



SUSTAINABILITY DEVELOPMENT REPORT 2024

S&J International Enterprises Public Company Limited

Net Zero



Corporate Philosophy



Good People



Good Product



Good Society

Core Value



Target Focus



Challenging Idea



Success



Unity



Ethics

Core Competency

- Commit to Success
- Customer Focus
- Collaborative Working

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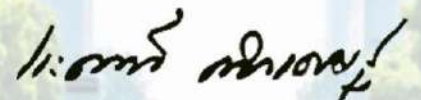
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Message

from the Managing Director

“On behalf of the Board of Directors, executives, and all employees, we firmly believe in conducting business for sustainable growth with social responsibility. We remain committed to creating benefits and enhancing the quality of society and the environment for long-term sustainability.”



Thirasak Vikitset
Manager Director

S&J International Enterprises Public Company Limited

In 2024, the company continued to face crises and challenges in multiple aspects, both in Thailand and globally, including the global economic slowdown, shifts in consumer demands and behaviors, and the impact and relevant measures to climate change. These factors had significantly affected the company's business operations, both directly and indirectly.

Given these circumstances and challenges, in 2024, the company had to review and manage significant risk factors that may impact its business operations by closely monitoring various situations, integrating sustainability management approaches into its business strategy to ensure serious and effective implementation, as well as adjusting its organizational structure and operational plans for flexibility and adaptability to rapid changes. Additionally, the company had reviewed its approaches to manage key stakeholders to generate business growth as follows



Customers/Consumers The company has adopted the concept of constantly evolving customer/consumer needs to analyze and create concrete work processes. It has developed a data-assisted decision-making information management system to obtain accurate, precise, and timely information. This enables the company to launch products that customers demand while the market is still favorable.



Suppliers The company prioritizes evaluating and selecting suppliers who conduct their business in a socially friendly and environmentally responsible manner to create a competitive advantage.



Employees The company emphasizes treating employees according to human rights principles with equality, fairness, and non-discrimination. It has implemented processes for developing essential knowledge and skills in both the hard and soft sides. On the hard side, the company provides development courses to enhance expertise in various fields that favor business strategy. On the soft side, the company aims to cultivate a positive mindset, focusing on leadership and a business mindset geared toward organizational growth (Growth Mindset). Additionally, in terms of quality of life, the company has concerns about the work-life balance, creating valued work and working efficiently to make good income opportunities for employees, covering a good quality of life in retirement or after retirement.



In 2024, the company announced its commitment to contribute to reducing greenhouse gas emissions in line with Thailand's targets (Carbon Neutrality by 2050 and Carbon Net Zero by 2065). It has implemented strategic plans to achieve the target as follows.

Measure The company measures and analyzes the quantity of greenhouse gas emissions and removals resulting from its business activities to review and set targets for reducing the organization's greenhouse gas emissions in accordance with the principles of scientific-based calculations (SBTI), taking into account the impacts and associated costs.

Reduce The company has policies and guidelines to reduce the organization's greenhouse gas emissions in each scope through the Green Initiative concept, including Green Cosmetic, Green Packaging, Green Operation

Compensate The company has established a project aimed at compensating for its greenhouse gas emissions, including a plantation project for requesting carbon credits. The company has a long-term plan involving plantation on 2,500 rai of land forest, which is equivalent to 500,000 trees, over the period of 5 years. As of 2024, the company has already planted trees on 614 rai of land, totaling 122,800 trees.

In 2024, to demonstrate its commitment and continuing the concept of sustainable business practices, the company has partnered with the Stock Exchange of Thailand under the "Instilling Knowledge for Sustainable Development" project, where it organized E-Learning training on the ESG DNA course topic to raise awareness among over 800 executives and employees.

Awards of the years



Sustainability
SET SEG Rating AA 2024
 The stock exchanges of Thailand

Social

**Award for Organization Supporting
 Disability Work in 2024 (Excellent Level)**
 Ministry of Social Development
 and Human Security



Environmental
Green Industry
 Ministry of industry

- Level 5 Green Network Sriracha plant 2024
- Level 3 Green System Pinthong plant 2024

Customer



Corporate Excellence
category

ASIA PACIFIC ENTERPRISE AWARDS 2024



WATSONS AWARDS 2024



Nutri Beauty Awards 2024



Cosmopolitan Winter
Beauty Awards 2024



Superdrug Star
Awards 2024



Nine Beauty
Awards 2024



Cleo Awards 2024



Product Of The Year
Award-UK 2024

Standard Certification

International Standards

- CGMP (Current Good Manufacturing Practice)/ 21CFR part 210, 211 standard certification for producing OTC (Over The Counter) products for sale in the United States.
- ISO 22716: 2007 (Cosmetic GMP)
- HAS 23000 and Certified Halal certification mark from LPPOM MUI, Indonesia
- The Cosmetic Good Manufacturing Practice (GMP) of the Food and Drug Administration
- The Scope of Accreditation for Testing standards ISO / IEC 17025: 2017, Preservative Cosmetics Testing from the Bureau of Laboratory Quality Standards, Ministry of Public Health
- ISO 14001 : 2015
- ISO 9001 : 2015
- ISO 45001 : 2018

Sustainable Standards

- Carbon Footprint of Organization (CFO) certificate from Thailand Greenhouse Gas Management Organization (Public Organization)
- Green Industry Certificate, Level 5, (Green Network) from the Ministry of Industry
- Vegan Microbiological Test from The Vegan Society
- Certified the Roundtable on Sustainable Palm Oil (RSPO)
- Fairtrade Certificate from FLOCERT
- Thai Labour Standard Certification (TLS.8001:2020) from Department of Labour Protection and Welfare, Ministry of Labour
- The company is a member of the Sedex Members Ethical Trade Audit (SMETA) or SEDEX

Membership Participation and Support to various sectors

The Company participates as a member and supports various sectors both domestically and internationally to create partnerships to drive sustainable development goals. The participating networks are as follows:

Network /Partnership

Level

Roles and Key Implementation

Thai Listed Companies Association (Thai LCA)



National

Become a member and support the development of Thai listed companies in the Stock Exchange of Thailand, as well as learning about knowledge development, regulations, and practices related to listed companies.

Thai Institute of Directors Association (IOD)



National

Become a member of associations and update information disclosed in the Form 56-1 One Report and on the website in alignment with the revised criteria for Corporate Governance Report for Thai Listed Companies (CGR) that emphasizes comprehensive sustainability information.

Federation of Thai Industries: (F.T.I.)



สภาอุตสาหกรรมแห่งประเทศไทย
The Federation of Thai Industries

National

Support and promote operations in line with government policies in collaboration with other private sectors to drive the Thai industry forward.

The Thai Cosmetic Manufacturers Association



National

Become a member of the Thai Cosmetic Manufacturers Association to strengthen stability and develop capabilities in the cosmetic industry through access to news and information on relevant standards and regulations.

Network /Partnership

Level

Roles and Key Implementation

Roundtable on Sustainable
Palm Oil (RSPO)



International

Become a member of RSPO to demonstrate a commitment to supporting sustainable palm oil production by sourcing certified raw materials in accordance with RSPO standards, promoting knowledge and sustainable practices within the supply chain, and reflecting a commitment to ethical business operations and environmental responsibility.

Thailand Carbon
Neutral Network : TCNN



National

Become a member of the Climate Action Initiator organization for greenhouse gas management, to be part of driving and supporting efforts to reduce greenhouse gas emissions, and aiming to achieve net-zero emissions in Thailand.

Thailand's Private Sector Collective
Action against Corruption (CAC)



National

Become a member of CAC as part of the Thai private sector's collective action against corruption, and expand anti-corruption collaboration to partner companies.

The Sedex Members Ethical
Trade Audit (SMETA)



International

Join as a member and certified under the Supplier Ethical Data Exchange (Sedex) business ethics system, which has been assessed for compliance with labor standards, human rights, health and safety of workers, and compliance with environmental regulations and business ethics.

Personnel Management
Association of Thailand



National

Become a member of the Personal Management Association of Thailand (PMAT) to develop and enhance human resource management capabilities through access to in-depth information and best practices in human resource management.

HR Center



HR Center Co., Ltd.

National

Join as a member to enhance human resource management capabilities through trainings, seminars, and various activities that elevate knowledge and skills in human resource development.

HR Society Magazine



National

Become a member of HR Society Magazine, a source of knowledge for human resource management, to help the company update human resource policies and practices to stay up-to-date and align with current standards.

About S&J

S&J International Enterprises Public Company limited

- **Name in stock market :** S&J
- **Established :** April 22nd, 1980
- **Listed on the Stock Exchange of Thailand :** September 6th, 1988
- **Capital value :** 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

Location

Head office and Factory
(Saha Group Industrial Park - Sriracha)
 600/4 Moo 11 Sukaphiban 8 Road, Nongkham,
 Sriracha, Chonburi, 20230, Thailand
Factory area : 20,000 Square meter
Capacity : 19-25 million pieces per month

Factory (Pinthong Industrial Park)
 789/159 Moo 1 Sai Nong Kho-Laemchabang Road,
 Nongkham, Sriracha, Chonburi, 20230, Thailand
Factory area : 5,000 Square meter
Capacity : 2 million pieces per month

Office
 2 Naradhiwas Rajanagarindra Road,
 Thungwatdon, Sathorn, Bangkok, 10120, Thailand
Tel. (662) 676-2727
Fax. (662) 676-2726

Office S&J

Bangkok office

London office

Guangzhou office

Amsterdam office

Product Category

Healthcare

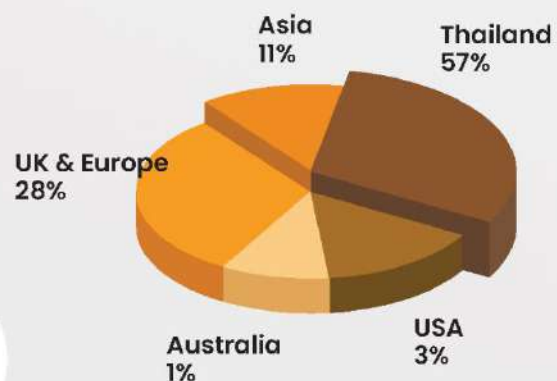
Makeup

Toiletries

Giftset

Skincare

Export Zone





VISION

“Being a leader in the comprehensive beauty industry in Thailand and Asian region inspired by innovation in products and services to meet the direct needs of customers and customer’s 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 Value



Target focus



Ideological
challenge



Outcome
inspirations

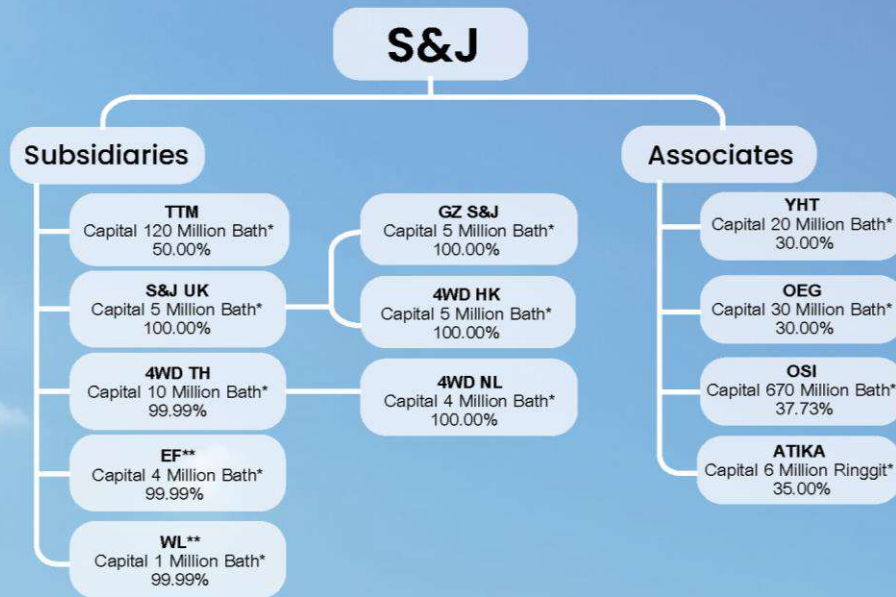


Power
enhancement

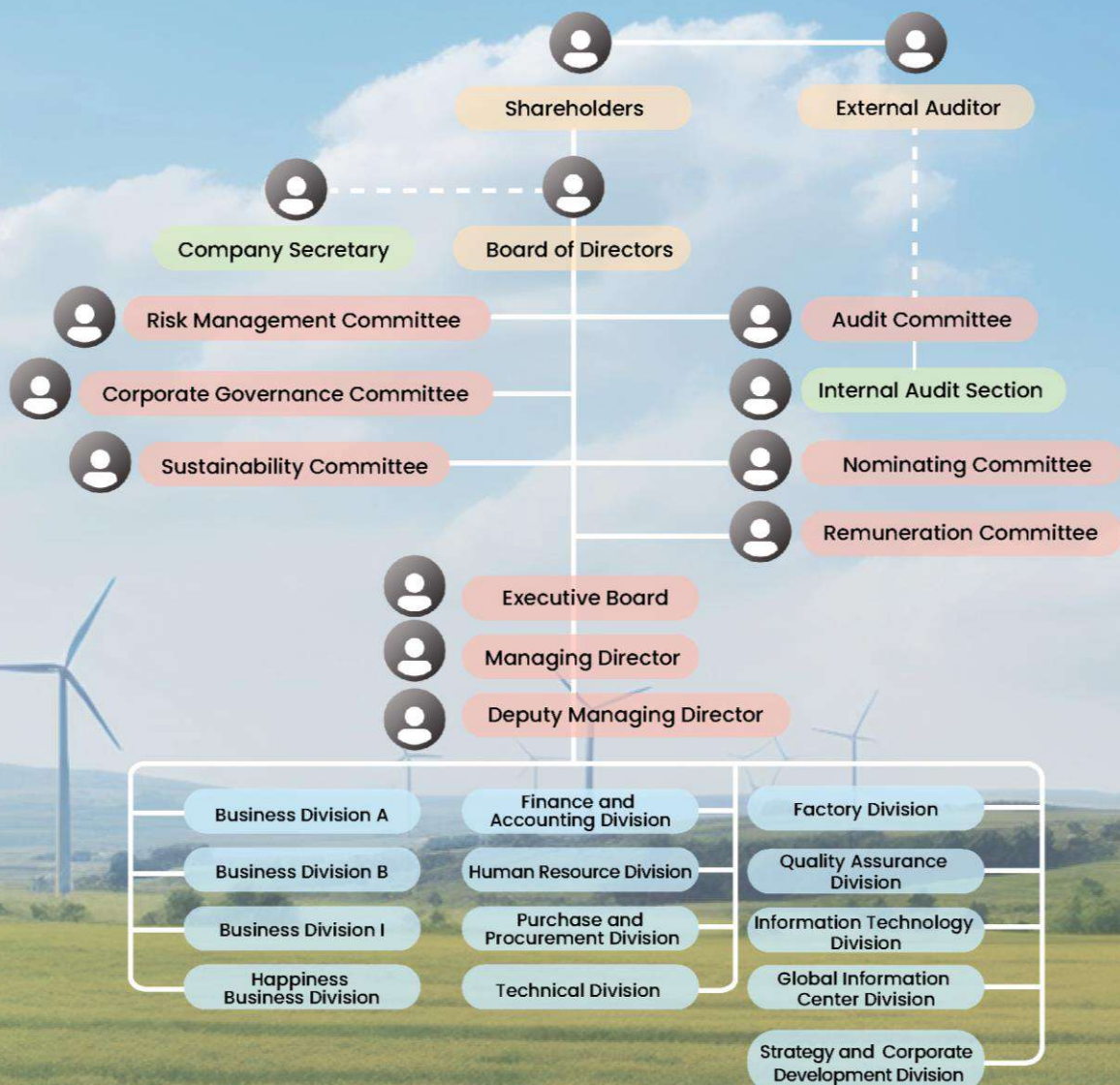


Ethics creation

Shareholder Structure



Organizational Structure



Sustainability Policy

S&J is dedicated to running its business sustainably under good corporate governance principles across the entire value chain and considering the impact on all stakeholders. To ensure that the organization's business is going in the appropriate direction and creating positive changes that benefit the economy, society, and the environment, the Company has established guidelines for its executives and employees to follow in driving activities and operations within the organization. These guidelines emphasize the following key points:



Economic



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



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



Environmental



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

S&J and Sustainability development

Management Approach

The Board of Directors has a crucial role in formulating policies and guidelines for the organization's sustainability operations. This enables each department to implement these policies into concrete actions and transfer sustainable development goals into practices in alignment with the organization's strategic direction. The Company has adopted the United Nations Sustainable Development Goals as a framework for improving efficiency and sustainable operations throughout the supply chain and raise employee awareness to participating and driving the organization towards sustainability.

Environment



- Energy management
- Water management
- Waste and Industrial waste management
- Climate change

Society



- Human right and labor practices
- Human resource development
- Occupational health and safety
- Community and social development

Economic



- Corporate governance
- Anti-corruption
- Risk management
- Supply chain management
- Business Innovation & Technology
- Customer relationship management
- Product quality management
- Responsibility to consumers

ESG Performance



Revenue (million baht)

2022	2023	2024
5,960	6,830	6,182
million baht	million baht	million baht



Net Profit (million baht)

2022	2023	2024
504	717	476
million baht	million baht	million baht

Key Points/Indications	Performance			
	Target	2022	2023	2024
Corporate Governance & Economic				
Shareholders : The goal is to be an organization that conducts business transparently and fairly				
Results of the assessment of being an organization with good corporate governance.	100	91%	99%	105%
Results of Corporate Governance Assessment by IOD	Ex-cellent	Ex-cellent	Ex-cellent	Ex-cellent
Number of cases of Complaints from anti-corruption	0 cases	0	0	0
Number of cases of Complaints from violations of business ethics	0 cases	0	0	0
Partners : the goal is to create sustainable growth together				
Number of key partners to declare commitment to joining CAC	50 partners	77	105	105
The number of partners receiving training and sharing experiences for development.	7 partners/ years	10	3	22
Customers : The goal is to continually create a good customer experience				
Domestic Customer Satisfaction	> 85%	90%	91%	91%
International Customer Satisfaction	> 85%	85%	84%	90%
Employees : Promoting organization innovation				
The number of new innovations	>20 Items	24	25	44
Number of social and environmental products	≥ 20 items/year	26	62	41
Average amount of training hours. hr./person/year	10	37	30	42
Results of Employee Engagement	>80%	82%	83%	84%
Number of cases of Complaints from human rights	0	0	0	0

Key Points/Indications	Performance			
	Target	2022	2023	2024
Communities : Caring for youth and the disadvantaged to be able to rely on themselves				
Number of projects that aim to promote community development and participation	15 Project/year	15	15	15
Number of significant community complaint issues	0	0	0	0
Environment : The goal is to create participation in reducing greenhouse gas emissions				
Energy management ,Water management Waste & Industrial waste management				
Electricity consumption per product unit	Decreased 5%	0.100	0.106	0.107
Ratio of renewable energy use of Solar cells during the daytime	100%	96%	100%	100%
Water consumption per product unit	Decreased 5%	0.0015	0.0017	0.0018
Reusing RO water (Sriracha factory)	17,000 m ³	22,071	18,707	47,984
The proportion of hazardous and non-hazardous garbage	< 50%	45%	31%	15%
Greenhouse gas emissions per unit of production (Scope1+Scope2)	Decreased 5% Base in 2023	0.0369	0.0355	0.0341

About This Report

S & J International Enterprises Public Company Limited has provided the Sustainability Report since 2015 to communicate its performance data to all stakeholders. This report reveals the Company's performance across various dimensions, including economic, social, environmental, human rights, and corporate governance, throughout the all aspects of the value chain.

Reporting period : Fiscal year 2023 1 January 2024 - 31 December 2024

Reporting cycle : Annual

Report details and reporting references

This report has been prepared the company's performance in line with reference to the Global Reporting Initiatives Standards 2021 Including the in response to the Sustainable Development Goals (SDGs) and FTSE Russell ESG Scores. This report is has been written in both Thai and English for publication on the website www.snjinter.com.

Reporting scope and boundary

The scope of the Company's performance report on the economy, society, and environment covering all operation areas, includes the Bangkok office area, Saha Group Industrial Park - Sriracha in Chonburi, and Pinthong Industrial Park in Chonburi.

Reporting Assurance

The information used in this report, in the part of the environmental dimension, has been validated and certified to ensure the accuracy of the data used in calculating carbon footprint values in accordance with international principles from the Greenhouse Gas Management Organization. In regards to the economic and social dimensions, the Company has ensured accuracy through review and approval by executives by line of departments and sub-committee members responsible for those topics, including the Good Corporate Governance Committee, Risk Management Committee, Audit Committee, Sustainability Committee, etc.



Contact Details

For more information, please contact

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Tel: 0-3848-0086-69 Fax: 0-3848-0139

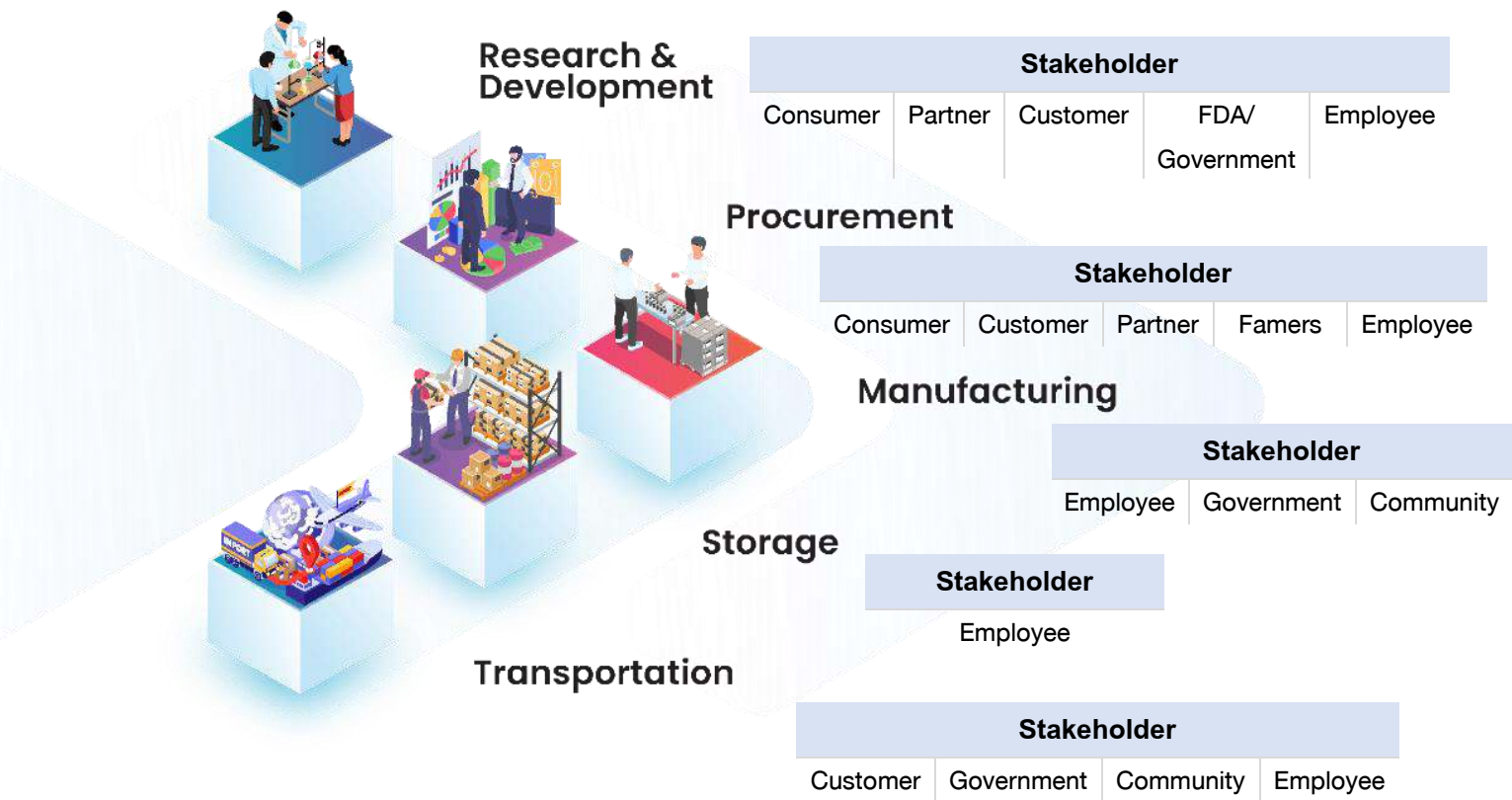
Website: www.snjinter.com



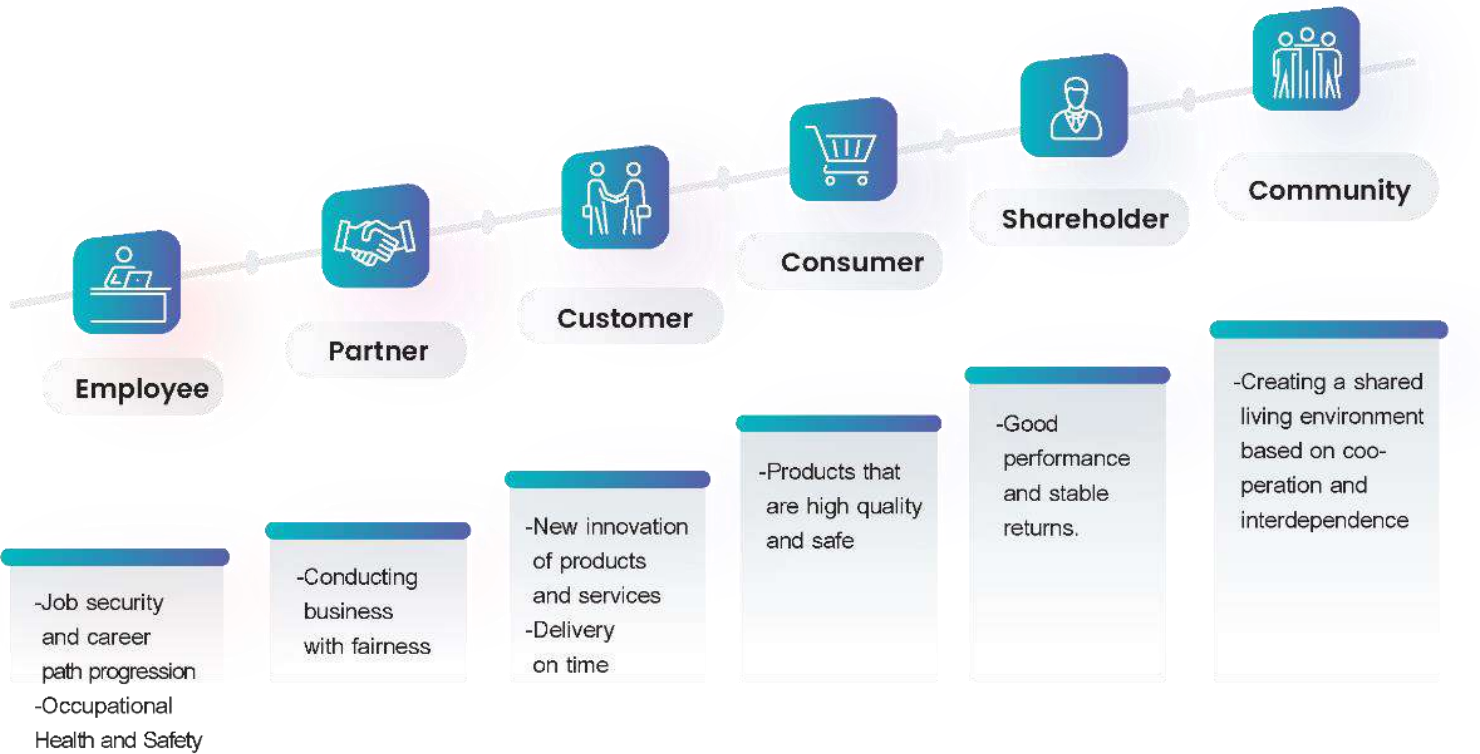
Remark

More details on the Company's operations in the following areas
can be found in 56-1 One Report (Annual Report) 2024
via website: www.snjinter.com (Investor relations topic)

Business Value Chain



Stakeholder Expectations



Stakeholder Engagement

Policy

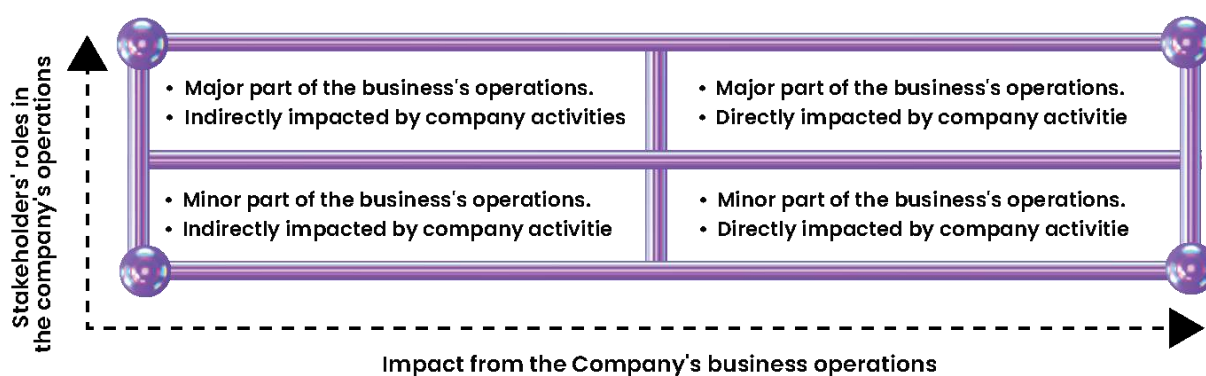
The Company pays attention to, and respects the rights of all stakeholders, which are persons working for places or organizations by which all of the Company could be affected as well as being affected for them. Accordingly, the Company has set the action policies for each stakeholder group under the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

Target

In order for the Company to manage stakeholders' expectations appropriately and build good relationships with all groups of stakeholders.

Stakeholder Analysis and Prioritization

The company has analyzed and prioritized stakeholders by analyzing their roles relating to the company's operations and the impact they receive from the company's business activities. This stakeholder identification aims to determine appropriate methods and communication channels for gathering stakeholders' expectations and uses this information to define the company's sustainability direction and develop action plans to prevent and mitigate sustainability impacts on stakeholders.



Channels of Communication and Engagement with stakeholders



Participation with stakeholders and expecting factors

The company has conducted a stakeholder survey for their opinion through its communication channels to gather expectations and comments from stakeholders to plan its operations that respond to the expectations of all stakeholder groups.

In 2024, stakeholders' expectation and the company's approach to responding to stakeholder expectations are outlined as follows.

