as well as creating equality and fairness for all groups of shareholders. Whether Thai or foreign, major or minor, individual or institutional, all shareholders shall exercise their rights, both the basic rights and other rights beyond basic rights, to set the Company's directions and decide on merits matters with significant impact on the Company's operations.

The Board of Directors duly recognized the importance of disclosing significant company information relating to both financial and non-financial topics, which was regarded as one of the company's policies regarding good corporate governance. The company ensured that the shareholders and investors receive such information, in a fast, accurate, and equitable manner, through such channels as, the annual report, annual information disclosure from 56-1, news distribution channel of the stock Exchange of Thailand, and The Securities and Exchange Commission, as well as the company website, in both Thai and English ([www.srnjinter.com](http://www.srnjinter.com)), with those information being regularly updated

### Section 1 Rights of Shareholders and Equitable Treatment of Shareholders

### Section 3 Disclosure and Transparency



### Section 2 Roles of Stakeholders and Sustainable Business Development

### Section 4 Responsibilities of Directors

The Board of Directors is fully aware of operating a sustainable business with consideration of the interests of all stakeholders. Therefore, it adheres to the organization's principles of good corporate governance, business ethics, and compliance with laws and regulatory requirements. Additionally, it provides an opportunity to create awareness of and a better understanding of the needs and expectations of all kinds of stakeholders, as well as creating a harmonious coexistence between the organization and all stakeholders, leading to an equilibrium among the economic, social, and environmental aspects.

The Board of Directors had important responsibility in setting the direction for the company's business operations, following up on the work results by its management members, and being responsible for their duties to contribute to the best interests of the shareholders and the company. The Board of Directors consisted of qualified directors with knowledge, proficiency, and various experiences in accounting, finance, management, marketing, laws and science, as well as no gender discrimination. The Board of Directors comprised 15 directors, classified into

- Executive directors	5	person
- Non-executive directors	10	person

There are 10 non-executive directors of whom 6 are independent directors or equal to 40.00 % of the total number of the Board. And among 6 Independent Directors, 4 of them are members of the Audit Committee. The Chairman shall not be the same person who is taking an office of Managing Director. All directors have a determination to perform their duty as trusted by the Board of Directors and shareholders. They are all independent in expressing their idea, considering and approving any issue by regarding the optimum benefit to the company



### Yearly Performance Evaluation of the Board of Directors

The committee shall establish 2022 committee's self-evaluation which manage every year. The purpose for overall evaluate committee operations. This shall review the past year performance not only the output but also obstacles for enhance committee efficiency.

Company secretary will send out a performance assessment form for the entire company's Board of Directors, as well as a director's assessment form and a subcommittee's assessment form to every director to fill in through the Google forms. All directors are independent in assessing their performance. Company secretary then summarizes the results and reports to the Board of Directors for acknowledgement at the Board of Directors' meeting on annual basis, so as to bring recommendations to review and improve operations to achieve the goals. The assessment criteria are calculated as a percentage of the full score for each item as follows.



### Annually evaluation for members of the board of director, individual, and sub-committees

The Board of Directors carried out the board's performance evaluation, which divided in to 3 aspects as follow:

1. Role, Duty, and Responsibility of the Board
2. Independence of director
3. Relationship with the management and stakeholders

In 2022, Performance Evaluation of the Board of Directors as follow;

Performance Evaluation of Boards and Directors	Evaluation Result Criteria	Evaluation Result Criteria
The Board of Directors	91	Excellent
The Individual Director	91	Excellent

### Yearly Performance Evaluation of Sub-Committees

The Board of Directors has set the evaluation of performance of every various in 2022 that each member of the various committees evaluated the work of his/her various committees as a whole. The result can be summarized as follow :

Performance Evaluation of Sub-Committees	Evaluation Result Criteria	Evaluation Result Criteria
The Corporate Governance Committee	98	Excellent
The Corporate Social Responsibility Committee	94	Excellent
The Executive Board	94	Excellent
The Nominating Committee	90	Excellent
The Audit Committee	88	Excellent
The Remuneration Committee	84	Excellent
The Risk Management Committee	84	Excellent



A performance appraisal of the Managing Director. the duty of the chairman and the board of directors by means of annual performance presentation in sale target, net profit and innovation

### Business Ethics

1. Responsibility to stakeholder
2. Conflict of Interest
3. Entertainment or receiving or taking gift
4. Anti corruption
5. No infringement of intellectual property
6. No Human Rights Violation
7. Occupational Health and Safety



### Ethics of Board of Director Management Employee

1. Responsibility to duty
2. Taking care of company assets
3. Clues, request, protection of complaint
4. Diagnosing suspicions

### Corporate governance evaluation result for registered company by IOD (Full score at 100)

Years	2020	2021	2022
Average score	91%	90%	91%
Level	Excellent	Excellent	Excellent

### Annual General Meeting of Shareholder quality evaluation by Thai Investors

Years	2020	2021	2022
Score	100	98*	100

Note\* Decrease in the score due to the COVID-19 pandemic causing some the Board of Directors to be unable to attend the meeting.





## Anti-Corruption

The Board of Directors has established policies and practices as a guideline for the company's directors, executives, and all employees to adhere to as follows.

The company prohibits its directors, executives, and employees from accepting or supporting all forms of corruption, directly or indirectly, and not engaging in bribery or committing corrupt activities against government officials to obtain a commercial advantage. In addition, the company has established guidelines for activities with the potential risks that may lead to corruption to be a clear guideline in business operations, along with creating awareness, values, and attitudes for employees to comply with the rules with honesty.

2015	2016	2017	2018
The company expressed its intent against corruption and joined the Private Sector Collective Action Against Anti-Corruption (CAC)	The company announced the Anti-Corruption Policy	<ul style="list-style-type: none"> <li>- The company promulgated practices according to the anti-corruption policy as a guideline for directors, executives, and employees to adhere to and comply with the said policy, and emphasized cultivating a corporate culture that will not accept any form of corruption</li> <li>- The company was certified as a member of the Thai Private Sector Collective Action Against Anti-Corruption</li> </ul>	Reviewed practices according to the anti-corruption policy
<b>2019</b> <ul style="list-style-type: none"> <li>- The company was endorsed the membership of the Thai Private Sector Collective Action Against Anti-Corruption for the second year</li> <li>- The company set up a course on "Good Corporate Governance and Anti-Corruption towards sustainable organizational development" for supervisors to be informed of new updates on the corporate governance policy, hence upgrading the company's corporate governance and ethics policies to be more effective</li> <li>- The company organized an activity, "Anti-Corruption Week", as part of the company's campaign and public relations, for employees to be alert on the anti-corruption matter that included Q&amp;A activities to win prizes, making the participants had fun together with knowledge</li> <li>- The company organized training to encourage suppliers to understand about joining the declaration of intent of anti-corruption on the topic of "Expanding the Coalition (Partners) Against Corruption towards sustainable organization development", where 60 trading partners were interested and attended the training. There were 56 companies jointly declaring their intent of anti-corruption with S&amp;J so as to ensure that the supply chain process was truly transparent</li> </ul>			
<b>2020</b> <ul style="list-style-type: none"> <li>- From the epidemic situation of coronavirus 2019 (COVID-19), the company had encouraged knowledge in various forms so as to focus on the Corporate Governance principles, the Anti-Corruption, Business Ethics, the Code of Conduct of directors, executives, and employees through the E-learning system</li> <li>- Regarding this, the company adjusted the assessment criteria from 80 percent to 90 percent, in which all employees passed the criteria</li> </ul>			
<b>2021</b> <ul style="list-style-type: none"> <li>-The company has adjusted the criteria and practices to be more concise and efficient by adding the form of corruption concerning the payment of facilitation payment and hiring government employees or government officials to be in alignment with the revised self-assessment form of the Thai Private Sector Collective Action Against Corruption (CAC)</li> <li>- The company has extended the Anti-Corruption Coalition to Top Trend Manufacturing Co., Ltd. (subsidiary) as well as provided a corruption risk assessment. It was found that there was a good and sufficient anti-corruption internal control system</li> </ul>			
<b>2022</b> <ul style="list-style-type: none"> <li>- The Company was certified as a member of Thai Private Sector Collective Action Against Corruption (CAC) for the third time.</li> <li>- The Company conducted training through the E-learning system to promote partners' awareness and understanding of the declaration of intent against corruption on the topic of "Expanding alliances (partners) to fight against corruption towards sustainable development of the organization". All 77 business partners attended the training and declared their intention to fight corruption with S&amp;J, thus ensuring a truly transparent supply chain process.</li> <li>- The Company conducted training through the E-learning system in the "Anti-Corruption" course, along with an evaluation to assess understanding. A total of 2,232 employees attended the training and all of them passed the evaluation. (Assessment criteria &gt; 90%)</li> </ul>			

The company has a process for auditing, monitoring, searching, and assessing the risks of corruption, as well as preparing a plan to prevent potential risks. The Corporate Governance Committee is responsible for risk assessment and preparing a corruption risk assessment report, where the internal audit unit is responsible for reviewing the internal control system to ensure that it is sufficient to prevent potential corruption risks.

In addition, the Company has measures for whistleblowing. and complaints When employees or stakeholders who meet or have evidence or there is a suspicion that there are employees or persons acting on behalf of the Company has been involved in bribery or corruption Violation of rules, regulations and company policies Failure to comply with the Code of Conduct for Company Directors, Executives and Employees, as well as establish a mechanism to provide protection and fairness to whistleblowers

**In 2022 the company did not receive any complaints about a violation of work regulations and corruption.**



## Method of receiving clues or complaints

01

### 1.Telephone E-mail Address



Human resource manager  
Tel. 0-2676-2727 Ext. 2208  
or 0-2676-4492  
E-Mail : patchara@snjinter.com



Secretary  
Tel. 0-2676-2727 Ext. 2812  
E-Mail : sumit\_k@snjinter.com



### 2.Complaint box

- Bangkok office
- Sriracha sahaphat group industrial estate
- Pinthong1 industrial estate

02

03

### 3.Registered mail

President of Auditor or President of Corporate Governance  
or Human Resource Manager or Internal Audit Leader or Secretary  
S&J international enterprises public company limited  
2 naradhiwas rajanagarindra rd, thung wat don,  
sathon, bangkok 10120



4. In case of board of directors or executive manager  
get involves corruption of participated in corruption  
must complain to president or president of auditor

04

05

5. In case of complainant would not like to disclose name,  
the fact must be specified or evidence that could believe  
the participation in corruption



**\*\*Company would keep information as secret and consider safety of complaint except all must be disclose according to the law**



# Scrutiny process



**Whistleblower/Complainant**



**Complainter Recipient**



**Human resource  
Division Manager**



## General Matter

Managing Director appoints Investigation Committee to process within 30 days and propose to managing director to approve penalties

Managing Director reports the results of consideration to the Boards of Director and the Corporate Governance Committee



## Urgent Matter

Managing Director appoints Investigation Committee to process within 15 days and propose to managing director to approve penalties

Managing Director reports the results of consideration to the Boards of Director and the Corporate Governance Committee



## Director/Executive Director being a complaint person

Chairman of the Board of Director or chairman of audit Committee to process within 30 days and report to chairman of the board of Director or Chairman of audit Committee

Chairman of the Board of Director or chairman of Audit Committee reports the results of consideration to the board of Directors





## Risk Management

### Risk Management Policy and Plan

The Company recognizes the importance of risk management as an integral part of good corporate governance, which is fundamental to conducting business that enables the Company to achieve corporate objectives and have sustainable growth, as well as being able to create new business opportunities and manage the impact of various events in the current situation. The Company has established a corporate risk management policy that all employees must comply with and has appointed the Risk Management Committee to establish the risk management framework, supervise and support the organization's risk management operations in accordance with the Company's strategy and business objectives by considering various risk factors in light of the constantly changing situation, both internally and externally, and that of economic, social, and environmental concerns on a regional and global scale.

The Risk Management Committee reports its management of risk to the Board of Directors at least twice a year so that the Board is informed of the organization's risk management according to the plan set forth and receives feedback to continuously improve the efficiency of risk management in all aspects. Also, this is to create proactive risk management that is in alignment with the organization's business operations and enables the organization to continuously develop strategic plans and operations in various aspects effectively and efficiently.



### RISK MANAGEMENT KRI DASHBOARD

RISKS	KRI SCORE	RISK LEVEL		
Emerging Risk	Pass KRI as set	LOW RISKS	8 RISKS	Very-low risk, keep monitoring every 6 months
Customer Risk	Pass KRI as set			
IT & Technology Risk	Pass KRI as set	MEDIUM RISKS	4 RISKS	Moderate risk and action plan
PDPA Risk	Pass KRI as set			
Supply Chain Risk	Pass KRI as set	HIGH RISKS	-	High risk, immediately action plan, monthly follow up
ESG Risk	Pass KRI as set			



### AMOUNT RISK ACTIONS 2022

DUE COMPLETION ACTIONS	21
ON GOING ACTIONS	14

### Summary Table of Risk Levels

Effect	P1				
	I2		S2	I2	
			E2	S2	E2
	EN2	EN1 & EN3		E1	
	C1				

#### Opportunities

- Very low risk and monitor every 6 months
- Low risk and monitor every 3 months
- Medium risk and set a support plan
- High risk requires a plan to accommodate and monitor every month

Risk	Risk Issues
Emerging Risk (E)	1. The impact of inflation, exchange rates, and rising interest rates have led to a decline in sales of some products. 2. Rising crude oil prices have affected production costs. 3. Russian Ukraine's crisis has caused a shortage of raw materials
Customer (C)	1. Sales growth at home and abroad has not met the target
IT (I)	1. SAP system implementation (HANA) has not met the plan. 2. Data leakage and lack of cybersecurity
PDPA (P)	1. Non-compliance with the Personal Data Protection Act (PDPA)
Supply Chain (S)	1. Higher prices for raw materials and packaging 2. Shipping and export costs rising
Environmental, Social and Governance (EN)	1. Geographical changes affect the production of raw materials from nature. 2. Termination of production due to environmental issues. 3. Business operations of partners are disrupted due to issues related to labor, human rights, and discrimination

### 1. Risk Management Process Structure

The Company recognizes the importance of risk management which must be practiced in all departments across the organization in order for systematic risk management to be achieved. Therefore, the Company has established a risk management process structure that involves the Board of Directors, the Risk Management Committee, supervisors, and employees in the responsible departments. Roles in risk management are defined in accordance with the following processes:

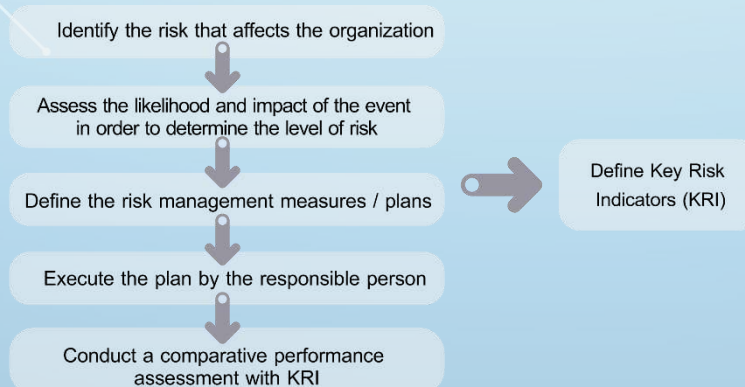
### Risk Management Process Structure





## 2. Determination of Key Risk Indicators (KRI) and Risk Assessment Criteria

To ensure continuous and effective risk assessment throughout the process, the Risk Management Committee has established key risk indicators (KRI) in order to monitor, inspect, and assess risks every quarter. The risk indicator assists in determining whether a risk is high, medium, or low, thereby, enabling more comprehensive risk management



In addition, the Company has conducted a risk analysis by considering the type and degree of impact and the likelihood of that impact to derive a criterion for the overall level of risk, which is having three levels, ranging from low to high. The Company considers low and medium levels of overall risk to be acceptable. For high risks, additional risk mitigation plans will be prepared for managing such risks to reduce, including assigning responsible persons and scheduling a time frame for completion, as well as monitoring the process as described above.

In 2022, the Company assessed key significant risks, including emerging risk in order to prepare the annual risk plan, which consists of six risks, namely emerging risks, customer risks, IT & Technology risks, personal data risks, supply chain risks, and environmental, social, and governance risks. The Company evaluated each aspect of risk issue from the perspective of its importance and analyzed its likelihood and impact, including risk indicators, in order to monitor and assess the effectiveness of risk management across the organization.



### Risk Factors for the Company's business operations

The Risk Management Committee has reviewed all aspects of risks with relevant departments in order to define measures to prevent and reduce the likelihood of occurrence, of which the following key risks have been considered.



### 1. Emerging Risk

Emerging risk is the awareness of the organization that it needs to be prepared to deal with unprecedented changes but they are the risks that may damage the organization. The Company, therefore, has to assess or forecast these new risks by using the risk assessment process as an evaluation tool for the Company to develop a risk reduction plan, and these emerging risks should be regularly assessed by departments within the organization. As for emerging risks in 2022,

the Company has evaluated these risks in 5 areas, which are:

1. The impact of global inflation
2. Highly volatile exchange rates
3. A rise in interest rates
4. A situation resulting from the rise in crude oil prices
5. The Russia-Ukraine crisis

### **Background Importance and Rationale**

The global inflation situation is becoming a major problem, commencing from the COVID-19 epidemic that lasted for three years, followed by the protracted crisis between Russia and Ukraine, which resulted in crude oil prices rising on forecasts of surging energy demand. Consequently, inflation in several countries reached a record over the past 40 years, with the United Kingdom at 9.1%, the United States at 8.6%, and Germany at 7.9%, prompting the Federal Reserve (FED) to adjust the policy rate upward in order to control inflation and prevent more aggressive problems.