Stakeholder	Expectation	Company's Responses	Performance Indicators
Consumer 	<ul style="list-style-type: none"> • Quality and safe products • Clearly product information and do not exaggerate 	<ul style="list-style-type: none"> • Safety & standard production development • Clearly product information, Easy understanding and legal • Setting complaint's channel and other information 	<ul style="list-style-type: none"> • Standards and awards, page 1-5 • The products sold are labeled to provide accurate information. page 95
Customer 	<ul style="list-style-type: none"> • Novel products and services innovation • Production and delivery of products with efficiency, quality and on time • Data Security & Data Privacy • Participation in social and environmental caring 	<ul style="list-style-type: none"> • Research & development for new innovation to serve customer requirement • Supply chain process optimization for responsiveness align with customer requirement change • Operation plan based on Personal Data Protection Act • Set up the project for carbon footprint approval 	<ul style="list-style-type: none"> • New innovations that generate sales, page 71 • Customer satisfaction, page 83 • Guidelines for taking care of customers' personal information • The verification and certification of the organization's carbon footprint from external experts. page 115
	<ul style="list-style-type: none"> • Ethics for conducting business together • Procurement transparency • Trading partners development 	<ul style="list-style-type: none"> • All business partner will be equality conducted according to Business Ethical Statements • Expansion for joint corruption fighting • Ethic code revision training for businesses with trading partners • Trading partners development project 	<ul style="list-style-type: none"> • Number of key partners to declare commitment to joining, page 80 • Develop and share experience with business partners, page 80-81 • Provide training to review work ethics with partners. page 82

Stakeholder Engagement

Stakeholder	Expectation	Company's Responses	Performance Indicators
Employees 	<ul style="list-style-type: none"> • Developing potential for stability and career advancement • Receiving fair compensation and benefits • Equity & ethical human rights principles • Ensuring safety and providing a favorable working environment Health promotion and working stress caring 	<ul style="list-style-type: none"> • Continuous development and training • Employment of human rights principles in human resource management • Establish a welfare committee • Establish a policy and working group for safety, Occupational health and working environment. • Arrange annual health examinations 	<ul style="list-style-type: none"> • Number of hours for personnel development at different levels. page 34 • Results of the skilled group's level adjustment and promotion. page 37 • Employee Engagement score, page 41 • Accident statistics. page 43-44
Shareholders 	<ul style="list-style-type: none"> • The Company is of security and good returns • Business management with responsibility based on sustainable development to enhance environment and social governance (ESG) 	<ul style="list-style-type: none"> • Business management with good practices. • Scope and strategic planning for sustainability development. 	<ul style="list-style-type: none"> • Company performance, page 11 • The assessment results of corporate governance of listed companies, page 52 • Sustainability awards, page 1
Community and society 	<ul style="list-style-type: none"> • Overseeing the environmental conditions in production processes that do not affect the community • Encouraging participation and promoting communities in a sustainable manner • Participation in activity from society and government 	<ul style="list-style-type: none"> • Social responsibility project and community association activities in various aspects. 	<ul style="list-style-type: none"> • Social Development Project, page 122 • Number of significant community complaint issues, page 122



S&J International Enterprises Public Company Limited reviewed and selected significant issues in the economic, social, and environmental dimensions with consideration to important trends and sustainability issues that could impact its operations. The Company surveyed expectations from various stakeholder groups to analyze, evaluate, determine, and prioritize sustainable development issues. The issues identified through this assessment will be integrated into the organization's risk management framework to ensure comprehensive management.

Process of selecting significant issues and scope of impact involves 4 steps, which are as follows:

Step 1. Identifying sustainability issues

The Sustainability Committee has compiled significant sustainability issues across the value chain to consider and review, taking into consideration the impact and the likelihood of occurrence in the economic, social, and environmental dimensions. The source of information used for decision-making includes the Global Sustainability Reporting Framework (GRI), the United Nations Sustainable Development Goals (SDGs), and other significant issues in the same industry. (Consumer)

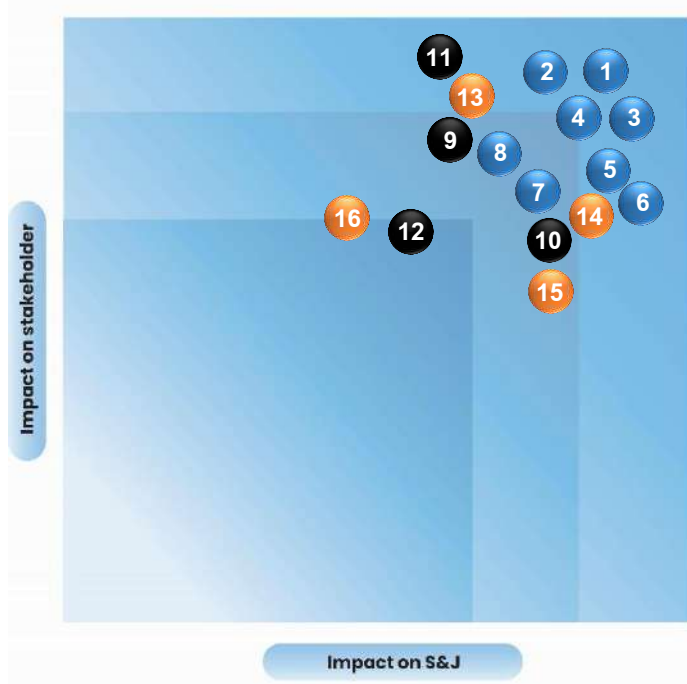
Sources of Information

- Information from customer
- Market surveys
- Economic conditions
- Seminars with trade partners
- The Global Sustainability Reporting Framework (GRI)
- Meeting with government agencies
- Information/news from sahat group
- Suggestions from employees
- Information from internal/external
- The United Nations Sustainable Development Goals (SDGs Goal)

Step 2. Prioritizing sustainability issues

The issues that have been selected are given priority based on a consideration of materiality test in two perspectives, which are the level of impact and the likelihood of occurrence of the impact affecting the company and its stakeholders. The test is reviewed jointly by The Sustainability Committee and senior executives. Based on the review, the impact can be categorized into three levels, comprising of 1. Low level, 2. Medium level, and 3. High level.

Materiality Matrix



High Impact

1. Responsibility to customer
2. Innovation and technology
3. Risk management
4. Relationship management with customer and supplier
5. Supply chain management
6. Product quality management
11. Climate change
13. Human rights and labor practices

Medium Impact

7. Good governance
8. Anti-corruption
9. Energy management
10. Water management
14. Employee development scheme
15. Occupational Health and Safety

Low Impact

12. Waste and Industrial Management
16. Social and community development

Step 3.

Verifying and presenting significant issues

S&J Company considers, examines, and summarizes sustainability issues in each dimension from the perspective of the company and its stakeholders and presents significant issues to the Board of Directors for the request of approval to disclose the information. From the examination, there are 16 significant sustainability issues in total, of which are categorized into 9 issues relating to the economic dimension, 4 issues relating to the social dimension, and 3 issues relating to the environmental dimension. The information is summarized as follows.

Summary of sustainability issues and boundaries of impact.

Dimension	Issue important aspect sustainability	Factors affecting risks and opportunities	Extent of impact						Reporting topics	Sustainable Development Goals
			Consumer	Customer	Partner	Share holder	Employee	Community and society		
Economic	1. Responsibility to customers	Business: Product quality management Consumer : Quality and safety when using products Customer : Management of quality standard systems	✓	✓					Good product	12
	2. Innovation and technology	Business: Innovation and technology development Customer : Inventing new innovations that provide solutions for sustainability		✓					Good product	8,9
	3. Risk management	Business: Management of risks and preventive measures Stakeholders: Impacts received from business operations	✓	✓	✓	✓	✓		Good product	8
	4. Customer Relationship Management	Business : Creating engagement and meeting the needs of customers Consumers, customers : Comprehensive response to customer needs (Q,C,D)	✓	✓					Good product	8
	5. Supply chain management	Business : Efficient operational processes Stakeholders : Ethics/ morality in operating the business			✓				Good product	8
	6. Product quality management	Business : Process to ensure the quality of products and services Stakeholders : Confidence in the quality of products and services		✓	✓		✓		Good product	8
	7. Corporate Governance	Business : Ethics / morality in operating the business Stakeholders : Transparency and confidence in business operations	✓	✓	✓	✓	✓	✓	Good product	8

Summary of sustainability issues and boundaries of impact

Dimension	Issue important aspect sustainability	Factors affecting risks and opportunities	Extent of impact						Reporting topics	Sustainable Development Goals
			Consumer	Customer	Partner	Share holder	Employee	Community and society		
Social and Environment	8. Anti-corruption	Business : Guidelines for practices and measures to prevent corruption Stakeholders : Complaints regarding the corporate governance practices	✓	✓	✓	✓	✓	✓	Good product	8
	9. Human resource development	Business : Process to develop necessary knowledge and skills that are sufficient for work Stakeholders : Expertise/work experience that impacts the stability and knowledge management in the organization	✓	✓			✓		Good people	4
	10. Occupational Health and Safety	Business : Measures to ensure the safety of employees and contractors Employees : Safety of the workplace					✓		Good people	3
	11. Human rights and labor practices	Business : Policies and measures to prevent and remedy human rights Stakeholders : Policy and compliance with the policy without discrimination	✓	✓	✓	✓	✓	✓	Good people	5,10
	12. Community development	Business : Projects to develop the community and the overall environment Community : Policy regarding participation in community development and care in both social and environmental aspects						✓	Good society	16
	13. Water management	Business : Effective water management Employee/Community : Collaboration to use water efficiently					✓	✓	Good society	6
	14. Electricity management	Business : Efficient management of electrical energy Employee/Community : Collaboration to care for efficient energy use					✓	✓	Good product	7
	15. Climate change	Business : Management of greenhouse gases in the organization Stakeholders : Policies and measures to reduce greenhouse gas emissions	✓	✓	✓		✓	✓	Good product	13
	16. Waste and Industrial Management	Business : Measures for waste/hazardous waste management in the organization from the upstream Stakeholders : Management of hazardous waste and reduce the amount of waste at the source	✓	✓	✓		✓	✓	Good product	12

Step 4.

Continuous review and development

Significant issues will be reviewed by the Sustainability Committee and presented to the Board of Directors for approval to disclose the information.

Good People

Developing Good and Talented People to Drive
Organizational Success while Ensuring Nondiscrimination
and Respect for Fundamental Human Rights.



Human Resources Management

Policy and Commitment

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 processes to align with business strategies and organizational sustainability.

2

Create a culture of continuous innovation to drive sustainable business growth.

3

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

4

Cultivate a happy and collaborative work environment through the Happy Workplace initiative.

Strategies and guidelines



Make Man Knowledge

Develop employees with the knowledge and skills to adapt to change and drive sustainable growth.



Make Man Fit Job

Assign meaningful and appropriate tasks to each position, ensuring optimal role alignment.



Make Man Growth

Develop leaders at all levels in accordance with the organization's growth and development plan for long-term stability.

Recruitment and Selection

The company follows a systematic and structured recruitment process that prioritizes equality, fairness, and non-discrimination based on race, religion, gender, origin, culture, and other diverse backgrounds. We are committed to local employment opportunities, ensuring that recruitment and selection processes align with business expansion needs while attracting candidates with the right qualifications. Job openings are promoted through various channels, including job websites, professional networks, Line, Facebook, QR codes, and industrial estate job pages. The selection process involves a multi-disciplinary selection committee, ensuring a comprehensive evaluation. Flexible interview arrangements regarding time and location are available, with assessments conducted via Google Forms and other evaluation tools. Additionally, candidate attitudes and cultural fit are assessed to ensure alignment with the company's values and work environment. Through this approach, we aim to hire the right talent, support organizational growth, and develop individuals capable of taking on greater responsibilities in the future.



Employment* (Total number of employees: Sriracha factory, Pinthong factory, Bangkok office)

	2022		2023		2024	
	Persons	%	Persons	%	Persons	%
Total number of employees	1,754	100	1,818	100	1,796	100
Permanent employees	1,655	94.35	1,638	90.09	1,796	100
Temporary employees	99	5.64	180	9.90	0	0
Employee - by gender						
• Male	478	27.25	503	28	528	29
• Female	1,276	72.75	1,315	72	1,268	71
Employee - by age						
• Age < 30 years	571	33	609	33	565	31
• Age 30 - 50 years	1,021	58	1,052	58	1,074	60
• Age > 50 years	162	9	157	9	157	9
Male Employee - by age						
• Age < 30 years	n/a	n/a	163	32	176	33
• Age 30 - 50 years	n/a	n/a	302	60	312	59
• Age > 50 years	n/a	n/a	38	8	40	8
Female Employee - by age						
• Age < 30 years	n/a	n/a	450	34	389	31
• Age 30 - 50 years	n/a	n/a	746	57	762	60
• Age > 50 years	n/a	n/a	119	9	117	9
Employee - By position level						
• Staff	n/a	n/a	1,639	90	1,598	89
• Management	n/a	n/a	128	7	151	8
• Top Management	n/a	n/a	51	3	47	3
Male Employee - By position level						
• Staff	n/a	n/a	439	87	464	88
• Management	n/a	n/a	41	8	43	8
• Top Management	n/a	n/a	23	5	21	4
Female Employee - By position level						
• Staff	n/a	n/a	1,200	91	1,134	89
• Management	n/a	n/a	87	7	108	9
• Top Management	n/a	n/a	28	2	26	2
*n/a = Not Available						



Number of new employees and employee turnover

	2022	2023	2024
Total number of new employee hires	471	515	417
Percentage of new employee hires	36.9	38.7	23
Number of new employee hires (Male)	149	164	172
Percentage of new employee hires (Male)	31.6	31.8	41
Number of new employee hires (Female)	322	351	245
Percentage of new employee hires (Female)	68.4	68.2	59
Total number of employee turnover	424	207	328
Percentage of employee turnover	24	11	18
Number of Employee turnover - by gender			
• Male	103	57	94
• Female	321	150	234



Human Rights Management

Human Rights Policy

The company recognizes the importance of human rights as the basic rights and freedoms of human beings and ensures that employees and all stakeholders are treated equally. Respect for human rights is essential for fostering harmonious relationships among the company, employees, and stakeholders while mitigating risks of human rights violations. We also committed to non-discrimination, ensuring equal treatment regardless of age, gender, race, skin color, religion, language, social class, disability, or sexual orientation. Our organization does not use child labor or forced labor, and we respect the rights of customers, partners, employees, and communities. We have a comprehensive Human Rights Due Diligence process (HRDD) in place and have established guidelines for fair treatment of labor in accordance with the framework of ethics and business ethics and the Thai Labor Standard (TLS).

Management Approach

The company prioritizes human rights issues that are relevant to all stakeholders comprehensively. Through implementing a Human Rights Due Diligence (HRDD) process. The company has established policies and guidelines that align with both national and international human rights standards. These standards comply with the Ethical Trading Initiative Base Code (ETI), the International Labor Organization (ILO), the Universal Declaration of Human Rights (UDHR), the United Nations Global Compact (UNGC), and the United Nations Guiding Principles on Business and Human Rights (UNGPs). It has established policies and guidelines to indicate its commitment to respecting and not violating the human rights of all stakeholders. The company has formed a specialized working group that includes the Human Resources, Procurement, and Sales departments. This working group is responsible for developing projects and initiatives that are consistent with the company's human rights policies, as well as monitoring, reviewing, and addressing any activities that may violate these guidelines, including the management of complaints and grievances. Furthermore, the company has appointed the Assistant Human Resources Manager as the authorized representative responsible for signing human rights-related reports and official documents on behalf of the company.

A Comprehensive Human Rights Review Process



Performance

Details	Target	Result
The Company has been certified SMETA standards (SEDEX).	2 factory (SRI,PT)	2 factory (SRI,PT)
Number of employees participating in training on human rights review	100%	100%
The Company's operational areas have received human rights risk assessment.	100%	100%
Number of complaints from employees, consumers, customers, business partners, communities	0	0
Number of cases of human rights violations	0	0

Identification and Assessment of Human Rights Risks

The Company evaluated risks related to human rights and labor practices to identify preventive measures and minimize the impact of human rights and labor risks across all its operations throughout the value chain. This evaluation established guidelines to effectively manage human rights and labor risks according to the risk assessment criteria related to human rights and labor practices according to Thai labor standards, including SEDEX standards. The guideline specified the relevant human rights and labor issues to evaluate opportunities and potential impacts on stakeholders. The consideration factors included basic human rights, civil and political rights, economic, societal and cultural rights, and everyone's duties and responsibilities towards social order and human rights certification, as well as an international fundamental freedom

Scope of Human Rights Risk Assessment

Issues related to human rights that have been assessed			
Employees	Customers/Consumers	Partners/Contractors	Communities
<ul style="list-style-type: none"> Working conditions Occupational safety and health Freedom of association and collective bargaining Discrimination/Harassment Forms of unlawful employment practices (such as child labor, forced labor) 	<ul style="list-style-type: none"> Health and safety Personal information 	<ul style="list-style-type: none"> Working conditions Health and safety Discrimination against suppliers and contractors 	<ul style="list-style-type: none"> Health and safety Well-being and standard of living

Criteria for assessing human rights risks consider two main aspects, which are:

1. Impact on human rights and labor practices
2. Chance of occurrence (Likelihood) or possibility of occurrence

The assessment of human rights risks considers two dimensions, likelihood of occurrence and impact, and is divided into 5 levels, which are very high, high, medium, low, and very low.

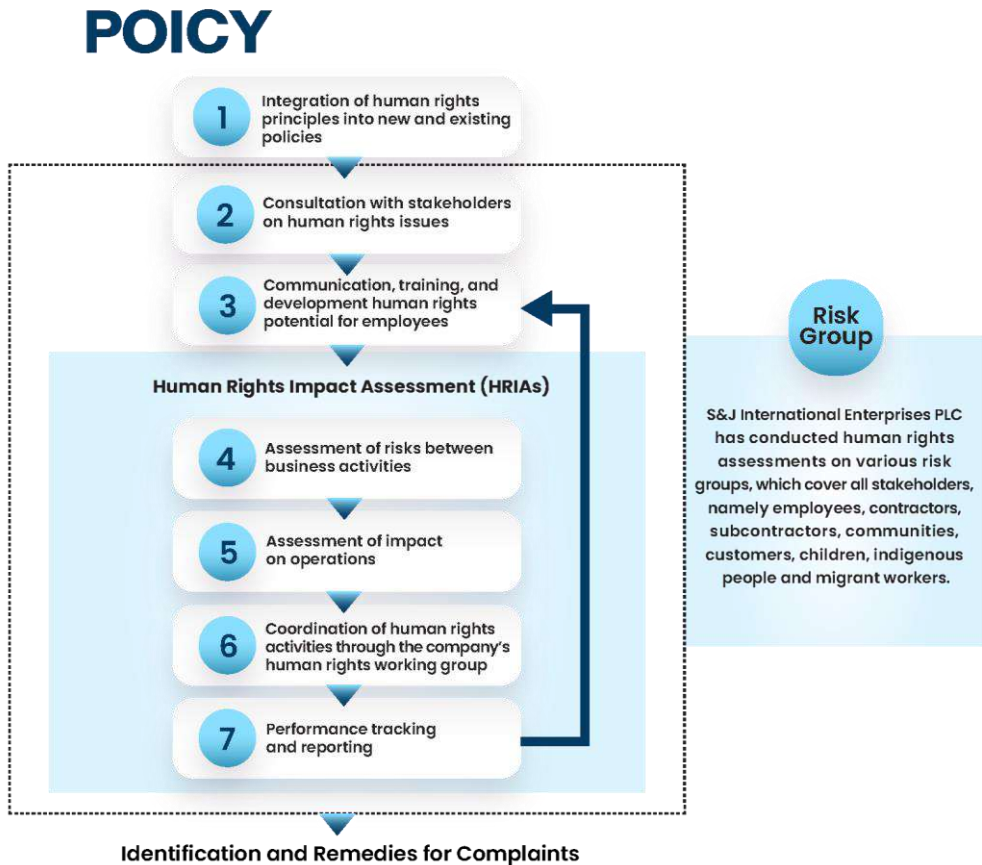
Risk Level	Score	Opportunity / Impact
High – Very High (H)	15-25 Points	It is an unacceptable level of risk. The responsible unit must consider stopping or suspending activities with severe consequences and have activity plans to reduce the risk to an acceptable level.
Medium (M)	5-14 Points	It is an unacceptable level of risk. The responsible unit must have risk control activities to reduce the risk to an acceptable level within the specified period.
Low – Very Low (L)	1-4 Points	It is an acceptable level of risk. No risk control activities are required, but the risk owner must monitor the impact and report the progress.



Risk Assessment Results:

Overall, the results were at a low level. The Company's human rights operations were within acceptable criteria. There were no risks that would affect the business operations. This covered internal and external stakeholders throughout the value chain, **particularly the partners/customers** who have always cooperated in conducting business that is attentive to the management of human rights and labor practices according to rules and regulations regarding morality and ethics.

Procedures for human rights operations

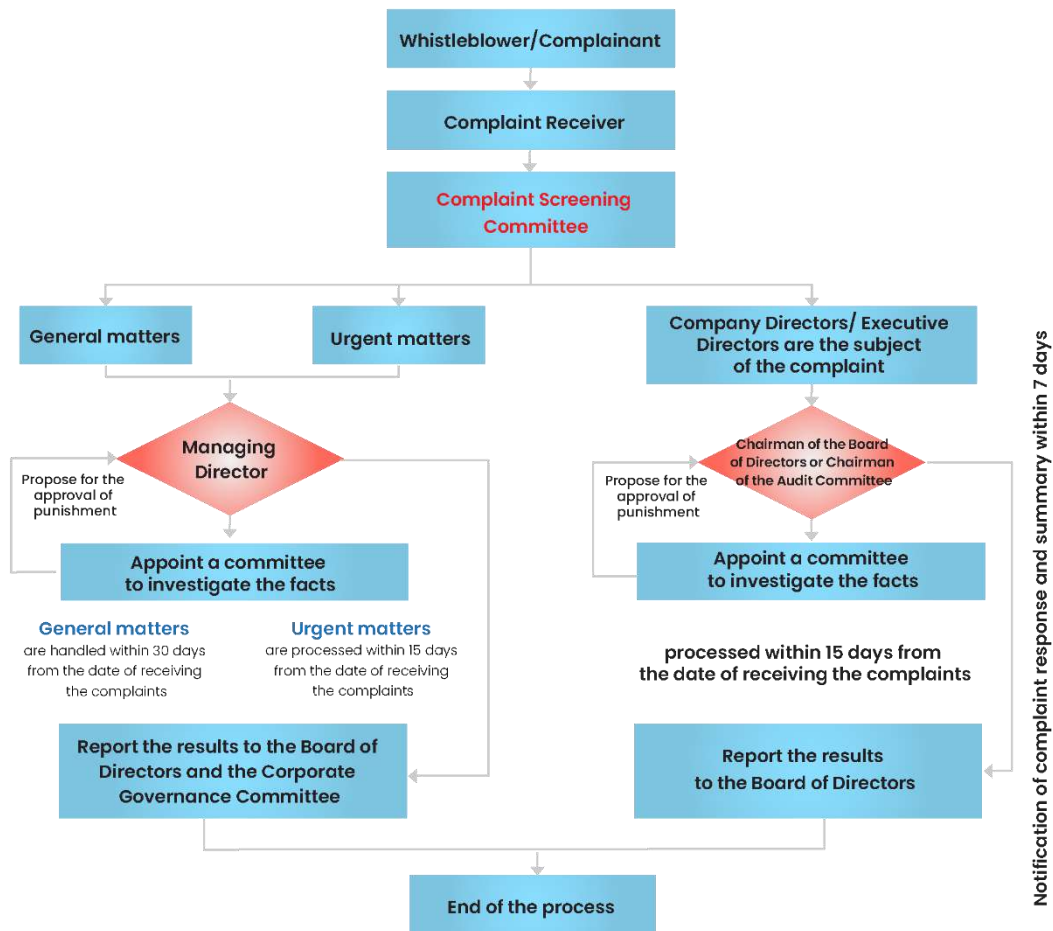


Projects or Activities to Raise Awareness of Respect for Human Rights

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
<i>New Employees are 100% trained in human rights</i>
Human Rights Training
To raise awareness, properly comply with human rights principles, and prevent human rights violations, The Company provides online training and continuously review every year
<i>Employees are 100% trained in human rights</i>
Human Rights Awareness
To raise awareness of human rights, the company communicates through various channels such as pop-ups on computer screens, public relations boards, and email, etc.

Complaints Process

The Company has a systematic mechanism for transparently handing complaints of employees and stakeholders in the event of rights violation or unfair treatment. There are systematic measures to protect complainants.



Complaint Channels

Department	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

Remedies for human rights impact from 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 for example, in the case that an employee is suspended or transferred to another position. If it is later found not to be at fault, the Company will ensure that the matter is considered appropriately and fairly

Fair Workplace

Fair labor Practices Policy

Fair treatment of employees is a key component of sustainable business operations and corporate governance. The company strictly adheres to the Thai Labor Standard (TLS 8001-2020), covering key labor rights, such as prevention of forced labor, prevention of sexual harassment and violence, prohibition of child labor and fair treatment of female workers, fair compensation and working hours, rest periods, holidays, and leave entitlements, non-discrimination in employment, workplace discipline and grievance procedures, freedom of association and collective bargaining, occupational health, safety, and work environment standards, employee welfare and well-being etc. equal protection and fair treatment, regardless of race, religion, gender, age, sexual orientation, disability, or nationality. This approach fosters a positive work environment, promotes employee well-being, and strengthens workplace morale. Additionally, the company is committed to respect for individual rights and has made an announcement on the prevention of sexual harassment.

Sexual harassment is defined as any direct or indirect behavior, deliberate or unintentional, that violates an individual's personal boundaries. This includes verbal harassment, body language or gestures, unwanted physical contact, and any actions that cause discomfort, distress, anger, or potential physical harm. The company enforces preventive measures, complaint handling procedures, and clear communication of this policy to all employees and stakeholders to ensure compliance.

Management Approach

The company has appointed a Thai Labor Standard (TLS 8001-2020) Committee, which includes both management and employee representatives, as selected by employees. This committee is responsible for setting policies, targets, and monitoring operations that align with labor standards and legal requirements. The company ensures that all employees, regardless of level, have the freedom to express their opinions and negotiate benefits to improve working conditions and employee welfare. These discussions are conducted through an elected Employee Welfare Committee, ensuring a transparent and democratic process where employees can freely nominate and vote for representatives without external influence.

Targets and Performance 2024

Details	Targets	Performance		
		2022	2023	2024
Number of significant labor complaints	0	0	0	0
Number of significant discrimination complaints	0	0	0	0

The company provides continuous training on labor standards and business ethics, such as the Thai Labor Standards & Business Ethics course, the Ethical Trading Initiative (ETI Base Code) course, and the Fundamentals of Human Rights course. These courses cover labor laws, ethical business conduct, freedom of employment, human rights protection, non-discrimination, sexual harassment and violence, and safe working environments in compliance with occupational health standards for employees at all levels.

Thai Labor Standards and Business Ethics Requirements course	2022	2023	2024
Total employees trained	1,788 persons	1,930 persons	2,297 persons
Pass rate	100%	100%	100%
Average test scores	95 %	95 %	97%

Compensation Management and Employee Retention

Compensation Management and Employee Retention Policy

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).

To motivate employees and retain top talent, the company offers a comprehensive salary and benefits program, covering both monetary and non-monetary incentives. In terms of monetary compensation, the company conducts market salary benchmarking against related companies and leading organizations to ensure competitive compensation.

In addition, the company has covered other benefits and welfares, such as contributions to provident funds at 3% of employees' salaries, cooperative savings programs, a pension fund, and rewarding money (new year gift), including a reward for employees who have completed 30, 20, and 10 years of service. If there is not a monetary reward, the company instead reviews the structure, format, and working environment for more flexibility and convenience suitable for the rapidly changing business scenarios. The company provides employees with the chance to actively participate in monthly discussions about benefits and welfare policies through appointed representatives. Every employee has 100% freedom to participate in collective bargaining negotiations.

The company also encourages employee savings and provides financial security initiatives before retirement. This includes company-sponsored provident funds for all employees as well as a voluntary cooperative savings program, allowing employees to participate freely.



Total members in

Cooperative Savings Program **192** employees

Total savings

15,826,580 Baht

Performance

Details	Unit	2024
Total compensation of all employees	Baht	948,778,396.52
Total compensation of employees (male)	Baht	312,365,341.66
Total compensation of employees (female)	Baht	636,413,055.26
Percentage of total compensation of employees (male)	%	32.92
Percentage of total compensation of employees (female)	%	67.08
Average compensation of all employees	Baht /Person	528,273.05
Average compensation of employees (male)	Baht /Person	591,601.03
Average compensation of employees (female)	Baht /Person	501,903.04
Number of employees who are members of the provident fund	Person	1,096
Percentage of employees who are members of the provident fund	%	61.02
Provident fund contributions	Baht	11,241,883.00
Percentage of provident fund contributions to the total compensation	%	3.00



Employment for the elderly and vulnerable groups

Commitment

The company recognizes the importance of human rights and upholds the principles of freedom, equality, and human dignity without discrimination. Committed to promoting diversity and inclusion, the company strives to reduce social inequality and ensure that vulnerable groups have access to employment opportunities, enabling them to participate in society with dignity and pride. The company actively promotes employment opportunities for vulnerable populations, including persons with disabilities and retirees, to improve their quality of life provide for their families, and maintain a meaningful role in society.

Employment of persons with disabilities

Management approach

The Company has been continuously and systematically supporting the employment of persons with disabilities since 2017 to date. This initiative has created career opportunities for disabled persons and has helped them and their families to have a good living and become self-reliant and stable. Due to this, the Company has been awarded the "Organization that Supports the Work of Persons with Disabilities" at an excellent level for the fourth consecutive year from the Ministry of Social Development and Human Security



Award of organizations that supports the work of Persons with Disabilities at the Excellent Level

Target and Performance for Supporting People with Disabilities

Details	2022	2023	2024
Number of employees with disabilities	19	20	21
Percentage of employees with disabilities	1.08	1.10	1.17

S&J (Care You) Project. The Company not only offers job opportunities to disabled persons but also ensures that the working conditions are properly maintained in compliance with the principles of human rights and equality. Additionally, the Company has adjusted the skill value for disabled employees whose performance is at a good to a very good level to be equal to that of normal employees. The well-being of underprivileged disabled persons is also taken care of by improving their residential conditions and donating essential consumer items



Before



After



Business operations that are friendly the elderly

Management approach

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

The Company has prepared employees who are approaching retirement age by providing training and education on planning for retirement savings and special privileges that the elderly are entitled to receive and should be aware of, such as exemptions from social security tax, elderly money, etc.

PROTECTION

Employees : The Company promotes and develops potential as well as provides welfare to protect the rights of the elderly equally
Consumer: The Company considers the safety of elderly in the elderly in the business value chain by designing products that help slow down the ageing process, particularly skincare products.

PARTICIPATION

Retired Employee Employment Project : The Company offers retired employees the opportunity to continue working after retirement by considering the work that is valuable and appropriate for their age.

In **2024** The Company Employed **56** Retirees

Children's Rights and Business Principles

Business Policy related to Children's Rights Principles

S & J Company recognizes the importance of basic human rights and freedoms, taking into account equality and equity. The company has embraced the Children's Rights and Business Principles (CRBP) developed by UNICEF, the UN Global Compact, and Save the Children and integrated them into its business operations processes through the CRBP Framework as follows:



Based on the CRBP framework, the Company has carefully supervised the production process of children's products by giving importance to both quality and safety, from designing the formula/product to selecting raw materials and conducting a thorough inspection process to ensure that the product is safe for children. Additionally, information, instruction for use, and warnings are clearly provided on the product label

The Company creates a safety space for children 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

The Company respects the rights, freedom, and involvement of children both near and far. It provides children with the opportunities to think and showcase products from their innovative ideas and creations at the youth level through the Cosmetic & Health Products project. In 2024, the company received over 120 submissions from youth innovation program, which inspired to design and further research and development.