While the war between Russia and Ukraine is still unable to find a resolution, this situation has directly impacted the prices of energy and commodities. Due to the fact that both Russia and Ukraine are key exporters and producers of a wide range of commodities, this has had an impact on the global supply chain, where production may cease or prices may increase abruptly due to a shortage of raw materials.

It is evident that the said external factors have resulted in the liquidity of global economy slowing down, and there is a tendency that the economic recovery after the COVID-19 situation in many countries may take a longer time, as well as the factor of declining purchasing power and the insecurity of investors, including the direction of the market that may change from existing.

### **Impact Assessment**

The Company has an export proportion of 50% compared to the 2022 sales target, of which exports to Europe accounted for 80% of its total exports. Therefore, the inflation situation in many European countries could contribute directly to changes in consumer behavior, for instance considering purchasing products that are only necessary or needed, or choosing products that are worth the value of spending. These changes in consumer behavior will have an impact on the Company's revenue and profit in the future.

### **Risk Management Measures/Plans**

It is the Company's policy to study the market growth direction according to product categories in Asia, Europe, and the United States, including Australia and New Zealand as a new market in the future, and outline a plan for the Company's growth direction in both short and long terms, including investments in new technologies. And most importantly, an urgent need is to analyze competitors both domestically and internationally in terms of their growth plans or long-term investment expansion plans.

At the same time, the Company consumes sunflower oil-based containing raw materials in the amount of 20 tons annually, and in light of the Russian-Ukrainian crisis, the Company has planned all purchases of materials containing sunflower oil-based six months in advance and covering the first quarter of 2023, which will confirm the delivery with the manufacturer every month in advance. Moreover, the R&D department is searching for new sources of sunflower oil, as well as other raw materials for substitution. The Company also has expanded its scope of searching for reserves of other primary raw materials.

### **Determination of Key Risk Indicators (KRI)**

The Company has set risk indicators in terms of both sales and costs on the basis of a percentage comparison to the set target. In 2022, sales for the entire year exceeded the target, while costs slightly increased but remained within an acceptable range. Therefore, the risk was considered low.



## **2.Customer Risk**

### **Background Importance and Rationale**

Being the contracted manufacturer of cosmetic products, the Company is at risk of being affected by changes in the economy that affect consumer spending, trends in goods that vary by market popularity, as well as intense market competition. All of these can have an impact on the sales and profit that the Company has planned.

### **Impact Assessment**

If sales do not meet the target, it will affect the revenue and profit of the Company and may lead to the loss of market share to competitors. As a result, the long-term growth plan may not proceed according to the target.

### **Risk Management Measures/Plans**

The Company has plans to track sales by each customer, both domestically and internationally, and compare actual sales with the set target. The assessment covers both the short-term with a period of 3 months and the long-term with a period of 6 months in order to plan and manage problems and analyze the causes of failure immediately if sales are not performing as planned. The Company has also formulated a strategy to seek new customers, both domestic and overseas, based on its strength in innovation and delivery speed to create maximum customer satisfaction. At the same time, the Company also emphasizes retaining its existing customer base by offering products that are growing well and have a large customer base.

### **Determination of Key Risk Indicators (KRI)**

The Company has set indicators for the number of sales and the number of new customers that increase according to the plan. It was found that both the number of sales and the number of new customers in 2022 were higher than the target. Therefore, the risk was considered low.



### 3. IT & Technology Risk

#### **Background Importance and Rationale**

Today, technology and digitalization are important tools for business competition, whether for communication, storage, data processing, and data analysis. As the Company's information is interconnected throughout the organization, it is considered imperative that risks of information leakage and cybersecurity shall be assessed. Additionally, the Company has updated its SAP HANA software system used for work and data storage to be more efficiently used.

#### **Impact Assessment**

Improvements to the SAP HANA software system must be planned and managed by a team of experts who understand and are familiar with the entire process. Deficiencies may result in a budget overrun and a deadline being missed if things do not go according to plan. Additionally, a threat, theft, or access to corporate data will result in a broader impact, from various operating systems down to a personal computer, and may cause any process or the whole system to be disrupted and damaged.

#### **Risk Management Measures/Plans**

The Company has defined a plan to improve the SAP HANA software system and resources in IT and related departments, by setting up a working group to work together according to the demand of each department appropriately. This working group also jointly considers and controls the budget within the plan.

The Company's cybersecurity measures include installing a firewall on the server to prevent cyberattacks, monitoring and updating the latest version of software programs, installing the anti-virus program on every computer, limiting the use of external storage drives, and ensuring that the server is always backed up.

#### **Determination of Key Risk Indicators (KRI)**

The Company has set indicators of software system improvements (SAP HANA) are the timeline and budget of the plan which will commence in 2023. An indicator of cybersecurity is the number of reported unusual incidents resulting from management, of which there were none. Therefore, the risk was considered low.



### 4. Personal Data Protection Risks (PDPA)

#### **Background Importance and Rationale**

According to the Personal Data Protection Act B.E. 2562, which became effective on June 1, 2022, data controllers and data processors are required to collect, disclose, and define measures to ensure that personal data is properly stored and destroyed in compliance with the law. As required to collect, use, and disclose personal data, the Company is therefore deemed to be a data controller and/or a data processor (depending on the case) and is held responsible for complying with the said Act.

#### **Impact Assessment**

The Personal Data Protection Act B.E. 2562 has been promulgated to prevent the leakage of personal information. Therefore, it is imperative that every organization adheres to it. If the organization neglects or fails to comply, the penalty for non-compliance with the Personal Data Protection Act (PDPA) will carry civil and criminal charges, which could damage the reputation of the company.

#### **Risk Management Measures/Plans**

The Company has established a Personal Data Protection Working Group to take the responsibility for drafting policies and guidelines in compliance with the laws, as well as coordinating and receiving requests from data subjects to exercise their legal rights. Additionally, the Working Group develops guidelines for agencies involved with personal data to follow and establishes measures for the retention and destruction of personal data in accordance with the law.

#### **Determination of Key Risk Indicators (KRI)**

The Company has set indicators based on the number of complaints or violations of the Personal Data Protection laws, of which there were none. Therefore, the risk was considered low.





## 5. Supply Chain Risk

### **Background Importance and Rationale**

Due to the macroeconomic volatility in currency exchange resulting in the depreciation of the baht, and the significant increase in oil prices, the Company has been directly and indirectly affected by imported products that increased prices as a consequence of higher exchange rates and increased transportation costs. Whereby 55 percent of the Company's total purchases are imported goods, hence, the cost of products tends to rise.

### **Impact Assessment**

If the baht continues to depreciate for a long period of time and the global oil market is still unstable due to the Russia-Ukraine crisis, it is possible that raw materials and packaging costs will increase. This could have a significant impact on the cost of products and consequently on the profit of the company.

### **Risk Management Measures/Plans**

The Company has defined a strategy to purchase raw materials that are used in a variety of products and are frequently and regularly used (COMMON), with purchase offers that are appropriate in quantities to the prices, alongside the management of raw materials inventories based on the quantities required to use, including the negotiation for a single price and the determination of a price confirmation period. These actions must all work together throughout the supply chain for planning and preparation ahead in order to reduce overall operating costs and manage the cost per unit so that they can be reduced or retained to the greatest extent possible.

Regarding exports, the Company has entered into contracts with shipping companies to handle the exports of goods for which it is responsible for freight charges. The contract specifies freight rates throughout the contract period and the expenses involved are clearly identified as both fixed costs and variable costs, such as oil prices. This results in a lower price than the market price or the spot rate price. The contract also reduces the risk of sudden price fluctuations, for instance in the event that shipping lines increase their prices due to increased market demand.

### **Determination of Key Risk Indicators (KRI)**

The Company has set indicators as a percentage of the average cost of raw materials, packaging, and the transportation costs that have increased compared to 2021. Whereby the average cost had increased but was still within the specified range, the risk was therefore considered low.



## 6. Environmental, Social and Governance Risks

### **Background Importance and Rationale**

The United Nations (UN) announced 17 Sustainable Development Goals (SDGs) in 2015. As a result, these sustainable development goals will be used to guide Thailand's and the world's future development. To conduct sustainable business, the company must give importance to the environment, society, and good governance, which affects the ability to generate profits, competition, image, and the sustainable growth of the organization.

Furthermore, the current climate conditions, which are constantly changing and unpredictable, may affect the natural raw materials from the palm group, which accounted for approximately 40% of the company's raw materials.

### **Impact Assessment**

Failure to practice or promote or value the environment, society, and governance principles can result in loss of market share, lack of trust in the company, and may lead to considerable financial loss.

### **Risk Management Measures/Plans**

The Company has placed a priority on sustainable business operations. The Company adheres to the rules and regulations of environmental laws and labor laws, as well as the protection of human rights and the equitable treatment of all stakeholders. It has established the environmental policy and ensured clear announcements and communication within the organization. Besides complying with the ISO14001 standard, the Company has been certified by an official certification body and is continuously renewed every year. Furthermore, the Company has extended its scope to include business partners by inspecting them on annual basis. It is a necessary criterion for all business partners to meet.

### **Determination of Key Risk Indicators (KRI)**

The Company has set indicators for the company or its business partners experiencing business disruptions due to labor issues, human rights issues, and discrimination, where no incidents were found by the company or its partners. Therefore, the risk was considered low.



## INNOVATION

### Business Innovation Promotion Policy

S&J Company engages in a policy that promotes business innovation by using the Company's existing R&D strength in order to innovate new products to meet the needs of customers, and consumers, resulting in outstanding products with the difference from others available on the market. The operational approach of the Company is based on good governance principles, taking into account the quality, efficiency, and safety of consumers with social and environmental responsibility in order to earn the Company's trust, and reliability and be able to conduct business sustainably

### Guidelines for Innovation Drive

S&J Company is aware of customer needs and customer-centric. It also places importance on both positive and negative impacts on society and the environment; therefore, the guidelines for the work are defined as follows :

- Create new products that meet consumer behavior under the concept of sustainability
- Focus on selecting/creating products that are environmentally friendly, Green Beauty
- Focus on selecting/creating products that do not damage marine ecosystems, especially Coral safe, as announced by the Department of National Parks
- Collaborate with the government sector and agencies to achieve further development by pushing the use of community economic crops as ingredients in products



### Type of innovation

1. Unique innovation of the company
2. Product innovation that is the nature of the company's business
3. ECO-FRIENDLY INNOVATION  
Avoid using materials originated from animal GREEN & VEGAN BEAUTY
4. Thai cosmetic innovations to the world class cosmetic market



### Benefits of innovation development for the company

1. Continuous development for novel innovation regarding customer requirement and competition in market
2. Able to enhance innovation capability beyond competitors
3. Make improvements to the system/process/organizational culture
4. Promote credibility to drive business progress and society as a whole



### Benefits of innovation development for society

1. Benefit from the innovation of the organization both in the economic sector society and environment
2. Enable personnel in the organization to develop their potential and enhance their innovation capability
3. Make progress in business and community as a whole

### Performance

Years	>	2019	>	2020	>	2021	>	2022
New innovations that generate sales (items)		17		32		25		24
Awards or Certificates (Lists)		5		10		3		12
%Customer Satisfaction Product development		89%		88%		90%		85%

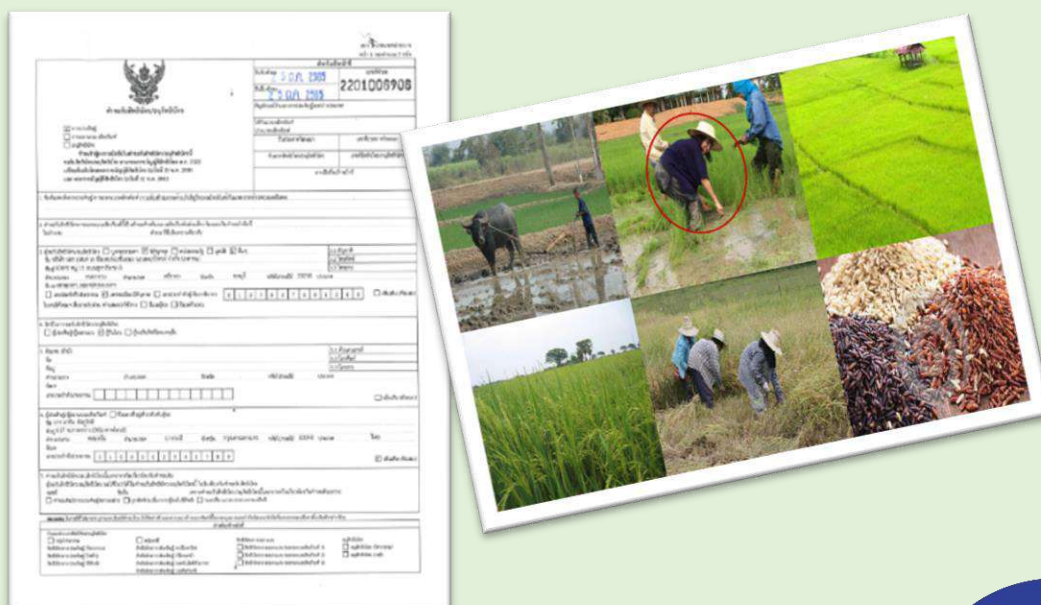


## Types of Innovation

### 1. The Company's Unique Innovation

Innovative development by focusing on natural extracts research originating in Thailand to create a competitive advantage has been the Company's unique strength to differentiate from the products available in the market, as well as promote the community economy

In 2022, the Company conducted a research study of natural extracts and found that from the extract of red jasmine rice of Amnat Charoen farmers, there was a high content of antioxidants that can be used to enhance skin care used in sunscreen products and gentle on the skin, resulting in sales that met the needs of consumers to reach 828 million baht



The Company patented the research in 2022,

"Enhancing the anti-UV potential of sunscreen products from red jasmine rice"

Generating Sales  
**828**  
MB

PRODUCT	DESCRIPTION	SALES (MB)
<b>MISTINE AQUA</b> <b>PROTECTION MATTE&amp;LIGHT</b> <b>PRO SPF</b> <b>50+ PA+++</b>	Sunscreen lotion is easy to absorb and lightly comforts skin with Aqua matte technology combined with skincare from a variety of natural extracts	824,825,000
<b>MISTINE AQUA</b> <b>ULTRA PROTECTION</b> <b>ESSENCE SKINCARE</b> <b>SUNSCREEN SPF 50+ PA++++</b>	Light sunscreen, easy to absorb, protects skin from UV dullness, restores radiance, and moisturizes the skin	3,539,000



## Capability to study, and research natural extracts to increase competitiveness




The Company plans to continuously research and study natural plants to promote a strong community-level economy, in addition to being used as cosmetic ingredients, which can as well enhance identity and increase competitiveness






YEAR	INNOVATIVE HERBAL EXTRACTS
2013	Extracts from Lemongrass, Onyx Fragrant Rice, Sweet Gourd, Black current, and Blueberry
2014	Extracts from Tofu, Shallot Bran, and Wasabi
2015	Extracts from Elettariopsis, Honeysuckle flower, Barbed grass, and Thai Blueberry
2016	Extract from Lemon Caviar, Corn Silk, Black Ginger, Rice Berry, Hawaiian Pineapple, and Date Palm <u>Blended Extracts</u> -5 V flowers (Tuberose, Jasmine, Ylang-ylang, Chrysanthemum) - Potpourri (Eaglewood, Fragrant Brittle, Ylang-ylang, Jasmine, Champee)
2017	Purple Corn Silk Extract, Elettariopsis, and LITSIA
2018	Giant tamarind extract, Para grass, Green apple, English rose, Bird's nest
2019	Sweet Osmanthus extract, Lychee, and Avocado
2020	Andrographis extract, Caviar, Hot and sour ingredient, Miang tea and Fermented Miang tea, Sweet tamarind, and Okra extract.
2021	Charcoal extract, Ginkgo leaves, Lilac, Citrus aurantium, Roman Chamomile, Snow Lotus, Peach
2022	Apricot extract, Canola, Centella asiatica, Coffee cherry, Guava leaves, Henna, Celery Jingjuchai, Magnolia, Peppermint, Cape Gooseberry, Wisteria, Cetraria Phyto-complex, Red Jasmine Rice

## 2. Innovative Products, which are Business Characteristics of the Company

Innovation with the concept of the best experience, delivering a good user experience to consumers through the dimension of the product's new texture, inclusion, transformative, high potency, and/or the integration of different product properties into the same product (hybridization) which have delivered greater usability to consumers

Generating Sales  
**59 MB**

PRODUCT		DESCRIPTION	SALES (MB)
<b>THE BODY SHOP VITAMIN E BI PHASE SERUM</b>		Transformative technology	13
<b>PRIMARK SPA HYDRATING FACE MASK</b>		Transformative technology : Gel to Mask Warming Sensation	1.2
<b>PS...FUTURE'S BRIGHT SMOOTHING SCRUB</b>		High potency product Exfoliating products that deliver results that could be experienced immediately after using with warm-up formula and a combination of dual action exfoliator from natural scrubs and high potency of AHA exfoliating agents resulting in radiant and soft looks	1.6

PRODUCT		DESCRIPTION	SALES (MB)
<b>MANNINGS/ GUARDIAN ANTI BACTERIAL BODY WASH/HAND WAS (SERIES)</b>		High potency product 99.9% Anti-bacterial Body cleansing products with up to 99.9% antibacterial formula tested in the laboratory with EN1276: 2019 method which helps cleanse and take care of the body with high efficiency	25
<b>PS... TRIPLE ACID FACIAL PEEL</b>		High potency product Concentrated skincare products designed for consumers who need intensive skincare with 30%AHA and 2%BHA ingredients to exfoliate dull skin with high efficiency	1
<b>WELL U REVITALIZING INTENSE SERUM</b>		High potency products Products designed to deliver intensive skincare with real results, certified with clinical test results, to make the skin look younger and good skin health (results depend on the individual skin)	3
<b>HS PREMIUM 7 IN 1 HAIR TREATMENT</b>		Hybridization Combination of skin care and hair care with 7 in 1 formula to keep hydration for 72 hours	1.5
<b>BR NO7 LIFT &amp;LUMINATE POWDER</b>		Hybridization A skincare talcum that combines skincare serum into the powder, in addition to helping to cover the skin, it also nourishes the skin to look younger with smooth looks and a well-firm feeling	0.59

### 3. Green Beauty Eco-Friendly Innovation

Creation of products that do not damage the environment, focusing on product development that emphasizes ingredients derived from natural origin, avoiding the use of chemicals that may be harmful to consumers, AVOID EXPERIMENTING AND USING SUBSTANCES OF ANIMAL ORIGIN VEGAN FRIENDLY, by promoting the use of natural plants, including innovating sunscreen products that do not use sunscreens substance that damages marine ecosystems, such as corals, according to the National Park Service announcement of August 3, 2021 (Oxybenzone (Benzophenone-3, BP-3), Octinoxate (Ethylhexyl methoxycinnamate), 4-Methylbenzylid Camphor (4-MBC) and Butylparaben). In addition, there is an emphasis on the use of environmentally conscious raw materials, such as using RSPO certified palm oil, and most importantly, the design of product formulations that take into account the reduction of limited resources, such as water by inventing products that reduce water consumption, waterless products, etc

PRODUCT		DESCRIPTION	SALES (MB)
<b>MISTINE KIDDY ULTRA PROTECTION SUNSCREEN LOTION SPF50 PA++++</b>		Children's sunscreen product 0% Chemical sunscreen	6
<b>FACE SO REAL SKIN PRIMER SUNSCREEN SPF50 PA+++</b>		Primer sunscreen product to protect the skin from the sun and adjust the skin tone to look soft and natural, and does not contain alcohol and perfume gentle for the skin	0.4
<b>BOOTS SUN PROTECTION BRIGHTENING - BODY SERUM SPF 50+ PA++++ / - FACE SERUM SPF 50+ PA++++</b>		Innovating formulation of vegan sun protection product which skin treatment from Vitamin B3 & antioxidants. This product will make brighten skin within 7 days, the ingredients are environmental friendly and no effected to coral reef according to Measures Announcement by Department of National Parks 2021	2.6
<b>JUV WATER-GEL UV PROTECTION SPF50 PA+++</b>		Water gel sunscreen gives fresh feeling from the first time of use, no clogging , waterproof, sweatproof, brightens the skin, gentle on all skin types, no sunscreen and coral damage ingredients according to the Announcement of the National Park Department 2021	1.9
<b>PS...ILLUMINATING FOUNDATION</b>		Natural Looks foundation product contains natural ingredients and vegans, as well as palm-RSPO used in the product formula	18
<b>BR N07 MINERAL POWDER</b>		Talc free skin powder, the main ingredient from micro-mineral powder base, no fragrance ingredients rendering smooth concealment with a natural look	0.7
<b>IL PROTECTION PRESS POWDER SPF20</b>		Skin powder with SPF 20 and Talc free formula is gentle with talc-free formula and provides sun protection and nourishing value from vitamins E and B3	1.3
<b>THE BODY SHOP REFILLABLE LIPSTICK</b>		Lipstick with vegan ingredients provides tenderness and creamy formula to nourish the skin to be more moisturized than ever with greater durability	26








#### 4. Thai Innovative Cosmetic to the Global Cosmetics Market

The Company was awarded innovative products both globally and nationally in 2022 with a total of 12 accolades as follows;

- MAKEUP IN NEW YORK 2022 1 Awards
- MARIE CLAIRE UK SKIN AWARDS 2022 2 Awards
- LIPS BEAUTY AWARDS 1 Awards
- ELLE BEAUTY STAR AWARDS 2022 3 Awards
- SAHA INNOVATION 2022 4 Awards
- SUDSAPDA Awards 2022 1 Awards



AWARDS	PRODUCT & DESCRIPTION	SALES (MB)
<b>MAKEUP IN NEW YORK 2022</b> <b>Nominees of the 2022</b> <b>IT Awards</b> 	<b>FOREVER YOUNG INSTANT LIFTING PRIMER</b> The primer product that combines skincare properties into one	2
<b>MARIE CLAIRE UK SKIN</b> <b>AWARDS 2022</b> 	<b>SANCTUARY SPA SIGNATURE NATURAL OILS SALT SCRUB</b> The salt scrub with jojoba oil and coconut mixture	30
<b>MARIE CLAIRE UK SKIN</b> <b>AWARDS 2022</b> 	<b>SUPERDRUG B. MELTING CLEANSING BALM</b> The concentrated cleansing balm that melts into the skin when rubbing, and kneading to help cleanse the skin effectively	8
<b>LIP BEAUTY AWARDS 2022</b> <b>ELLE BEAUTY STAR</b> <b>AWARDS 2022</b> 	<b>CLEAR NOSE UV SUN SERUM SPF 50+ PA++++</b> The light sun protection product that absorbs like a serum does not clog the skin and reduces the cause of acne	40
<b>ELLE BEAUTY STAR</b> <b>AWARDS 2022</b> 	<b>MISTINE AQUA BASE ULTRA PROTECTION MATTE &amp; LIGHT FACIAL SUNSCREEN SPF 50/PA++++</b> The innovative sunscreen Aqua Matte Water-Based Sunscreen, which the light texture, does not contain chemicals harmful to corals, according to the National Park Service Notification 2021	499
<b>ELLE BEAUTY STAR</b> <b>AWARDS 2022</b> 	<b>GLOWX HYDRO MATT</b> The skincare product that breaks into the water when applied to the face, revealing healthy-looking skin results	3

AWARDS		PRODUCT & DESCRIPTION	SALES (MB)
<b>SUDSAPDA Awards 2022</b>		<b>MIZUMI UV BRIGHT BODY SERUM SPF 50</b> The sunscreen products with skincare to brighten the skin with a Hybrid Sunscreen formula	14
<b>SAHA GROUP CHAIRMAN AWARD 2022</b>		<b>THE BODY SHOP PURIFYINH HAIR &amp; BODY WASH</b> The 95% natural origin & Vegan Cleansing Products	16
<b>SAHA GROUP CHAIRMAN AWARD 2022</b>		<b>WATSONS 3D EFFECT PHYSICAL SUNSCREEN SPF 50+ PA++++</b> The sunscreen product of 0% chemical free with natural skin tone	3
<b>SAHA GROUP CHAIRMAN AWARD 2022</b>		<b>THE BODY SHOP VITAMIN C CONCEALER</b> The concealer product of 97% natural origin and vegan	20
<b>SAHA GROUP CHAIRMAN AWARD 2022</b>		<b>SANCTUARY BI-PHASE BATH OIL</b> The innovative body cleanser with 95% natural origin, vegan, and cruelty-free formulas	2

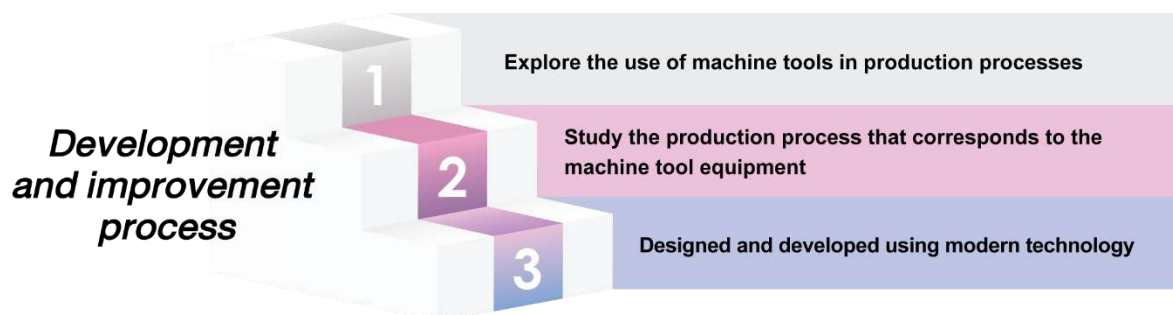
# INNOVATION PRODUCTS





## development or improvement of technology in the production process

The development or improvement of technology in the production process is another factor that enables and supports the production to be able to meet the needs of customers in terms of quality and efficiency. Therefore, the engineering department has planned to develop and improve equipment and machinery in the production process by using the following principles



### Performance 2565

- Number of machines enhanced = 130 Machine
- Value of machine enhancement = 13.60 Million baht

### Development Type



**Hand free : 50 machines**

Examples of machine improvements

Cartoning Machine



- DL saving : 1.30 Mb./ y
- Productivity : + 25 %



**Cost saving : 36 machines**

Examples of machine improvements

Stickering Machine for Taper bottle



- DL saving : 0.60 Mb./ y
- Productivity : + 300 %



**Magic eyes : 28 machines**

Examples of machine improvements

Scanning detection for stickering on packaging

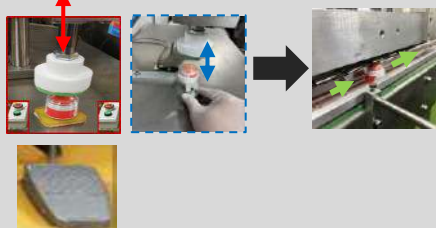


**Safety : 16 machines**

Examples of machine improvements

Before

After



### Investment (Mb)

Budget	Actual
13.60 Mb	9.50 Mb

**Saving 4 Mb**

### DL Saving

- 10 Mb/y
- 115 Man





## SUPER "S" TO SUCCESS

### Corporate Staff Engagement Policy

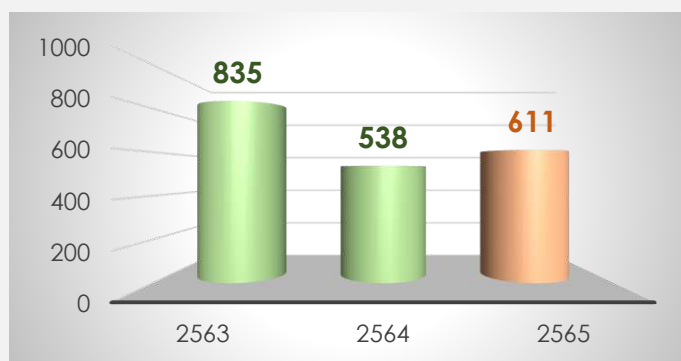
The Company places great importance on creating an engagement culture of employees at all levels through various projects, especially the operational staff level. The Company provides employees the opportunity to participate in suggesting new ideas to work in the field of 5S, safety working, resource efficiency, and energy conservation, as well as ideas to improve work processes through the "SUPER "S" TO SUCCESS" project, which is an extension of the feedback writing project in the former system to be covered with more comprehensive topics. The objective is to create a preventive work culture and encourage employees to take the initiative and participate in systematic feedback. In every single year, there is a feedback contest to create incentives to continuously improve the work and expand the results to further innovation



### Target

Indicator	Target	Performance	Progress
1. Suggestion	> 600 Suggestion	611 Suggestion	102 %
2. Reduce waste	> 3.5 ton	3.7	105 %
3. Reduce production costs	> 2.3 Million bath	2.31	100 %

### Amount Suggestions



## Category suggestions

Category	Amount (suggestions)
1. Improve operational practices	186
2. Improve production technique	109
3. Improve/modify equipment or machinery	131
4. Improve the safety	119
5. Improve the environment	66
<b>Total</b>	<b>611</b>

## Amount of feedback suggestions project



### Quality & Efficiency

- Machine Improvements 109 machines
- Production process 38 products
- SOP/SPI/Form 65 lists
- KM 63 topics



### Safety

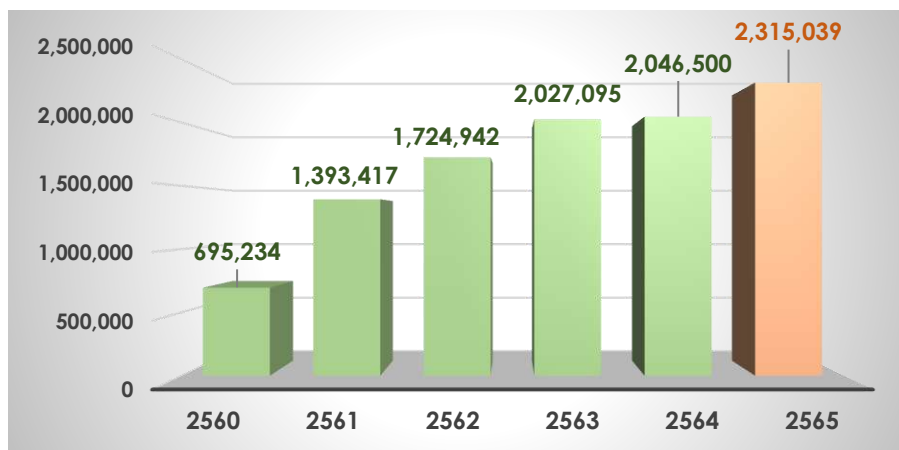
- Reduce Incident 119 topics



### Environment

- Reduce waste 1,668 kg
- Reduce paper 1,836 kg
- Reduce water 484 kg
- Reduce plastic 222 kg

## Reduced costs from writing suggestions



## Suggestions examples

**S&J INTERNATIONAL ENTERPRISE PUBLIC COMPANY LIMITED**  
 หลักคิดและปรัชญาในการทำงาน : การสังเกต ความรู้สึการประเป็น การตัดสินใจ การสรุป การสร้างสรรค์และการปฏิบัติ

**เรื่อง : ยิ่งเพิ่ม Batch Size ได้อีก!!**

มี Demand 459 ตัน ต้องผลิต = 328 batch  
 เห็นโอกาสว่ายังสามารถเพิ่ม Mixing Capacity ของกระบวนการ Existing Product Mistine Acne Clear Facial Foam ได้อีก

**1 BEFORE**

A5TCNU1 or A5TCNU2  
batch size 1,400 kg

Part fatty acid สามารถกลอบในถึงละลายได้ทั้งหมด  
ไม่เกิน 800 kg

**2 AFTER**

Batch size  
เพิ่มขึ้น 200 kg

ลดจำนวน batch  
การผลิตลง 41 batch

A5TCNU1 or A5TCNU2  
batch size 1,600 kg !!

**ขั้นตอนการปรับปรุง:**

1. แยกการเตรียม Part fatty acid โดยของแข็งหลอมในถังละลายส่วนของเหลวถ่ายลงถังผสมโดยตรง
2. ตรวจสอบหลัง part saponification ต้องไม่มีฟองในเนื้อตัวยา
3. ทำเย็นลง 37 °C แล้วตรวจสอบผลคุณภาพ

**ข้อเสนอแนะ:**  
 ประเภทเทคนิคหรือ Process การผลิต

ชื่อ : เสาวภา บุญถิ่น  
 หน่วยงาน : PDC  
 Personal care

**THE BEST THE BEST THE BEST**

**Benefits**

**Saving : 299,127 THB**

**S&J INTERNATIONAL ENTERPRISE PUBLIC COMPANY LIMITED**  
 หลักคิดและปรัชญาในการทำงาน : การทำงานจะสำเร็จหรือล้มเหลว ไม่ใช่เพราะคนอื่น แต่เป็นเพราะตัวเราเอง

**เรื่อง : IMPROVED HOLDER MOLD**

**มูลเหตุจูงใจ**

สินค้า Refillable lipstick มีขั้นตอนเสียแม่พิมพ์กับ PK ด้วยเครื่อง releasing ต้องใช้ Mold Holder เพื่อเสียและรับรองชิ้นงานที่โหลบนสายพาน โดย PK เป็น Design ใหม่ ต้องสร้าง Mold Holder ใหม่ 10 ชุด

**แนวคิด**

คิดว่า Mold Holder H011 ยังมีพื้นที่ว่างที่ฐาน holder จึงนำฐาน Holder มาเจาะรูให้มีขนาดเท่ากับ diameter ของ PK และระยะระหว่างรูห่างหลุมเท่ากับเครื่อง releasing

**ในการปรับปรุง**

**ก่อนปรับปรุง**

**หลังปรับปรุง**

**ข้อเสนอแนะ:**  
 ประเภท ปรับปรุงตัดแปลงอุปกรณ์

ชื่อ : ปาณิดา แซ่ลิ้ม  
 หน่วยงาน : PDC  
 Make up

**THE BEST THE BEST THE BEST**

**ผลที่ได้รับ**

1. ลดค่าใช้จ่ายในการสร้าง Holder 37,500 บาท
2. ลดพื้นที่จัดเก็บโมลด์ 10 ชุด

**Save Cost : 37,500 THB**





## Supply Chain Management

The Company has prepared a sustainable supply chain management policy by taking into account the ethical framework of working with business partners according to the principles of good governance with fair transparency and verifiable. The Company's supplier code of conduct and guidelines have been prepared with the intention that the suppliers who are business alliances would have an understanding of various risk issues of business operations regarding legal issues, related regulations and requirements, including social and environmental issues, in order to prevent business interruption that may affect the image of business conducting together as follows:

1. Put in place a system for selecting trade partners in its value supply chain who comply with the laws, observe human and children's rights, conform to occupational health and safety standards, carry out environmentally-friendly practices. trade partners are treated on the basis of on fair competition, equality and mutual respect
2. Keep trade partners secrets or information completely confidential without being exploited wrongfully for personal or a related person's benefit
3. Build good relationship and understanding with trade partners, exchange knowledge for the development and value addition of products and services in order to achieve mutual growth
4. Adhere to trade agreements and provide accurate information. In case that non-fulfilment is imminent, negotiations shall be arranged with the trade partners immediately in order to reach a solution and prevent any damages
5. Never solicit or accept any assets or other benefits outside the terms of trade agreements



## SUPPLIER CODE OF CONDUCT AND GUIDELINE

The Company has announced the implementation of Supplier Code of Conduct and Guidelines with the aim of helping the suppliers, who are business partners, to understand various operational risks that arise from legal and regulatory as well as social and environmental issues in order to prevent business interruption which may affect business image, as follows



### Business Ethics

- Compliance with laws and regulations
- Corruption and judgment
- Rewarding gifts
- Maintaining trade secrets
- Disclosure

### Society

- Occupational health and safety
- Equal treatment
- Child labor
- Working conditions
- Contribution to the community

### Environment

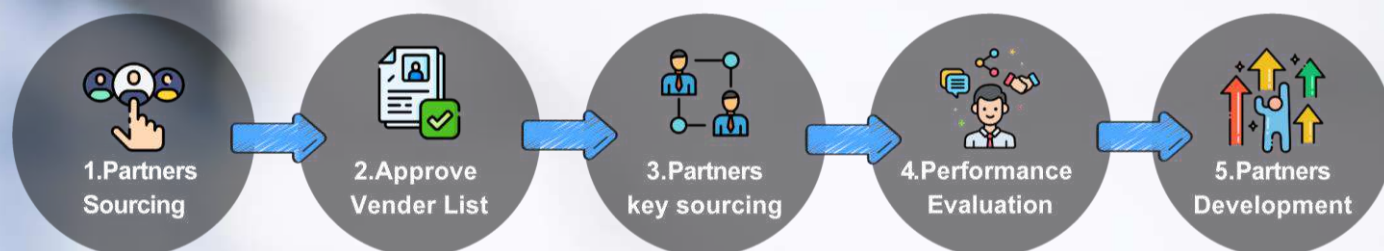
- Environmental management
- Energy efficiency and climate change
- Waste
- Chemical and Hazardous substances

The Supplier Code of Conduct and Guidelines were announced for suppliers' acknowledgement and action since June 1, 2019.