In 2024, the Company designed and developed 3 Children's products

Human Resource Development

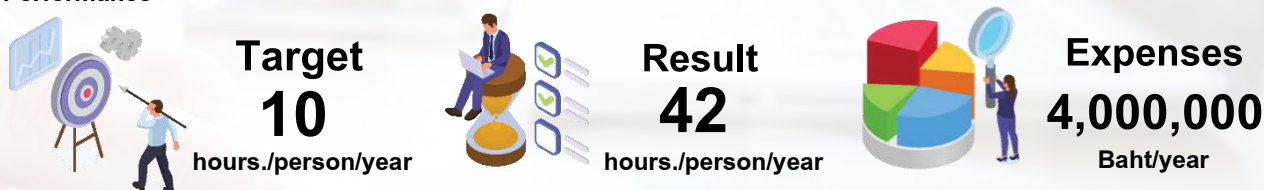
Human Resource Development Policy

The company recognizes the importance of employees, as they are valuable assets and key drivers in achieving business goals and strategies. To ensure readiness for change in any situation, the company has implemented various programs aimed at enhancing the knowledge and capabilities of both executives and employees, creating opportunities for growth and strengthening the company's competitive edge.

Management Approach

The Company has guidelines for driving human resource development in line with business goals and organizational strategies through the development of training courses to enhance employee potential. To develop training courses, the company has analyzed employee needs to plan and determine the training curriculum for each year. This includes setting clear objectives and indicators for each course to be able to concretely track and evaluate the effectiveness of the training.

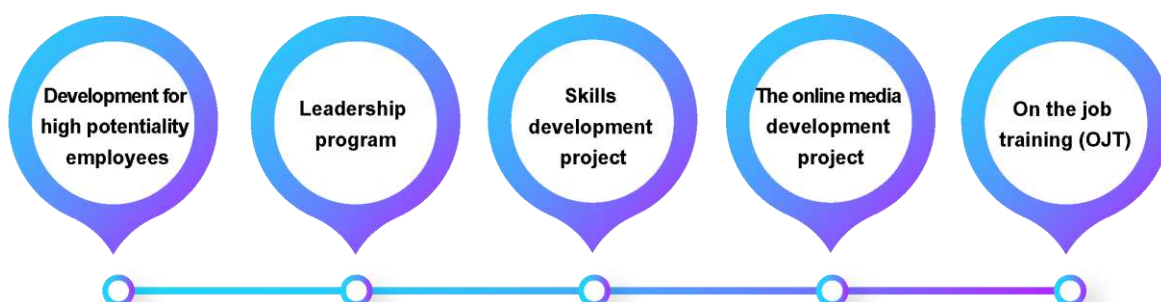
Performance



Number of annual training courses and average training per person/year

Details		2022	2023	2024		
Average amount of training hours/person/year		37	30	42		
Average amount of training days/person/year		5	4	5		
On the job training (OJT)		Annual training	External training	Unplanned training		
Number of courses	4,482	52	37	12		
Percentage	97.8	1.1	0.8	0.3		
Total training hours		Employee	Unit	Officer	Division	Team
77,500		35,239	15,223	12,189	9,064	5,785

Key Human Resource Development Projects 2024





Key Human Resource Development Projects 2024

1. Development for high potentiality employees

1.1 Succession Plan Project

The company proactively prepares for leadership transitions and mitigates the risk of talent shortages in critical roles that impact business continuity. The succession planning process consists of 10 key steps to ensure smooth leadership transitions.

- 1 Designation for main position
- 2 Set up the career Path Criteria
- 3 Analyze MC and MC and prepare TRM
- 4 Selection for criteria successor for certain
- 5 Set up the succession plan and how to develop competency
- 6 Set up the Successionplan procedure
- 7 Successor Development
- 8 Follow up and evaluste
- 9 Entering the action process
- 10 Promote

The number of executives required for succession includes


Division level
11 positions


Section level
44 positions

In 2024, the results are as follows:

Division level: a total 11 positions, 5 positions were filled through internal recruitment, 1 one position was filled through external recruitment. And plans to recruit an additional 5 positions in 2025.

Section level: a total 44 positions, 17 positions were filled internally, 1 position was filled externally. And plans to recruit one additional position in 2025.

2. Leadership program

2.1 Leadership Program

Effective leadership is the driving force behind corporate success, and teamwork is essential for putting plan into action. To empower leaders, the company provides leadership development programs that assist leaders understand themselves and their leadership style, as well as recognize team strengths and shortcomings, and leverage team strengths and address gaps to drive organizational success.

1.2 Performance Management Project

Performance evaluation not only reflects the operational efficiency but also highlights individual potential in each department. It assesses knowledge, skills, and work behaviors. In addition, the KPI-based performance management system ensures that employee goals align with business objectives, driving operations in a unified direction. In 2024, the company reviewed and refined its corporate performance evaluation system and key performance indicators (KPIs) across various levels, including division, section, and department KPIs. Additionally, the company revisited Competency Frameworks, including Managerial Competency and Functional Competency specific skills that are required for success.

Achievements 2024

The Company completed the review of corporate KPIs as planned. And ensured alignment between Corporate KPIs and KPIs at the division, section, and department levels.





Leadership Program

Number of leaders developed

284 persons

Number of development Courses

4 courses

Developed leaders by level

- Executives at the division level: 23 persons
- Executives at the section level: 93 persons
- Supervisor at the unit level: 79 persons
- Supervisor at the officer level: 89 persons






Course	Hi Impact Collaboration Leadership Program
Objectives	Enhance leaders' collaboration in developing the organization toward a sustainable future.
Target Group	Executives and successors at the section level
Business outcome	Improved leadership effectiveness and teamwork, contributing to business success.
Course	Growth Mindset & Leading with trust/Coaching Feedback
Objectives	Develop a proactive leadership mindset, enhance team analysis skills, and establish a structured approach to coaching and feedback.
Target Group	Department-level executives.
Business outcome	The number of projects that resulted from using knowledge in class, which enhanced work efficiency and quality, was 54 cases.
Course	Growth Mindset & Daily Management
Objectives	Cultivate a proactive leadership mindset and implement daily work management systems to improve productivity.
Target Group	Supervisor at the unit level.
Business outcome	Implementation of 79 daily work improvement projects.
Employees outcome	Employees develop leadership-thinking skills, learn to prioritize tasks systematically, and reduce errors and delays in their work.
Course	Growth Mindset & EQ
Objectives	Foster a growth mindset that enhances work efficiency and potential, while also strengthening emotional intelligence (EQ) management.
Target Group	Officer level
Business outcome	Implementation of 35 efficiency and quality improvement initiatives.
Employees outcome	Employees gain practical EQ skills for managing both work-related and personal challenges.

3. Skills development project

3.1 Skilled Workforce Development in production process Project

Skilled employees in production processes play a critical role in the company's success. To support career progression, the company evaluates employee knowledge and skills and provides structured development plans for career advancement. In 2024, 3 key employee groups, totaling 10 individuals, achieving a 100% success rate in level advancements.

 Target Group	 Plan	 Result (pass)
QC line employees	1	1
Mixing production group employees	4	4
Technician employees	5	5

3.2 Up Skill and Re Skill Project

To stay competitive in an evolving business landscape, employees must continuously develop their existing and new skills to support both current and future business needs. In 2024, the company collaborated with various departments to identify upskilling and reskilling needs, leading to 2 specialized courses across 2 departments:

Powerful & Effective Presentation

Objectives : Enhance presentation skills and professional communication tailored to different customer types.

Target Group : Department supervisors and CUR officers (both domestic and international)

Business outcome : Increased customer engagement and sales growth

Employee's outcome : Improved public speaking and product presentation techniques for professional communication.



English for Product Research and Development

Objectives : To increase the ability of employees to communicate in English. Enabling employees to engage effectively with international customers

Target Group : Technical department employees.

Business outcome : Increased international customer trust in the presentation of the company's projects and R&D processes.

Employee's outcome : Confidence in English communication



4. The online media development project

The company has integrated digital learning technologies to make training materials more engaging, concise, and focused. This program began in 2022 and has resulted in the development of 13 digital courses to support ongoing employee knowledge reinforcement. To ensure a comprehensive learning process, the company introduced assessment tests. In 2024, employees' learning progress will be automatically documented in the company's digital training history system.

2022
3 courses
<ul style="list-style-type: none"> - Thai labor standards requirements (TLS.8001) - Anti-Corruption (CAC) Compliance - Principles of Safe and Quality Cosmetic Manufacturing
2023
5 courses
<ul style="list-style-type: none"> - ETI Base Code requirements - HAS 23000 implementation requirements - The correct sorting and disposing of waste - Quality System Standards (ISO 9001, ISO 22716, GMP) - Basic Knowledge of Personal Data Protection
2024
4 courses
<ul style="list-style-type: none"> - Safe Handling of Chemicals - Basic principles of Human Rights - Introduction to ESG - Occupational and Environmental Diseases

Years	Employee Training via Online Platforms
2022	3,356
2023	3,916
2024	4,240



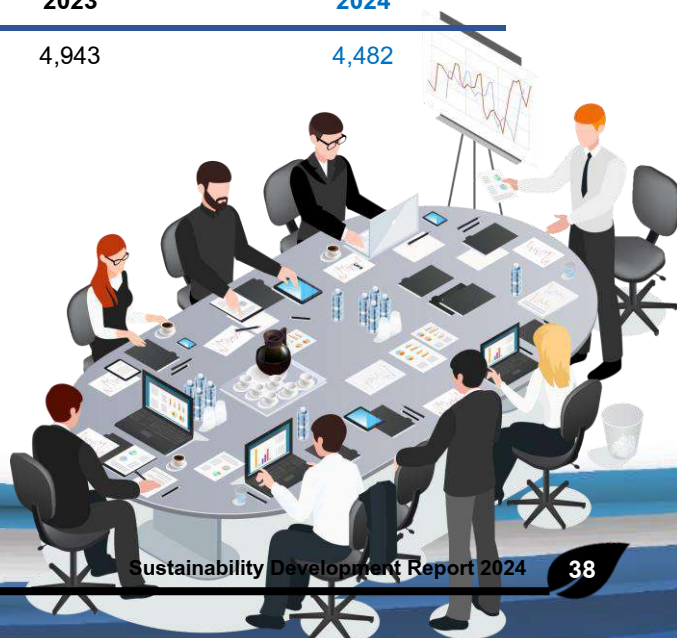
Outcomes :

Employees successfully completed refresher training as planned, enhancing their knowledge and understanding in alignment with the company's quality management systems. This training directly contributed to the company's external audit performance, achieving a 100% compliance rate.

5. On-the-job Training (OJT)

OJT as a Key Learning and Development Tool for learning and skill development in the workplace. In 2024, The Company's achievements in 2024 are as follows.

	2022	2023	2024
Number of courses	3,414	4,943	4,482



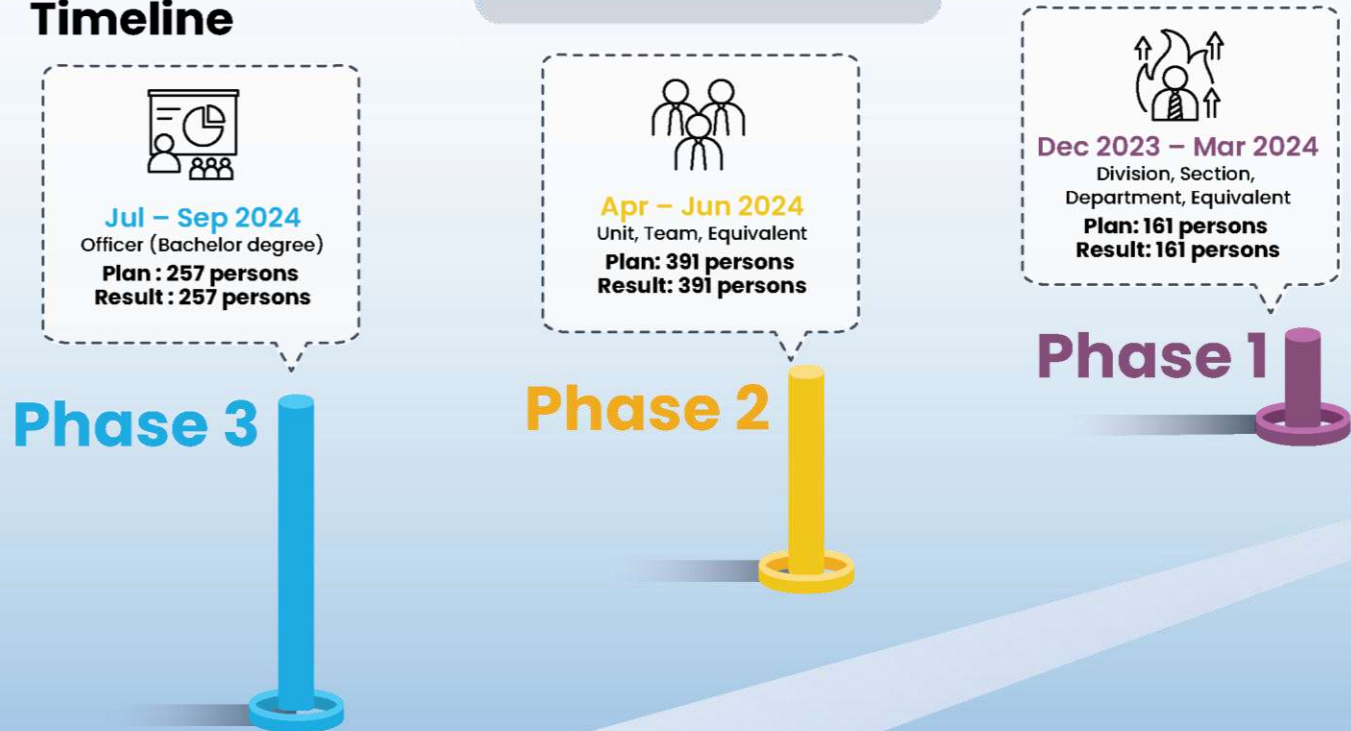
Sustainability knowledge development program (ESG DNA)

The company, in collaboration with the Stock Exchange of Thailand (SET), launched a “sustainability knowledge development program” for executives and employees. The program aimed to enhance awareness and understanding of sustainability principles through E-Learning platforms. In 2024, executives and bachelor's degree-level employees completed training in ESG 101 and P01 courses, **totaling 809 persons**.

ESG DNA For Employee 2024



Timeline



Results :
809 people (100%)
passed the training.

Employee Engagement

Commitment

The company values the process of creating employee engagement, ensuring that employees have a voice in discussions regarding benefits and welfare through employee representatives or the welfare committee. Additionally, to strengthen employee commitment and retain high-potential talent, the company has conducted continuous Employee Engagement Surveys since 2016. These surveys results are reviewed in executive meetings, and appropriate actions are taken based on employee feedback. The survey results are communicated to employees through internal communication channels. In 2024, the engagement survey covered employees at Sriracha Plant (SJ11), Pinthong Plant (SJ12), and Bangkok Office (BKK).

Performance

Scope :

Sriracha factory (SJ11)
and Pinthong factory (SJ12)
and Bangkok office (BKK)



Target **80%**

Result **84%**

Baseline data from a survey of 1,431 person

Percentage 2024

Gender

Male **442**

Female **989**

Position

unit supervisors/ equivalents **328**

team supervisors **105**

officer **270**

monthly employees **728**

Education

undergraduate **807**

Bachelor's degree **556**

Postgraduate **68**

Ideas for creating engagement 3S

SAY

Employees speak positively about the company and act as its ambassadors.

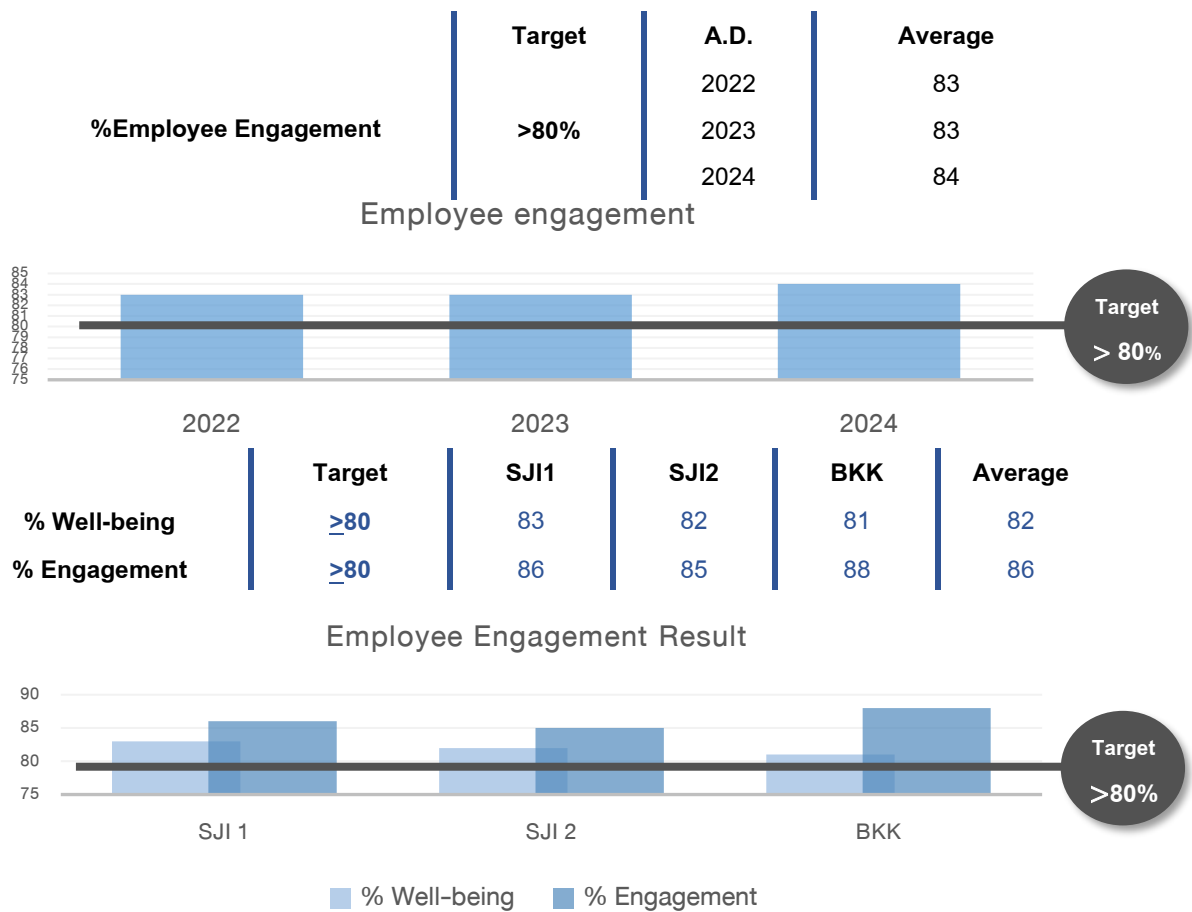
STAY

Employees wish to remain with the company and encourage others to join.

STRIVE

Employees are committed to their work and actively contribute to the company's success.

The Company targets to survey employees in different groups that affect the development of engagement between employees and the organization In 2024, the company aimed to survey 1,431 employees, including unit-level and equivalents employees, team-level, officer-level, and monthly employees. The survey achieved 100% participation, with all 1,431 employees completing the assessment.



Based on the graph, the overall Employee Engagement Score across SJ1, SJ2, and BKK exceeded the target threshold of >80 %, the average well-being score was 82 %, and the average engagement score was 86%. Notably, the well-being score was lower than the engagement score. A deeper analysis revealed that employees across all 3 locations requested improvements in the work environment, specifically, general workplace atmosphere (noise levels, lighting, and ventilation) and the availability of relaxation areas during work breaks with the following details:

No.	Issues	Improvement Measures
1	Bangkok Office : Improving the work environmental, such as air circulation, and uneven air conditioning distribution.	Bangkok Office : The company is constructing a new office with an improved work environment, and employees will relocate to the new space by April 2025.
2	SJI1 Renovations to the restroom due to slow water flow, insufficient ventilation.	SJI1 : The company is collaborating with relevant departments to improve air circulation and water flow, with renovations set for completion by Q1 2025.

Remark : The Employee Engagement Survey results are shared through HR notice boards and monthly newsletters for internal employees, as well as the company website and annual sustainability report for customers, business partners, shareholders, and the public.

Occupational health and safety

Occupational Health and Safety Policy

S & J Company has a strict occupational health and safety management policy in place to guarantee that workers and visitors to the company adhere to all applicable safety standards and regulations.



Occupational health and safety Goals



1. Prevent workplace accidents

1.1 Accidents (work stoppages of more than 3 days) 0 Case	1.2 Cases of work-related illness 0 Case
1.3 Number of accidents (zero accident) 0 Case	1.4 Lost-Time Injuries Frequency Rate (LTIFR) 0 ppm



2. Number of fatalities

0 Case

Management Approach

The company places great importance on workplace safety to ensure employees maintain good health and well-being, while minimizing occupational accidents and illnesses. To achieve this, various safety programs and activities have been implemented, encouraging participation from employees at all levels. These initiatives include consultation processes, the establishment of operational safety measures, and risk assessments related to work activities, ensuring that employee practices align with the company's safety policies and comply with legal requirements.

The company has established a Safety, Occupational Health, and Environmental Department, responsible for ensuring that workplace safety procedures comply with legal and regulatory standards. In addition, the company has appointed a Safety, Occupational Health, and Workplace Environment Committee (Safety Committee). The committee comprises a chairperson, employer representatives at the supervisory level (appointed members), employee representatives at the operational level (elected by employees), and a professional safety officer serving as the secretary. Their responsibilities include monitoring and enforcing safety policies, developing preventive measures to minimize workplace accidents, and promoting safety awareness initiatives across all company operations.

Furthermore The company's commitment to workplace safety is further reinforced by its ISO 45001:2018 Occupational Health and Safety Management System Certification, which applies to its Sriracha and Pinthong manufacturing facilities. This certification serves as a framework for enhancing occupational health and safety management, ensuring continuous learning, skills development, and awareness among employees. The company also extends its safety initiatives to contractors working within its operational sites

Performance 2024

Occupational Health and Safety Performances

Details	Unit	2022	2023	2024
Employees				
Injury Frequency Rate (I.F.R.)				
Bangkok Office	ppm	0.63	0.85	0
Sriracha Factory	ppm	2.63	2.78	17.17
Pinthong Factory	ppm	8.31	7.50	3.24
Injury Severity Rate (I.S.R.)				
Bangkok Office	ppm	0	0	0
Sriracha Factory	ppm	8.94	11.98	14.97
Pinthong Factory	ppm	0	9.37	0
Number of accidents with property damage				
Bangkok Office	case	0	0	0
Sriracha Factory	case	4	9	8
Pinthong Factory	case	5	7	5
Number of Lost Time Injury				
Bangkok Office	person	0	0	0
Sriracha Factory	person	2	5	9
Pinthong Factory	person	0	2	0
Lost-Time Injuries Frequency Rate (LTIFR)				
Bangkok Office	ppm	0	0	0
Sriracha Factory	ppm	0.53	1.07	1.75
Pinthong Factory	ppm	0	1.87	0
Number of fatalities from work-related injury				
Bangkok Office	person	0	0	0
Sriracha Factory	person	0	0	0
Pinthong Factory	person	0	0	0
Contractor				
Number of Lost Time Injury				
Bangkok Office	person	0	0	0
Sriracha Factory	person	0	0	0
Pinthong Factory	person	0	0	0

Details	Unit	2022	2023	2024
Lost-Time Injuries Frequency Rate (LTIFR)				
Bangkok Office	ppm	0	0	0
Sriracha Factory	ppm	0	0	0
Pinthong Factory	ppm	0	0	0
Number of fatalities from work-related injury				
Bangkok Office	person	0	0	0
Sriracha Factory	person	0	0	0
Pinthong Factory	person	0	0	0





LTIFR $[(\text{Number of work-related accidents}) \times 1,000,000] / (\text{Total hours worked})$

SAFETY CULTURE

S&J prioritizes safe and proper workplace practices, implementing proactive measures to enhance employees' awareness of occupational hazards as follow:

- Encouraging employee participation at all levels (executives, supervisors, and employees) in workplace safety initiatives.
- Providing training and awareness programs to ensure employees understand safe working practices and recognize potential hazards.
- Developing comprehensive work instruction manuals that outline standard procedures, safety precautions, and risk mitigation measures.
- Equipping employees with appropriate personal protective equipment (PPE) suited to their job functions.
- Conducting regular safety inspections of tools and machinery, ensuring the installation of protective guards to minimize risks.

Roles and responsibilities of individuals in oversight of operations to reduce accidents/unsafety

Manager	Safety Officer and Safety Committee
<ul style="list-style-type: none"> • The manager prepares a working manual that includes procedures for checking machines and equipment prior to operation • The manager imparts knowledge on safe work practices 	<ul style="list-style-type: none"> • The safety officer provides safety training to new employees (6 hours) and education on working with chemicals, including the use of personal protective equipment (PPE), etc • The professional safety officer consistently communicates safety information (safety talk) to every department • The Safety Committee and Safety Officers conduct safety patrols to identify hazards and make recommendations to improve and strengthen operations
	<div>  <div>Improvement of machinery and equipment</div> </div> <div>30 Cases</div>
	<div>  <div>Improvement of processes and operational methods</div> </div> <div>14 Cases</div>
	<div>  <div>Environmental Improvement</div> </div> <div>14 Cases</div>

Before



After



Details: Install the cover of the Sealing test machine.

Before



After



Details: Blocking the walkway area between the Eng Shop and the lathe operating area.

Safety Project 2024

1. Safety Communication (Safety Talk)

Communication of Knowledge Understanding of safety allows employees to be aware of and prioritize "safety at work" by rotating safety officers into each department once a month



2. Employee health promotion (Healthy Workplace)

Encouraging employees in all departments to exercise before starting work, as well as educating them on occupational diseases and ergonomics for good physical and mental health, a healthy body, and long life



3. Factory Emergency Team Training (Safety Culture)

Preparing emergency teams to have the capability to resolve situations such as fires and chemical spills to reduce the severity of incidents.



Safety Measures for Contractors and Transport Operators (Safety Work)

Contractor Training 2024, an online platform was utilized to improve the knowledge and awareness of contractors operating on company sites, including those engaged in construction, facility upgrades, machinery installations, and maintenance tasks, with a total of 1,874 participants attending training sessions. The company communicated its policies to the contractors, highlighting safety and environmental regulations, to guarantee adherence while they worked on company premises.

Supplier Training 2024 Supplier Training 2024 via an online system for transportation operators responsible for raw material and product deliveries. A total of 3,637 persons completed safety training, and drivers were informed of corporate policies, including safety and environmental standards, before they began working for the company.



Safety Awareness Campaigns

To promote safe workplace behaviors and focus on safe movement within factory areas. The company's safety committee launched a safety awareness campaign to avoid using mobile phones while walking in production zones, and they were required to follow designated walkways for enhanced safety.



Safe Driving Campaign

The Safety Committee encourages employees to be aware when riding motorcycles and driving cars by wearing a helmet or a seat belt every time. This will help reduce the severity of injuries in case of an accident and encourage employees to follow traffic rules



Workplace Hygiene and Safety Risk Assessments

The company conducts workplace safety and hygiene risk assessments across all operational activities, such as raw material and product transportation, chemical handling in production, and machinery operations, etc. The assessment covers employees, contractors, and suppliers/vendors operating within the company area at least 1 time/year and sets measures or guidelines to prevent and reduce health and safety risks in that process. The assessed risk levels were all at low risk levels.



Occupational Health and Safety Incident Reports

The Lost Time Injury Frequency Rate (LTIFR) for employees was recorded at 1.75 ppm, which did not meet the company's safety target. However, the LTIFR for contractors was 0 ppm, successfully meeting the goal.

An analysis of workplace injuries revealed that most incidents involved finger and foot injuries, including pinching injuries , open wounds, burns from high temperatures, trips, slips, and falls, as well as crushing or entanglement injuries caused by equipment.

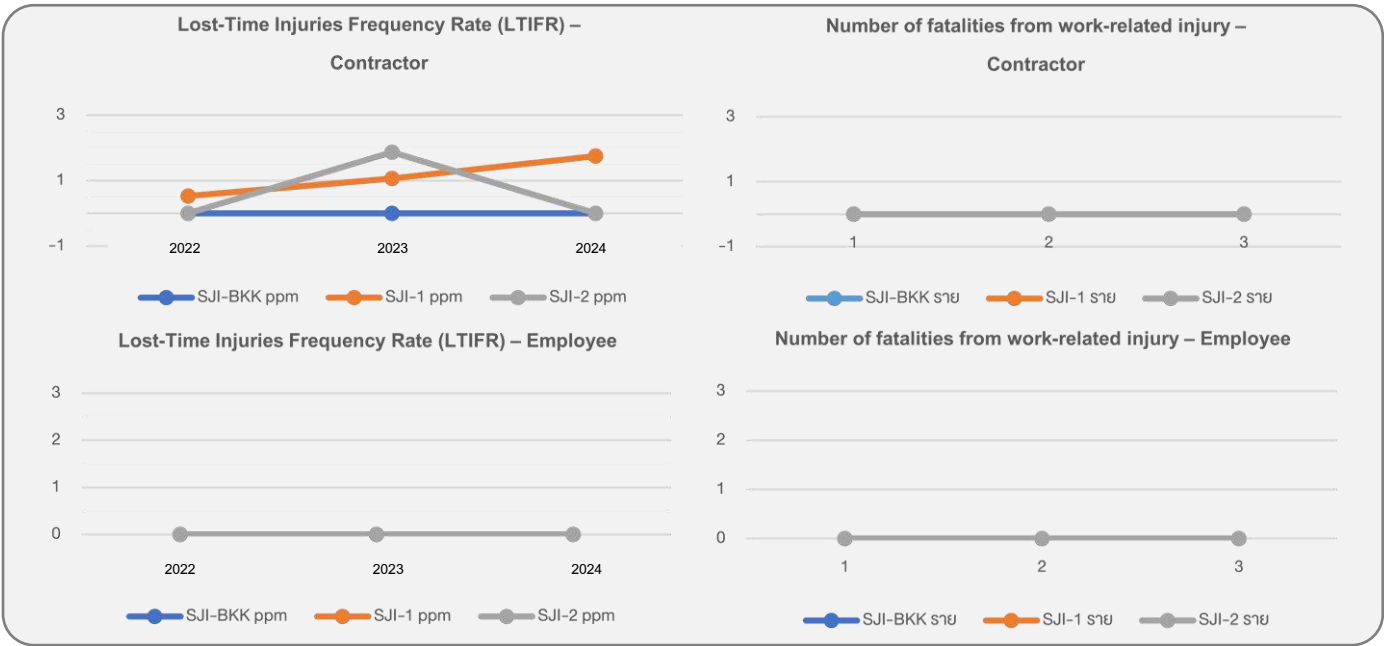
Solution

In case of employees injured by pinching fingers, there is currently an inspection of the pivot points and pinch points, as these are the primary causes of accidents. They are evaluated, and 100% of the protective guards are installed in all areas. If it is not required, the machine must be taken out of operation. For new machines, the safety officer will perform a comprehensive safety evaluation. The inspection must include identifying pivot points and pinch points. The guards must be installed according to the standard before delivery every time.

Regarding employees who are at risk from heat when using hot water hoses for sterilization, there is an ongoing initiative to ensure that the hoses remain secure and undamaged during operation. Each hose is required to undergo pressure testing in accordance with the standards before it can be incorporated into the system. Its condition is assessed daily prior to use, following clear inspection criteria.

For areas prone to trips, slips, or falls, a daily assessment of the employee work area is currently being conducted. There is an organized cleaning process during work hours and before the end of shifts. Additionally, safety officers and the safety committee carry out periodic inspections of the area to mitigate risks.

Occupational Health and Safety Performance 3 plant (SJI-1, SJI-2, BKK)



Number of employees trained in health and safety standards

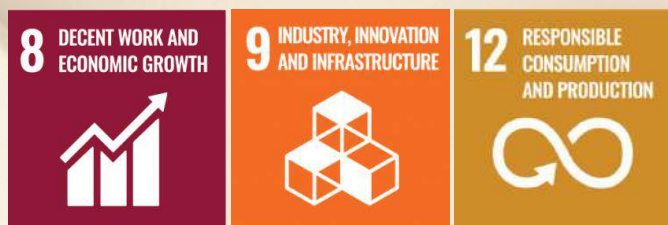
Detail	2022	2023	2024
Percentage of employees trained in safety	100%	100%	100%

Percentage of sites covered by ISO 45001

Detail	2022	2023	2024
Factory: The Sriracha and Pinthong sites are Certified under the ISO 45001 : 2018	50%*	100%*	100%*
*Total factory area does not include the Bangkok office			

Good Product

New Innovations have been developed in order
to add value to products and services



CORPORATE GOVERNANCE

THE GOOD CORPORATE GOVERNANCE POLICY

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.

- **THE GOOD CORPORATE GOVERNANCE POLICY**

- **THE 8 GOOD CORPORATE GOVERNANCE PRINCIPLE**

- PRINCIPLE 1 The Board of Directors shall be aware of its leadership roles and responsibilities in the creation of the Company's sustainable prosperity.
- PRINCIPLE 2 The Board of Directors shall define the Company's objectives to ensure sustainability.
- PRINCIPLE 3 The Board of Directors shall strengthen its effectiveness.
- PRINCIPLE 4 The Board of Directors shall nominate and develop senior executive officers and ensure good people management.
- PRINCIPLE 5 The Board of Directors shall nurture innovations and responsible business practices.
- PRINCIPLE 6 The Board of Directors shall provide an adequate system of risk management and internal control.
- PRINCIPLE 7 The Board of Directors shall ensure information disclosure and financial integrity.
- PRINCIPLE 8 The Board shall encourage engagement and communication with shareholders.

- **THE BUSINESS ETHICS**

- **THE CODE OF CONDUCT FOR DIRECTORS, EXECUTIVE OFFICES, AND EMPLOYEES**

Which the principles of good corporate governance (3rd revised edition) ,See more details with new Corporate Governance Code in company's website under "Investor Relations : Corporate Governance"

The Board of Directors

The Board of Directors had set a policy for the Board Diversity in education and professional skills, which were beneficial to the business and to be in line with the business strategy of the company through the preparation of Board Skill Matrix without sex, age, race, nationality or place of origin discrimination. This was evident from the current structure of The Board of Directors which was composed of qualified directors with knowledge, competency, and various experiences helps increase potential and consistent with the company's business operations.

The Board Diversity Policy for year 2024, details as follow :

Goals	Indicators Practical results	Indicators Practical results
1. Number of independent directors	At least one-third of the total number of directors, but must not be less than 3 persons	6 Persons
2. Directors with knowledge in the company's business	At least 3 persons	14 Persons
3. Directors with knowledge in accounting or finance	At least 1 persons	2 Persons
4. Number of female directors	At least 30% of The Board	46.67 %

In addition, there are 10 directors on the Board who are non-executive directors with related business experience or industrial sectors that are consistent with beneficial to the company's goals and strategies. The company's number of directors, excluding independent directors is a fair proportion of the investments of each group of shareholders. Independent directors accounted for 40% of the total number of the Board members, complying with the requirements by The Capital Market Supervisory Board, whereas non- executive directors accounted for 66.67% of the total number of the Board members. In addition, the company has 7 female directors, representing 46.67% of the total number of the Board members. Whereas female independent directors accounted for 16.67% of all independent directors. None of independent directors take a position as director in more than 5 listed companies.

The Board of Directors resolved to adopt the definition for "independent director" having qualifications in accordance with the notification of The Capital Market Supervisory Board. Nonetheless, practically the independent directors of the company are truly independent from the management and major shareholders of the company. Independent directors and the person being involved have no shareholding in the company, parent company, subsidiaries, associates, major shareholders, or person in authority of the company.

Diversity in skills, experience, knowledge, and specialized expertise that is beneficial to the company.

(Board Skill Matrix)

The Board of Directors has evaluated the diversity of the Board's skills (Board Skill Matrix) that are appropriate and necessary for the business. These areas include Personal Products and Pharmaceuticals business, science/research and development, engineering, accounting and finance, international business management, Law and Rules for business, etc. The Board is composed of at least three individuals who are knowledgeable about the Company's operations and at least one person with expertise in accounting and finance.

Name		Position	Knowledge, expertise and experience												
			Personal Products and Pharmaceuticals business	Science / Research and Development	Engineering	Strategic business planning and management	International business management	Procurement management	Law and Rules for business	Accounting	Financial	Internal audit	Corporate Governance	Risk Management	Sustainability development
1. Mr.Boonkiet	Chokwatana	Chairman	/		/	/	/		/				/	/	/
2. Mrs.Tipaporn	Chokwatana	Vice Chairman	/			/	/		/				/		
3. Mr.Thirasak	Vikitset	Managing Director	/		/	/	/	/	/				/	/	/
4. Prof.Dr.Malyn	Ungsurungsie	Deputy managing Director	/	/		/	/		/				/		/
5. Mrs.Kaewta	Ongsarakom	Director	/			/	/		/				/	/	/
6. Mrs.Chitraporn	Vikitset	Director	/			/	/	/	/				/		/
7. Mrs Thongsuk	Upathambhakul	Director	/	/		/	/		/				/	/	/
8. Mrs.Teerada	Ambhanwong	Director	/			/			/				/		
9. Mr.Suthep	Dansiriviroj	Director	/			/		/	/	/	/	/	/	/	
10.Mrs.Pismai	Chandrubeksa	Independent Director	/			/		/	/				/		
11.Admiral Apichart	Pengsritong	Independent Director	/		/	/		/	/				/		/
12.Mr.Amorn	Asvanunt	Independent Director	/			/			/	/	/	/	/	/	
13.Pol.Gen.Somchai	Prabhasabhakdi	Independent Director	/			/			/			/	/		/
14.Assist.Prof.Dr.Pongchai	Athikomrattanakul	Independent Director	/	/	/	/	/		/			/	/	/	/
15.Mr.Anantachai	Yoonprathom	Independent Director				/			/				/	/	/
Total (person)			14	3	4	15	8	5	15	2	2	4	15	8	10

Nomination of Directors

The Board of Directors has placed emphasis on the transparent selection of directors in accordance with the good corporate governance code. Therefore, a policy for nomination of directors and top executive has been determined in order for the structure of the Board of Directors consisting of directors with diverse qualifications and in line with the strategic direction of the company's business including the qualifications as specified in the Charter of Board of Directors. See more details from Annual Report Form 56-1 One Report 2024 under "Corporate Governance Policy Overview"

Sub-Committee

The Board of Directors appointed the committees comprising of competent and experienced members, to supervise over each particular aspect of company operations, to ensure careful and effective management and operations for the company. Those committees consisted of The Executive Board, The Audit Committee, The Nominating Committee, The Remuneration Committee, The Risk Management Committee, The Corporate Social Responsibility Committee and The Corporate Governance Committee.

The Board of Directors clearly laid down the authority and responsibility scope for each committee per the charter for said committee. The chairman of every other committee was responsible for supervising the operations in accordance with the policies of The Board of Directors and reported the operating results annually to the Board of Directors' meeting. See more details from Annual Report Form 56-1 One Report 2024 under "Information of Sub-Committee"

Assessment of the performance

The Board of Directors sets up an annual evaluation of the performance of the Board's duties, and sub-committees By using the evaluation results to improve performance on the job. As well as establishing the following guidelines:

1. Board of Directors Sub-committees and Managing Director Evaluations of performance are conducted at least annually.

2.The Board of Directors arranges for the evaluation of the performance of the Board of Directors by evaluating the entire Board and individuals, including evaluating the performance of all subcommittees and evaluating the annual performance of the Managing Director (CEO), The results of the evaluation are published in the annual report (Form 56-1 One Report).

3. The Board of Directors uses the evaluation results to develop the performance of the Board of Directors and subcommittees. See more details from Annual Report Form 56-1 One Report 2024 under "Nomination, development, assessment of the performance of the Board of Directors"

In 2024, the assessment results of the Sub-Committees, are as follows:



Performance Assessment of the Board of Directors	% average score	Criteria
The Board of Directors	96	Excellent
The Individual Director	93	Excellent

Performance Assessment of the Sub-Committee	% average score	Criteria
The Audit Committee	99	Excellent
The Sustainability Committee	97	Excellent
The Executive Board	92	Excellent
The Corporate Governance Committee	91	Excellent
The Risk Management Committee	90	Excellent
The Remuneration Committee	90	Excellent
The Nominating Committee	90	Excellent

The results of the annual performance evaluation of the Managing Director (CEO) are in the “Excellent” criteria.



The assessment results of corporate governance of listed companies by IOD

Year	2022	2023	2024
% average score	91%	99%	105%
Criteria	Excellent	Excellent	Excellent

The assessment results of the quality of the 2024 Annual General Meeting of Shareholders (AGM Checklist) from the Thai Investors Association.

Years	2022	2023	2024
Score	100	100	94.5

Indicators	Unit	2022	2023	2024
Number of cases of Complaints from violations of business ethics	Cases	0	0	0
Number of complaints received regarding non-compliance with the organization's policies and procedures	Cases	0	0	0
Percentage of employees that had training on business ethics. or arrange for a knowledge test on business ethics	%	80%	100%	100%

Anti- Corruption

Anti-Corruption Policy

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

Target and result

List	Target	2022	2023	2024
Percentage of anti-corruption policy communication to employees.	100%	100%	100%	100%
Percentage of anti-corruption policy training to employees.	100%	100%	100%	100%
Number of staff disciplined or dismissed due to non-compliance with anti-corruption policy/policies.	0	0	0	0
Cost of fines, penalties or settlements in relation to corruption (thai baht)	0	0	0	0

Management Approach

The company has been a member of the Private Sector Collective Action Against Anti-Corruption (CAC) since 2014 and has consistently reviewed and updated its anti-corruption policies. The company has continuously maintained its membership certification by completing its second renewal in 2019 and its third renewal in 2022 to ensure that the company conducts its business with honesty, integrity, transparency, and accountability, adhering to good corporate governance principle in line with the membership of the Thai Private Sector Collective Action Against Anti-Corruption. The company has the following practices.

- The company has established guidelines in accordance with its anti-corruption policy to serve as a framework for the Board of Directors, executives, employees at every levels, and relevant stakeholders to strictly adhere to.
- The company has a no gift policy of refusing to accept gift baskets or New Year gifts from vendors and communicates to its employees, vendors, business partners, and relevant stakeholders for their awareness. This ensures all parties involved follow the same proper practices, avoid conflicts of interest, and establish a good standard for conducting business with all stakeholders in a fair and transparent manner.

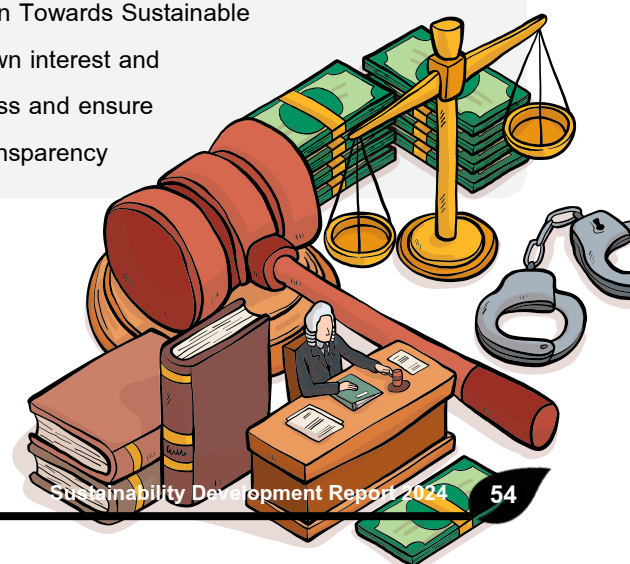
- The company has established 8 guidelines for anti-corruption practices, which include:
 - Guidelines for supporting and assisting in political matters.
 - Guidelines for giving or receiving donations for charity and public welfare.
 - Guidelines for giving or accepting gifts, presents, gratuity, entertainment, and hospitality.
 - Guidelines for giving and accepting financial support.
 - Guidelines for managing conflicts of interests.
 - Guidelines for hiring government employees or public officials.
 - Guidelines for conducting business in sales and marketing.
 - Guidelines for conducting business in procurement, contracting, and sourcing.

These guidelines serve as a framework for all employees at every level and the company's stakeholders to act in the same direction.

- The company has promoted knowledge for directors, executives, and employees at every level by arranging training courses on good corporate governance, business ethics, and the code of conduct for directors, executives, and employees, and anti-corruption annually. This ensures that everyone is informed of updated corporate governance policies and aims to enhance the effectiveness of the company's corporate governance and ethics policies. The training is conducted through the E-learning system. In 2024, the company conducted the training course on "Anti-corruption and Business Ethics", along with an assessment to measure employees' understanding. The passing criterion was set at 90% of the total test score, and all participants successfully passed the assessment with a 100% success rate.




- Anti-corruption Policy and Practices are regularly communicated within the Organization 2times per day by voice channel. Set up a poster and QR Code for publication about anti-corruption principles and practices at various point of the company , adding detail of anti-corruption policy in employee manual for new employee and set up Brochure for officer and outsider , which can be see become aware of company commitment

- The company has promoted and communicated to its business partners to follow the anti-corruption policy and participate in declaring their intention against corruption through a training session under the topic "Expanding the Coalition (Business Partners) Against Corruption Towards Sustainable Organization Development". Many business partners have shown interest and participated in training consistently to focus on raising awareness and ensure that the company's supply chain process operates with true transparency



Corruption Risk Assessment

The company has a process for reviewing, monitoring, identifying, and assessing corruption risks, as well as developing potential risk prevention plan, where the Corporate Governance Committee is responsible for evaluating risks in collaboration with relevant departments and preparing a corruption risk assessment report, and the internal audit department is responsible for reviewing the internal control system to ensure it is sufficient to prevent potential corruption risks.

	Bribery Risk	Risk of Certification Request
 <p>Descriptions</p>	<p>The risk of providing the Hazardous Chemical Details Report (SO.1) to the Department of Labor Protection and Welfare in Chonburi province and Sathorn District incorrectly, which may lead to bribery demands or offers.</p>	<p>The risk of not receiving renewal of the Thai Labor Standard certification (MRT 8001:2563) from the Department of Labor Protection and Welfare.</p>
 <p>Impact</p>	<p>There is a risk that employees may file complaints with the Department of Labor Protection and Welfare, leading to company investigations and potential fines or imprisonment penalties.</p>	<p>This could impact the company's operations, leading to a loss of revenue from both domestic and international customers.</p>
 <p>Management Approach</p>	<ol style="list-style-type: none"> 1. Review the work manual annually every year. 2. Review the knowledge of the anti-corruption policy and practices to ensure employees are informed annually. 3. Provide trainings to employees whenever there are changes in relevant laws or regulations. 	<ol style="list-style-type: none"> 1. Review the work manual annually every year. 2. Review the knowledge of the anti-corruption policy and practices to ensure employees are informed annually. 3. Provide trainings to employees whenever there are changes in relevant laws or regulations.

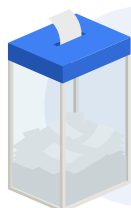
The company has a policy of political neutrality and does not support any political party. It has a management process that operates independently and does not have a policy to provide financial support, goods, other benefits, facilities, or technology services free of charge to any political party, political group, or politician.

In addition, the company has measures in place for whistleblowing and complaints whenever employees or stakeholders witness, possess evidence, or suspect that an employee or individual acting on behalf of the company is involved in bribery, corruption, illegal activities, violations of company regulations, rules, and policies, or failure to comply with the company's code of ethics for directors, executives, and employees, as well as providing a mechanism to protect and ensure fairness for whistleblower or those who file complaints

Method of receiving clues or complaints

1. By directly reporting telephone ,E-mail address

Department	Telephone	E-mail Address
Human resource manager	0-2676-2727 Ext. 2208 Or 0-2676-4492	patchara@snjinter.com
Secretary	0-2676-2727 Ext. 2812	sumit_k@snjinter.com



2.By Complaint : Bangkok office

Factory (Saha Group Industrial Park - Sriracha)

Factory (Pinthong Industrial Park)

3.By Mailbox : 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 Sathorn, Bangkok 10120



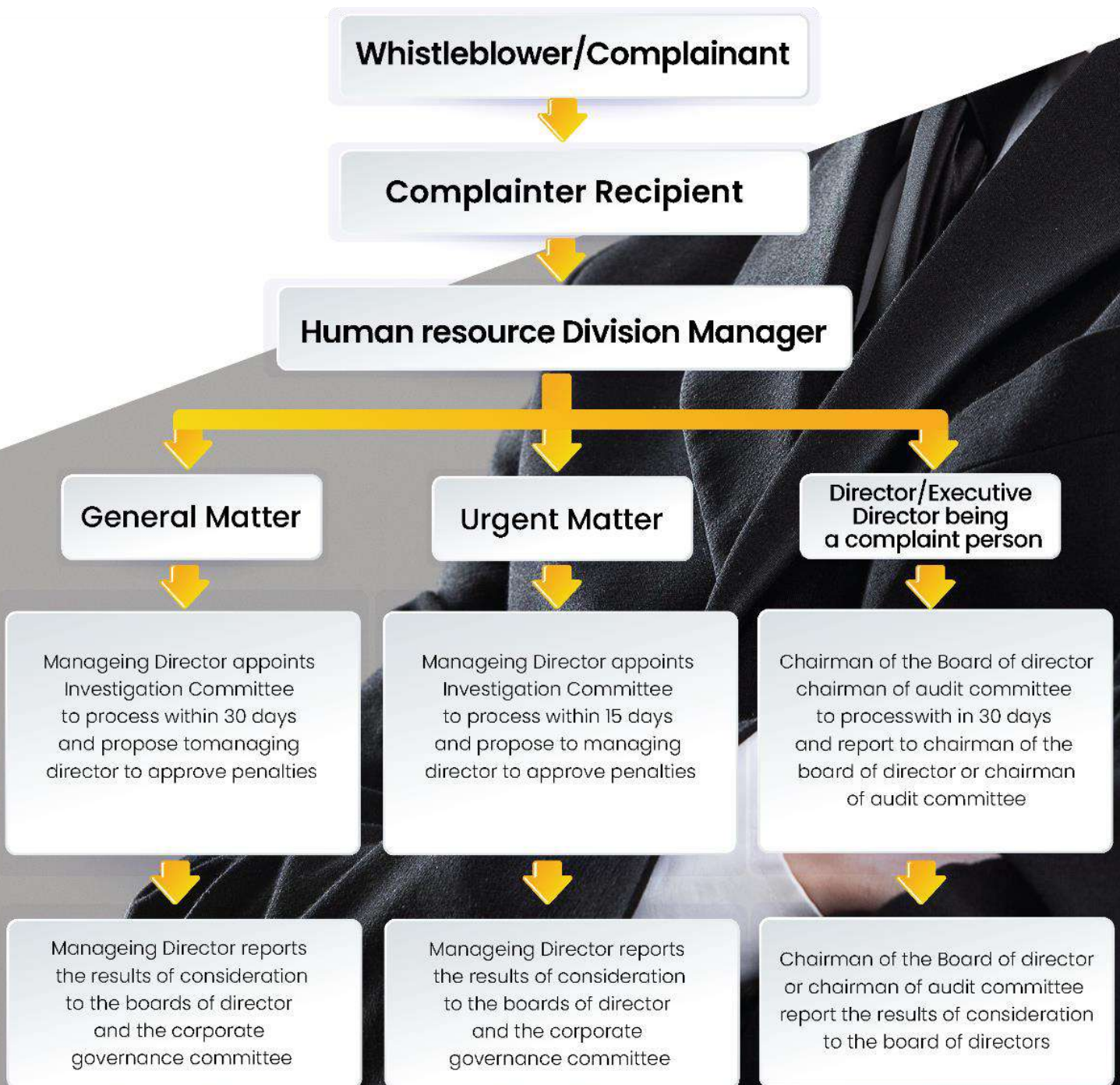
4. In case of board of directors or executive manager get involves corruption of participated in corruption must complain to president or president auditor

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



The company has measures to prevent whistleblowing by communicating to its business partners that it adheres to conducting business with honesty and transparency in accordance with good corporate governance principles based on morality and ethics. Therefore, no compensation will be requested in dealing with the company, nor will any offer be made in exchange for any form of benefit. In addition, the company has encouraged directors, the management and employees at all levels in the organization to conduct business and perform their duties accurately, transparently and verifiably.

Scrutiny Process



Risk Management

9 0 7 2 4 5 6 4 8
3 6 9 6 9 5 6 0 2
3 5 7 9 9 7 2 9 7

Risk Management Policy

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



Management Approach

S & J International Enterprises Public Company Limited systematically manages risk in accordance with the international COSO-ERM standard. The company conducts risk analysis and assessment to identify potential impacts on business objectives and establishes control measures to mitigate risks. Furthermore, risk management processes are integrated into the organization's workflows to enable self-regulated internal control, ensuring that risks remain within the acceptable level (Risk Appetite). This approach supports sustainable business operations and adheres to good corporate governance principles continuously and comprehensively across subsidiary companies. The Board of Directors has appointed a Risk Management Committee to oversee, support, and enhance risk management effectiveness, fostering a risk-aware corporate culture. Executives and employees at all levels participate in developing risk management plans, which are regularly monitored and reviewed to ensure risks remain within acceptable thresholds. The Risk Management Committee reports its risk management activities to the Board of Directors and accepts guidelines and recommendations to mitigate potential risks to the organization.

- 1 Identify the risk that affects the organization
- 2 Assess the likelihood and impact of the event in order to determine the level of risk
- 3 Define the risk management measures/plans
- 4 Execute the plan by the responsible person
- 5 Conduct a comparative performance assessment with KRI



Define Key Risk Indicators (KRI)



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 Assessment Criteria

Risk Level	rating scale	Definition	level of correction
High	20-25	Risks that should be closely monitored. This requires immediate risk management.	Take appropriate action immediately. The management team collaborates with the Risk Committee to develop preventive measures and provides timely reporting to the Board of Directors.
Moderate	10-19	Risks that should be closely monitored. This requires immediate risk management.	Take corrective action immediately. The management team sets preventive policies together with the Risk Committee and reports to the Board of Directors.
Low	1-9	Risks that are frequently controlled must be monitored, which must be managed with attention and monitoring.	Take corrective action, set guidelines and methods, determine prevention and correction by the responsible person and management, and report the results of the action to the Risk Committee from time to time or as determined by the Risk Committee.

Assessment Level	1 Very Low	2 Low	3 Moderate	4 High	5 Very High
Likelihood of Occurrence	<20%	20-39%	40-59%	60-80%	>80%
Impact of Damage					
Financial Aspect	Impact on sales or profit decrease by 1%.	Impact on sales or profit decrease by 2-3%.	Impact on sales or profit decrease by 4-10%.	Impact on sales or profit decrease by 11-20%.	Impact on sales or profit decrease by >20%.
Business Operations Aspect	Production and delivery delayed beyond plan by <5%.	Production and delivery delayed beyond plan by <8-10%.	Production and delivery delayed beyond plan by >10%.	Partial temporary shutdown of production/sales.	Temporary to permanent shutdown of production/sales.
Corporate Reputation Aspect	Negative reputation involving personnel with the company's name mentioned.	Negative reputation about the company in various media.	The company receives a warning or must pay a fine to government agencies/partners due to contract breaches or legal violations.	The company faces civil litigation.	The company faces criminal litigation.
Safety Aspect	No medical treatment required.	First aid required.	Medical consultation required for evaluation.	Hospitalization required for treatment.	Loss of life or organ.

The risk level criteria are determined by considering both the type and level of impact, along with the likelihood of occurrence, to derive an overall risk level criterion, which has three levels ranging from low to high. The risk level that the company considers acceptable has an overall risk level of low to moderate level. For high-risk levels, the company will implement an additional risk management plan (Mitigation Plan) to mitigate the risks. This plan includes assigning responsible personnel, setting a completion timeline, and conducting follow-ups as per to the established process.

Summary Table of Risk Levels

Impact		F3,I3	ES5	E3,C1,C2	
	O1 ES2	ES3,ES4 ET1,ET2 ET3	I2,S4	F1,O2,S1	
			ES1	E1,E2,S2	
			I1		
				F2,S3	

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

The company has assessed key risks, including Emerging Risks, to develop an annual risk management plan. These risks are categorized into eight areas, namely Emerging Risks, Financial Risks, Customer Risks, Production Risks, Information Technology and Personal Data Protection (PDPA) Risks, Supply Chain Risks, and Social, Environmental, and Governance (ESG) Risks. The company evaluates risks in each aspect based on their significance, analyzing the likelihood of occurrence and potential impact, as well as risk level indicators of each factor for monitoring and measuring the effectiveness of risk management across the organization

Year 2024 is the second year that the company has expanded its risk management efforts to its subsidiary companies, which are Top Trend Manufacturing Co., Ltd., S&J International (UK) Ltd., 4WD Vision (H.K.) Ltd.

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

Risk Factors	Risk Issues	Impact	Likelihood	Risk Level	KRI
Emerging Risk (E)	The rising trend in labor costs leads to an increase in production costs.	3	4	Moderate	Labor costs have increased from 2023 by $\geq 5\%$.
	The government's electricity rate increases impact product costs.	3	4	Moderate	Electricity cost per unit of production has increased quarter-over-quarter compared to the same quarter in 2023 by $\geq 10\%$.
	Risk arising from the Red Sea crisis leading to raw material disruptions or shortages.	5	4	High	The percentage of actual planned deliveries compared to actual purchase orders placed.
Financial Risk (F)	Highly volatile exchange rates. (Exchange Rate)	4	4	Moderate	Percentage of exchange rate loss (buying side) compared to total import orders.
	The impact of rising deposit and loan interest rates affects the company's financial management and cost control.	1	4	Low	Increased expenses from higher loan interest rates = 0 compared to the same period last year.
	Risk management for major debtors of S&J	5	2	Moderate	The amount of doubtful debt is $\geq 10\%$ on sales.
Customer (C)	The growth of major domestic customers is trending downward.	5	4	High	Sales/purchase orders from major domestic customers decreased by 10% from the target per quarter.
	The growth of major international customers is trending downward.	5	4	High	Sales/purchase orders from major international customers decreased by 10% from the target per quarter.
Operation Risk (O)	Machine malfunctions and outdated equipment cannot meet customer demands.	4	1	Low	Main Machine Breakdown by $>2\%$ (Breakdown hours / Total operating hours).
	Labor shortages result in production delays.	4	4	Moderate	Percentage of unsuccessful recruitment exceeding 10% of the target (overall including existing and new positions).

Risk Factors	Risk Issues	Impact	Likelihood	Risk Level	KRI
IT & Technology (I)	SAP (HANA) system implementation does not follow the planned schedule.	2	3	Low	- Implementation budget utilization exceeds 20% of the allocated budget. - Implementation duration exceeds 20% of the planned timeline.
	Data leakages and lack of cybersecurity.	4	3	Moderate	Number of reported incidents caused by management deficiencies. (Incident report = 0)
	Non-compliance with the Personal Data Protection Act (PDPA).	5	2	Moderate	Number of complaints or number of violations related to personal data protection laws = 0.
Supply Chain (S)	The price increase of key raw materials impacts production costs.	4	4	Moderate	Determine the risk level based on the type of material with an average percentage price increase (%) from 2023 after deducting cost reduction efforts.
	The freight rate for international shipping containers has increased.	3	4	Moderate	The average freight cost per 40 FT container has increased compared to 2023.
	Domestic transportation expenses have increased.	1	4	Low	The average domestic transportation expenses have increased compared to 2023.
	Holding a high inventory volume.	4	3	Moderate	The percentage of aging inventory value to total inventory value exceeds 28%.
Environmental, Social and Governance (ES)	The El Niño phenomenon that occurred from 2023-2024 has caused drought and rising temperatures, damaging agricultural crops and resulting in lower palm yields. This led to the expectation of raw material shortages or supply constraints that may affect fulfilling customer orders.	3	3	Low	Delayed or disrupted product delivery to customers by ≥ 30 days.
	Equitable treatment of partners throughout the supply chain, avoidance of human rights violations, and illegal employment.	4	1	Low	Supplier halts production for ≥ 14 days and is unable to deliver products.
	Equitable treatment of employees and subcontractors, avoidance of human rights violations, and illegal employment.	4	2	Low	Complaints from employees and third parties regarding equality, human rights, and employment > 1 time per month.
	The company operates with transparency, adheres to business ethics, and has a corporate governance plan.	4	2	Low	Complaints from stakeholders regarding business operations > 1 time per month.
	Risk from sales decline and the company's reputation due to the enforcement of packaging waste reduction laws.	5	3	Moderate	Decrease or loss of sales due to non-compliance with this regulation = 5 % of sales (Baht 90 million).

Risk Factors	Risk Issues	Impact	Likelihood	Risk Level	KRI
Enterprises Risk (ET)	An organizational structure that is not adaptable to business and market changes.	4	2	Low	Number of complaints relating to an unsuitable organizational structure causing difficulties in working with customers = 0
	Lack of an appropriate medium- and long-term business strategy plan.	4	2	Low	The development of business plan (medium- and long-term) follows the designated timeline.
	Risk of business disruption due to a shortage of personnel in key positions.	4	2	Low	Deviation in the recruitment rate for key positions by < 10%.



Risk Topics	Risk Issues	Risk Level	KRI
Emerging Risk	Risk arising from the Red Sea crisis leading to potential raw material disruptions or shortages.	High	The percentage of actual planned deliveries compared to actual purchase orders placed.