For more details, please go to [www.snjinter.com](http://www.snjinter.com) or e-mail [yaowaluk@snjinter.com](mailto:yaowaluk@snjinter.com)



## Trade Partner Treatment



# 1

### Partners Sourcing

The Company adopts a system for selecting partners based on productivity that meets customer demand for products, quality literacy, production capacity, work standards, promptness of services and transportation, occupational safety and health, including supplier business operations in response to the society and environment. Questionnaires are used as a preliminary assessment tool, results of which shall be monitored to ensure sufficient management capability and credibility

# 2

### Approve Vender List

The selected entities shall be registered as the Company's partners

# 3

### Partners Sourcing

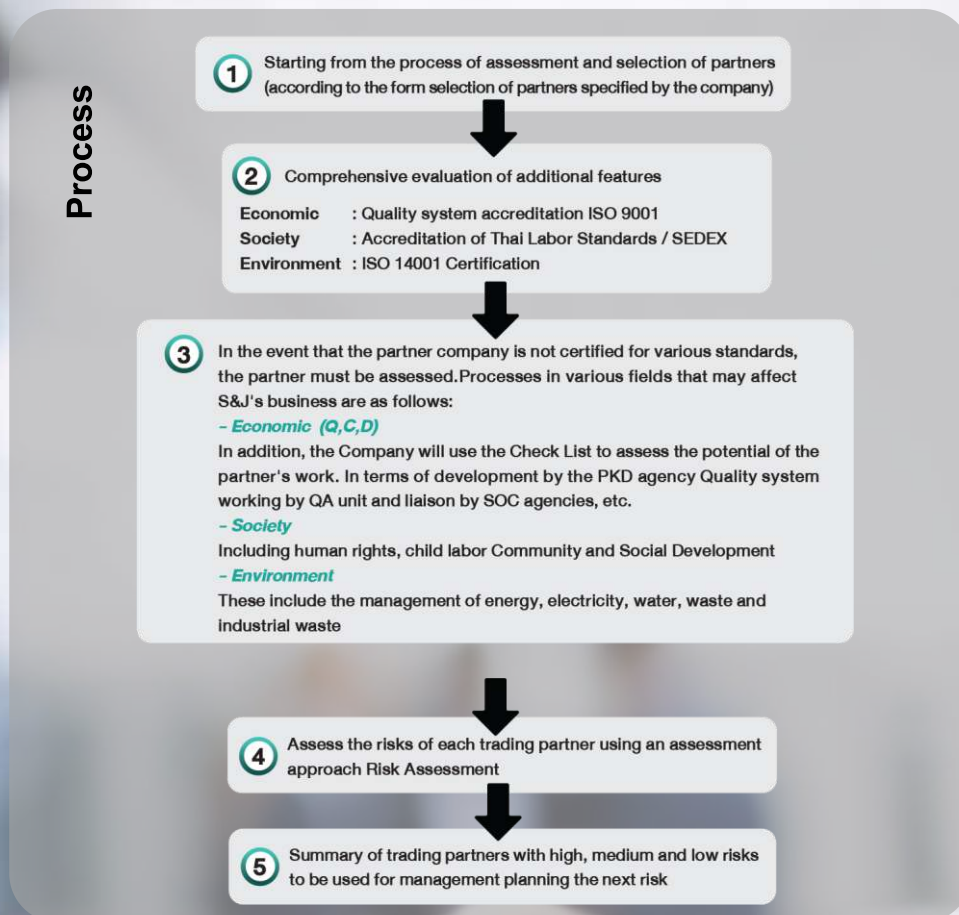
**3.1 Key partners** Is a partner with a balance of trade >10 Million Baht or more and is a group of significant business partners that can severely seriously affect customers and there is a higher and high level of risk; being a partner in the group of substitute products difficult; as well as important raw materials or packaging

#### 3.2 Business operations with partners

The Company sets guidelines on business dealing with trade partners in the form of a "Purchase Agreement," covering particular details such as trading conditions, merchandise delivery, and return of products, for use as standard procedures.

#### 3.3 Risk Assessment

The assessment of the risks of our partners is an important issue that the company has consistently implemented to ensure business operations, the company is continuing to evaluate the risk of both major and minor partners

**Risk Factors of Business :****Supplier Summary**

In 2022, the risk issues of business partners overall were low in terms of quality, delivery and service providing, which resulted from the development of key partners that the Company had focused on and made a joint development plan and found that in the past year, the main business partners owned the potential to produce quality products and were capable of delivering goods on time

**Risk Management :**

Although the risk assessment is low, the Company has still continuously made plans to develop business partners on various issues

**4****Performance Evaluation**

The Company conducts a quarterly assessment of partners performance in terms of quality system and business ethics, provide them with assessment feedback together with strengths and issues for amendment, and collaboratively carries out performance improvement project

**5****Supplier Development**

The Company implements a project to develop its partners consistent with their different potentials as assessed, in areas such as:

1. **Business ethics**
2. **Corporate governance**
3. **Green packaging, etc.**
4. **Quality and delivery**
5. **Capacity**



## 1. Business Ethics

### The request for the certification of Thai labor standards and SEDEX standards

To reduce the risks of partners in the social aspect, particularly regarding human rights and child labor operations, the company has provided knowledge assistance to partners and is a consultant to provide recommendations and guidance in requesting the certification of Thai labor standards and SEDEX standards to ensure that its partners receive the accreditation and can be sustainable business partners



### Shops that request SEDEX certification: SMETA

Year	2020	2021	2022	Total
Suppliers (person)	49	9	10	68

**In 2022, increase to 10 Partners development  
accredit the Thai Labor Standard in Social aspect**

## 2. Corporate governance

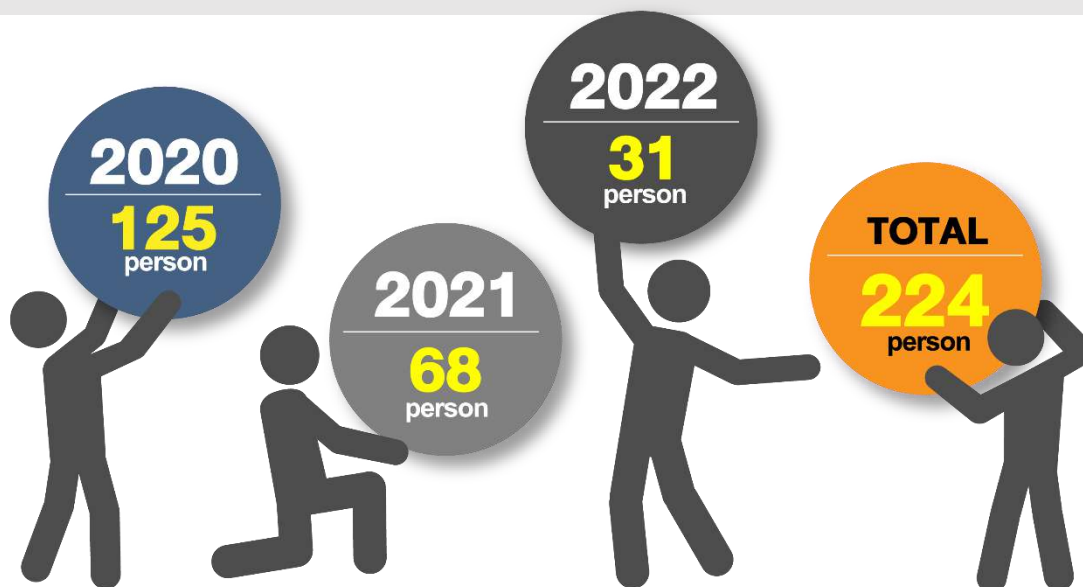
### Expanding the Anti-Corruption Alliance towards Sustainable Development

According to the company's clear declaration of intention that it commits to conduct business with transparency by the good governance principles, hence the company has organized seminars for its main business partners to "expand the coalition (partners) against corruption towards sustainable development" In 2022, 11 additional partners signed the Anti-Corruption Guidelines, for a total of 68 partners; and will continue to expand the results to reach 100% participation of key

## 3. Green Packaging

### expanding partners for environmentally friendly packaging

In 2022, The company Developing partners and expand partners for environmentally friendly packaging 31 person

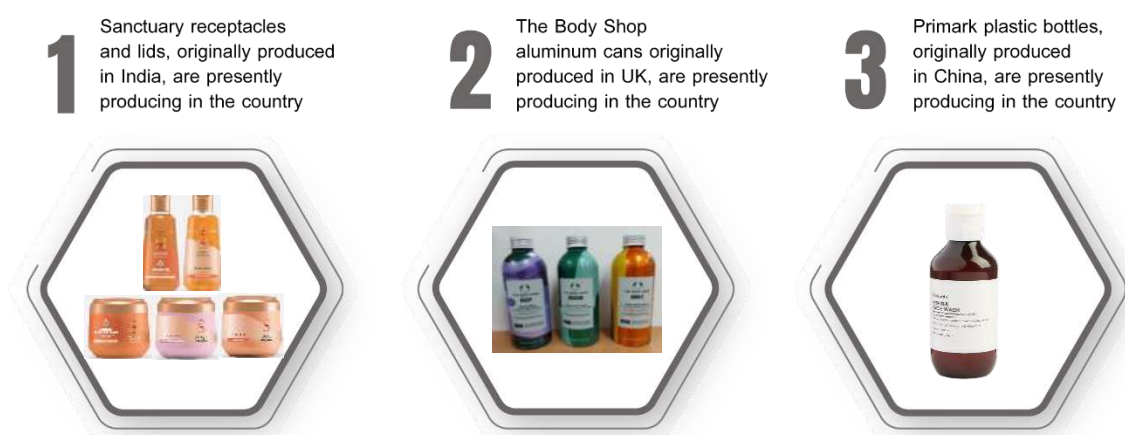


In 2022, the Company focused on participating and raising awareness of sustainable business operations with business partners in the developments of Green Packaging as follows:



#### 4. Quality and Product Delivery

Target : Quality equivalent to / Similar to foreign products, timely delivery



#### Development Results

##### Quality

Customers trust and change the purchase source from abroad to production made in Thailand

##### Delivery

**DELIVERY  
IMPROVEMENT**

Target delivery 97%

**Achieve 92%**

## 5. Capacity

### CAPACITY IMPROVEMENT

Criteria	T.A.K.	Work Packaging	Premium Packaging	Pathum Flex
Workman availability	Sufficient	Sufficient	On process / Q4	Short on COVID, increased full in Q3/2565
Machine Availability and Future plan	Operate 100%, New Technology on defect capture,	Operate 75% on auto machine, Printing in gravure with camera detection,	On process / Q4	New machine 1 auto and 5 manual machines. Capacity increase 45%
Material Supply Management	Great, material supply by sister company.	Contract LL sheet supplier with large manufacture, buffer 6 months.	On process / Q4	Supply LL sheet from trading in Thailand. Cap from China in large lot.



## Partner Potential Assessment

### PACKAGING PARTNER PERFORMANCE

Categories	All vendors	All vendors/ suppliers	Grade A	Grade B	Grade C	Grade D
Primary Packaging	153	131	73	48	9	1
Secondary Packaging	86	68	47	17	4	-
Logistic Packaging	18	14	12	2	-	-



#### Quality

Grade	Number of Partner
A	181
B	25
C	-
D	7



#### Delivery

Grade	Number of Partner
A	191
B	16
C	4
D	2



#### Service

Grade	Number of Partner
A	187
B	20
C	5
D	1



#### SCORE AND MEASUREMENT

Grade	Score
A	90-100
B	75-89
C	60-74
D	0-59

### RAW MATERIAL PARTNER PERFORMANCE

Categories	All vendors	All vendors/ suppliers	Grade A	Grade B	Grade C	Grade D
Trader	162	129	129	N/A	N/A	N/A
Manufacturer	28	22	21	1	N/A	N/A



#### Quality

Grade	Number of Partner
A	151
B	N/A



#### Delivery

Grade	Number of Partner
A	150
B	1



#### Service

Grade	Number of Partner
A	151
B	N/A





## Customer Relationship Management

### Customer Relationship Management Policy

The company focuses on creating value and developing relationships with customers. to build trust with customers This is a strategy that leads to sustainable business success ,The Company adopts guidelines for strengthening relationships with customers as follows:

- Present and product development to respond to consumer needs. Using drivers of innovations
- One Stop Service & Solution Provider
- Survey of customers' information in various fields was made, especially consumer behavior data and market competition information, to ensure that the manufactured products could compete in all dimensions
- Various news services had been provided, whether regarding Regulation Compliance or new arriving trends, including ready to participate in activities with customers continuously
- Help and guide customers to optimize sales

### The Process of Earning New Customers

The important Key Success Factor is the essence of creating a plan to acquire new customers that have expanded both domestically and internationally, **both online and on-site**



#### Online

- 1.Mailing lists
- 2.Virtual Business Matching
- 3.Social media eg. LinkedIn
- 4.Virtual Innovation Day



#### Onsite

- 1.จัด Exhibition 1 ครั้งในประเทศ
- 2.จัด Exhibition 2 ครั้งในต่างประเทศในทวีปเอเชีย และ อเมริกา
- 3.จัด Road trip visit ลูกค้า ใน Europe

### NEW CUSTOMERS 2020-2022

ZONE	ACTUAL 2020	ACTUAL 2021	ACTUAL 2022
<b>Domestics</b>	9 Customers/12 MB	9 Customers/17.6 MB	8 Customers/30 MB
<b>Asia and Japan</b>	5 Customers/3.5 MB	10 Customers/31.5 MB	8 Customers/10 MB
<b>EU,UK</b>	3 Customers/31.7 MB	4 Customers/40 MB	1 Customers/1 MB
<b>US</b>	5 Customers/102 MB	6 Customers/4 MB	4 Customers/5 MB
<b>AUS</b>	- Customers/- MB	- Customers/- MB	- Customers/- MB
<b>Total</b>	22 Customers/149.2 MB	29 Customers/93.4 MB	21 Customers/46 MB

## CUSTOMERS PERSPECTIVE

	2020	2021	2022
• Customer Retention (%)	82	99	87
• Customer Satisfaction (%)	87	86	86

## Customer Engagement for Sustainability

### 1. Understanding

The changing behavior  
of customers / consumers

### Green Products

#### Green Cosmetics



Relate cosmetics formula & process

27 Ton CO2  
GO GREEN TOGETHER

### 2. Accessing

Customer needs to create  
opportunities for sales

#### Elegant design but less plastic use

Elegant design but less plastic use, adjustment of various packaging styles to reduce plastic usage as in 2022, we could produce more than 500,000 pieces of products that meet the needs of customers in reducing plastic usage by 60%, which was worth selling over



33 million baht

### 3. Presenting

Products that reflect social and  
environmental responsibility

The Company has worked with customers in the design and selection of raw materials or packaging that are environmentally friendly, including

1. Lipstick bullet refill – Reduce packaging concept, fewer Plastics. Reuse the same packaging. In 2022, more than 600,000 pieces had been produced and sold, worth over **26 million baht**



2. The production formula in Zone Europe has been developed to use RSPO Grade, which is a sustainable source of palm oil production, as in 2022, it generated sales of over **254 million baht**



3. Group Production Initiatives Fairtrade in the European market has promoted and supported the production of products in a good environment, as in 2022, it generated sales of **7.7 million baht**





## 2022 Distinctive Project : Vegan Microbiological Test

The microbiology laboratory of S&J International Enterprise PLC. is the first accredited “Vegan Microbiological Test” in Asia from The Vegan Society

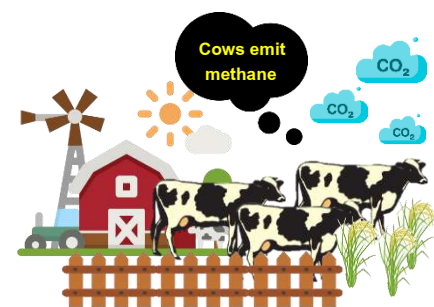
### Objective

1. Reduce the use of culture media and chemicals containing animal ingredients or animal products, for example, in culture media containing Peptone, which is a protein source produced from beef or pork
2. The trend of the Vegan cosmetics market is to be followed in order to meet the needs of customers

### Result

1. Reducing the time and cost of sending product samples to a Vegan Microbiological test at a foreign Lab according to the requirements of some customers
2. Promoting the production and distribution of Vegan cosmetics among the Company's key customers
3. Complying with Halal requirements
4. Being environment friendly since the use of animal protein produces carbon dioxide and methane from livestock

### First Lab. in Asia



800 Bottles (400 kg) of agar medium were used per year



=



Changed to a culture medium containing plant proteins







## Customer satisfaction assessment

The Company puts in place a systematic assessment of customer satisfaction to identify customers' expectations in various aspects that are beneficial to business operations. Information derived shall be used in improving and developing overall work systems

## Topic for Assessment

- Innovation 85%
- Research & Development 85 %
- Packaging Sourcing & Development 81 %
- Product Delivery 97 %
- Product Quality 88%
- CSR & Sustainability 89%
- Service 87%

## Customer Satisfaction Survey 2022

Target satisfaction score >

**85%**

Performance

**87%**

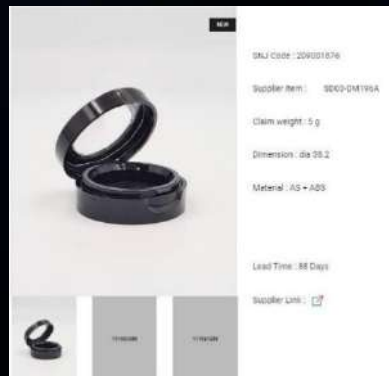
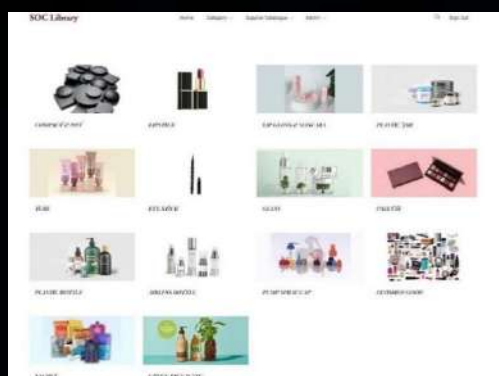
Target : Customer Satisfaction Survey > 85%

Performance	2019	2020	2021	2022
Domestic customers	89%	88%	88%	90%
International customers	92%	85%	84%	85%

**Finding :** The topic that received the least satisfaction would be the topic of Packaging Sourcing & Development owing to external factors such as foreign partners who are still engaging in a policy to control and impose strict COVID measures, causing restrictions on transportation resulting in delays which affect satisfaction

**Development Guidelines :** Related agencies along the supply chain had organized meetings and jointly found solutions by proactively proposing working methods by establishing a Packaging Library so that customers can select products with samples and make decisions in order to increase convenience and speed of work

## Sample Packaging Library





## Product/Goods Quality Management

Product/goods quality management is an operation that consists of planning, managing, assigning, and controlling processes with a common goal of delivering products that meet standards of customer needs and satisfaction. In addition to the product itself, it also includes building Confidence and Trust that will be earned from customers, whereas sustainability in business operations has also been created

### Guidelines for Product Quality Management

- 1** Commitment to producing products that meet standards and the needs of customers
- 2** Company's quality system is in line with international standards to support the diverse needs of customers
- 3** Standard preparation of quality systems in the Company
- 4** Performance tracking in operation
- 5** Strengthening the quality system to be more efficient

### 1. Commitment to Producing Quality

The Company announces the quality policy and sets quality objectives with quality targets of each year to be in line with customer needs and expectations, as well as communicating to all employees in the organization to understand and be capable of performing in the same direction

#### Quality Policy

S & J International Enterprise Public Company Limited has the policy to be a business alliance with business partners and strives to create customer satisfaction by delivering quality products at the agreed time with good service as well as an operation in accordance with the laws with quality and safety requirements of the product whereas society and the environment are being cared. All employees will work together with the set forth policy and will continue to develop for sustainability to earn more satisfaction from customers, partners, and society

#### Company Quality Goals for the Year 2022

In regard to the Company's performance to be consistent with the quality policy, the Company therefore set quality goals by requiring each department to prepare an action plan and operate internally to achieve the Company's quality goals for the year 2022 as follows

No.	Target		CUS A1	CUS A2	CUS B1	CUS B2	CUS I1	CUS I2
1	% Customer satisfaction survey		>85%	>85%	>85%	>85%	>90%	>85%
2	Delivery operations (OTIF)	2.1 NPD	100%					
		2.2 Existing Product	98%					
3	Number of complaints received from customers		0.3%					

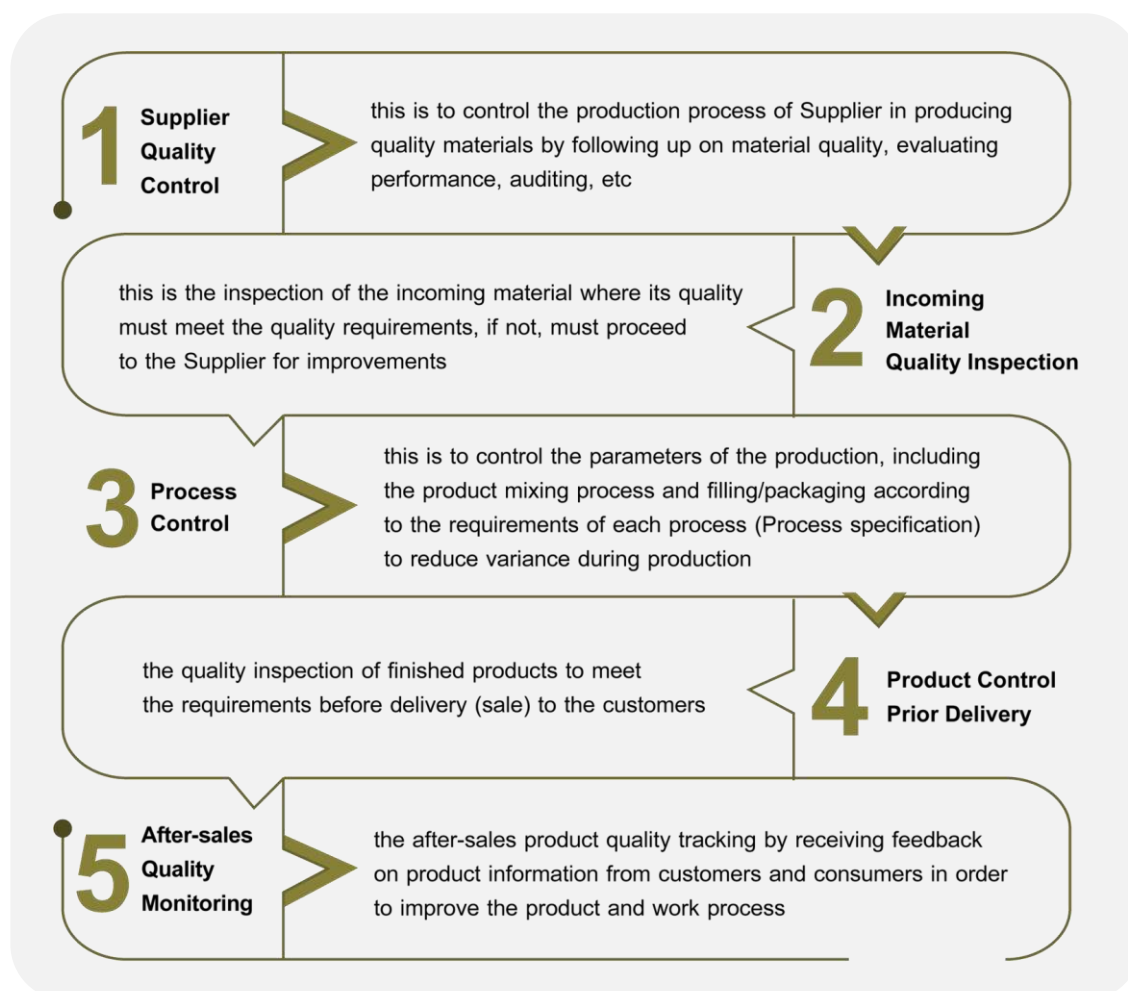
## 2. Company's Quality System Implementation set in line with International Standards

The Company has adopted to apply various international standards in order to achieve work efficiency and encourage the organization to develop continuously as well as build confidence in the products produced for customers, which are capable to be delivered to all regions of the world. The standard quality systems that the Company has requested for certification are: • ASEAN GMP • ISO9001:2015 • ISO22716:2007 • HAS23000 (HALAL). In addition to applying for international standard certification, the Company has prepared to produce products that meet higher standards than just cosmetics as follows

- Licensed to manufacture Over Counter (OTC) products for sale in the United States
- Medical Devices Permission of a manufacturing site for the production of Medical Devices

## 3. Company's Quality Standard System

The concept of setting up the Company's quality system has focused on 2 important issues: Quality that meets customer needs and Consistent products quality whereas; the quality management has been divided as follows



**Note :** After-sales Quality Monitoring\*\* is considered one of the important processes in the ISO9001 standard system since it is a feedback loop that causes continuous improvement in the work system. The Company set up systems for receiving complaints, and product recalling, and though the Company has no recalled products, a Mockup recall system has been set up to monitor system performance at scheduled cycles



#### 4. Performance Tracking of the Quality System

In regard to monitoring the performance and efficiency of the Company's quality system, the quality topics have been set as part of the customer satisfaction assessment, namely product quality, provision of quality information and cooperation in case of quality problems found, etc.

#### 5. Strengthening the Efficient Quality System

An effective quality system must define standardized working procedures and working processes. The elements that promote/support consist of other important components as follows;

5.1 Developing employees to have knowledge/understanding of quality aspects

5.2 Developing equipment for quality control

##### 5.1 Strengthening the Efficient Quality System

Employees are one of the factors that cause variation in the production process or a defect in the product/goods, other than the assignment of work duties and responsibilities for each job position of employees in the production process. The operational staff must have the knowledge, and received instruction and training according to the specified standards in order to be able to produce quality products

In 2022, the factory department created a teaching and learning model by the quality unit to encourage employees to understand the topic relevant to the quality system which is capable of developing work and reduce quality problems. This includes having a learning perspective in systematic quality control more than solving specific product problems, focusing on implementation, and displaying the obtained results to exchange and learn together among different departments in order to see the quality in the overall picture and encourage quality consciousness. This campaign is named "Happy Brain"

#### Happy Brain "Have fun": The key of brain empowering

**Objective :** To create Effective Learning through the actual Workshop and be able to share knowledge from all departments in a fun and relaxing way

##### Example Course

##### 1. Fisher Man (Problem solving and Root Causes analysis 1)



##### 2. Scuba Diving (Problem solving and Root Causes analysis 2)



### 3. How to train the dragons?



In relevant to the Company's policy that focuses on product quality that meets customer requirements with consistency, the production process of most finished goods with the main process is packed and assembled by employees, whereas the operations by employees are prone to accidental errors. The factory department has implemented an error prevention system or human error (Foolproof, Poka Yoke) to be used as a checked machine or device against the assembly that does not conform to specifications or defects in the product or trapping components or products that do not conform to standard workpieces

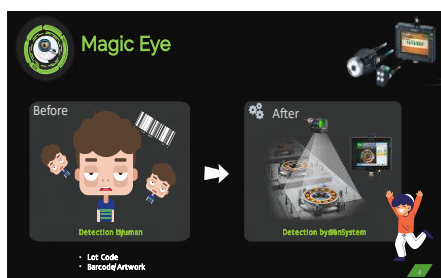
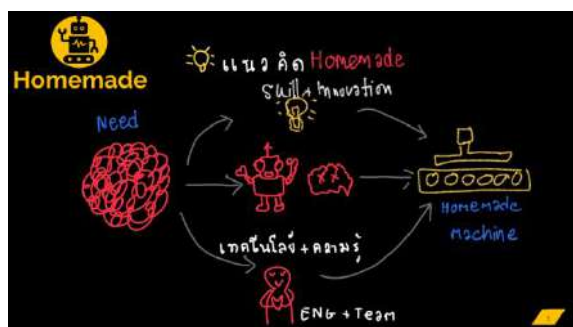
In addition to reducing the defects of the product, the occurrence of complaints will also reduce, which enhances trust with customers and reduces customer dissatisfaction. Other benefits obtained by implementing the tool or automatic machines for quality control including ;

#### Machine Sampling

- Reduce Variability
- Increase Efficiency
- Ensure safety

#### Machine example

- SMART Logger weight : used to record weight and detect incomplete packing
- Hand free : used to check the sticker installation which reduces defects from labeling stickers and forgetting to label a sticker
- Magic eyes scanning to detect any defect products or non-conforming





## Consumer Responsibility

### Consumer Responsibility Policy

Consumers are the stakeholders to whom S&J Co. sets the first priority. The Company has studied, developed, and researched for knowledge as well as created new innovations to continuously meet the needs of consumers in order to maintain the quality and safety of consumer products. There are operational guidelines to build trust with consumers starting from formula design that has been taken into account of the quality and safety of utilization, development of testing methods for various natural extracts instead of chemicals unto the use of non-hazardous chemicals in the product/goods.

As such, each year the Company will additionally develop cosmetic products not only to answer the quality question but also to invent formula of development and cosmetic ingredients that are safe for consumers continuously as follows;

#### 2018 Develop efficacy testing of herbal extracts

- Anti-aging effects
- Whitening effects
- Free radical scavenging effects

#### Set standards for product development, oriented to consumer safety

Testing various aspects of safety with international standards, including

- Testing vitro eye irritation test
- The formation of a pimple Non-comedogenic test

- #### 2019
- Develop products that have properties to protect skin from pollution (anti-pollution) In terms of protection and skin cleansing
  - Develop a method to test the effectiveness of skin protection will use the Scalar Video loop camera to confirm consumers' confidence in using the product

#### 2020 Develop cosmetic products with longwearing property without staining face masks

- Janus® Skin Analysis device to compare longwearing property of the products at different times
- Throughout the test
- Blue light protection efficacy to fulfil consumer need, which has been assured by trustworthy and internationally-recognized testing institutes abroad

- #### 2021
- Development of products in the Anti-bacteria group to keep skin healthy and free of bacteria, such as hand sanitizer, shower gel, etc.
  - Discontinue the use of perfumes containing substances that cause irritation. Lyrall
  - Development of products in the vegan friendly group to build confidence and address the needs of the Vegan group, such as skin care products
  - Product for Skin sensitivity irritation test as Dermatological firmness

- #### 2022
- Cancelled the use of fragrances that contain substances that cause irritation, Lyrall
  - Developed the Clean beauty-PEG Free, a group of products that may cause irritation
  - Developed the Clean beauty-SLES Free, a group of products that may cause irritation

#### Consultation in case of adverse reactions

The Company has a team supervised by pharmacists to give advice to consumers who may have adverse reactions from using the product to know how to use and take care of themselves in using cosmetics properly

*In 2022, there were 9 consumers who were given advice on how to use the product*





## Consumer Responsibility (Products and Services)

Regarding the development of new products, the Company considers the safety of consumers with a study to develop testing methods and formula design procedures to be in accordance with the requirements of cosmetic production to ensure that consumers are confident in the goods/product that is safe with reliable quality



## The SPF testing in sunscreen products

in the process of  
designing product  
formulas to  
ensure that they can  
protectthe skin from  
the sun as claimed



### The test for checking the percentage of sunscreen in a product

to ensure that it contains the sunscreen substance according to the requirements



## Developing a percentage calculation program

to comply with the requirements and ensure that consumers use safe products



**The dermatological test regarding irritation**  
**Dermatological test**

**in the product  
groups for consumers  
who are susceptible  
to allergies and  
children's products**



## Testing of Ocular irritation

**in children's products**

In addition, the product label will provide information on properties, methods of use, and constituent substances and also specified warnings on the label so that users have to use it carefully and know what to do when an allergic reaction is found

Samples of sunscreen products for children with Dermatologically tested and Ocular irritation

(Tear free test), including instructions for use and appropriate precautions





## Attitudes and Behaviors of Consumers towards Beauty Products

The outbreak of COVID-19 has resulted in changes in consumer lifestyle behavior resulting in new behaviors of new normal living. In 2022, although the epidemic still existed the signal of consumer confidence was in a good direction due to comprehensive vaccination. As a result, consumers have a positive outlook on future spending. According to Euromonitor data, in 2022, the beauty industry recovered in the skin care, hair care, and oral care product categories and from the behavior of wearing masks during the COVID outbreak resulting in the sales of cosmetic and makeup products decreasing. But from wearing masks every day, most people were irritated and easily acne prone, resulting in a continuous growth rate of facial and sun care products, including cleansing products that focus on acne care. **In 2022 the Company launched 12 new products in the acne group and generated sales of about 29 million baht**

### SAMPLE OF DERMACTION BY WATSON'S PRO ACNE SERIES



The current situation of the COVID-19 outbreak has resolved and is likely to improve, however, the behavior of wearing a mask remains, but it has started to return for more makeup. To the forecast, the beauty market is still growing at 5.4% and is expected to grow at a rate of 16% per year. During the years 2022-2026, the beauty market in Thailand will be valued at 221,478 million baht. The skincare product category has the highest market share, with a value of 82,525 million baht. Herbal and natural product groups are increasingly popular; in addition, the oral care products group tends to grow up to 7.1% (in 2022, the value was 25,546 million baht), another product group which is considered to be watched in the future. In 2022, the Company was entrusted to

**Produce 8 oral care products, which generated sales of 13 MB.**





## Development of Safe Products for Consumers and Friendly for the Environment

S&J places great value on product design under the Sustainable Development Goals, taking into account the impact on the economy, social responsibility, and maintaining natural balance so that customers can feel confident in using products that meet the safety standards and care for the environment



## 1. Reduce the Amount of Harmful Chemicals

Being socially and environmental responsibility, the company uses natural economic plants instead of raw materials to meet the policy of research and development of products that are safe for consumers

**66**  
From 2011 to the present  
the use of hazardous chemicals

has been reduced by

**515,910 Kg**  
**99**

**Target : Reduce the use of chemicals by 20% /year**

Description	2010	2015	2016	2017	2018	2019	2020	2021	2022
Amount of hazardous substance used	100,118	65,872	47,048	43,027	36,121	32,658	28,187	26,094	6,027
Decreased amount (kg) against 2010		34,246	53,070	57,091	63,997	67,460	71,931	74,024	94,091
Decreased amount (%) against 2010		34.21	53.01	57.02	63.92	67.38	71.85	73.94	93.98



## 2. Reduce the use of irritative substances

The Company has used lower amount of irritative substances in Lyrall perfume. In 2020, the Company has developed a substitute formula, without using L perfume



## 3. Reduce the use of plastic beads

The amount of use of beads in the product group Polyethylene scrub (plastic beads) to 0 kg since 2020



## 4. Usage of Sustainably Grown Palm Oil

In 2020, the Company was granted the CERTIFIED SUSTAINABLE PALM OIL to reflect corporate commitment to business operations with environmental concern by using palm oil from sustainable plantation process and There are 106 new products that use RSPO Certified raw material as an ingredient in the formula







## POLICY

# Green Initiative



The Company recognizes the importance of business undertaking in tandem with environmental conservation, especially efficient use of natural resources which is a crucial element in driving sustainable economic and social development. Hence, S & J has laid down policies and guidelines for operations along the value chain, starting from formula design and development process, raw material procurement, manufacturing, and eco-friendly delivery, to use resources most efficiently for maximum benefits.