Causes	Preventive Measures
<p>During Q1-Q4 2024, delays in deliveries worldwide were mainly due to the ongoing conflict in the Red Sea. Consequently, cargo ships had to reroute around the Cape of Good Hope, resulting in longer transit times than usual. The Supply Chain department had therefore established additional measures. With these measures, deliveries from January to May were successfully completed as planned. However, at the beginning of June, delays in deliveries started to appear, mainly due to two main reasons.</p> <p>1. The impact of rerouting via the Cape of Good Hope had extended transit times by 10-20 days, depending on weather conditions, vessel size, and the speed of each shipping line. This had resulted in multiple mother vessels arriving at the Port of Singapore simultaneously, causing longer-than-usual cargo handling times of 7-14 days. Consequently, delivery schedules had been delayed.</p> <p>2. The container shortage had begun to have a widespread impact globally due to extended container usage periods. Containers were not being circulated within the system as expected.</p>	<p>1. Products sourced from Europe and the United States must be ordered at least 30 days in advance.</p> <p>2. Collaborating and negotiating with suppliers to store goods in Thailand for continuously used products.</p> <p>3. Considering delivery via air freight while managing the increased costs in collaboration with suppliers.</p> <p>4. Exploring new manufacturers in Asia that meet quality standards, with a particular focus on Thailand.</p> <p><u>Given this situation, the Procurement Department has implemented two additional measures as follows.</u></p> <p>5. Proactively collaborating across the supply chain, including customers and suppliers, to assess product demand and delivery timelines.</p> <p>6. Sourcing additional distributors and manufacturers from neighboring countries.</p> <p>The trend of delivery delays in Q4 2024 and early 2025, based on ongoing news monitoring, indicates that the situation in the Red Sea has no sign of improvement and continues to escalate. This has forced many businesses to continuously adapt and adjust. However, it is estimated that the impact will remain within an acceptable range, with delivery fulfillment at 90%-93% and not exceeding 14 days.</p>



Risk Topics	Risk Issues	Risk Level	KRI
Customer Risk	The growth of major domestic customers is trending downward.	High	The quarterly sales orders from major domestic customers decreased by more than 10% compared to the target.

Causes	Preventive Measures
<p>1. Key customers placed large orders for sunscreen products at the end of 2023 but sales did not proceed as planned. As a results, there was excess stock that needs to be cleared in 2024, leading to lower-than-expected orders for 2024 compare to S&J's forecasts.</p> <p>2. The presence of competitors, including manufacturers from both China and Thailand, has led to a division of production volume previously handled by S&J.</p>	<p>1. Accelerating the development of innovative sunscreen products that differentiate and stand out from competitors and meet consumer needs in China, ensuring that customers choose S&J as their manufacturer.</p> <p>2. Managing the supply chain to effectively respond to urgent orders.</p> <p>3. Seeking sales opportunities, both domestically and internationally, and closely monitoring the situation to promptly meet customer demands.</p> <p>4. Reducing the risk of dependency on key customers by expanding the base of potential domestic customers.</p>



Risk Topics	Risk Issues	Risk Level	KRI
Customer Risk	The growth of major international customers (EU, UK) is trending downward	High	The quarterly sales orders from major international customers (EU, UK) decreased by more than 10% compared to the target.

Causes	Preventive Measures
<p>During Q1-Q3, Key Account Export (EU, UK) sales fell short of targets due to a major key customer declaring bankruptcy and entering an administration process. As a result, S&J temporarily suspended exports while awaiting further clarity.</p> <p>Through close monitoring, S&J coordinated and was able to resume production and begin shipments in Q4 2024, despite the low volume of customer orders, as they had to reassess and develop new strategies.</p>	<p>1. Mitigating risks by accelerating efforts to expand export sales to customers in the EU, the UK, and other countries that are potential customers.</p> <p>2. Identify opportunities for sales both domestically and abroad, and continuously monitor the situation to respond to customer inquiries immediately.</p> <p>3. Supply Chain Management is responsible for responding rapidly to immediate consumer demands.</p>



Risk Topics	Risk Issues	Risk Level	KRI
Supply Chain Risk	Holding a high inventory volume	Moderate	The percentage of aging inventory value to total inventory value exceeds 28%. Inventory Turn <1.75

Causes	Preventive Measures
<p>1. Due to the ongoing Red Sea crisis in Q3-Q4, S&J must increase advance raw material purchases.</p> <p>2. The current highly competitive market increased uncertainty in customer order forecasts, necessitating additional inventory reserves.</p> <p>3. Remaining inventory due to awaiting further clarity on the business operations</p>	<p>1. Procurement has negotiated with suppliers to shorten order lead times and reserved additional raw materials at store locations.</p> <p>2. The sales team has implemented a strategy to closely collaborating with the market and customers for planning sales volume and reserving raw materials with long order lead times in order to increase sales opportunities while mitigating risks.</p> <p>3. Through close monitoring of the customer situation, S&J has been able to prepare for readiness and resume exports in Q4.</p>


Risk Factors affecting the Company's Business Operations

1. Emerging Risk


Background and Rationale	Risk Management Measures/ Plans
<p>Geopolitical conflicts have become increasingly challenging, with tensions becoming more evident since the Russian-Ukraine crisis in 2022. This conflict has continued to escalate, contributing to the Red Sea crisis and highlighting Russia's significant role in the global energy sector. These developments have expanded the scope and influence of major economic, political, and trade power countries. Countries with economies tied with these nations have been impacted in various ways, such as rising production costs driven by energy and transportation factors.</p> <p>In Thailand's economic landscape, the government has announced a policy to adjust the minimum wage in 2024 to address the rising cost of living. This minimum wage adjustment would directly affect production costs, potentially reducing competitiveness, particularly for companies competing with other countries such as China and other ASEAN countries.</p> <p>Based on this updated risk assessment, the company anticipates an impact on production and raw material costs leading to higher expenses. This poses a competitive disadvantage in the current cosmetics market.</p>	<p>The company has collaborated with key suppliers importing raw materials from overseas to manage raw material costs. This includes negotiating long-term demand volume forecasts with manufacturers, enabling them to plan production at an optimal cost. Additionally, the company works on managing transportation costs across the supply chain by aligning import volumes with freight rates and delivery schedules. Simultaneously, efforts are being made to source raw materials locally or from nearby regions while maintaining quality and standards.</p> <p>In the scope of production, the company has improved the tools and machinery in the production process, enhancing efficiency and increasing production output, while adhering to the planned production schedule. Additionally, energy management has been optimized through the use of natural resources by installing solar rooftop systems in the factories and adjusting work shifts to a two-shift system to reduce electricity consumption.</p> <p>Based on this updated risk assessment, the company has successfully mitigated risks to an acceptable level. However, due to the high volatility of external factors, the company will continue to maintain quarterly monitoring measures to stay responsive to ongoing changes.</p>

2. Financial Risk

Background and Rationale	Risk Management Measures/ Plans
<p>From 2022 to 2024, exchange rates experienced significant volatility, primarily due to the U.S. Federal Reserve interest rate adjustments and widespread inflation in multiple countries, particularly economies in European countries with a decline in purchasing power. These factors have contributed to currency fluctuations as economies adjust to changing market dynamics.</p> <p>The company conducts sales and purchases worldwide, primarily in US dollars (USD), Pound Sterling (GBP), and euros (EUR). Therefore, the company has managed exchange rate risk to ensure it can exchange currencies at optimal rates. This enables the company to forecast revenue and expenses in Thai Baht in advance, benefiting business planning and supporting sustainable growth.</p> <p>In managing financial risks, the company has also managed revenues from all key customers to align with the management of its financial position, ensuring liquidity in working capital and supporting investments for business expansion.</p>	<p>The company has established a Foreign Exchange Management Committee with a monthly agenda to monitor exchange rate risk management and formulate currency strategies. The committee analyzes global currency trends based on economic situations and employs appropriate financial tools and instruments to manage potential exchange rate volatility. The committee works in collaboration with relevant internal departments to forecast revenue from sales and expenses for raw materials and services in all foreign currencies in advance every quarter. This allows for an assessment of both positive and negative impacts and the duration of potential volatility. Additionally, the company sets criteria for assessing and accepting volatility and management approaches to align buying and selling activities, which can be adjusted according to the circumstances of each period.</p> <p>To manage revenue from key customers, the company has assigned the sales department to monitor the economic conditions of the countries where it conducts business to assess potential economic risks that may lead to a decline in key customers' sales and impact their ability to make timely payments. Accordingly, the company will develop a financial risk management plan for these key customers.</p>

Background and Rationale	Risk Management Measures/ Plans
	<p>The company continuously oversees financial risk management throughout the year and allows for adjustments at any time. As a result, the risk level has been mitigated to a moderate and acceptable range. However, it remains a challenge that requires the implementation of additional urgent measures to further mitigate potential risks.</p>

3. Customer Risk

Background and Rationale	Risk Management Measures/ Plans
<p>The post-COVID recovery of the beauty industry has shown consistent growth annually, with expansion across all product categories, including skincare for the face and body, as well as a leap rebound of the makeup market. This significant growth has intensified competition, attracting new entrepreneurs and contract manufacturers to enter the industry to meet market demands quickly. This also brings certain risks, such as short-lived product popularity and shifting consumer preferences, influenced by global fashion trends or social media worldwide.</p> <p>As competition in the cosmetic market intensifies both domestically and internationally across various dimensions, it directly affects the company's customers. If customers do not promptly adjust to new demands for products, marketing communication with consumers, or distribution channels, the company will continually be affected when the purchasing volumes do not meet the targeted plan.</p> 	<p>In the first quarter, the company assigned both domestic and international sales team to analyze customers, focusing on the growth strategies of all customers across all product categories to reflect and provide the company's upcoming sales trends. As a result, three key measures have been established.</p> <ol style="list-style-type: none"> 1. Measures for monitoring the growth of key customers according to the plan. 2. Measures to drive sales growth of the second customer group by developing new products that align with the customer's business plan and are competitive in both quality and cost. 3. Measures to acquire new customers with sales growth comparable to or exceeding that of the second customer group by introducing new innovative products that can generate sales to a large group of customers over the long term. <p>The company has set a target to monitor all three measures on a quarterly basis. It has consistently refined its strategies to reach new groups of customers by participating in Beauty Exhibitions in international markets, collaborating with customers on marketing plans, and optimizing the supply chain to ensure faster product delivery. While these initiatives have led to growth in certain customer segments, the results were still below the target threshold, keeping the risk level high. Therefore, the company needs to further enhance its customer acquisition measures and improve responsiveness to customer needs in order to reduce risks to an acceptable level.</p>

4. Information Technology and Personal Data Protection (PDPA) Risk

Background and Rationale	Risk Management Measures/ Plans and Risk Indicators (KRI)
<p>In the past, the company conducted its business on a legacy SAP database system that stored all departments' corporate data and used various data management tools, making it difficult for cross-departmental data access, and additionally, leading to data redundancy, increased storage costs, and heighten the risk of errors. As this business information is crucial for improving operational efficiency, customer experience, and increasing organizational profitability, the company has planned to upgrade its data management system to SAP S/4HANA Cloud. This new system integrates key business functions and supports new business models, enabling faster business transformation. However, this system migration requires collaboration across all departments and external consulting teams to ensure alignment with the project timeline. Therefore, the Risk Management Committee has assigned the IT department to assess the risk in case that the system migration does not proceed as plan, its impact to operations across the organization, as well as the risk of unforeseen costs exceeding the allocated budget.</p> <p>At the same time, technological threats are increasing across all businesses, posing risks to hardware, software, and data security. Organizations face potential cyberattacks that could lead to unauthorized data exposure, data manipulation for personal gain, or data being rendered unusable. These threats can disrupt business operations.</p>	<p>The company has established an SAP 4S/HANA Committee that works collaboratively, from the executives who provide guidance and make decisions on core processes, the consulting team working closely with the IT department to monitor progress of each step, and department heads who oversee and inspect the actual system implementation. The project has been in progress since the first quarter of the year, ensuring that the system migration to the new SAP S4/HANA adheres to the planned schedule with a low risk.</p> <p>Regarding technology threat management, the company has installed Firewall and Anti-Virus security systems and has measures in place to restrict device connectivity, ensuring that devices connected to the company's equipment are approved by the IT department. Additionally, a roadmap has been established for further security enhancements, including considerations for cyber insurance and compliance with PDPA, making the IT & Technology risk at a low level.</p> 

5. Supply Chain Risk

Background and Rationale
<p>Rapid changes in economic, trade, financial, and political factors are among the key contributors to supply chain risks. The Red Sea crisis, the economic slowdown in Europe, interest rate adjustments by central banks, and geopolitical tensions between the U.S. and China have all directly affected manufacturing operations, leading to increased production costs due to rising energy prices. Extended shipping routes also increase raw material costs, while the delivery time is also prolonged.</p>
Risk Management Measures/ Plans and Risk Indicators (KRI)

The company has established volatility criteria for raw material prices, grouping them based on purchase volume and value to implement appropriate management measures. Particularly for extract-based raw materials with price increases, the company will seek alternative sources within the Asian region while maintaining quality standards at a lower or stable cost. For highly volatile materials such as palm-based ingredients, the company will establish a long-term purchasing plan during the optimum price period or collaborate with suppliers to estimate the annual purchase quantities and negotiate the lowest possible prices.

At the beginning of 2024, shipping delays arose due to vessels had to reroute around the Cape of Good Hope, extending transit times by at least 15 days. In response, the Supply Chain department had worked proactively, collaborating across the entire supply chain, including customers and suppliers, to assess product demand and delivery schedules. Suppliers were encouraged to maintain sufficient inventory in Thailand to meet usage cycles, while orders were placed 30 days in advance. Additionally, the company sought new manufacturers in the Asian region to reduce transportation time and mitigate increased expenses.

To ensure export targets are met, the company has signed an additional contract with a second carrier, bringing a total to two main shipping lines, increasing the number of container availability for exports. Additionally, the company has negotiated with strategic shipping partners to reduce or waive surcharges imposed due to longer shipping routes. As a result, freight costs decreased in Q4, but the overall annual average cost per container remained higher than the target.

Risk Management Measures/ Plans and Risk Indicators (KRI)

The company has set key indicators and monitored price volatility of key raw materials to assess risk levels, as well as continuously reviewing export expenses. Through these measures, supply chain cost and price fluctuation risks are at a moderate level. The company will implement further cost reduction measures to ensure product costs remain competitive.

6. Environmental, Social and Governance (ESG) Risk

Background and Rationale	Risk Management Measures/ Plans and Risk Indicators (KRI)
<p>Environmental, Social, and Governance (ESG) risks are critical to the organization's sustainability. Poor risk management in these areas could impact the company's ability to drive business both in the short and long term. Recognizing the importance of ESG risks, the company has conducted risk assessment both internally and across key suppliers, ensuring sustainability throughout the supply chain. Any entity that operates with negligence to ESG practices could potentially impact the company.</p>	<p>The company remains committed to ensuring sustainability throughout the supply chain. Hence, it requires all key suppliers to operate with transparency, uphold business ethics, implement corporate governance plans, and comply with labor laws. They must treat employees and contract workers fairly, while supporting human rights. Additionally, all key suppliers must adhere to environmental laws and regulations and clearly support environmental conservation in the organization, from senior management to operational staff. The company will conduct supplier assessments according to plan through on-site inspections at suppliers' workplace or factories or remote audits via the Zoom communication tool, including document-based assessment for suppliers located overseas.</p> <p>The company has set key indicators that its own operations or those of its suppliers must not face disruptions due to labor issues, human rights violations, or discriminatory practices. The assessment found that the company and its suppliers are operating smoothly in accordance with established guidelines, with no complaints reported. Therefore, this is classified as a low risk level.</p>

7. Enterprise Risk

Background and Rationale	Risk Management Measures/ Plans and Risk Indicators (KRI)
<p>Enterprise risk reflects the company's policy in managing the organization, strategic business plans for both short and long term, human resource management, and the development of employee capabilities in alignment with business direction. It also includes fostering a strong organizational culture with a clear vision to ensure that employees at all levels can effectively adapt and work effectively in today's world.</p>	<p>The company continuously reviews and adjusts its business strategies to ensure they are effectively implemented to achieve the organization's core objectives. The strategies include driving growth through both existing and new customer bases, developing innovative products that differentiate from competitors, and introducing new product categories to cater to a more diverse customer group. Additionally, the company implements cost strategies by optimizing processes to enhance efficiency across the production throughout the entire supply chain, and in the management of human resources, financial, and information systems. As a result, the overall risk remains at a low level.</p> <p>Additionally, the company conducts risk analysis across four key areas, which are financial, business operations, corporate reputation, and safety. The risk assessment criteria are evaluated based on the likelihood of occurrence and the impact of potential damage, categorized into 5 levels, from very low, low, moderate, high, and very high.</p>

Business Continuity Management

Commitments

The company places importance on risk management and various crisis situations. That may result in losses and various impacts arising from business interruptions especially in the current situation, business operations are rapidly changing. Some situations are unpredictable. There is a risk of encountering emergencies and disasters. As a result, the company has developed a business continuity plan to reassure stakeholders that it can rapidly recover business and minimize the impact.

Management approach

The Company has defined a Business Continuity Management Team (BCMT) and sub-working groups to manage business continuity. These working groups focus on formulating crisis management plans, crisis communication plans, and business continuity plans for both the department and organizational levels. The plans are interconnected, and the team is responsible for operating, testing, and improving the business continuity plans of each department to ensure that they are complete, correct, and up-to-date



1

Establish the policy

Establish a crisis management policy and provide knowledge of working processes that are in line with crisis situations

2

Assignment

Establish working groups at the executive and committee levels to manage and operate the business contingency plan (Business Contingency Plan : BCP) for the Bangkok office and sriracha factory during emergencies

3

Follow up

Closely monitor the situation through meetings and reports from relevant working groups

4

Establish measures

Establish proactive measures for crisis management and recovery for all groups of stakeholders

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

Department responsible for research and innovation regulation and oversight

The company has a research & development department that serves as the primary unit responsible for overseeing and regulating innovation development to align with the organization's goals. Its roles include researching and developing new products to meet the needs of customers and consumers, as well as improving existing products to enhance their quality standards, and conducting innovation-level research to increase the company's competitive capabilities.

Innovation Management Process

Continuous innovation creation is a key driving force that enables the organization and the nation to increase their competitiveness on a global scale. It stimulates the creation of new ideas and strengthening economic, social, and environmental aspects. Nowadays, consumers, governments, and the private sector are increasingly giving importance to involvement to help reduce the impact on the environment due to global warming crisis, climate change, and rising pollution levels. Consequently, consumers are placing greater importance on purchasing products that contribute to environmental preservation.

The company therefore focuses on creating innovations that meet consumer needs, delivering value that resonates with consumers, and striving for sustainable products that minimize environmental impact. This includes using RSPO (Roundtable on Sustainable Palm Oil) in products, reducing the use of coral-damaging sunscreen chemicals, utilizing biodegradable natural ingredients, using compostable or recyclable packaging, and developing waterless products to minimize water consumption, as well as prioritizing the reduction of carbon emissions in the production process.

Product innovation

The company recruits experts in research and innovation with environmental concerns, including specialists in natural extracts, biotechnology, and modern cosmetic science. Additionally, it collaborates with various public and private institutions on research and development to create outstanding innovations that meet consumer needs.

The company places importance on product innovation that impacts sales and sustainable business growth, while also caring for society and the environment, through eco-friendly innovations that do not harm ecosystems. The products are accessible to all customer groups, such as Halal and vegan products. With a customer-centric and best experience approach that aims to deliver exceptional value and consumer experience through its specific innovations, including Unique research and technology, Green cosmetics, Transformative technology, and Mixologist technology.




the company has generated approximately Baht 960 million in sales.







Target and Performance

Details	Target	2020	2021	2022	2023	2024
New innovations that generate sales (items)	≥ 20 item/years	32	25	24	25	44
Awards or Certificates (Lists)	≥ 4 list/years	9	3	12	10	11
%Customer Satisfaction Product development	≥ 85%	88%	90%	85%	86%	87%
Number of products for society and the environment	≥ 20 item/year	6	17	26	62	41
Number of Research and development Department employees	N/A	178	176	175	185	189

1. The company’s Uniqueness Innovation

Examples of Innovation

PRODUCT	DESCRIPTION	PICTURE
MISTINE AQUA BASE ULTRA PROTECTION FACE SUNSCREEN PRO SPF 50+ PA++++	<p>The innovative sunscreen lotion design is easy to absorb, light and comfortable, light, moist, and lusterless, while protecting the skin from radiation. UVB and UVA, SPF50+PA++++.</p> <p>Together With Bioactive Protective Ingredient Taremi and encapsulation technology to protect skin and comprehensively Improved.</p>	
SANCTUARY SPA MELTING PEARL BODY BUTTER	<p>A decadent blend of shea butter and encapsulated pearls of Moroccan argan oil melt into the skin to deeply hydrate. Melting Pearl Body Butter intensely moisturises to leave skin replenished and feeling velvety soft for up to 7 days.</p> <p>Formulated with 92% ingredients of natural origin and suitable for all skin types.</p>	
NUTRIMETICS STRAWBERRIES & CREAM WHIPPED BODY BUTTER	<p>This is special formula inspired by smoothie texture, when spreading onto skin the texture can be felt smoothie and fluffy. Moreover, It is contains chunks jelly. Keep skin moisturizer, soft and smooth.</p>	

PRODUCT	DESCRIPTION	PICTURE
REVOLUTION PRO MIRACLE CLEASING BALM	A Makeup-Melting Miracle! Made with a form of vegan collagen*, this 3-in-1 nourishing cleansing balm transforms into an oil and then milk to effortlessly melt away all traces of makeup, SPF and impurities. Leaving your face feeling hydrated, silky smooth & clean.	
PRIMARK PS...PRO GLOW BALM	Shimmering creamy texture balm for ultra-nourishing and softening all-over glow balm.	
PS... PRO SUN BEAM TINTED PRIMER SPF 50+	Sun care and skin care rolled into one. Developed with a peptide complex that aims to smooth and brighten skin, creating a flawless canvas for the application of makeup, this lightweight primer also boasts SPF 50+ to help protect against the sun's powerful rays.	
ICONIC BRONZE BUBBLE PORE MASK	Bubble pore mask without Perfluoro butyl Ether. Mild & Clean formula. Sulfate free, smooth and fineness. Provide deep cleansing without skin dryness.	
4U2 MELTED YET LIP BALM	Melted lip balm with high gloss plumping technology. Provide 10X plumping look and long lasting moisture 24 hrs. Colour stain all day.	
SUREEPORN MATTE DEE POWDER SPF 35 PA ++	Light Powder texture and not heavy on the face. Helps blur pores, acne marks, freckles and dark spots while making the skin look bright and natural. Control it Does not clog pores and is waterproof. <ul style="list-style-type: none"> • Sunblock SPF 35 PA +++ • Waterproof • Help control oil 	

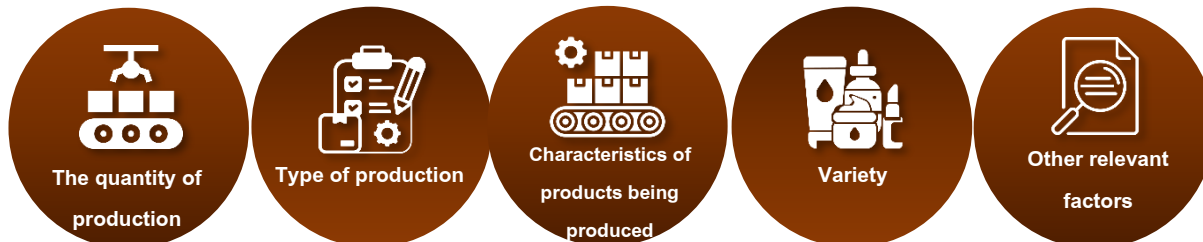
2. An award-winning cosmetic innovation both nationally and globally

PRODUCT	DESCRIPTION	PICTURE
STAR AWARDS WINNER 2024	Superdrug B. Cleanse Melting Cleansing Balm Transformative cleansing balm. Melt away dirt and impurities with this velvety soft balm which helps to remove every trace of make-up. Rinses clean to leave skin feeling soft, hydrated and soothed, with no residue.	
WATSONS HWB AWARDS 2024	HAIR SYSTEM BY WATSONS styling pomade Water formula hair styling. This high-strength, glossy pomade provides strong hold while also being gentle on your scalp. Artichoke leaf extract helps to protect your hair from damage when styling. Easily rinsed out, the water-based formula keeps your hair smooth, flexible and flake-free.	
NUTRI BEAUTY AWARDS 2024 -BEST BATH&SHOWER PRODUCT	Nutri-Rich Gentle Foam Body Wash This transformative liquid to gentle foam body wash, creates a silky and airy foam, so you can enjoy an indulgent and sensorial shower experience. This lightweight foam moisturizes the skin whilst it delicately cleanses, ensuring your body is left feeling soft, smooth and beautifully fragranced.	
NINE BEAUTY AWARDS 2024	Clear Nose UV Sun Serum SPF50+ PA++++ A light touched, oil free, hybrid sunscreen that protects your skin from sunlight pollutions. SPF50+ PA++++ UVA&UVB. Non-greasy, weightless, watery, and oil free. Perfect sunscreen for your daily activities.	
CLEO AWARDS 2024	Clear Nose White Body Derma Serum The lightweight, fast-absorbing, and concentrated White Body Derma Serum visibly brightens your skin within 7 days. With 7X White Plus Technology*. Experience a more glowing body radiance.	
COSMOPOLITAN WINTER BEAUTY AWARDS 2024	Sanctuary Spa Lily & Rose Rich Hand Cream A decadent treat for your hands, rich and indulgent hand cream absorbs quickly into skin to intensely moisturize after just one use. Unlock moments of sensory self-care throughout the day and leave hands beautifully fragranced with our blossoming Lily & Rose scent.	

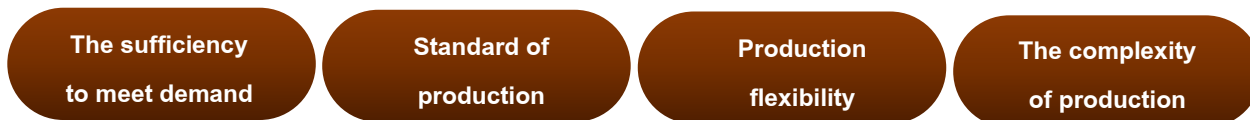
Management approach

Process Innovation

Development and Improvement of Production Technology is the development of production in terms of efficiency and productivity, while also enhancing the quality, speed, and complexity of production to meet the diverse needs of customers. These various aspects include



Therefore, the Company needs to evaluate the need to develop the production process and the duration it needs to be developed. This can be considered from production standards and comparing current standards with other variables such as standards of competing factories with similarity, its own standards in the past, or the planned standards before the start of production. The concepts that should be given importance for consideration are :



Strategy for developing competitive production processes

The company prioritizes product quality control and compliance with customer requirements, ensuring consistency and reliability. In 2024, the company enhanced its manufacturing processes through the following strategic initiatives :



- 1 **Powerpuff Girl**
- 2 **Single Batch to Continuous Process**
- 3 **Reduce Temperature / cold process**
- 4 **Jigsaw**

• **Powerpuff Girl** Improving the goods transportation method by transitioning from vehicles with drivers to automated electric vehicles. The company has implemented automated electric vehicles with an automated guided vehicle (AGV) technology to improve operational efficiency. By replacing drivers who move goods from production to warehouse with automated driverless electric vehicles, the company is optimizing efficiency in its process.



• **Single batch to continuous process** The design of the semi-finished batch mixing process, where the mixture was transferred to storage tanks and transported for filling, has been redesigned to a continuous mixing and transferring to the filling machine, where a mixing tank is installed and connected through pipelines for continuous filling at the dispensing heads. The company has implemented this new method to enhance efficiency in all hot-fill production processes, increasing overall production efficiency by 200%.



- **Reduce Temperature / Cold process Design of Production Process to reduce temperature usage**

(Cold Process) : Energy reduction and safety enhancement in the production processes using low or no-temperature methods (Cold Process) are useful methods that benefit both energy savings and enhancing work safety. Reducing energy consumption from heating or cooling helps lower production costs and decrease greenhouse gas emissions, benefiting the environment. Utilizing heat-free techniques such as Cold Mixing or Cold Pressing also minimizes the risk of heat-related accidents, such as injuries from high-temperature equipment or flammable chemicals, thereby enhancing workplace safety for employees. Additionally, production process using Cold Process techniques can better preserve product quality, especially for heat-sensitive items such as food and cosmetics, making the manufacturing process more sustainable and efficient. In conclusion, designing a production process without heat not only reduces energy consumption and enhances safety but also improves production efficiency and preserves the highest product quality.

- **Jigsaw** is a process in which the company is committed to designing and developing tools and equipment tailored to the specific needs of the production process to enhance operational efficiency. Well-designed tools help employees work easily and efficiently, reducing operational complexity and increasing accuracy in the production process.

Selecting the appropriate equipment ensures a smooth and efficient production process, reducing training time and enhancing work safety. Well-designed tools enable employees to work more comfortably and effectively, minimize errors, and ensure production meets established standards.

Additionally, designing machines and equipment to be adaptable and compatible for various products and production processes also increases flexibility and overall manufacturing efficiency. Therefore, Jigsaw enhances production flexibility and enables continuous productivity growth, meeting the demands of industries that require maximum efficiency at every stage of the manufacturing process.



Supply Chain Management

Supply Chain Management Policy

The company is committed to managing its supply chain responsibly through a process that is transparent, fair, and accountable. It takes into account the ethical framework while working with partners throughout the process, from selecting partners, managing risks for partners in the areas of environment, social, and good corporate governance, and announcing Supplier Code of Conduct, Communication and training on supply chain management for employees and stakeholders, and upgrading and developing the potential of suppliers. The company has defined guidelines as follows:

1	2	3
The Company establishes criteria for procuring products and services, considering quality (Q), price (C), and delivery (D)	There is a system in place to select partners in the supply chain (Value Chain) who conduct business according to the law, consider human rights and children's rights, adhere to occupational safety and health standards, treat its trading partners on the basis of fair competition, equity, and mutual respect, and manage under the comprehensive principles with ESG	Keep trade partners secrets or information completely confidential without being exploited wrongfully for personal or a related person's benefit
4	5	6
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	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	Never solicit or accept any assets or other benefits outside the terms of trade agreements

Strategies and Guidelines for supply chain management

The company values its supply chain management strategy as follows:

1	The worthiness of products and services
2	Timely delivery system
3	Continuity of delivery and services
4	Prevention or reduction of risk related to environment, social, and good governance
5	Transparency and fairness to trading partners
6	Maintaining relationships and engagement with each other

Supplier Code of Conduct and Guideline

The company has established a Supplier Code of Conduct as a guiding framework for business partners to ensure that all suppliers operate in alignment with the company's sustainability principles (ESG), which covers the topics that follow.