## GREEN COSMETICS



## GREEN PACKAGING



## GREEN OPERATIONS



# Green Cosmetic

S&J places great value on product design under the Sustainable Development Goals, taking into account the impact on economy, social responsibility, and maintaining natural balance so that customers can feel confident in using products that meet the safety standards and care for the environment

## Green Formula Product

PRODUCT	2020	2021	2022
Natural origin products	11 items	24 items	77 items
Coral safe	N/A*	8 items	20 items
Product used RSPO	1 items	22 items	106 items
Waterless formula	8 items	9 items	6 items

### Natural origin products



THE BODY SHOP ALOE  
SOOTHING CREAM CLEANSER



SANCTUARY SPA WELLNESS  
SOLUTION SERIES



PS...Facial aquaplane Serum



PRIMARK RELAXING BATH SALT /  
PRIMARK BATH OIL

### Coral safe



SRICHAND SUNLUTION SKIN  
WHITENING SUNSCREEN  
SPF50+ PA++++



FACE SO REAL SKIN PRIMER  
SUNSCREEN SPF50 PA+++



BOOTS SUN PROTECTION  
BRIGHTENING BODY SERUM



JUV WATER-GEL UV  
PROTECTION SPF50 PA+++



MISTINE KIDDY ULTRA  
PROTECTION SUNSCREEN  
LOTION SPF50 PA++++

### Product used RSPO



SANCTUARY SPA SERIES

### Waterless formula



TBS CAMOMILE SUMPTUOUS  
CLEANSING BUTTER WITH



SKINPROUD FACE MELT  
GENTLE HYDRATING



PS...100% NIACINAMIDE POWDER



## Green Cosmetic Product

			
PRODUCT	2020	2021	2022
PEG free products	3 items	10 items	37 items
Sulfate free products	2 items	5 items	-
SLES free products	-	-	4 items
Talc free products	25 items	15 items	42 items
Aluminum free	0 items	2 items	0 items

PEG  
Free  
product



LYN ROSE WATER ULTRA  
HYDRATING MICELLAR  
CLEANSING WATER



NOW HOW ALL IN ONE  
MOISTURE BRIGHT SERUM  
CREAM GEL



CURA-MD PREBIOTIC  
ANTI-ACNE SUPER SERUM



DRAGON'S BLOOD  
ABSOLUTE  
ANTI-AGING CREAM

SLES  
free  
product



PRIMARK BRIGHT  
FUTURE-JELLY CLEANSER



CURA - MD PREBIOTIC  
ANTI - ACNE CLEANSING GEL



Mistine Lady Care Extra Mild  
& Pure Natural Balance Feminine  
Cleanser



BEAUTY BAKERIE - MILK SLEEP,  
REPEAT GLYCOLIC FACIAL  
CLEANSER

Talc  
free  
product



NO 7 Stay perfect pressed powder  
foundation



NO 7 Mineral Perfection pressed  
powder foundation



PRIMARK LIQUID CONCEALER



# Green Packaging

From the business approach to the Green Initiative, The company supports the design of cosmetic products that use environmentally friendly "Green Packaging" or natural packaging that can be reused and not harmful to human and animal health and does not affect the environment

## Road map of Green Packaging from 2561-2568



Launch



Test Pass



On Develop

- FSC
- Soy ink
- Paper palette

PBL Tube

PCR Bottle

GLASS

Recyclable

PBL PCR Tube

PCR Airless Bottle

Mono Material

Paper Tube

Refillable Packaging

Shrink Card

Paper Card

2561

2562

2563

2564

2565

2566-2567

Fully Implement 100%

2568

Biodegradable



Corn

Pineapple

Sugarcane

Aluminum

PBL Tube



Compostable &amp; Soluble



PCR Aluminum



Waterless



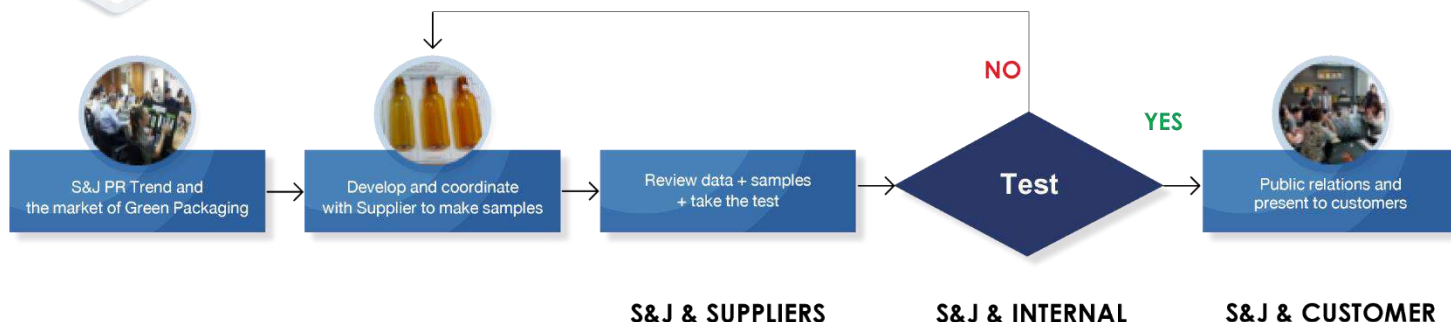
PCR Glass



Wood pulp fibers



## Operation process Green Packaging



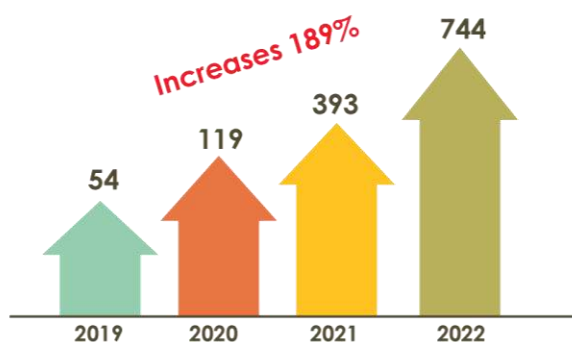
## Performance Green Packaging



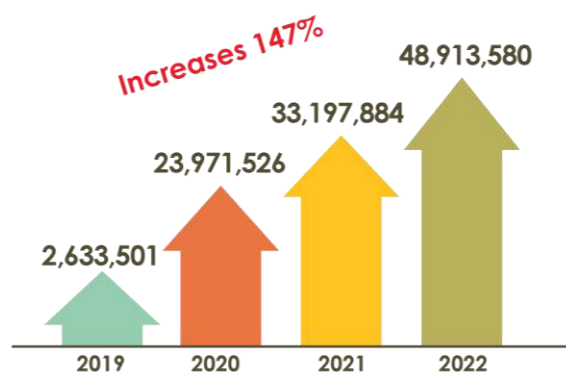
Usage quantity Green packaging  
2018-2022

### ITEM

Target **460** Item : Actual **744** Item



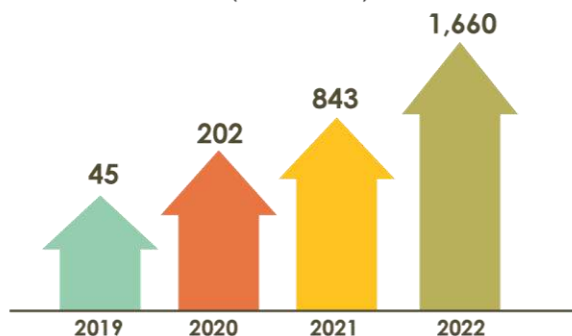
### QUANTITY (PCS)



Product sales  
Green Packaging 2019-2022

### MB

Sales (Million Baht)



GREEN PACKAGING :  
Supplier lists



2020-2022

**224 person**

	2563 (person)	2564 (person)	2565 (person)
Local (person)	73	51	8
Oversea (person)	52	17	23
<b>Total</b>	<b>125</b>	<b>68</b>	<b>31</b>

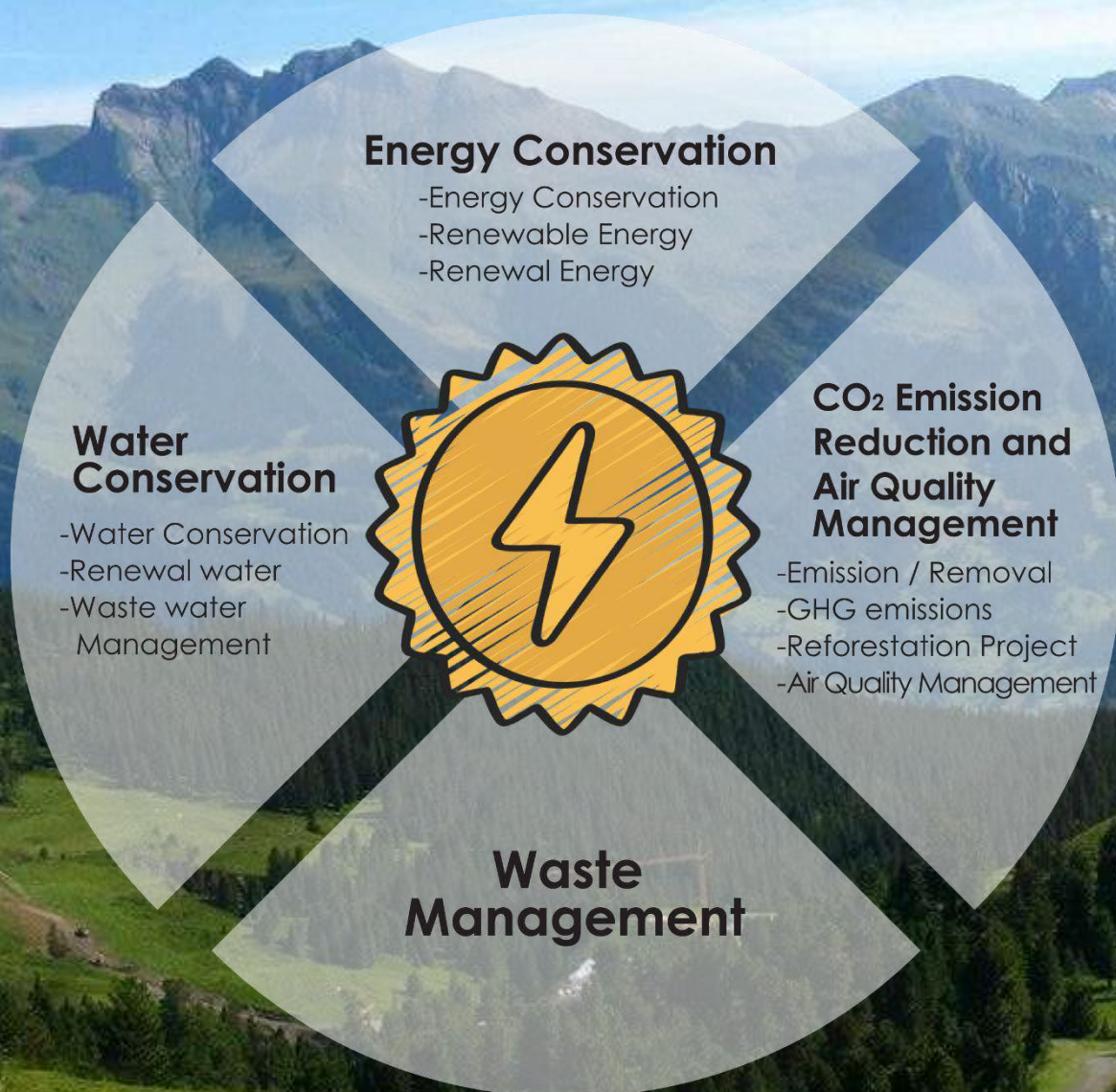


# Green Operations

## Environmental Management

### 1. Awareness of Sustainable Business Operations

Sustainable Business Policy for environmental management is one of the main issues in the Company's operation. Every department's environmental performance activities have been integrated to create a collateral connection of work support, namely the "Green Initiative" concept





## 2. Commitment to Environmental Management

### Environment policy

S&J International Enterprises Public Company Limited aim to produce high quality product. The operating business is based on environmental & resource awareness which include source of materials, production process, storage, deliverable, end user. All these will concern for Environment as state:

1. Comply with, both existing and forthcoming, the laws, customer requirements, environmental treaties and standards
2. Put management focus on prevention, reduction, reuse and recycling, including disposal of environmental pollutants
3. Continuously improve and enhance environmental capability in support of environmental sustainability
4. Promote life cycle development to maximize efficient use of resources
5. Promote the reduction of the use of resources and products that affect greenhouse gas emissions (GHG)
6. Foster employees' awareness and engagement in preventing environmental problems



### Target Environment 2022



### Target Environment long-term goals

Carbon Neutrality  
in  
**2040**  
Carbon Net Zero  
in  
**2050**

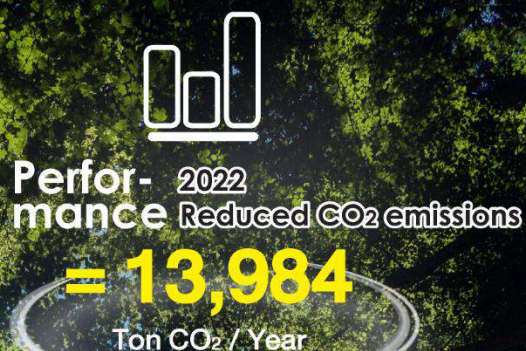
### Defining Environmental Issues

The Company has assessed risks and environmental impacts from business operations throughout the supply chain in order to formulate environmental work plans and projects with a summary of the issues including management guidelines as well as performance in each issue as follows ;

Work Unit	Environmental Issues	Operational Approach	Performance 2022
<b>Research and Development</b>	Formula Design	Formula design and select environmentally friendly ingredients, such as RSPO certified palm oil	- Green Formula Products increased from 20 items in 2020 to 209 items in 2022
<b>Procurement</b>	Packaging Design	- Reduces the use of plastic in packaging design. - Using packaging that can be recycled	- The number of friendly packaging with the environment increased from 54 items in 2020 to 744 items in 2022
<b>Production</b>	Various Energy Consumption in the Production Process	-Energy Conservation Project (reducing electricity consumption)  -Water Management Project (reducing water consumption)   -Solar Cell Project   -Greenhouse Gas Emissions GHG Scope 1 GHG Scope 2	-Power consumption per product unit 10% decreased comparing to 2020, by 10.7% in 2022  -Water consumption per product unit 5% decreased comparing to 2020, by 6.25% in 2022 -RO Reject Water Reuse Target = 15,000 m <sup>3</sup> Result = 22,071 m <sup>3</sup>  Usage percentage of electricity from Solar Cell increased 100% in 2023 Currently SRI = 96% PT = 3%  The amount of greenhouse gas emissions has decreased from 2022
	Resources Used at Work	A project organized to reduce the use of paper	Reduced the use of A4 paper Compared to 2020 from 2,352 reams 1,905 reams in 2022 : 19% down
	Amount of Industrial and Various Wastes	Land Fill Project	-Reduced landfill to 0 since 2021 -Reduced waste per product Unit Started in 2022 = 0.0046