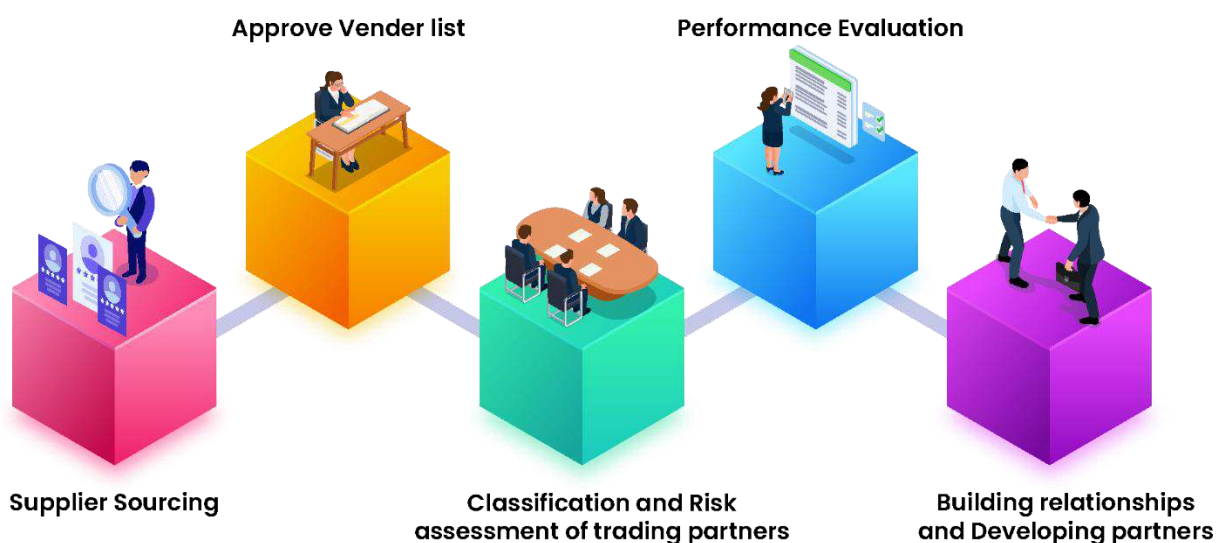
Environment	Society	Business Ethics
<ul style="list-style-type: none"> • Environment management • Climate change • Chemical and hazardous substances • Waste management 	<ul style="list-style-type: none"> • Occupational Health and Safety • Human rights, labor and child labor • Contribution to the community 	<ul style="list-style-type: none"> • Good corporate governance • Corruption and bribery • Trade secrets

Target in Supply Chain

Indicators	Target 2024	Result 2024
Number of Suppliers Assessed for Sustainability (ESG)	40 % of Critical Suppliers	40.54 %
Risk Assessment and On-Site Visits for Critical Suppliers	40 % of Critical Suppliers	40.54 %
Critical Suppliers' Acknowledgment and Compliance with the Supplier Code of Conduct and Guidelines (Operated every 2 years)	100 Suppliers	101 Suppliers
Communication of the Supplier Code of Conduct and Guidelines to Critical Suppliers (Operated every 2 years)	100 Suppliers	105 Suppliers

Trade Partner Treatment



The company is aware of the sustainability factors in supply chain management and has therefore determined various issues. Relevant dimensions of the economy and governance, society and the environment (ESG) are integrated into the supplier management guidelines. Focusing on transparency and accountability through the process as follows:



1. Supplier Sourcing



The company has a structured supplier selection and evaluation process, ensuring that all business partners meet the necessary production capabilities, quality standards, capacity, certification systems, service readiness, logistics efficiency, safety, and occupational health requirements. In addition to these operational factors, the company prioritizes the Environmental, Social, and Governance (ESG) criteria of its partners, which cover key social and environmental aspects, such as anti-corruption and anti-bribery, environmental management standards, and legal business operations, etc. Questionnaires are used as a preliminary assessment tool, followed by on-site evaluations and continuous monitoring to ensure sufficient management capability and credibility.

Criteria for evaluating and selecting trading partners

 <p>New trading partners</p>	<p>Evaluation and Selection Criteria</p> <ul style="list-style-type: none"> • Product quality • Appropriate production and cost management • Ability to deliver and service • Comprehensive operations following sustainability principles (ESG)
 <p>Existing trading partners</p>	<p>The Company has criteria for evaluating existing trading partners in both the Raw Material group and the Packaging group based on product quality, risk factors, and operating results, including an assessment of comprehensive sustainability management including ESG</p>

2. Approve Partners List

Classification of Trading Partners To help assess risks and prepare appropriate action plans with each group of trading partners

 <p>Important trading partners (Critical Tier 1)</p>	<p>Criteria for consideration</p> <ul style="list-style-type: none"> • Partners with a trading volume with the Company of Baht 10 million or more. • Partners with significant business implications that could potentially severely impact customers and have a high or very high level of risk. • Partners for products that are difficult to find substitutes, both raw materials and important packaging.
 <p>Important trading partners who do not directly do business with the Company (Critical Non-Tier 1)</p>	<p>Criteria for consideration</p> <p>Is an important partner that provides products and services to main trading partners</p>

Number of Suppliers 2024

	Lists
Critical tier 1	111
Critical non-tier 1	341
Total	452



3. Risk assessment

The company prioritizes its suppliers by assessing their importance based on product categories and transaction value, as well as evaluating supply chain risks and their potential impact on the company's revenue to ensure that the company can maintain business continuity and operational stability without disruptions.

Supply Chain Risk Analysis

The Company categorizes key trading partners into 2 groups

**Raw Material
Group**

**Packaging
Group**

Results of supplier risk assessment

Partner Level (Grade)	Assessment Score (%)	Interpretation of Results
A	90-100	Very Good : Pass
B	75-89	Good : Pass
C	60-74	Fair : Pass
D	0-59	Need Improvement

Trading partners with assessment results at D level, which scores between 0 and 59 are classified as high-risk.

Trading Partners Risk Issues : The Company has summarized risk issues in each area as follows:



Economic: One key concern is supplier concentration, over the last few years, the company has addressed this by expanding its supplier base while simultaneously strengthening existing supplier capabilities in terms of quality, on-time delivery, and service performance.

Outcome : As a result, the company successfully added new suppliers while enhancing the production capacity of existing suppliers, ensuring they meet quality and delivery expectations.



Society/Environment : Regarding non-compliance with social/environmental requirements the Company has extended the results on the development and selection of new trading partners to conduct business with social and environmental care. It has created a knowledge development plan for trading partners and added a topic on evaluating both new and existing partners, particularly key trading partners that cover ESG assessment and development. (More details can be found in the development of trading partners' section.)

Risk Summary 2024

The overall trading partner risk issue is at a low level. However, the Company plans to continue development programs on the topics mentioned above.

4. Annual On-Site ESG Audit and Supplier Evaluation

- Evaluation Process

The company places great importance on supplier risk assessment, particularly for key suppliers with annual transactions exceeding 10 million baht. The evaluation process assesses potential risks and impacts across environmental, social, and governance (ESG) dimensions. In addition, the company conducts on-site audits (site visits) to directly inspect supplier operations. The findings from ESG assessments and site visits are then used to develop improvement plans in collaboration with suppliers.

Sustainability (ESG) Assessed Partners in 2024

Partners	Unit	Target	Result
Raw material Group	Partners	79	79
Packaging Group	Partners	32	32
Total	Partners	111	111

Supplier Development

Sustainable supplier development is a core component of the company's sustainability strategy, ensuring that business partnerships are built on mutual benefits, transparency, supporting skill and knowledge development, and promoting suppliers to operate socially and environmentally responsible businesses will lead to long-term success. The company is committed to collaborating with suppliers to optimize production processes, reduce resource consumption, and improve operational efficiency at every stage.

Additionally, supplier capability development is a key focus area, ensuring that all suppliers meet sustainability standards [through training programs](#), ethical business support, and the adoption of environmentally friendly materials.

The company has implemented a Supplier Development Program, incorporating training sessions, study visits, collaborative meetings, and annual supplier evaluations. This initiative helps mitigate business risks while ensuring sustainable operations as follows.

1 Corporate Governance

As part of the company's commitment to transparent and ethical business practices, and in accordance with the principles of good governance, the company has organized a seminar for key suppliers, "Expanding Supplier Collaboration Against Corruption for Sustainable Development."

**In 2024, the company successfully extended its commitment to 100%
of key suppliers**

Projects that contribute to managing environmental impacts in the supply chain

Expanding eco-friendly packaging partnerships with the Circular Economy concept

The company has been continuously expanding its business partners in developing environmentally friendly packaging since 2018. Under the company's policy on the Green Packaging topic in 2024 , it will promote local packaging converters to produce packaging from PCR pellets, including bottles, jars, and tubes, which is part of the Circular Economy concept based on 3 main principles: product and service design that minimizes the depletion of natural resources, maximizing resource efficiency by reintroducing materials into the production cycle, and minimizing waste and negative environmental impacts as much as possible.

	2020	2021	2022	2023	2024
Number of environmentally friendly packaging partners	125	68	31	35	20



In 2024, the company invited contractors and outsourced partners to participate in an online clarification of safety and environmental policies and regulations. **Total participation: 3,637 persons.**



Supplier Support

The company has established guidelines for collaborating with partners by developing a “Purchase Agreement,” which includes details of key operational details, such as terms of purchase, delivery conditions, product shipments, and return policies to set standards for their partnership. The company has set a **payment period for partners of no more than 30 days** to ensure that partners have sufficient financial liquidity to maintain their operations.

The company prioritizes fair treatment and good relationships with its business partners. The company has a policy of fair treatment and equal opportunities for all suppliers by strictly adhering to contractual agreements and maintaining financial transparency by disclosing accurate financial statements in a timely manner. In cases where specific conditions cannot be met, the company proactively informs suppliers in advance to seek mutually agreeable solutions, preventing potential disruptions or financial losses.

The company allows suppliers to submit invoices from the 1st to the 6th of each month, with payments made on the 25th of each month via bank transfers through the Media Clearing system. This approach enhances convenience while ensuring that all payments are made on time and in full, in accordance with pre-agreed credit terms. The company conducts business in accordance with the rules of honest and fair trade competition under the strict legal framework.

	2024
Average payment period to suppliers (days)	30

Encouraging Supplier Participation in the Sedex Program

In 2024, the company provided knowledge and consulting services to business partners in applying for certification of the Thai Labor Standards System/SEDEX:SMETA Standards to reduce business risks related to social compliance, particularly in human rights and child labor practices.

Number of partners requesting SEDEX certification: SMETA

Year	2020	2021	2022	2023	2024	Total
Supplier	49	9	10	11	2	81



Customer Relationship Management



Commitment

The company believes that customer satisfaction is the foundation of sustainable business success. With this commitment, the company continuously strives to develop innovative products and services that meet customer needs while conducting business responsibly, with respect for society and the environment, to generate long-term positive impacts. The company conducts regular customer satisfaction surveys every quarter through its customer care team. These surveys assess key areas such as innovation, product quality, service efficiency, and overall satisfaction. The insights gained from these assessments are used to continuously improve and refine the company's operations as follows.

Topic for Assessment

Satisfaction Assessment Result

1. Innovation

2022	2023	2024
85%	85%	89%

2. Research & Development

85%	85%	88%
-----	-----	-----

3. Packaging Sourcing & Development

81%	81%	87%
-----	-----	-----

4. Product Delivery

97%	95%	95%
-----	-----	-----

5. Product Quality

88%	98%	90%
-----	-----	-----

6. CSR & Sustainability

89%	88%	92%
-----	-----	-----

7. Service

87%	85%	90%
-----	-----	-----



Performance

Domestic customers

2022	2023	2024
90%	91%	91%

International customers

85%	84%	90%
-----	-----	-----

Key Findings and Development Plan

The company's continuous improvement efforts over the past year. In 2024, the results have led to higher-than-targeted customer satisfaction scores in all dimensions for both domestic and international customers. Moving forward, the company remains committed to improving its capabilities, with a particular focus on innovation that may drive the company's long-term competitiveness and achieve sustainable success in their respective markets.

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:

Partnership :

We view every customer as a business partner, dedicated to growing together.

Trust :

We prioritize the trust our customers place in us by maintaining strict confidentiality of business and formulation information.

Quality :

We are committed to producing high-quality products that meet international standards and align with customer expectations.

Flexibility :

We adapt and respond effectively to the evolving needs of our customers.

Innovation :

We drive innovation to create unique product solutions, empowering our customers to compete successfully in the market.

Sustainability:

We operate with a strong commitment to sustainability, considering the environmental and social impact of our business activities.



The Process of Earning New Customers

Acquiring new customers is essential for business growth and expansion, particularly in the highly competitive cosmetics industry. Selecting the right channels enables the company to effectively reach its target audience.

1 Online Channels

Website

A professional, informative website showcasing the company's products, services, and production processes.

Social Media

Managing company pages on platforms such as LinkedIn to share updates, industry insights, and engage with potential customers.

Email Marketing

Developing a customer database and using email campaigns to share news and product updates.

2 Offline Channels

Trade Exhibitions

Participating in local and international cosmetics industry trade shows to connect with potential customers and business partners.

Industry Associations & Organizations

Becoming a member of key industry associations to expand networks and stay informed, including collaborations with leading universities for research projects.

Public Relations

Developing press releases and corporate communications to enhance brand awareness.

Events & Workshops

Organizing interactive events to strengthen customer and partner relationships.

3 Additional Channels

Customer Referrals

Encouraging existing customers to recommend the company to potential clients.

Networking

Actively building relationships with professionals and businesses within the industry.

Exhibitions and Showcase both national and international

Cosmoprof CBE ASEAN 2024



Cosmoprof Asia Hongkong 2024



Makeup in Paris 2024



New Customer

Zone	Actual 2022		Actual 2023		Actual 2024	
	Customer	Total (MB)	Customer	Total (MB)	Customer	Total (MB)
Domestics	8	30	11	20	10	23
Asia and Japan	8	10	4	7	8	11
EU, UK	1	1	1	3	2	24
US	4	5	5	22	1	1
Others	-	-	-	-	4	13
Total	21	46	21	52	25	72

Customer Perspective

	2022	2023	2024
Customer Retention %	87%	83%	84%
Customer Satisfaction %	86%	86%	90%

Customer Engagement for Sustainability

In 2024, the company was invited by international clients to participate in the Supplier Meeting in Shanghai, China, where over 50 companies, including customers and business partners, gathered. The company was honored to be the sole speaker on ESG topics, reflecting its strong commitment to sustainable business practices. The company presented its sustainability policies, strategic plans, and performance results, aiming to inspire participants and reinforce the importance of sustainability in the industry.



Clean & Green Products

The company recognizes the importance of environmentally responsible business practices and has developed a strategic plan to create products that not only meet consumer needs and also align with sustainable principles. Under the "Clean & Green Products" initiative, the company is dedicated to introducing and delivering eco-friendly solutions to both domestic and international markets. This approach has enabled the company to gather extensive consumer insights from different countries, leading to a more profound understanding of global market demands.

Examples of Eco-Friendly Product Success In 2024, the company successfully developed and delivered sustainable products, generating a total revenue of 300 million baht.



Dupe Cosmetics

To meet the evolving demands of modern consumers, based on the concept of affordable luxury and inclusivity. The goal is to ensure that high-quality beauty products are accessible to all, helping to reduce economic pressure during global economic recovery.

Examples of Dupe Cosmetics Market Impact In 2024, the company successfully developed and delivered products, **generating a total revenue of 110 million baht.**



Teens products

The marketing concept for products for teenagers that directly target Gen Z requires a thorough understanding of the target group's behavior and needs, as well as the creation of a unique brand, the effective use of online channels, customer engagement, and the creation of memorable experiences. These are the key factors that will determine success.

Examples of products that the company has developed and delivered to customers, in 2024, were able to **generate total sales of 400 million baht.**



Change for Chance

The Change for Chance initiative was developed to introduce smaller-sized products at more accessible price points, addressing the rising cost of living and economic challenges. While Japan, one of the company's key markets, is known for its price-sensitive consumer base, the company is also expanding its focus to everyday essentials and SOS (emergency-use) products, where demand for affordable, compact packaging is growing. This strategy presents a new market opportunity, leveraging both online and offline sales channels to reach a wider consumer base.

Examples of Products. In 2024, the company successfully launched small-size products across multiple continents, **generating total sales of 270 million baht.**



Product Quality Management

Policy and Commitment

The company has policies and objectives for product quality management, which include planning, management, delegation, and control across various processes. In addition to complying with quality system requirements and customer expectations, the company also considers adherence to consumer protection regulations to ensure trust in its product quality management. This has been communicated to all employees within the organization to ensure a shared understanding and consistent implementation.



AJJAPOJ PUTTITANUN

Quality Assurance Division

“We prioritize delivering high-quality products that meet standards, customer expectations, and safety requirements. With a commitment to continuous improvement and sustainability, we strive to enhance customer, partner, and community satisfaction.”

Guidelines for managing the product quality



Commitment to producing products to meet standards and meet customer needs.



Production of goods that conform with relevant laws both domestically and internationally and are safe for consumers



Establish a quality management system that meets diverse customer standards



Quality target

In regard to the Company's performance to be consistent with the quality policy, the Company therefore set quality goals by requiring each department has guidelines for practice as follows:



บริษัท เอส เอ็ม ซีอี อินเตอร์เอนาชั่นแนล จำกัด (มหาชน)
S & J INTERNATIONAL ENTERPRISES PUBLIC COMPANY LIMITED

ปี ISO 9001:2015

วันที่ 1 มีนาคม 2024

ปีงบประมาณ

ปีงบประมาณ 2567 ปีงบประมาณ 2568

เพื่อให้ผลการดำเนินงานของบริษัท สอดคล้องกับนโยบายคุณภาพ และเพื่อให้การดำเนินงานของบริษัทเป็นไปตามนโยบาย
และวัตถุประสงค์ของบริษัท ปีงบประมาณ 2567 ปีงบประมาณ 2568

ผลการดำเนินงาน ปีงบประมาณ 2567

ลำดับ	ตัวชี้วัด	เป้าหมาย
1	ความพึงพอใจของลูกค้า	≥ 85%
2	การส่งมอบสินค้า ตามกำหนด (OTIF)	2.1 NPDP 100% 2.2 Existing Product 98%
3	จำนวนการร้องเรียนเกี่ยวกับคุณภาพ	0.3%

ประกาศฉบับนี้ให้มีผลตั้งแต่วันที่ 1 มีนาคม 2024 เป็นต้นไป

(นายธีรพงศ์ วัชรสินธุ์)
กรรมการผู้จัดการ

2.เอกสารนี้เป็นเอกสารของบริษัท (S&J) มีลิขสิทธิ์และสงวนลิขสิทธิ์โดย บริษัท เอส เอ็ม ซีอี อินเตอร์เอนาชั่นแนล จำกัด (มหาชน) 2567-2568
S&J INTERNATIONAL ENTERPRISES PUBLIC CO., LTD. 101/101 หมู่ 10 ถนนสุขุมวิท แขวงคลองเตยเหนือ เขตวัฒนา กรุงเทพมหานคร 10110
2567-2568 หรือ บริษัท เอส เอ็ม ซีอี อินเตอร์เอนาชั่นแนล จำกัด (มหาชน) 2567-2568 หรือ บริษัท เอส เอ็ม ซีอี อินเตอร์เอนาชั่นแนล จำกัด (มหาชน) 2567-2568
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Production of products with quality

that comply with laws and protect consumer's

The company upholds strict measures in product manufacturing and quality management, ensuring compliance with international standards, the Cosmetic Act, and relevant regulations both domestically and internationally. With a strong focus on consumer protection, the company ensures safe and compliant production at every stage, including Sourcing safe raw materials, validating the efficacy of active ingredients, Providing clear usage instructions and safety warnings on product labels, preventing contamination, Managing storage and distribution, and Handling customer complaints and product recalls if a product poses a risk to consumers

Product quality management responsibilities will cover product design and development, manufacturing processes, distribution, and after-sales quality care.

Product Recall Policy

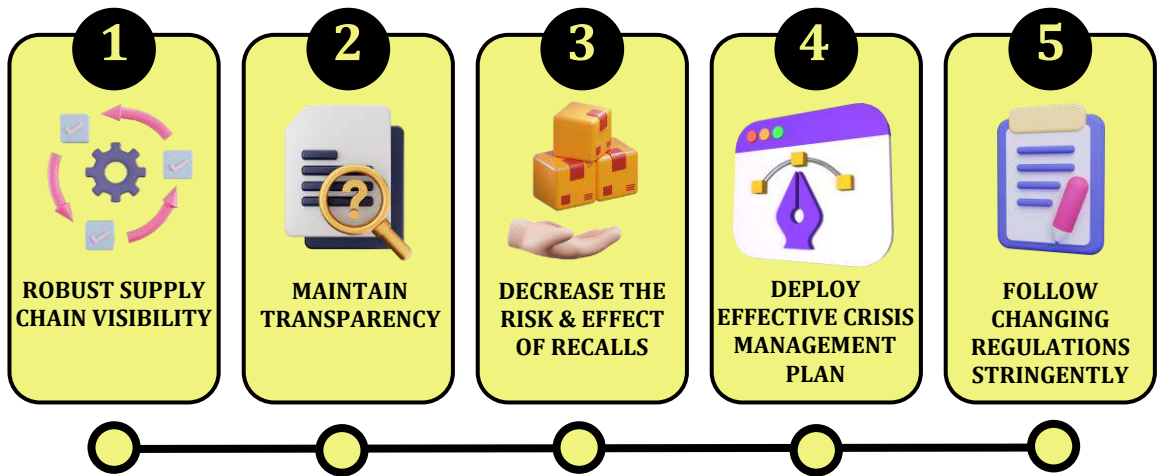
The company is committed to responsible quality management for all its products. If a product is found to be defective due to raw materials, packaging, manufacturing processes, or transportation issues that lead to consumer dissatisfaction or failure to meet agreed production standards, the company will take full responsibility by accepting product returns. This ensures that customers receive high-quality, safe, and compliant products.

The QA Finished Product department oversees the product recall process, which includes:

- Contact details of the responsible department
- Standard operating procedures (SOPs) for managing product recalls
- Specific protocols, such as collection and disposal of recalled products

All recall activities are conducted under the Product Recall Management framework

PRODUCT RECALL MANAGEMENT



International standards for Company certification



Beyond the previously mentioned standards, the company pursues additional certifications to enhance trust in its Quality Management System (QMS) and meet the specific requirements of customers in different markets. These include:



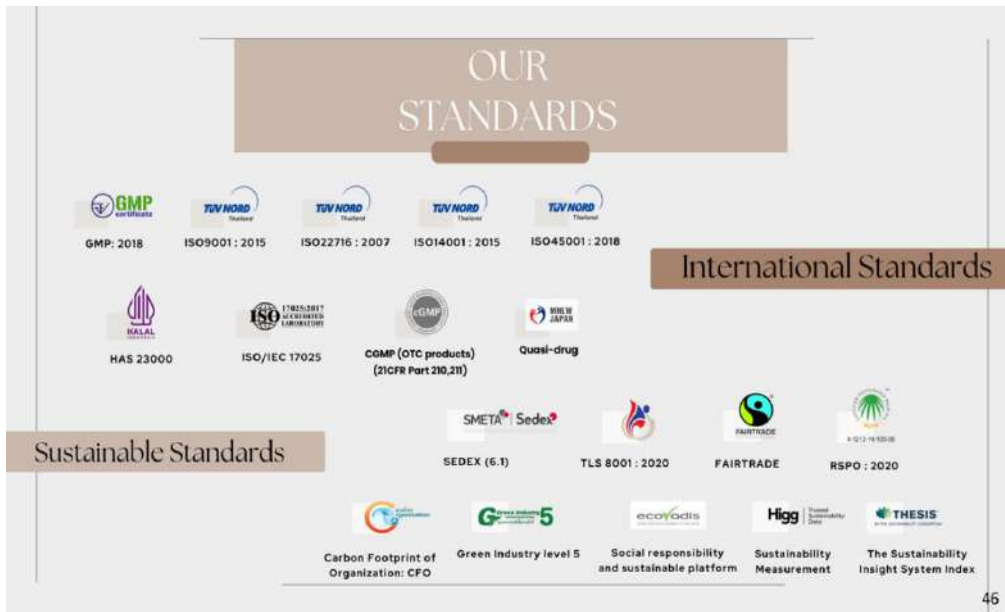
Ensures compliance for manufacturing products intended for Muslim consumers.

Certification to meet Japan's regulatory requirements for sale to customer in Japan.

Compliance with U.S. regulations for over-the-counter (OTC) product manufacturing.

Accreditation for the competency of testing and calibration laboratories.

In 2024, the company also obtained approval for manufacturing cosmetic products containing anti-disinfectant chemicals and household product production.



Raising awareness of producing quality products

In ensuring that the production process meets quality standards and conforms to other required standards, the Company conducts regular knowledge reviews, creates an understanding with employees in the details of the standards, and reviews customer requirements to ensure that these standards are properly and consistently implemented. Important standards which are reviewed annually include GMP standards, quality system standards, and safety and environmental standards.

Modern Quality System Management

From the request for CGMP (Good Manufacturing Practice) standard certification for the production of Over -The-Counter (OTC) products, the Company has developed a quality management system using the Modern Quality concept according to the USFDA system to comply with the standards at a higher level than the production of cosmetic products. This system setup considers various factors that may occur and impact every process, not just the production process, and requires relevant departments to work together to find ways to prevent/resolve problems before they occur. It is the process that applies multiple thinking skills, including Analytical thinking, Critical thinking, and Systematic thinking, to analyze and organize information and implement the Modern Quality concept through quality risk management (Quality Risk Management), as follows :

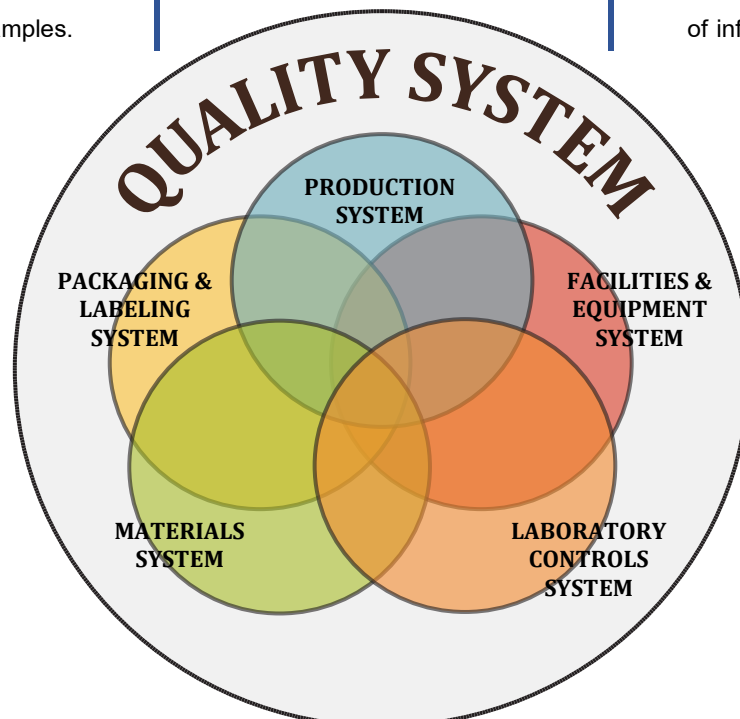


The Company employs the risk management concept as the basis for its daily operations (Daily Management) so that every employee has the concept of work risk management thinking systematically (Risk-Base Thinking). This leads to developing a quality management system and building credibility in the organization's work, enabling the Company to produce products and services that comply with regulations and to achieve its desired goals when risks are managed appropriately.

Application of the Six-System Quality System Based on US FDA Guidelines

The company applies this concept or analysis to ensure that we have a comprehensive quality system covering all six systems. This helps reduce the risk of quality or safety issues in products, enhance the reliability of the manufacturing process, and minimize the risk of regulatory non-compliance. It enables the rapid identification and resolution of system issues, ensuring confidence among consumers and users, which comprises of :

<p>1</p> <p>Quality System</p> <p>There is a system for establishing policies, standard procedures, and trainings to ensure the highest product quality, for example, the development of Standard Operating Procedures (SOP), document review, and Change Control Management.</p>	<p>2</p> <p>Production System</p> <p>Every step in the manufacturing process is controlled to ensure that products meet the required specifications, such as controlling parameters in mixing and packaging, inspecting raw materials, and recording the production process.</p>	<p>3</p> <p>Facilities and Equipment System</p> <p>Machinery, equipment, production and inspection facilities are maintained. This includes machine maintenance, calibration, and environmental control in the manufacturing process.</p>
<p>4</p> <p>Laboratory Controls System</p> <p>Laboratory activities are controlled, including testing of raw materials, in-process products, finished goods. This includes verifying test results, utilizing analytical instruments, and managing samples.</p>	<p>5</p> <p>Raw Materials System</p> <p>Raw materials, packaging, and components used in production are managed, including receiving, storage, inspection, and approval of raw materials.</p>	<p>6</p> <p>Packaging and Labeling System</p> <p>Packing and labeling processes are controlled to ensure accuracy and compliance with regulations, including label inspection, packaging control, and verification of information accuracy.</p>





Quality System Management Performance

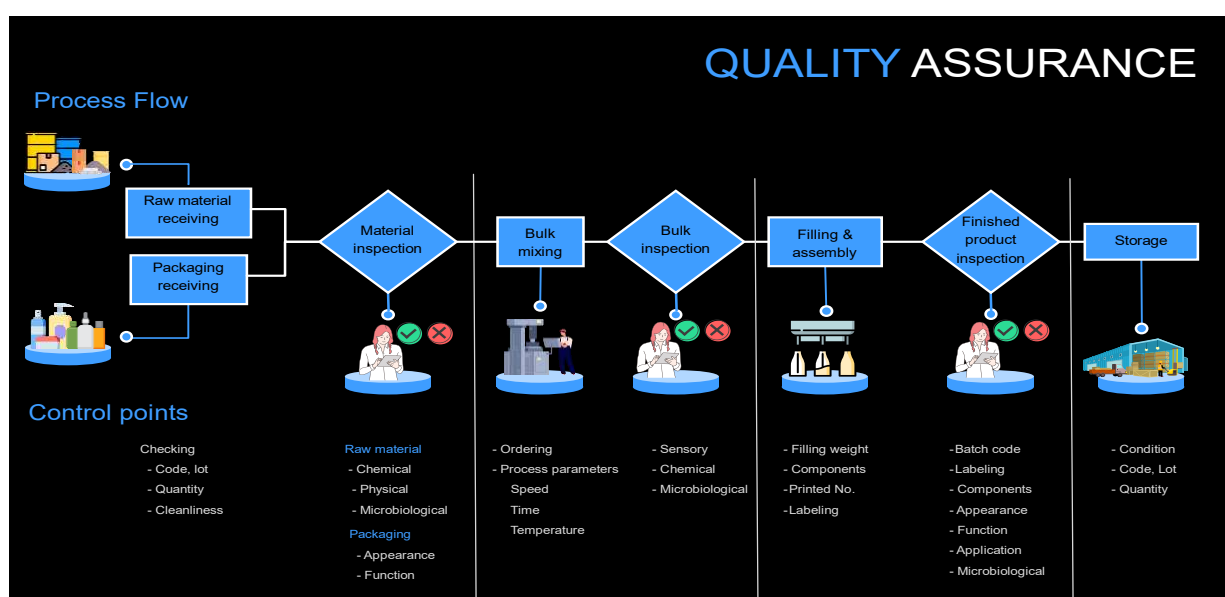
Consideration of capacity and effectiveness of the Company's quality system to ensure that the quality management operations are consistent with specified objectives. The evaluation of the effectiveness of the quality management system using feedback from customers and consumers on various topics

Namely customer satisfaction

Success in delivering products to customers on time

Complaints from customers and consumers

The company monitors and reports monthly follow-up results to implement improvements in cases where targets are not met. Maintenance of standard systems is also important, where the company places great importance on conducting internal audits following the Process approach guidelines. The internal audit team is selected from employees having knowledge and understanding of the overall business and have undergone internal audit training courses from certified organizations, such as ASEAN GMP, ISO22716, ISO9001, HAS23000, CGMP, and others.



At every step of production, from the receipt of raw materials and packaging to the finished products stored in the warehouse, sampling is conducted at each step following international sampling standards.

Consumer Responsibility

Consumer Responsibility Policy

S&J Company is dedicated to manufacturing high-quality and safe products. The Company adheres to strict guidelines according to various consumer protection regulations and standards. It has studied, developed, and researched knowledge to create new innovations while maintaining product safety and quality.

In addition, the Company is committed to operating marketing communications in a responsible manner, where it caters to consumers of all genders, ages, races, religions, and social statuses, including children and the elderly, based on respect for relevant laws and regulations. The Company also considers the rights of consumers and the process to promote consumer awareness of the benefits of the products and ensure they have a clear understanding of how to use them safely.

In 2024, the company expanded its product portfolio by developing vegan-certified and halal-certified products, ensuring compliance with relevant certification standards to meet the diverse needs of consumers. Additionally, the company launched a foundation that is free from D5 Cyclopentasiloxane, removing ingredients that may cause skin irritation.

Counseling services to consumers who may have experienced adverse reactions from using the product

To know how to take care of yourself and use cosmetic products correctly by a pharmacist. In 2024, they provided guidance on the safe use of cosmetic products to 10 consumers.

Management Approach

The company upholds its responsibility to consumers by building trust through the following approaches:

<u>1.Transparent Consumer Information</u>	<u>2.Compliance with Standards</u>	<u>3.Consumer Feedback Channels</u>
<ul style="list-style-type: none">- Providing accurate and comprehensive product information, including ingredients, benefits, proper usage, and expected results in compliance with regulatory requirements.- Clearly communicating precautions and usage recommendations for product use.	<ul style="list-style-type: none">- The company strictly complies with laws related to advertising, product labels, and efficacy claims to prevent misleading or exaggerated information.- Continuously monitoring and updating products to align with evolving regulations and standards.	<ul style="list-style-type: none">- Establishing accessible communication channels for consumers to inquire about products, provide feedback, or complaints, ensuring a responsive and transparent resolution process.
<u>4.Developing Safe and Eco-Friendly Products</u>		<u>5.Product development</u>
<ul style="list-style-type: none">- Conducting research and development to create safe, sustainable, and environmentally friendly products.- Implementing safe testing processes that comply with safety standards, ensuring no harm to consumers or the environment.		<p>to meet the needs of consumers with developing specialized products such as Halal-certified, vegan-certified items and ensuring clear communication to inform consumers.</p>

Developing products that are safe for consumers and environmentally friendly

The Company aims to research and develop products that are friendly to nature to minimize the impact on the environment throughout the life cycle. The Company has guidelines that it operates under continuously.



Including inventing products containing natural ingredients



Reducing the use of chemicals in cosmetic products



Developing natural extracts



Using RSPO-certified palm oil raw materials

1. Elimination of Harmful Chemicals

In line with its commitment to social and environmental responsibility, the company proactively eliminates potentially harmful chemicals in compliance with country-specific regulations. This initiative is part of an ongoing effort to use safer and more sustainable raw materials, such as natural ingredients and alternatives free from hazardous substances.

In 2024, the company expanded its list of eliminated chemicals by removing Lilial and Octamethylcyclotetrasiloxane from its new product formulations.

Goal : All harmful chemicals will be eliminated from all products. by 2030.

2. Sustainable Palm Oil Usage

The company obtained Certified Sustainable Palm Oil (RSPO Certification), reinforcing its commitment to environmentally responsible sourcing. to ensure that the palm oil used in production comes from sustainable cultivation practices.

In 2024, 4 new products received RSPO certification.

And there were 67 products developed using RSPO-certified raw materials as ingredients in the formula.

3. Development of Natural Ingredient-Based Products

With a strong focus on consumer safety, the company has developed products containing over 95% natural ingredients, providing gentler and more eco-friendly options for consumers.

In 2024, there were 24 products with > 95% natural ingredients.

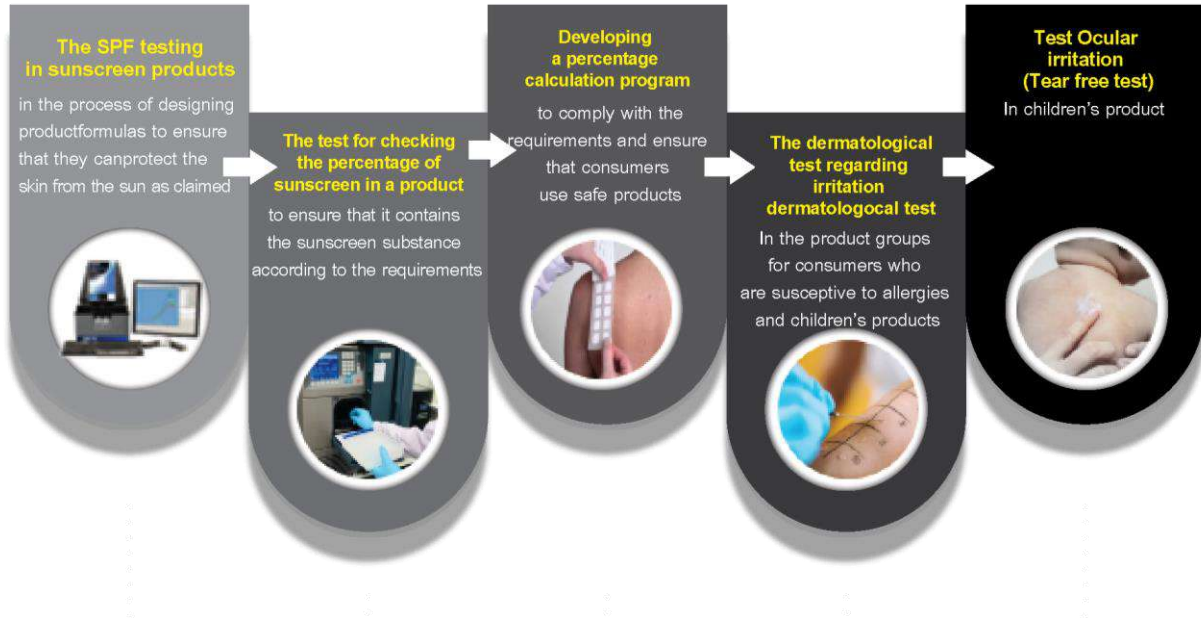
4. Development of Vegan and Halal certified products

As consumer demand for specialized products continues to grow, the company has actively expanded its vegan-certified and halal-certified product lines. These developments ensure that consumers have access to products that meet their culture while complying with strict certification requirements.

In 2024, there are 5 Vegan certified products and 3 Halal certified products.

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.



Guidelines for Responsible Consumer Communication

In addition, the product label will provide information on product benefits, proper usage instructions, and ingredients and also provide guidelines to help consumers prevent adverse reactions, including recommended steps to follow in case of irritation or allergic reactions.

บู๊ตส์ เอ็กซ์ตร้า โบทร์ สบอตเลส
โอเวอร์ไนท์ กรีกเมนต์
ผลิตภัณฑ์บำรุงผิวหน้าและลำคอ

อีกขั้นของการฟื้นฟูบำรุงผิวตามค่าค้น ผสานพลัง
 การทำงานของกรานีนีซามิค แอซิด และไนอาซินาไมด์
 ช่วยลดเลือนจุดด่างดำ ผิวคล้ำเสีย เมล็ดสุม และลดโอกาส
 การกลับมาเป็นซ้ำ* เผยผิวกระจ่างใส เปลี่ยนปลั่งใน 7 วัน*

วิธีใช้: ลูบไล้โอเวอร์ไนท์ กรีกเมนต์ให้ทั่วใบหน้าและลำคอ เวลาว่างคืน
 คำเตือน: 1. ห้ามใช้กับผิวที่มีอาการระคายเคืองหรือมีบาดแผล หยุดใช้
 หากเกิดผื่น 2. ระงับอย่าให้เข้าตา หากสินค้าเข้าตา ควรล้างออกด้วยน้ำสะอาด
 ทันที 3. เก็บให้พ้นมือเด็ก 4. สิ่งของผลิตภัณฑ์อาจมีการเปลี่ยนแปลงได้ เนื่องจาก
 ส่วนผสม 5. เก็บให้พ้นจากความชื้นและแสงแดด

* จากผลการทดสอบจากอาสาสมัคร 52 คน อย่างน้อย 83% รู้สึกได้ค่าผิวกระจ่างใสขึ้นใน 7 วัน
 * เมื่อใช้ร่วมกับบู๊ตส์ เอ็กซ์ตร้า โบทร์ สบอตเลส โดย ขึ้นสกรีน เอสพีเอฟ50+ พีเอ++++
 * ผลจากการทดสอบความพึงพอใจในอาสาสมัครหลังใช้อย่างต่อเนื่องเป็นประจำ ผลลัพธ์
 ที่ได้ขึ้นอยู่กับสภาพผิวแต่ละบุคคล

จำหน่ายโดย: บริษัท บู๊ตส์ รีเทล (ประเทศไทย) จำกัด
 ผลิตโดย: บริษัท เอส แอนด์ เจ อินเตอร์เนชั่นแนล
 อินดอร์ไพรส์ จำกัด (มหาชน) เลขที่ 600/4 หมู่ 11
 ถนนสุขาภิบาล 8 ตำบลหนองจอก อำเภอศรีราชา
 จังหวัดชลบุรี 20230
 ครั้งที่ เดือนปีที่ผลิต คู่ที่บรรจุภัณฑ์
 เลขที่ใบรับจดแจ้ง: 20-1-6700018686

ปริมาณสุทธิ
50 มล.

Green initiative

The company recognizes the importance of conducting business while also caring for the environment, particularly the efficient use of natural resources, which is critical in driving the economy and society toward sustainability. S&J Company has established policies and procedures for conducting business along the value chain, beginning with the process of creating and developing formulations, procuring and sourcing raw materials, production, and delivery that are ecologically friendly. This is done to guarantee that resources are used efficiently and that the advantages are maximized.

Management approach



Green Cosmetic

The company prioritizes product innovation that delivers value to customers while minimizing environmental impact. This involves developing eco-friendly formulas such as waterless products, RSPO-certified goods, and reef-safe sunscreens in accordance with National Park Department standards, which will be announced in August 2021. These initiatives ensure that customers trust using high-quality products while contributing to environmental sustainability.



Green Packaging

The company supports the procurement and design of green packaging for cosmetic products. This includes packaging that reduces plastic consumption, is recyclable, or is made from natural, eco-friendly materials. Such packaging solutions are designed to be safe for human health and wildlife while remaining environmentally sustainable and circular.



Green Operation

The company is committed to environmentally responsible manufacturing (Green Operation), ensuring efficiency and sustainability throughout the entire supply chain. The company actively works to reduce environmental impact and address climate change through process improvements, energy conservation, water management, solar energy initiatives, greenhouse gas reduction, and waste management. Additionally, the company fosters environmental awareness among employees, promoting sustainable practices in daily operations.



Highlighting environmental issues




Department	Environmental Issues	Operational Approach	Performance 2024
Research and Development	Formula Design	- Formula design and select environmentally friendly ingredients	Green Formula Product 202 ITEM
Procurement/ sourcing	Packaging Design	- Reduces the use of plastic in packaging design. - Using packaging that can be recycled	The number of friendly packaging with the environment 1,217 ITEM
Production	Various Energy Consumption in the Production Process	- Energy Conservation Project (reducing electricity consumption)	Energy consumption (per unit product) Decreased 1.15%
		- Water Management Project (reducing water consumption)	Water consumption (per unit product) 0.0018 m ³ /pcs Reusing RO Reject water 53,693 m ³
		- Solar Cell Project	Usage percentage of electricity from Solar Cell (SJ11) Target : Ratio of usage solar cell during the daytime. 100% Performance : 100%
		- Greenhouse gas emissions cover all areas (GHG Scope 1+ Scope 2)	Greenhouse gas emissions 0.0341 Ton CO ₂
		Amount of Industrial and Various Wastes	Hazardous Wastes < non-hazardous Wastes (15 : 85)

GREEN COSMETICS

Product innovation that delivers value to customers, taking into account the reduction of environmental impacts caused by product formulas, such as waterless products, RSPO - certified products, and sunscreen products that reduce the use of sunscreens that destroy coral reefs, as announced by the National Park Department in August 2021, etc.

Examples of innovative products.

GREEN COSMETICS	PRODUCT / DESCRIPTION	PICTURE
WATERLESS	NUTRIMETICS ULTRA CARE GENTLE PORE REFINER Facial exfoliating cleansing powder with soft foam to clean thoroughly with Silica scrub and Papain enzyme to gently scrub the skin. - Waterless formula , 95% Natural origin - Easy to carry, so take it with you everywhere	
WATERLESS	MIZUMI B3 WHITE BOOSTER SOAP It is gentle and premium facial soap bar that performance of condense & high foaming, using active level of skincare product at 1% VITAMIN B3 plus LACTIC ACID & VITAMIN E. Free form Alcohol, SLS, SLES.	
WATERLESS	BAHAMA SKIN GLOW SUN CLEAR STICK SPF 50 These waterless sun sticks are often portable and easy to apply on-the-go, making them ideal for activities like running, hiking, swimming, or any outdoor sport where reapplication is necessary.	
RSPO CERTIFIED PRODUCTS	SUPERDRUG B.CALM SOOTHING DAY CREAM SUPERDRUG B.CALM SOOTHING SERUM - To brighten, soothing and moist the skin. - Rich, velvet, non-sticky and non-greasy formula.	

GREEN COSMETICS	PRODUCT / DESCRIPTION	PICTURE
CORAL SAFE SUNSCREEN PRODUCTS	SRICHAND SUNLUTION PERFECT UV MILK SPF 50+ PA++++ Hybrid Shield Protector & Light Silky Touch innovations that combine the highest sun protection with both Chemical and Physical sunscreens with tinted, very water resistant.	
CORAL SAFE SUNSCREEN PRODUCTS	KINDNESS FREEDOM SENSITIVE AIRLIGHT TOTAL PROTECT SUNSCREEN Ultralight milky texture with invisible protection, whiteless Protects UVA, UVB and blue light. Very water resistant (80 mins). Suitable for sensitive skin.	
CORAL SAFE SUNSCREEN PRODUCTS	MIZUMI UV COOLING BODY SERUM Aqua cooling technology with dual cooling effect ,both immediately and long-lasting. Light sensory, non greasy, non sticky	

Performance

GREEN FORMULA PRODUCT

PRODUCT	2020	2021	2022	2023	2024
Natural origin products	11 items	24 items	77 items	63 items	79 items
Coral safe	N/A*	8 items	20 items	29 items	48 items
Product used RSPO	1 items	22 items	106 items	117 items	71 items
Waterless formula	8 items	9 items	6 items	11 items	4 items

GREEN PACKAGING

Commitment

The company is committed to promoting the procurement and design of green packaging for cosmetic products, focusing on packaging that reduces plastic consumption, is recyclable, or is made from natural, eco-friendly materials, designed to be reintegrated into the production cycle, and poses no harm to human health, wildlife, or the environment.

Management Approach

The company prioritizes the use of eco-friendly packaging to minimize environmental impact and reduce waste. Additionally, efforts are being made to optimize the recycling process, using fewer resources. The approach includes:



Reducing Plastic Usage

Selecting recyclable packaging materials, such as glass bottles or plastics with recycling symbols (e.g., PET, HDPE), making waste management easier for consumers.



Biodegradable Packaging

Utilizing cellulose-based materials, plant-derived plastics (PLA), and craft paper, which decompose naturally without leaving toxic residues



Post-Consumer Recycled (PCR) Materials

Developing packaging from recycled plastics (PCR bottles, tubes, and aluminum) to reduce reliance on virgin raw materials.



Natural & Renewable Materials

Replacing difficult-to-degrade plastics with sustainable alternatives like corn, pineapple, or sugarcane-based packaging, reducing dependence on finite natural resources.



Mono Material Packaging

Designing packaging that consists of a single type of material, which simplifies the recycling process and decreases energy use during recycling, allowing materials to be reused without the need for new resources, such as Post-Consumer Recycled (PCR) Materials.



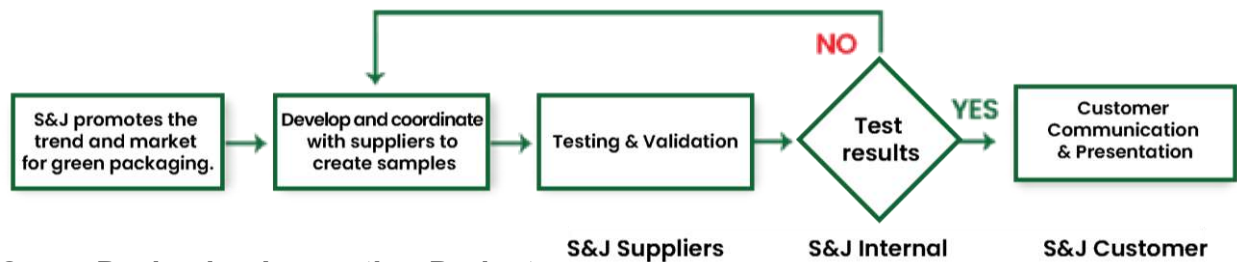
Refillable Packaging

Designing reusable outer packaging where only the inner refill is replaced, reducing plastic consumption, such as packaging such as jars, bottles, cartridges, etc.

Road map of Green Packaging from 2016–2025



Green Packaging Operation Process



Green Packaging Innovation Project

The Green Packaging Innovation Project underscores the company's commitment to addressing the global plastic waste crisis by transforming plastic waste into valuable resources. This initiative focuses on sustainable material usage, reducing reliance on natural resources, and minimizing the recycling process to conserve resources effectively.

In 2024, the company introduced the following eco-friendly packaging innovations:

1. Ocean Bound PCR

Utilizing plastic waste collected from oceans to help reduce marine pollution such as:

- Airless containers & deodorant packaging
- Jars
- Bottles



2. Slim Cap Tube

A lightweight packaging innovation designed to use 40% less plastic in caps and tubes, reducing overall plastic consumption.



3. Carbon Free Black Pigment

Packaging designed with Carbon-Free Black Pigment, making the recycling process more efficient by enhancing material detection, ensuring higher-quality recycled materials.



4. Mono-material Packaging

Developing single-material packaging solutions to simplify the recycling process.

- Pouch
- Pump
- Dropper
- Spray



5. Refillable Packaging

Innovating refillable packaging solutions that allow consumers to replace only the inner component, keeping the outer packaging intact. This design minimizes plastic waste while supporting the use of PCR materials.



Results of Green Packaging Performance

The number of Green Packaging items accumulated since 2019 is 1,217 items.

	2020	2021	2022	2023	2024
Number of Item	119	349	271	281	143
Quantity of Green Packaging (pieces)					
	2020	2021	2022	2023	2024
Number of Green Packaging	23,971,526	33,197,884	48,913,580	38,715,335	43,231,345
Green Packaging Product Sales (Million Baht)					
	2020	2021	2022	2023	2024
Green Packaging product sales	202	843	1,160	1.610	1,195
Green Packaging: Supplier lists					
	2020	2021	2022	2023	2024
Number of Supplier	127	68	39	35	20

GREEN OPERATIONS

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



Short-term goal 2024

the rate of greenhouse gas emissions (Scope 1 and 2) per piece of production
decreased by $\geq 5\%$ (compared to 2023)

*Scope 1 (Direct Emissions) emissions are the greenhouse gasses that a company or organization emits directly.

Scope 2 (Indirect Emissions) emissions are what a company or organization emits indirectly through the purchase and use of electricity, steam, heating, and cooling.

Long term goal

Carbon Neutrality

2050



Carbon Net Zero in

2065

Department responsible for environmental management and oversight

The company has designated the Safety, Occupational Health, and Environmental Department, under the Factory Division, to take responsibility in overseeing the company's environmental management.

In addition, an Environmental Management Committee has been formally appointed with the following roles and responsibilities.

1. Study environmental management standards (ISO: 14001), laws, regulations, and relevant requirements.
2. Identify and assess the company's environmental issues.
3. Report significant environmental issues and environmental projects.
4. Report activities and projects that support the company's objectives and policies.
5. Communicate and promote employee awareness of the importance of environmental management for sustainability.



Projects to encourage employee participation in environmental management

The company is committed to sustainable business operations and has implemented an environmental management system (ISO14001:2015) in its factory. It has established the Green Operation Project under the concept of "Green Initiative" within the production process to minimize environmental impact and climate change, and also a connection and mutual support throughout the supply chain, from upstream to midstream and downstream.

Green operation is the planning, implementation, and control of diverse activities to maximize resource and energy efficiency. It is organized into 4 groups, as follows:



Energy Saving

- Electric Saving
- Steam Saving
- Fuel Saving



Green Energy

Using renewable and natural energy sources.



Waste Management



Resource Management

- Paperless
- Chemical Reduction
- Material Reduction
- Water Reduction



Certification of environmental standards



1 Green Industry project

The green industry is an industry that commits to conducting business operations in an environmentally friendly manner to achieve sustainable development. This involves continuously improving production processes and environmental management, as well as taking social responsibility both inside and outside the organization throughout the supply chain. These activities are aimed at enabling the industrial sector to coexist with society, communities, and people in a sustainable manner according to the government policy and the determination of the Ministry of Industry that states, "We committedly create, trust in the community, transparent industry, and move forward together."

• **Sriracha Factory** On 16 August 2024, the Company received a Level 5 Green Network Certificate, Green Culture, from the Ministry of Industry. This award is a testament to the collective efforts of everyone in the organization to operate in an environmentally friendly manner across all business operations, moving towards a green industry and continuous and sustainable development

Accredited Institutions : The Management System Certification Institute (Thailand) or MASCI, ISO Certification Institute.

• **Pinthong Factory** on 12 December 2023, the Company requested a level comparison to the Green Industry Level 3 Green System from the Ministry of Industry by having a systematic environmental management, monitoring and evaluation, and review for continuous development.



2 Higg Facility Environmental Module (Higg FEM)

It is an environmental performance assessment tool for each organizational facility that provides an accurate assessment of environmental impact and a transparent report on sustainability performance.

The Company has requested Higg FEM certification with the following objectives:

1. Strengthen our commitment to conducting business responsibly throughout the supply chain
2. Identify the scope of improvement in the operational guidelines for the environmental performance of the factory
3. Track the progress year-over-year towards achieving environmental goals.
4. Support business partnerships regarding environmental efficiency

- The inspected institution is SGS. Verification Completed (VRC) was obtained on 20 May 2024.

Sriracha Factory received Verification Finalized (VRF) on 26 May 2024

Percentage of sites covered by ISO14001

	2022	2023	2024
Factory : The Sriracha and Pinthong sites are Certified under the ISO14001 environmental management system	50%	100%	100%
*Total factory area does not include the Bangkok office			

***The company has not received any environmental complaints and has requested certification from the provincial industry and Laem Chabang city Municipality.

	2022	2023	2024
Number of significant environmental non-compliance	0	0	0
Fines paid from non-compliance with environmental laws (baht)	0	0	0

Water Resource Management

Commitment

The company recognizes the importance of limited water resources, which directly impact human living and play a crucial role in the company's production process. Risks and impacts related to water usage, such as water scarcity, flooding, water quality issues, are key concerns. The company focuses on efficient water management, including wastewater treatment processes, to minimize environmental impact and foster positive relationships between the company and society and surrounding communities.

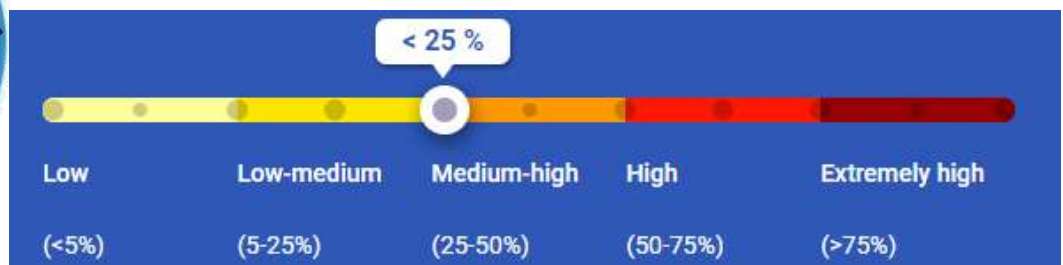
Management Approach

The company has established an effective and value-efficient water resource management approach through the Resource Management Project under the Green Initiatives concept. This includes **water conservation, reduction of water consumption, and water recycling**. Wastewater from the production process must undergo a water treatment and quality control process to comply with regulatory standards and legal requirements. The company conducts wastewater quality monitoring twice a month before external treatment to continuously follow up and improve operational efficiency.

Water Stress Analysis

The company conducts water stress assessments using data from the World Resources Institute (WRI) Aqueduct Water Risk Atlas and the WWF Physical Risk Quality and Water Stress Filter. Findings indicate that water stress levels in the factory's location range from 25% to 50%, categorized as moderate to high. To ensure efficient water usage and minimize environmental and community impact, the company has developed a water management plan tailored to the local conditions.

Place	Low <5%	Low-medium 5-25%	Medium-high 25-50%	High 50-70%	Extremely high >75%
Sriracha factory			✓		
Pinthong factory			✓		



1

Water Reduction Targets

The Company sets targets for sustainable water management as follows:

Short-term targets

Targets 2024	Performance in 2024
Reduce water usage per production unit by 1% (Based on 2023)	increase 5.88 %
Increase the amount of RO water reuse by 50% (Based on 2023)	increase 105.41 %

Long-term targets


Targets	Indicators
Reduce water usage per production unit	Reduce by 10% by 2050

The Table Shows Water Withdrawal and Product Production Ratios by the Level of Water Stress on Resources

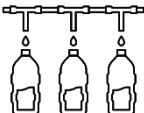
Locations	Level of Water Stress	Water consumption 2024 (m ³)	Production volume (pieces)	Water consumed per production unit (m ³ / pieces)
Sriracha factory	High (25-50%)	259,203	137,586,464	0.0019
Pinthong factory	High (25-50%)	47,821	30,831,124	0.0016

Water consumption


Total water withdrawal data is disclosed by Municipal potable water

Water consumption /year (m3)	2022	2023	2024
 Sriracha factory	191,700	222,997	259,203
Pinthong factory	48,667	57,651	47,821
Total	240,437	280,648	307,024

Comparison of the water consumption / piece product (Intensity)

Water consumption /piece product (m3/pcs)	2022	2023	2024
 Sriracha factory	0.0017	0.0017	0.0019
Pinthong factory	0.0012	0.0014	0.0016
Total	0.0015	0.0017	0.0018

Wastewater management (Volume of wastewater entering treatment/Wastewater analysis)

Wastewater Discharged (m ³)*	2022	2023	2024
 Sriracha factory	82,686	88,787	88,728
Pinthong factory	33,681	43,125	43,590
Total	116,367	131,912	132,318

* Off-site water treatment

Results of the quality of wastewater discharged from the company

Sriracha Factory	Standard**	2022	2023	2024
Biochemical Oxygen Demand : BOD				
Tank 140 m ³	< 120 mg/l	50.91	31.41	7.24
Tank 200 m ³		15.28	21.86	4.60
Chemical Oxygen Demand : COD				
Tank 140 m ³	< 500 mg/l	221.00	165.85	67.92
Tank 200 m ³		102.60	77.11	<40
Pinthong Factory	Standard**	2565	2566	2567
Biochemical Oxygen Demand : BOD	< 120 mg/l	6.30	3.56	6.00
Chemical Oxygen Demand : COD	< 500 mg/l	42.50	45.96	45.21

** Comply to the standards established by Sahapat Industrial Estate and Pinthong Industrial Estate

In 2024, the pH value (pH), the Chemical Oxygen Demand (COD), and the amount of biochemical oxygen demand (BOD) were consistent with the standards

Water Management Project

The Company has organized various projects as follows:

Project	Consumable quantity (m ³ / year)		Quantity of CO ₂	
	Target	Quantity reduced	Target	Quantity reduced
Sriracha Factory				
1.Reusing RO Reject water	17,000	47,984	4,378	12,356
2.Controlling the Flow of tap water at the point of use	3,000	16,024	773	4,126
3.Recycling "Three roller mill" at the point of use	1,500	1,757	386	452
4.Recycling "cooling water Vacuum pump"	7,500	5,713	1,931	1,471
5.Utilizing Drain from AHU and Dehumidifier	1,700	2,253	438	580
6.Recycling "backwash water" instead of tap water in the vacuum system	11,000	2,170	2,833	559
7.Recycle glass bottle washing water. CFN2,3	3,500	143	901	37
Pinthong Factory				
1. Reusing RO Reject water	4,800	5,709	1,236	1,470
2. Reduce cold water dispensing to the front valve, Vacuum 15 HP system	5,200	2,940	1,339	757
3. Reduce the use of tap water from the Flow Test Line (Fire Pump) to fill raw water wells	2,800	2,948	721	759
4. Reduce the use of tap water by filling Backwash water to fill raw water wells	1,800	735	464	189

Energy Management

Commitment

Energy consumption is one of the major factors impacting the environment, particularly the greenhouse gas (GHG) emissions which are released into the atmosphere. Greenhouse gases (GHGs) are gases in the Earth's atmosphere that absorb some of the radiation emitted by the planet, causing the atmosphere to warm-that is known as the "greenhouse effect". This process is a major cause of climate change.

Therefore, the company is committed to efficient energy management in alignment with its sustainable business approach. It emphasizes the importance of energy efficiency, while ensuring environmental conservation to minimize negative impacts and create positive contributions to society.

Management Approach

The company promotes effective and value-efficiency energy consumption by improving its working processes and current technologies to reduce energy loss and improve energy efficiency at every stage of production. The company has a plan to increase the share of renewable energy usage with a management approach in compliance with the Energy Conservation Promotion Act B.E. 2535 (amendment in B.E.2550)

Targets

Process-Oriented Targets (process)

- Additionally, the company has set a goal to reduce greenhouse gas emissions from energy consumption in the production process and to promote environmentally friendly technologies.
- The company has initiated campaigns and raised awareness among all employees about efficient and mindful energy consumption through training programs and activities that encourage participation in reducing energy consumption in offices and workplaces.
- Furthermore, there are regular monitoring and evaluation of energy consumption to utilize the collected data for improving energy management strategies for greater efficiency.

Quantitative Targets

- reduce the greenhouse gas emission rate (electricity and steam – Scope 2) by $\geq 5\%$ compared to 2023. This aligns with the environmental target
- aiming to reduce the greenhouse gas emission rate (Scope 1 and 2) per unit of production by $\geq 5\%$ compared to 2023.