# Environment Performance



## Performance Green Operations Projects

Categories	Topic	Target (Ton CO <sub>2</sub> )	Performance (Ton CO <sub>2</sub> )
Energy Saving	Electricity Saving	1,000	1,118.6
	Steam Saving	400	458.6
	Gasoline Saving	70	7.2
Green Energy	Solar cell	6,700	6,839.7
Waste Management	Land fill	0	0
	Fuel Blending	30	21.7
	Co burned in Cement Kiln	700	34.1
	Recycle	710	1,101.8
	Soil fertilizer from sludge	30	127.0
Resource Management	Water Saving	120	121.8
	Paperless	1	0.5
	Chemical Reduction	3.5	369.4
	Material Reduction	1,600	317.6

## 3. Environmental Management

### 3.1 Energy consumption record for 2022

#### 3.1.1 Comparison of Energy Consumption

Electricity consumption/years (kwh)	2020	2021	2022
Sriracha factory	9,444,705	10,274,551	11,158,894
Pinthong factory	3,354,400	3,617,266	4,403,266
Average	12,799,105	13, 891,817	15,562,160



## 3.1.2 Comparing Electrical consumption per each product

Electricity consumption/piece product (kwh/pcs)	2020	2021	2022
Sriracha factory	0.111	0.098	0.096
Pinthong factory	0.117	0.118	0.110
เฉลี่ย	0.112	0.102	0.100

## 3.2 Solar Cells Usage for Electricity in 2022

## 3.2.1 Comparison of electricity consumption from Solar cells to total electricity consumption

Plant	Total amt of electricity used (kwh)	by solar cells (kwh)	% by solar cells
Sriracha factory	11,158,894	10,766,505	96.48
Pinthong factory*	4,403,266	142,706	3.24
Total	15,562,160	10,909,211	70.10

\* The Company aims to expand the production of electricity from solar cells at the Pinthong plant in 2023

## 3.3 Comparing Electrical consumption per each product

Project	Consumable quantity (kWh)		Quantity of CO <sub>2</sub> (Ton CO <sub>2</sub> )	
	Target	Consumable quantity	Target	Consumable quantity
Non Renewal Energy	1,875,801	2,103,977	1,000	1,118.6
Renewal Energy	15,244,300	15,562,160	6,700	6,839.7
Water Conservation Project	178,860	181,543	120	121.8

## 3.4 Conservation of water resource Project

## 3.4.1 Comparison of the water consumption

Water consumption /year(m <sup>3</sup> )	2020	2021	2022
Sriracha factory	149,245	161,834	162,185
Pinthong factory	43,324	41,440	48,667
Total	192,569	203,274	210,852

## 3.4.2 Comparison of the water consumption / piece product (Intensity)

Water consumption /piece product (m <sup>3</sup> /pcs)	2020	2021	2022
Sriracha factory	0.0017	0.0017	0.0017
Pinthong factory	0.0015	0.0013	0.0012
Average	0.0016	0.0015	0.0015

## 3.5 Waste water amount in 2022

## 3.5.1 Wastewater Discharged

Wastewater Discharged (m <sup>3</sup> )	2020	2021	2022
Sriracha factory	67,750	88,819	82,686
Pinthong factory	30,554	26,655	33,681
Average	98,304	115,474	116,367

### 3.5.2 Analysis of wastewater discharged from the Company

Wastewater Discharged (m <sup>3</sup> )	Standard**	2020	2021	2022
<b>Biochemical Oxygen Demand : BOD</b>				
Sriracha factory	< 120 mg/l	8.6	21.3	12.8
Pinthong factory		2.7	4.9	6.3
<b>Chemical Oxygen Demand : COD</b>				
Sriracha factory	< 500 mg/l	76.7	122.7	99.9
Pinthong factory		36.7	36.8	42.5

\*\* Standard is set according to Sahapat & Pinthong industrial group

### 3.6 Gas Emissions (other than GHG)

The Company has focused on preventing air pollution other than GHG by installing a capture system with a cycle to measure the quality of released air in order to meet the standards set by the law

Plant	Type of Average	Standard according to Law	2020	2021	2022
Sriracha factory	Dust control (mg/m <sup>3</sup> )	<400	2.30	0.35	0.40
Pinthong factory ***	CO (ppm)	<690	0.3	0.4	0.3
	NOx (ppm)	<200	38.0	32.3	36.4
	SOx (ppm)	<60	<1.3	<1.3	<1.3
	Dust control mg/m3)	<320	1.0	1.9	1.0

\*\*\* The Pinthong plant uses heat from a boiler

### 3.7 Reducing Greenhouse Gas Emissions

#### Reducing Greenhouse Gas Emissions

The Company has applied for Carbon Footprint of Organization Certification with the Thailand Greenhouse Gas Management Organization (TGO) at the Limited Level of Assurance, whereas the level of materiality = 5%.

#### Objective

1. To verify the conformity of the organization's carbon footprint report with the carbon footprint assessment guidelines of the TGO
  2. To distribute certified information to corporate stakeholders
- Scope of certification requested area for Sriracha plant and Pinthong plant
  - GHG emissions data



ประกาศผลการขึ้นทะเบียนองค์กรรับรอง  
การประเมินและจัดการการปล่อยก๊าซเรือนกระจก (องค์การมหาชน)  
ครั้งที่ 2/2566 วันที่ 23/02/2566

ด้วยคณะกรรมการขึ้นทะเบียนองค์กรรับรอง

ลำดับ	บริษัท	ผลการพิจารณา
1	บริษัท ไทยพาณิชย์ จำกัด (มหาชน)	ผ่าน
2	บริษัท ไทยพาณิชย์ จำกัด (มหาชน)	ผ่าน
3	บริษัท ไทยพาณิชย์ จำกัด (มหาชน)	ผ่าน
4	บริษัท ไทยพาณิชย์ จำกัด (มหาชน)	ผ่าน
5	บริษัท ไทยพาณิชย์ จำกัด (มหาชน)	ผ่าน
6	บริษัท ไทยพาณิชย์ จำกัด (มหาชน)	ผ่าน
7	บริษัท ไทยพาณิชย์ จำกัด (มหาชน)	ผ่าน
8	บริษัท ไทยพาณิชย์ จำกัด (มหาชน)	ผ่าน
9	บริษัท ไทยพาณิชย์ จำกัด (มหาชน)	ผ่าน

GHG Type	2022
GHG Emissions Scope1	1,068.00 Ton CO <sub>2</sub>
GHG Emissions Scope 2	4,188.00 Ton CO <sub>2</sub>

Note: There is only data for the year 2022 available due to a change in the data base format.

#### 3.8.1 Waste Separation at the Origin Project



### 3.8 Waste Management

#### 3.8.1 Waste Separation at the Origin Project

- In regard to the implementation of the Green Initiative Project, the Company has reviewed the waste management system born from various activities, namely "Waste Separation at the Origin Project". The project started by listing the details of the waste origin, determining of waste types, sorting waste, collecting within the area and the central area, delivering to collect and dispose of waste, and reviewing the system to be standardized in the factory waste management
- Factory waste is divided into two main types, which are industrial and recycled waste
- Industrial waste disposal using the elimination method by making mixed fuels





### 3.8.2 Amount of Waste Generated in 2022

Waste Type	Sriracha Plant	Pinthong Plant
1. Industrial waste (kg)	346,599	40,337
2. Recycle waste (kg)	283,775	37,960
Total	630,374	78,297

**Note :** There is only data for the year 2022 available due to a change in the database format

### 3.8.3 Amount of waste per product unit (Intensity)

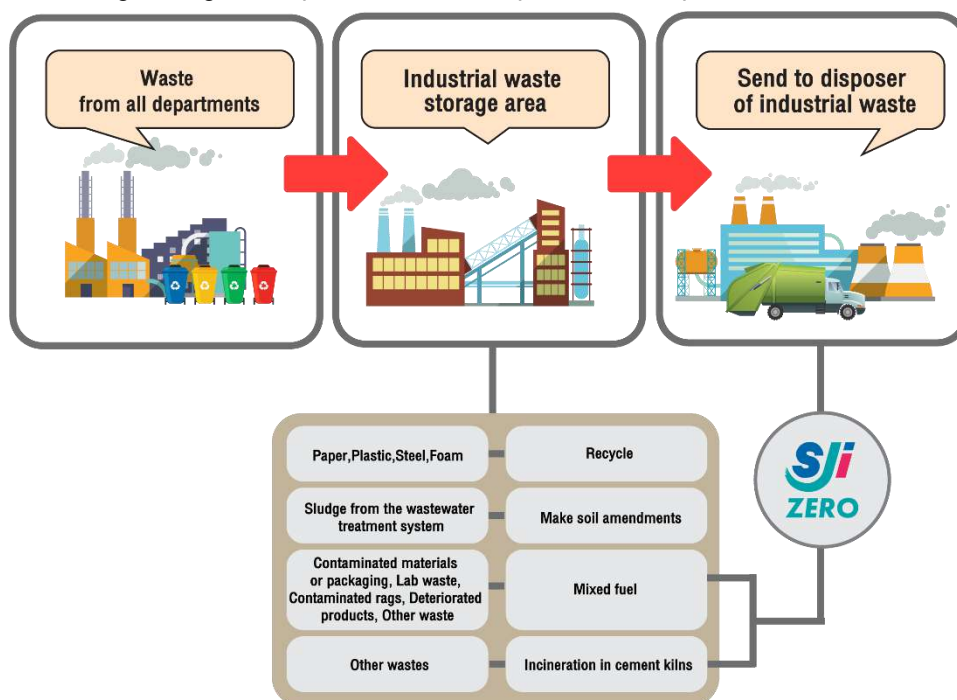
	2022
Amount of waste per product unit (kg/pcs)	0.0046

## 4. Waste and Industrial Waste Management

The company has a policy to manage waste and industrial waste. by focusing on the efficient use of resources Reduce the amount of waste to a minimum In order to reduce the burden of eliminating the waste that occurs



It also establishes a waste management system and industrial waste. To instill and create awareness among employees about sorting, storage, transportation, and comprehensive disposal



### Performance

1. Reduce incineration in cement kilns to zero in 2023
2. Reduce industrial waste landfill to zero

#### 4.1 Industrial Waste

##### Comparison of Industrial Waste Quantity

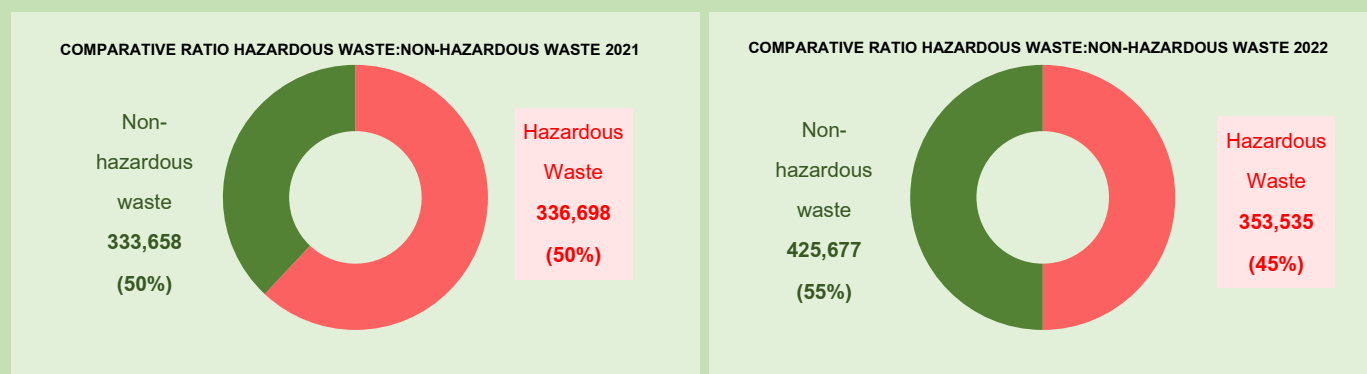
Year	2020	2021	2022
(Ton/Year)	748	670	779

##### Types of Industrial Waste Disposal

Year	Landfill		Energy Recovery		Recycling		Production of Soil Conditioner		Total
	(kg)	%	(kg)	%	(kg)	%	(kg)	%	(kg)
2020	8,134	1%	455,020	60%	-	-	183,835	25%	101,310
2021	0	-	117,578	18%	219,120	32%	221,493	33%	112,165
2022	0	-	341,895	44%	11,640	2%	306,532	39%	119,145

#### 4.2 Hazardous Waste Ratio : Non Hazardous Waste

##### Comparison of Hazardous Waste Ratio : Non Hazardous Waste 2021 : 2022

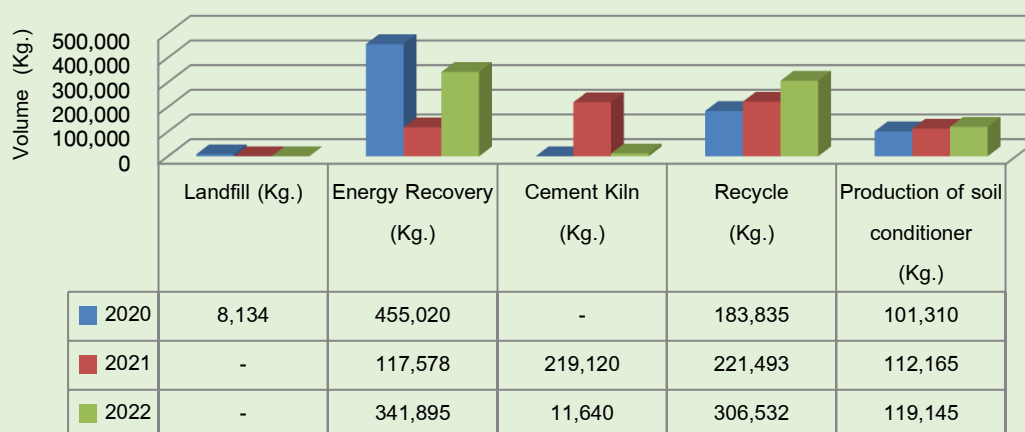


##### Comparison of Hazardous Waste Ratio : Non Hazardous Waste 2021 : 2022

Target : Ratio Hazardous Waste < Non-hazardous waste

Performance : Ratio Hazardous Waste < Non-hazardous waste (55:45)

#### 4.3 Industrial Waste Management

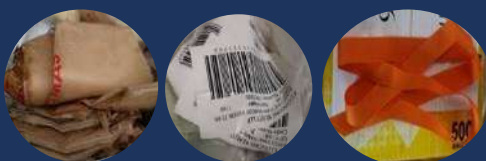




## Industrial Waste Management

### Mixed fuels

In 2022, the Company took **341,895 kilograms** of industrial waste to produce mixed fuels



### Recycle

The Company sold **306,532 kilograms** of recyclable industrial waste to reduce industrial waste management costs and increase revenue for the Company



ทำเชื้อเพลิงผสม  
44%

Recycle  
39%

ทำสารปรับปรุงดิน  
15%

เผาทำลายในเตาเผาปูนซีเมนต์  
2%

ฝังกลบ  
=0

### Soil amendments

The Company used sludge from the wastewater treatment system as a raw material to produce soil amendments to improve the company's landscape in the amount of **119,145 kilograms**



### Incineration in cement kilns

The Company managed industrial waste by incineration in 2022, amounting to 11,640 kilograms, **target = zero in 2023**



### Landfill

The Company managed industrial waste by reducing landfill **= to zero since 2021**





# GOOD SOCIETY

Creating an atmosphere and consciousness of coexistence among people in a society who care about nature and the surrounding environment





# GOOD SOCIETY

## Community Participation Policy

S&J places importance on creating an atmosphere of coexistence among people in society, that is the internal society which means employees in the organization, by treating them equally in accordance with Thai labor standards, building good relationships between employees and employees, employees and supervisors, and employees and the organization, and the external society that means civilians or people in the community near and far. In addition, the company has a policy of cultivating awareness of community members in the context of sustainability to learn about self-reliance, helping one another, and cooperation to solve problems together and continually improve the community



### Management Approach

The best 3-life organization means organization who provides balancing 3 - aspect of employee life; working life, personal life and social life; In 2022, the Company has an ongoing operation under the Sustainable Development Goals (SDGs) guidelines by categorizing the projects into 5 areas: Children and Youth, Elephants and Animals, Environment, Religious charity, and the Elderly/Underprivileged, with more than 15 projects per year. There has been an annual operational planning process including auditing and reviewing of the projects through the social enterprise activity committee

### S&J and the Development of Community Relations

The Company is committed to responding to the needs of communities and society, which is one of the main important stakeholder groups to the business of the organization providing the results of the community satisfaction assessment scores towards the Company. From 2014 until now, the scores are in a good-excellent level continuously, and in 2022, the Company received a score of 97% in community satisfaction assessment. In regard to the Company to maintain good relations with the community, in addition to the constant awareness of the needs of the community towards the Company, the survey has been prepared on account of the community needs. The objective is to plan and implement project guidelines that meet the needs of communities and society

#### The results of the survey for the needs of the surrounding

##### 9 communities are as follows

Social and environmental issues that may affect the business operations of the Company

: **No significant issues found or improvement needed**

However, the Company has not ceased continuing to organize projects to take care the community and society in a constructive way. The results of the community expectations survey have been used to determine the direction of the projects in 2023 as follows:

#### 1. Promoting careers for people in the community to be able to be self-reliant

- Activity to promote career in growing vegetables in the home garden
- Activities to promote a confectionery career

#### 2. Promoting good hygiene for the overall health of people in the community

- Preliminary diabetes screening program
- Bedridden patients visit program

Assessment	Target	Performance
satisfaction	2022	2022
	>85%	97%

#### Summary of survey and community participation issues

##### 1. Social and environmental aspects that are affected by the Company's business operations

- Waste water/effluent from the Company
- Air pollution/dust that affect the internal environment
- Waste / industrial waste that is not systematically managed
- Sound over level as Law's require