The company has appointed an Energy Management working group in accordance with the Ministerial Regulation on Energy Responsibilities B.E. 2552 (2009), ensuring that its qualifications and duties align with legal requirements. The working group is responsible for energy management, which includes:

1. Developing an energy management system
2. Reporting on energy management activities
3. Auditing and certifying the energy management system



Performance

Electricity consumption data

Electricity consumption/year (kwh)	2022	2023	2024
Sriracha factory	11,338,254	13,071,855	13,690,370
Pinthong factory	4,403,266	4,855,453	4,368,082
Total	15,741,520	17,927,308	18,058,452

Total electricity consumption data separated by item 2024

List	Sriracha Factory (kwh)	Pinthong Factory (kwh)	All factory (kwh)	Ratio (%)
Electricity consumption (Fossil)	3,795	4,269,400	4,273,195	23.66
Electricity consumption from Solar Cell	13,477,160	-	13,477,160	74.63
Electricity consumption from Solar Roof Top	209,415	98,682	308,097	1.71
Total	13,690,370	4,368,082	18,058,452	100

Electricity consumption per product (Intensity)

Electricity consumption/piece product	2022	2023	2024
Comparing Electricity consumption per product	10.70%	5.36%	1.15%*
Sriracha factory (kwh/pcs)	0.096	0.102	0.100
Pinthong factory (kwh/pcs)	0.110	0.119	0.142
Total (kwh/pcs)	0.100	0.106	0.107

*Based year 2023

Electric Saving Project	Consumable quantity (kWh/ /year)		Quantity of CO2 (Kg CO ₂)	
	Target	Reduced amount	Target	Reduced amount
Sriracha factory				
1. Installing Timer to Turn Off Air Conditioning System	50,000	194,116	20,025	77,743
2. Changing 10-year-old Air Conditioning Units to Non-CFC Refrigerant	5,000	2,851	2,003	1,142
3. PM and Cleaning Air Conditioning Units: ERR 2 11.0	80,000	101,818	32,040	40,778
4. Installing Timer to Control Cooling Tower Cooling: CMX1	2,100	1,834	841	735
5. Reducing the Flow Rate of Hot DI Water Pumps: CMX2	10,000	4,035	4,005	1,616
6. Utilizing Drain Water from AHU and Dehumidifier	20,000	45,174	8,010	18,092
7. Project to reduce electricity consumption in laboratories	16,479	11,991	6,600	4,773
Pinthong factory				
1. Reduce the air pressure in the Air Compressor system from 7 bar to 6.2 bar	12,000	14,141	5,999	7,069
2. Reduce the electricity consumption of the Air Chiller during idle time and holidays	150,000	160,860	74,985	80,414
3. Replace the LED bulbs with moonlight bulbs (SRM) (30 bulbs)	20,000	702	9,998	351

Electric Saving Project	Consumable quantity		Quantity of CO2	
	(kWh/ /year)		(Kg CO ₂)	
	Target	Reduced amount	Target	Reduced amount
6. Install an Inverter to reduce the work of the Soft water pump	20,000	29,364	9,998	14,679
7. Install an Inverter in the Ventilation system to reduce electricity consumption	28,000	24,771	13,997	12,383
8. Change the LED High Bay lamps to 200W energy-saving LEDs, 18 lamps	8,000	896	3,999	448
9. Project to reduce electricity consumption in laboratories	2,160	2,687	1,080	1,343

Steam Saving Project	Consumable quantity		Quantity of CO2	
	(Ton/ year)		(Kg CO ₂)	
	Target	Reduced amount	Target	Reduced amount
Sriracha factory				
1. PM work on the main steam pipe system and insulate the leaking pipes	550	200	151,459	55,076
2. Controlling the opening and closing of the steam supply valve at the point of use	350	629	96,383	173,179
Pinthong factory				
1. PM work on the main steam pipe system and insulate the leaking pipes	150	4	41,237	1,221
2. Improve the Mobile tank sterilization control system	50	18	13,746	4,833
3. LPG Saving: Boiler 3.0 ton/hr.	24	483	6,598	132,783
4. Install UV at the Return DI tank to kill germs and reduce the steam pipe (reduce the steam pipe from 4 times a month to 1 time a month)	200	216	54,983	59,381

Renewable Energy Project	Consumable quantity		Quantity of CO2	
	(kWh/year)		(Kg CO ₂)	
	Target	Quantity reduced	Target	Quantity reduced
Sriracha factory				
1. Using electricity from Solar cells in electrical equipment: Off Grid	40,000	34,696	16,020	13,896
2. Using electricity from Solar Rooftop to supply electricity to MDB2 cabinet: A.9	200,000	187,534	80,100	75,107
3. Using electricity from Solar Rooftop size 840 KW: A.2,3,7,8,13	600,000	182,294	240,300	73,009
4. Using electricity from Solar Rooftop size 280 KW: A.14	150,000	121,260	60,075	48,565
Pinthong factory				
1. Fence lighting system, Solar Cell system (150 W)	10,000	1,226	4,999	613
2. Garage and Walkway lighting system, Solar Cell system (150 W)	5,000	1,971	2,500	985

Specific Energy Consumption (SEC)

The company has established a baseline Specific Energy Consumption (SEC), comparing the ratio of electricity and natural gas consumption to the annual production volume at the Saha Pathana Sriracha Industrial Park and Pinthong Industrial Estate. The calculation method is as follows:

Specific Energy Consumption (SEC) (SEC) =
$$\frac{\text{Electricity Consumption (kWh)} \times 3.6 \text{ (Mega joules per hour)} + \text{Calorific Value (Mega joules)}}{\text{Production (Tonnes)}}$$

Specific Energy Consumption :SEC 2024

Details	Unit	Sriracha Factory	Pinthong Factory
Electricity Consumption	kWh	13,690,370.19	4,269,400.00
Calorific Value	Tonnes	7,408.00	-
Quantity of thermal energy from LPG	Tonnes	-	8,949.79
Production	Tonnes	12,941.08	5,453.60
Specific Energy Consumption	MJ/ton	5,398.57	4,459.35

The data shown is certified by VMEC ENGINEERING COMPANY LIMITED who is an energy auditor accredited by the Act of Energy Conservation.

Climate Change and GHG emission Management

Climate Management Policy

The Company recognizes the significance of climate change due to its various activities and operations from upstream to downstream. Therefore, it has established business guidelines to prevent, reduce or alleviate global warming, as follows.

- 1

Use natural resources sustainably, with ECO-Efficiency principles for energy use (water, electricity).
- 2

Develop business processes throughout the value chain to comply with the Green Initiative policy (Green Cosmetic , Green Packaging , Green operation)
- 3

Create awareness and encourage employee participation to reducing greenhouse gas emissions in alignment with environmental policy.
- 4

Analyze the impacts to identify and assess risks, including any opportunities that may arise both inside and outside the company, and take environmentally friendly technology factors into consideration to ensure the Company's climate change management, which is linked to strategy execution risk, investment risk, and policy and regulatory change risk, is carried out efficiently.

Management Approach

The company has a Sustainability Committee and an Environmental Division, comprising the executive committee and representatives from various departments, divisions, units, or assigned individuals as a working group to manage climate change, to assess actual situations and determine approaches in managing climate change following the **Measure, Reduce, and Compensate** strategy as follows.

- **Measure Assessing and measuring the impact of the organization's greenhouse gas emission**

to establish precise emission reduction strategies by defining the scope of greenhouse gas emission at three levels, of which

- Scope 1 : Direct greenhouse gas emissions of the organization
- Scope 2 : Indirect greenhouse gas emission from energy use
- Scope 3 : Other indirect greenhouse gas emission

Proceeding with the certification of Carbon Footprint of Organization (CFO) with the Thailand Greenhouse Gas Management Organization (TGO) to identify areas with the highest greenhouse gas emissions and establish comprehensive and effective emission reduction strategies. The company has been certified for the Carbon Footprint of Organization by the Thailand Greenhouse Gas Management Organization (TGO) since 2022 to present.



Reduce

Developing a greenhouse gas reduction strategy

by setting targets and measures to reduce emissions through the Green Initiative project



Offset

Investing in a carbon offset project

with the company implementing forest restoration projects to reclaim carbon credits

Pollution Target

The company has set targets aligned with the ISO 14001:2015 standard, ensuring the monitoring of particulate matter (PM), carbon monoxide (CO), nitrogen dioxide (NO₂), and sulfur dioxide (SO₂) within operational areas.



The target is to reduce air pollution emissions by at least 50% below legal limits



Environmental quality and workplace safety standards, including light, noise, heat, and chemical exposure, are to be maintained in compliance with legal regulations

Pollution Management

The company prioritizes air quality monitoring and compliance with the Ministry of Industry's regulations on permissible air pollutants from factories (B.E. 2549/2006).

Regular air quality assessments are conducted within the factory, measuring particulate matter, carbon monoxide, nitrogen dioxide, and sulfur dioxide, among others. Additionally, the company performs workplace environmental assessments at least once a year to ensure compliance and safety

Plant	Type of average	Standard According to Law	2022	2023	2024
Sriracha factory	Total Suspended Particulate (mg/m ³)	<400	5.0	0.6	1.0
Pinthong factory ***	CO (ppm)	<690	0.3	0.6	0.4
	NOx (ppm)	<200	36.4	<1.0	44.4
	SOx (ppm)	<60	<1.3	<1.3	<1.6
	Total Suspended Particulate (mg/m ³)	<320	1.0	0.3	1.1

*** Pinthong Factory used boiler heating (test results 7% O₂)

Certification of Carbon Footprint of Organization in 2024

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 align with the Stock Exchange of Thailand's requirements for sustainable business operations.
2. To support the company's environmental policy and contribute to the Sustainable Development Goals (SDGs).

Scope of certified area 2024



600/4 Moo.11
Sukaphiban8,
Nongkharm,
Sriracha, Chonburi
20230



789/159 Moo.1
Nong kho-Leamchabang
RD., Nongkharm,Sriracha,
Chonburi
20230



2 Narathiwat
Rajanagarindra RD.,
(Soi 10),
Tungwatdon,Sathorn,
Bangkok 10120



19/43 Moo 7
Bangna-Trad Road,KM.17,
Bangchalong,
Bangplee,
Samutprakan 10540

The agency that verifies the Company's greenhouse gas emissions data : V Green KU Company Limited



Performance GHG Emissions

Scope	Unit	2022	2023	2024
1	TonCO2eq	1,091	1,068	1,080
2	TonCO2eq	4,663	4,955	4,662
3	TonCO2eq	14,735	19,577	35,115
Scope1+2	TonCO2eq	5,754	6,023	5,742
Scope1+2+3	TonCO2eq	20,489	25,600	40,857

Scope	Carbon intensity	2022	2023	2024
1	TonCO2eq/Ton /pcs	0.0070	0.0063	0.0064
2	TonCO2eq/Ton /pcs	0.0299	0.0292	0.0277
3	TonCO2eq/Ton /pcs	0.0946	0.1155	0.2085
Scope1+2	TonCO2eq/Ton /pcs	0.0369	0.0355	0.0341
Scope1+2+3	TonCO2eq/Ton /pcs	0.1316	0.1511	0.2426

Scope 3 Emissions by category*

List	Unit	2022	2023	2024
Category 1 : Purchased Goods and Services				
Raw Material	TonCO2eq	7,935.26	11,741.24	22,205.96
Packaging Material	TonCO2eq	2,465.36	4,625.66	10,608.34
Paper	TonCO2eq	9.53	15.90	18.78
Municipal potable water consumption	TonCO2eq	61.91	79.91	86.88
Category 3 : Fuel- and energy related activities	TonCO2eq	571.41	726.30	665.25
Category 5 : Waste generated in operations	TonCO2eq	19.19	46.81	176.40
Category 9 : Downstream transportation and distribution	TonCO2eq	641.82	987.51	908.65
Category 12 : End-of-life treatment of sold products	TonCO2eq	0.40	1,353.04	444.33
Total Scope3		11,704.88	19,576.37	35,115.00

*The scope of GHG reporting for raw materials and packaging has been expanded from the Top 10 items to those accounting for 80% of total purchases. As a result, Scope 3 greenhouse gas emissions have increased.

* 2024 Emission factor of landfill waste updated to TGO AR05 standard

Waste and Industrial Waste Management

Commitment

The company places great importance on the efficient management of waste and industrial waste, ensuring compliance with all relevant laws and standards to minimize long-term environmental and social impacts and reduce waste disposal burdens.

Management Approach

The company recognizes the significance of safe and responsible waste and industrial waste management, adhering to the Industrial Works Department's guidelines to minimize waste generation and maximize reuse opportunities. Additionally, the company collaborates with specialized waste disposal partners to ensure that all waste treatment processes comply with legal and environmental safety requirements.



Sludge Waste from Wastewater Treatment project

The company realizes the environmental impact. As a result, the process of landfilling the wastewater treatment system's extracted sludge has changed. It is disposed of by using it as an alternative raw material in a cement kiln.



Environmental Benefits

Reduces long decomposition periods, minimizing greenhouse gas emissions



Benefits to the Waste Treatment Partner

Sludge waste is repurposed as raw material in cement production



Targets and Performance 2024

	Targets
1. Incineration in cement kilns	0
2. Landfill Industrial Waste	0 by 2030
3. Community Complaints Related to Waste Management	0 cases
4. Reduction of Non-Hazardous Industrial Waste Per Unit of Production	5%
5. Reduction of Hazardous Industrial Waste Per Unit of Production	5%

Operational guidelines

Increase the amount of waste recycled

Type of Recycled Waste	Sriracha Factory			Pinthong Factory		
	2022	2023	2024	2022	2023	2024
1. paper (kg)	148,346	162,709	163,046	31,289	43,708	27,308
2. plastic (kg)	25,147	100,518	39,960	2,250	3,861	30,858
3. Scrap iron (kg)	11,426	20,179	15,323	4,622	24,202	17,555
4. Foam (kg)	2,901	4,911	1,860	0	0	0
5. Cans (kg) Canteen	n/a	21	22.5	n/a	1.30	41.0
6. Glass bottles (kg) Canteen	n/a	1,218	903	n/a	506	1,382
7. Plastic bottles (kg) Canteen	n/a	477	616	n/a	271	616
Total	187,820	290,033	221,731	38,161	72,561	77,760

Comparison of Hazardous and Non-Hazardous Waste 2024

Industrial waste	Sriracha Factory			Pinthong Factory		
	2022	2023	2024	2022	2023	2024
non-hazardous waste						
- Recycled Waste	187,820	290,033	221,731	38,161	72,561	77,760
- Non-Recycled Waste	346,569	336,745	321,808	84,494	94,094	88,855
hazardous waste	126,111	315,120	246,722	1,227	26,906	29,864
Total (non-hazardous waste + hazardous waste) (kg)	660,500	941,898	790,261	123,882	193,561	196,479



Ratio of hazardous waste to non-hazardous waste

15 : 85

276,586 kg : 710,154 kg

Waste Intensity per Unit of Production 2024

Quantity	2022	2023	2024	Difference between 2023 and 2024
Reduction of Non-Hazardous Industrial Waste Per Unit of Production	0.82	2.02	1.64	-18.64%
Reduction of Hazardous Industrial Waste Per Unit of Production	4.22	4.68	4.22	-9.95%

Industrial Waste Management by Category	Siracha Factory			Pinthong Factory		
	2022	2023	2024	2022	2023	2024
Landfill Disposal (excluding municipal solid waste)	n/a	990	26,815	n/a	0	0
Alternative Fuel Production	113,228	521,597	500,389	40,337	125,526	108,734
Recycling	187,820	290,033	221,731	38,161	72,561	77,760
Utilization as Alternative Raw Materials in Cement Kilns	n/a	n/a	40,480	n/a	n/a	0
Other Beneficial Uses	13,930	73	67	0	9	6
Secure Containment	n/a	30	80	n/a	30	0
Physical-Chemical Wastewater Treatment	n/a	1,055	699	n/a	1,055	127
Composting and Soil Conditioning—Utilizing only non-hazardous	119,145	128,120	n/a	47,640	40,860	0
Acid/Base Recovery Processes	313	n/a	n/a	0	0	0
Co-Incineration in Cement Kilns	226,064	n/a	n/a	0	0	14,990
Total (Kg)	660,500	941,898	790,261	126,138	274,250	191,062

* Methods have been updated in compliance with revised legal regulations. The original data is used to make soil improvement agents.

n/a = Not Available



Good Society

Creating an atmosphere and consciousness of coexistence

Among people in a society who care about nature and the surrounding



Community and Social Stewardship

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 company maintains its identity as a three-life organization, striving to balance business growth while promoting sustainable community and social development. This commitment aligns with the United Nations' Sustainable Development Goals (SDGs). The company has established a Sustainability department, which focuses on coordinating various programs to build communities/societies within a 5-kilometer radius and neighboring areas based on the business situation and the annual social responsibility action plan.

Community Satisfaction Survey and Engagement

The company is committed to responding to the needs of the community and society, which are key stakeholders essential to the organization's business operations. This is achieved through surveys to gather opinions, concerns, and community needs, enabling the company to genuinely address the needs and expectations of the community and society.

In 2024, the company conducted a community satisfaction survey within a 5-kilometer radius, using a third-party company to design and collect survey data. The sampling calculation formula was based on Taro Yamane's approach, given a margin of error of 0.05. A total of 479 surveyed individuals were classified into various groups, which are households, general public, community leaders, and sensitive area groups. The overall satisfaction score reached 86.53%, reflecting the company's good relationship with the community and its continued acceptance by the local population.

Note: Satisfaction survey by Consultant of Technology Co., Ltd.



Target Group for the Survey

Target Group	Quantity (Sample)
Households Group	411
Community Leaders Group	32
Sensitive Areas Group	36
- Healthcare facilities group	
- Educational institutes group	
- Religious institutions group	
Total	479

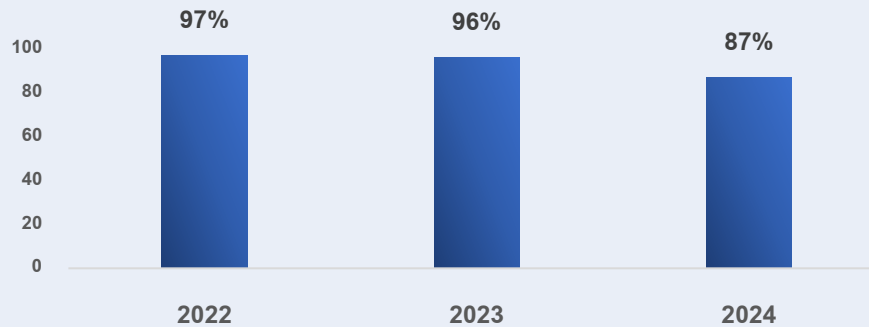




Community Satisfaction Survey within a 5-kilometer radius in 2024

Target	Result
80%	86.53%

Community Satisfaction



Remark: In 2024, the satisfaction survey of communities within a 5-kilometer radius increases from 9 to 14 communities.



In 2024, no significant social or environmental issues were identified that required improvement

However, the company continues to engage in discussions with the community to summarize expectations for various projects in 2025. This aims to strengthen the community and ensure that the community can experience a positive and harmonious coexistence between the company and the community.

Summary of Community/Societal Expectations for Sustainable Coexistence in 2024

Project	Target Group
Economic Aspect : Promoting career development to help community achieve sustainable self-reliance	
Youth Career Promotion and Development Project	School
Social Aspect : Responding to the learning needs of youth and the elderly in the community	
Mobile Science Project Scholarship Program	School
Elderly School Project	Community
Environmental Aspect : Towards a Low-Carbon Society	
Community Environment Empowerment Towards Zero Waste Project	Government, Community, School

Corporate Social Responsibility Strategy

The Company has a strategic framework for social responsibility in alignment with the United Nations Sustainable Development Goals (Sustainable Development Goals) (SDGs) to meet expectations and develop the growth of communities and society in conjunction with the company's business operations by adhering to the following principles.

1. A project that can respond to the expectations of the community.
2. A project that can associate and align with the company's business operations.
3. A project that can foster community involvement and self-reliance.



**5 Strategies for
Community and
Social Development**

Strategy 1

Educational 7 Project

Strategy 5

Nourishing Religion

2 Project

Strategy 2

Environmental Development

3 Project

17

Community Development and engagement projects

Strategy 4

Community Development

4 Project

Strategy 3

Animal Care and Assistance

1 Project

Create value for society

5,876,664

Million baht



Performance & Results

Indicators	Target	Results 2024
1.Number of projects that aim to promote community development and participation	15 Projects / Year	17 Projects / Year
2.Budget of projects that aim to promote community development and participation	5,771,920 baht	5,876,664 baht
3.Community Satisfaction Assessment Score	≥80%	86.53%
4.Number of significant community complaint issues	0	0

Community and Social Development



Strategy 1 : Educational Aspect

The company places great importance on education, as it is a key factor in reducing inequality and promoting equity. Education also creates opportunities in society and help build stable career for the future. Therefore, the company has developed strategies and implemented various educational initiatives for young people through the following programs:

1. Mobile Science Project

This project was initiated to address social issues related to education for Thai youth in schools that lack adequate facilities, equipment, and a systematic approach to teaching science. It has been continuously implemented since 2017 until the present.

In 2024, the forth science mobile unit was donated to Phetchabun Rajabhat University.

Results and Benefits from the Project

Youth - Elementary and secondary students have access to science learning through Active Learning	> 8,969 students per year.
Satisfaction Assessment Result	85.90%

2017

The first unit for the Eastern region



Rambhai Barni Rajabhat University

2023

The second unit for the Upper Northern region



Lampang Rajabhat University

2024

The third unit for the Northeastern region



Surindra Rajabhat University

2024

The forth unit for the Lower Northern region



Phetchabun Rajabhat University

2. Local Innovator Development to a Global Level Project

(National Level)

The company, in collaboration with four Rajabhat University network partners that received the science mobile units, has launched the National-Level Local Innovator Development Project. This initiative provides students with the opportunity to learn about innovation through research, scientific discovery, and business modeling, to create new innovations inspired by local wisdom under the theme "Cosmetic Food & Health Products".

In 2023, a total of 94 projects were submitted for competition and, **In 2024, a total of 118 projects submitted for competition.**

Results and Benefits from the Project

Youth - Students participate in the project	465 students
New youth innovations were submitted.	118 project
Satisfaction Assessment Result	90.26%

Track 1 :

Extra Large and Large schools



1st Place Winner Innovation :
Mangesien Peel Extract Spray to reduce fungal and bacterial infections in underwear,
Montfort College School, Chiang Mai

Track 2 :

Medium and Small schools



1st Place Winner Innovation :
Heel Cushion for Patients with Plantar Fasciitis,
Phraksomataniwitya School, Rayong



3. Youth Scientist Scholarship Project

The company provides educational opportunities through the scholarship program to support the development of science teachers and scientists who possess knowledge, skills, and professional standards.

In 2024, the company awarded 4 additional scholarships to college students, bringing the total to 9 scholarships.

Results and Benefits from the Project

Youth - Scholarships granted.	9 scholarships (2023 : 5 scholarships, 2024 : 4 scholarships)
Total funding support	234,000 Baht.

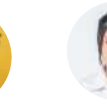
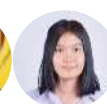
Lampang
Rajabhat University
4 scholarships



Rambhai Barni
Rajabhat University
3 scholarships



Phetchabun
Rajabhat University
2 scholarships



4. Scholarship for Employees' Children Project

This is an ongoing project that the company has initiated to promote and support education for employees' children.

Results and Benefits from the Project

Employees - Employee's children receive scholarships	56 scholarships
Total funding support	185,000 Baht.



5. Youth Career Promotion in School Project (Dishwashing Liquid Production)

The company, in collaboration with Thaikasikornsongkrow School, aims to develop youth by providing knowledge, skills, and critical thinking processes for work and career creation. This includes renovating classrooms, supporting machinery and equipment, and providing company personnel to educate students on the proper dishwashing liquid production process.

Results and Benefits from the Project

Youth – students gained knowledge about the dishwashing liquid production process	186 students
Reduce school expenses	1,100 Baht/Month



6. Hometown Development Volunteer Project

This project encourages employees to submit proposals to support schools in underfunded communities to provide improvements in various aspects, such as infrastructure, education, and sports. It aims to foster a sense of hometown pride and connection to the organization, simultaneously benefiting the community, village, society, and employees.

Results and Benefits from the Project

Community - schools have received support through the project	4 schools
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Strategy 2 : Environmental Development Aspect

1. Forest Restoration and Reforestation Project for Carbon Credit Recovery

The company has been continuously implementing its Forest Restoration and Reforestation Project since 2010 until the present, and it has successfully planted 199,800 trees across 999 rai of land. In 2024, the company implemented the project to develop plantation areas, maintain forests, and restore ecosystems in the area of Phu Pha Lek National Park in Kalasin province, covering 614 rai of land with plantation of 122,800 trees. This project can share carbon credits earned from reforestation under Thailand's Voluntary Emission Reduction Program (T-VER) standards, supporting the country's Carbon Neutrality goal by 2050 and Net Zero greenhouse gas emissions by 2065. This project also emphasizes community participation, fostering awareness and responsibility for forest conservation, ensuring long-term sustainability of this vital natural resource.

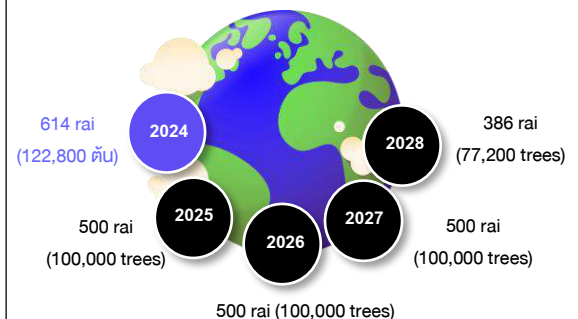
Results and Benefits from the Project

Environmental - Total number of planted trees	614 rai 122,800 trees
carbon credit recovery	571 TCO2/years



Goal 2024 - 2028

Plant 500,000 trees across 2,500 rai



2. Coral Restoration and Conservation Project

The company, in collaboration with the Marine Science and Conservation Camp, has been engaged in coral conservation and restoration since 2021. Through the Coral Bank Project, a total of 5,000 coral fragments were planted during 2021-2023, and between 2022 and 2023, 900 coral fragments were transplanted to various locations where coral reefs had been damaged due to the extreme impact of climate change on marine ecosystems. In 2024, the rising sea temperatures have caused coral bleaching among the corals under the company's care. In response, the company has provided light-blocking devices to reduce photosynthesis on the corals.

Results and Benefits from the Project

Environmental – restore balance to the marine ecosystems, allowing various marine creatures to survive.

Business - continues to have an impact on sunscreen product sales.

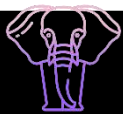


3. Ecotourism Village Promotion Project

The company has enhanced the landscape of the beachfront area in front of Luang Pho Dam Temple, Samaesan subdistrict, Sattahip district, Chonburi province, to improve its beauty and raise environmental awareness within the community. This initiative aims to promote the village as an ecotourism destination.

Results and Benefits from the Project

Community - A beautiful landscape can attract tourists to visit the community. Creating jobs for local community by generating income from tourism.



Strategy 3 : Animal Care and Support Aspect

1. Elderly Elephant Conservation Project

The company has a policy of rescuing elderly elephant that have endured hard labor and health issues, providing them with a peaceful and unchained retirement under the slogan, "Hungry Elephants, Sick Elephants – S&J is here to help".

Results and Benefits from the Project

Community - Local mahouts get income.

144,000 Baht/person/year



2. Elephant Museum Project

Under the Dr.Thiam Chokwatana Foundation, the company has undertaken the development and renovation of the Elephant Museum – The World of Elephants project, managed by the Surin Provincial Administrative Organization. This project aims to transform the museum into an education hub where both Thai and International visitors can experience the culture and way of life shared between humans and elephants. The museum features four learning zones, offering diverse perspective on elephants, including royal elephants, wild elephants, domesticated elephants, elephants worldwide, and prehistoric elephants. In this regard, the company has invited customers and suppliers to participate in this project activities.



Results and Benefits from the Project

Community - Creating jobs for local community as tour guides, generating an income of	156,000 Baht/per person /per year
Local community generates income of more than	>200,000 per month from museum visits.



Strategy 4 : Community and Underprivileged Support Aspect

1. Visual Impaired Assistance Project

The company, in collaboration with the Faculty of Engineering, Mahidol University, has developed the "Jot-Jam" device, a note-taking tool designed to assist visually impaired students in their learning process, enabling them to learn and complete their homework independently.

1. Mae Sai School for the Blind, Chiang Rai province : 5 devices
2. Lampang School for the Blind, Lampang province : 10 devices
3. Santi Chintana School for the Blind, Phrae province : 15 devices
4. Roi Et School for the Blind, Roi Et province : 9 devices

Results and Benefits from the Project

The underprivileged people –number of visually impaired students	39 Students
Total funding support	195,000 Baht

2. Pan Yim – Spreading Smiles, Creating Happiness for Elderly School

The company is proud to be a part of the support for Rai Nueng Community Elderly School Project in Sriracha district, Chonburi province, to empower senior citizens with knowledge, capabilities, and life skills for sustainable lifelong learning

Results and Benefits from the Project

Elderly - have gained equal access to education.	> 100 person
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3. You Can Save Project

The project stems from a strong commitment to raising funds and providing essential life-saving medical equipment to small hospitals that lack necessary medical tools, increasing access to medical treatment to its fullest potential and reducing social disparities.

Results and Benefits from the Project

Equal access to medical treatment	156,000 baht/year/person
Number of hospitals receiving donations from 2021 to 2024	51 hospitals



Goal 2022-2024

Schools for the Blind Nationwide

for a total of 120 devices, equivalent

to a total funding amount of 600,000 Baht

2024 Donate 4 schools, 34 devices



Hospitals receiving donations in 2024

1. Phrao Hospital, Chiang Mai Province
2. Saraphi Hospital, Chiang Mai Province
3. Aranyaprathet Hospital, Sa Kaeo Province
4. Khanuworakburi Hospital, Kamphaeng Phet Province
5. Chaloem Phrakiat Hospital, Buriram Province
6. Nam Phong Hospital, Khon Kaen Province

Support budget in year 2021-2024

1,740,000 Baht

4. Children's Day Project

The company supports Children's Day activities by providing gifts to government agencies and local communities in nearby areas.

Results and Benefits from the Project

Youth - Support Children's Day gifts	11 schools in 7 communities
children participating in the activities	15,498 persons



Strategy No. 5 : Nourishing Religion

Buddhist activities are one of the activities that the Company collaborates with to provide employees the opportunity to make merit and enhance the spiritual growth. It also fosters awareness of generosity and the continuation of Buddhist teachings

1. Merit Making on Special Occasions

Songkran Day
New Years Day



Father's Day
Mother's Day



2. Kathin Samakkhi Project

The Company participated in the Kathin Samakkhi ceremony at Wat Dong Charoen, Sarasaming Subdistrict, Warin Chamrap District, Ubon Ratchathani. The hometown temple of the employee who submitted the story seeks funding to construct a residence for monks and renovate the temple's toilets.



GRI content index

Statement of use	S&J International Enterprises Public Company Limited has reported the information cited in this GRI content index for the period 1st January - 31st December 2023. with reference to the GRI Standards.	
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	2-3 Reporting period, frequency and contact point	P.12
	2-4 Restatements of information	P.12
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	2-6 Activities, value chain and other business relationships	P.13
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	2-18 Evaluation of the performance of the highest governance body	P.51-52
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	2-20 Process to determine remuneration	Annual Report Form 56-1 One Report
	2-21 Annual total compensation ratio	Annual Report Form 56-1 One Report
	2-22 Statement on sustainable development strategy	P.A-B
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	2-26 Mechanisms for seeking advice and raising concerns	P.17
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GRI 301: Materials 2016	301-1 Materials used by weight or volume	P.100-102
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GRI 302: Energy 2016	302-1 Energy consumption within the organization	P.110
	302-3 Energy intensity	P.110
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	303-5 Water consumption	P.107
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	P.115
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GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	P.116
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GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	P.78
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	P.23
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	P.42
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	403-4 Worker participation, consultation, and communication on occupational health and safety	P.45-46
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	403-9 Work-related injuries	P.43-44
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GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	P.34
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GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	P.28
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	P.78
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	P.93-95
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