Effected  
Community = 0

##### 2. Activities to enhance the quality of life Community

- Promoting careers for people in the community (to be self-reliant)	2
- Promoting good hygiene (for the overall health of people in the community)	7
- Promoting the development of people in the community (who are disadvantaged / no opportunity to education)	-



## Projects that Promote and Develop Communities

Target 15 project : Performance 15 project

### CHILDREN AND YOUTH

#### Science Mobile Car 1 Project : Rambhai Barni Rajabhat University, Chanthaburi Province

The Company asked to take part in creating young scientists, science teacher and scientific innovation to create changes in both ideas and learning process, including various technologies and innovations that will be beneficial to drive and develop the country sustainably. In 2022, the Company has expanded the use of Mobile Science car to farmers in the eastern region to provide knowledge on soil analysis and improvement of agricultural areas to be more effective



**The project provides society with :** Increasing of agricultural productivity of farmers in the eastern region

#### Science Mobile Car 2 Project : Lampang Rajabhat University, Lampang Province

**Target :** Number of schools participating in the project >30 schools

More than 1,000 students participated in the project

##### The 2nd Car (Northern)



**Covers 5 provinces**

1. Lampang      4. Phrae
2. Lamphun    5. Mae Hong Son
3. Nan



##### **The project provides society with**

1. Educational opportunity to study science subjects both at the high school and degree level. In 2022, there were youth with the opportunity to continue their studies in high school level > 44%
2. Gaps reducing with educational equality

##### **The project provides business with**

1. Opportunity to hire quality scientists to work with the Company
2. New innovations in Cosmetics & Health to become fruitful in 2023

## Projects that Promote and Develop Communities

### Reading Builds Nation Project

The Company recognizes the importance of reading since reading is the cornerstone of children's learning and skill development, therefore, the Company has worked with the Mirror Foundation to organize "Reading Builds Nation" project, with the giveaway of used cardboard boxes in producing storybooks for delivering to underprivileged children in the remote areas and slums in the city has been organized. In 2022, the Company donated 22,130 kilograms of cardboard boxes to produce more than 885 storybooks



## ELEPHANT AND ANIMALS

### Old Elephant Conservation Project

#### Under the slogan "Hungry & Sick Elephants, Helper is S&J"

The Company has a policy to redeem the lives of old elephants who had worked hard and are having health problems so they can live happily without restraints. Three companies of the Sahapat Group are joining hands at present, whereas 5 old elephants are in the Project

#### Target 2022-2024

1. Redeem the lives of 10 old elephants by 2025
2. Create a career for 10 mahouts

#### Result 2022

1. Redeemed the life of 5 old elephants.
2. Created a career for 5 mahouts (income 144,000 baht/person/year)

"Today's old elephant has lived his last life happily without any restraints"



#### The project provides society :

- Created a career for the mahouts, 144,000 baht/person /year
- In 2022, 5 elephant mahouts have an additional career from rearing elephants

#### The project provides business :

- Long-term increase in revenues from doing business with foreigners focusing on social and the environmental care



## Projects that Promote and Develop Communities

### Elephant Food Planting Project

In addition to redeeming the lives of old elephants, S & J Company, together with companies in Sahapat Group and the Administrative Organization of Surin province, have organized a project of elephant food planting to provide elephants with good and sufficient food sources throughout the year. There were 4,500 bananas planted on an area of 30 rai at the Elephant Study Center, Tha Toom District, Surin Province



#### Target 2022-2024

2022	4,500 banana shoots
2023	4,000 banana shoots
2024	1,500 banana shoots

#### The project provides society :

- Promotion of farmers in the area by planting elephant food crops

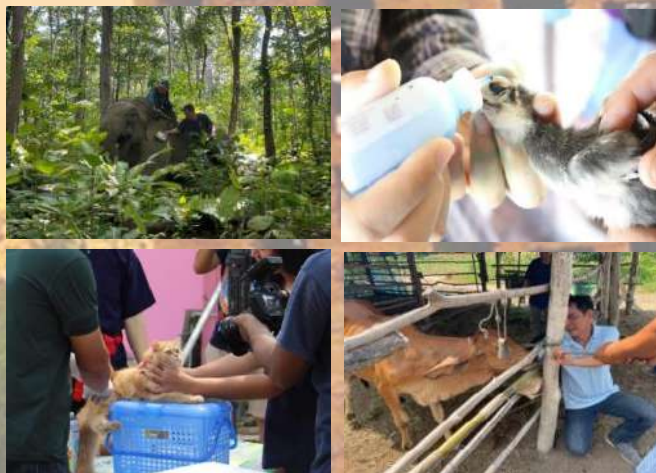
In 2022, planted 4,500 bananas on an area of 30 rai

#### The project provides business :

- Awareness of participation in social activities of employees

### Animal Mobile Project

Animal Mobile Project is a project that the Company had established since 2014 for the benefit of taking care of animals other than elephants, such as cattle, buffaloes, dogs, cats, ducks, and chickens in the community to have good health. The project provides vaccination, sterilization, as well as initial treatment when they are sick before continuing to the treatment process at the veterinary hospital



**Target : 1,800 animals/year**

**Performance 2022 : 2,264 animals/year**

Type	Target	Performance
1.elephant	100 animals /year	74
2.cow/ buffalo		
3.dog/cat	200 animals /year	-
4. Poultry	1,500 animals	2,190
<b>Total</b>	<b>1,800</b>	<b>2,264</b>

#### • The project provides society :

Reduce the cost of taking care of over 2,000 animals/year



## Projects that Promote and Develop Communities

The Company promotes and protects the ecosystem and biodiversity continuously, both on land and marine resources which are important in terms of natural resources and close relations. If such resources lose balance, they will inevitably affect ecosystem changes and living things

### TERRESTRIAL ECOSYSTEM

#### Reforestation and Forest Conservation Project

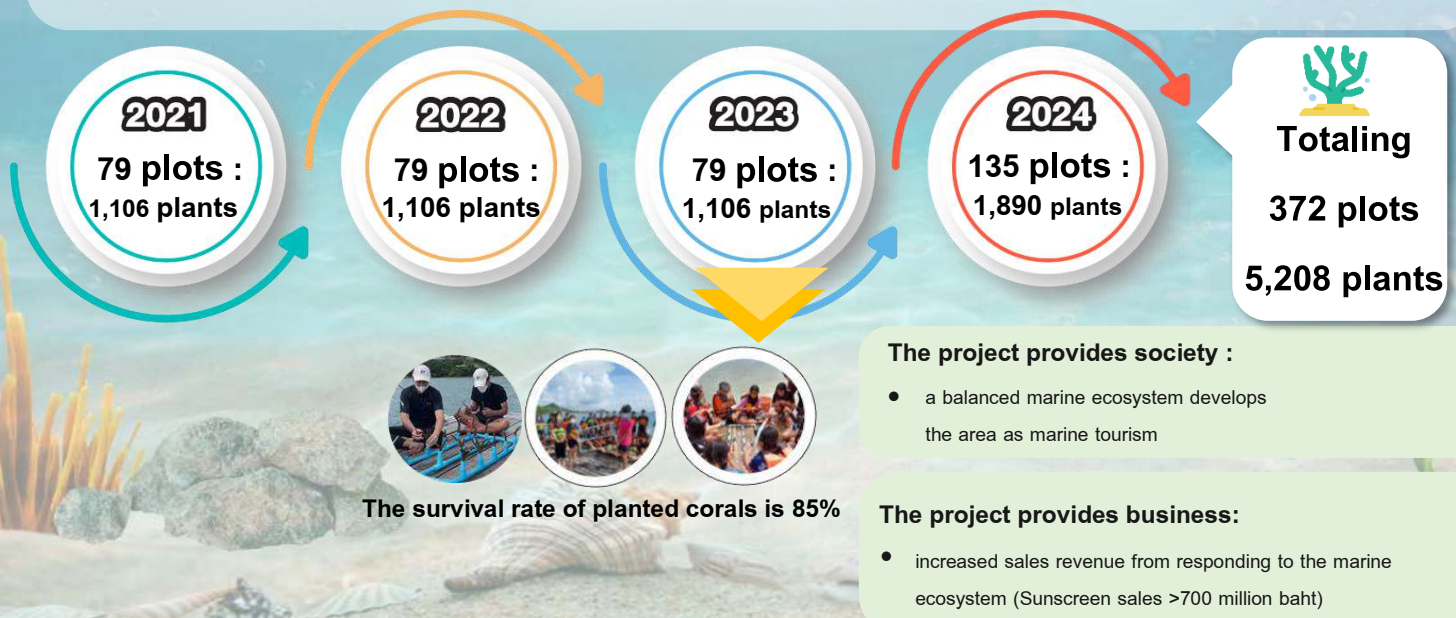


### MARINE ECOSYSTEM

#### Coral Conservation and Restoration Project

In cooperation with Marine Science and Conservation Camp, Samae San Subdistrict, Sattahip District, Chonburi Province

**Objective :** To conserve and restore coastal coral reefs in taking advantage of the ocean and marine resources to promote awareness of conservation and maintain the balance under the sea. Coastal coral reefs in particular, are important to the ecosystem since it is a nursery for marine life as well as a habitat for underwater creatures



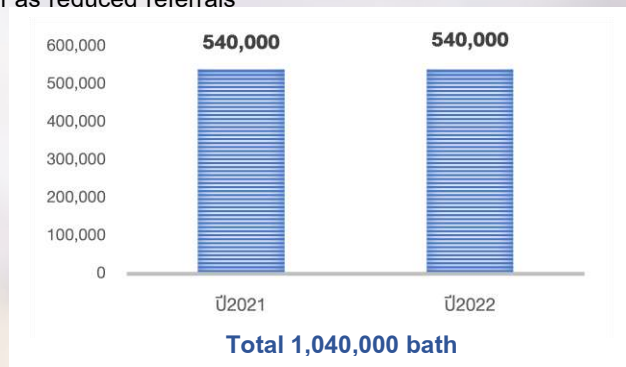


## Projects that Promote and Develop Communities

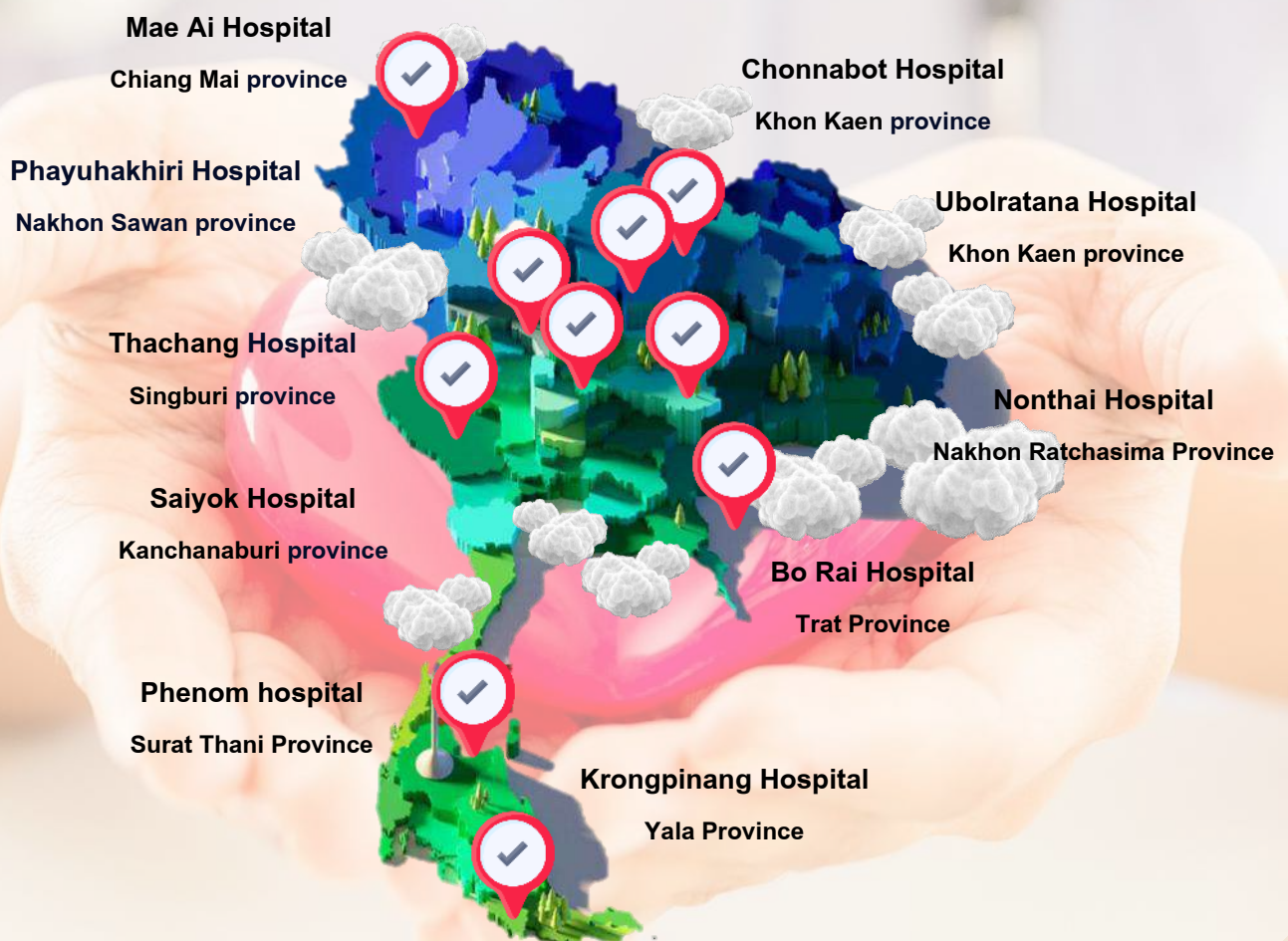
### YOU CAN SAVE PROJECT

**Objective : Donate money to help hospitals lacking with medical equipment across the country**

The Company has supported the budget for the purchase of medical equipment and appliances for 10 small community hospitals, which has increased the access to medical equipment for the elderly in the community hospital area, and increased the efficiency of life saving as well as reduced referrals



### Hospitals that Received Help in 2022



#### The project provides society

Opportunity and equal access to medical treatment equipment for > 500 impoverished patients/year

## Projects that Promote and Develop Communities

### New Normal SJJ Project : Bonds Weaving to the Community in the New Normal Way

The Company provided basic items and equipment for COVID screening through 400 “Happy Box” to distribute to the elderly in the community



### Sharing Smiles, Sharing Happiness Project

Baan Rai Nueng Community Elderly School

The Company has supported the Ban Rai Nueng Community School for the Elderly Project as a way to promote the quality of life of the elderly that will strengthen the community. The school has been a source of learning by integrating the main missions between the provision of social academic services, teaching and learning and cultural preservation.



#### The project provides society :

Opportunity to receive equal health care and education >100 people/year





## Projects that Promote and Develop Communities

### Agricultural Career Promotion Project

The Company has participated in the development of communities' potential for sustainable self-reliance through problem analysis or community needs in collaboration with Phetchaboon Rajabhat University. The economy was raised at the foundation of the community enterprise group of macadamia producers and processors, Khek Noi Subdistrict, Khao Kho District, Phetchaboon Province, to be able to create value for agricultural raw materials from fresh plants to extracts or essential oils



In addition, the Company is having a plan to continuously research and study natural extracts to be used as ingredients in the design of cosmetic formulations as well as to promote the local economy at the community level. In 2022, the Company has supported farmers at Ban Huai, Huai Sub-district, Pathumratchawongsa District, Amnat Charoen Province, who grow red jasmine rice by promoting since the process of planting and product purchasing to be used as extracts for cosmetics, the purchase of the product was 5 tons



#### The project provides society :

- Promoting agricultural careers for the community by selling 5,000 tons of red jasmine rice

#### The project provides business :

- Sales revenue from products using red jasmine rice extract was 824,825,000 baht

## Projects that Promote and Develop Communities

### CHARITABLE

#### Kathin Samakkhi Project

The Company participated in the Kathin Ceremony at Wat Sriboonrueangbutraram, Nong Ruea Sub-district, Non Sang District, Nong Bua Lam Phu Province to bring the four necessities of Buddhist monks to build the Sala Dome Lan Thamma hall, the total amount of merit was **329,669 baht**



#### Novice Ordination Project

The Company supported the project budget of "Novice Ordination/Summer Monks" for young people to have the opportunity to study knowledge in Buddhism at Wat Phrao Si Samran, Chum Chang Sub-district, Kuchinarai District, Kalasin Province.



#### The project provides society :

Taking care and preserving Buddhism through the project of ordination of more than 30 monks/novices/year

#### Disclosure and Publicity of Social Programs

The Company activities have been disseminated to all stakeholders through various channels, including Company website, public relations board, computer screen saver, community meeting presentations, customer company visit presentations, shareholder meetings, etc.

Communication channels : The Company discloses social information through the following channels

- Sustainability Report
- Website : [www.snjinter.com](http://www.snjinter.com)
- Page Facebook : CSR S&J



## Global Reporting Initiative (GRI)

Indicator	Descriptions	Page
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GRI 102-2	Activities, brands, products, and services	3
GRI 102-3	Location of headquarters	3
GRI 102-4	Location of operations	3
GRI 102-5	Ownership and legal form	8
GRI 102-6	Markets served	3
GRI 102-7	Scale of the organization	3,6
GRI 102-8	Information on employees and other workers	3,19,20
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<b>Strategy</b>		
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## Global Reporting Initiative (GRI)

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## Global Reporting Initiative (GRI)

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*"Going forward toward Sustainability"*