

# 3

## Driving business for sustainability

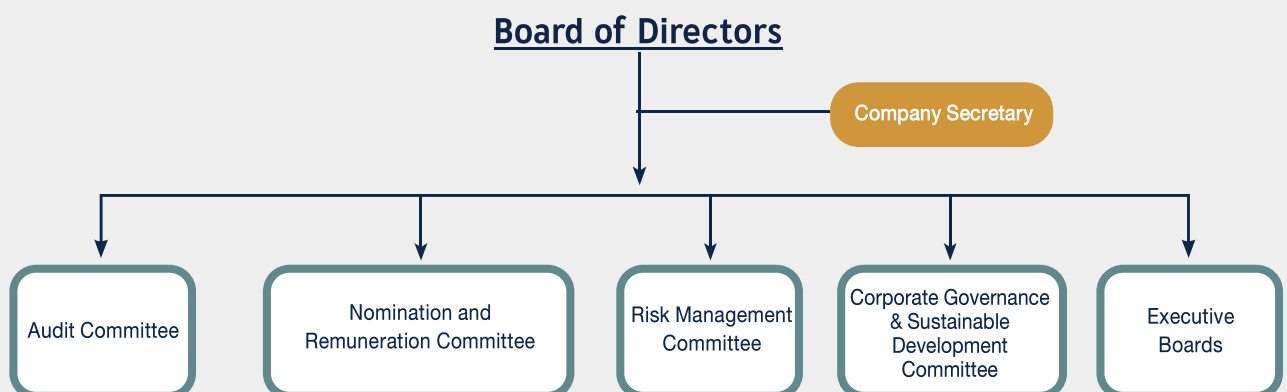
The company has prepared information to express the operating results for the year 2025 from 1 January-31 December 2025 related to sustainability management which is also related to economic, social and environmental issues that the company has prepared and published information by referring to the preparation of sustainability reports in accordance with the indicators of the Global Reporting Initiative Version Standard (GRI Standard 2018) and the UN Sustainability Development Goals.

The content and essence of this 2025 report, the company focuses on operating according to business direction, vision and corporate strategy, good corporate governance principles and concrete practices of corporate values. In addition, the importance of personnel development is considered the main important which will lead the organization to sustainable success by developing competencies, skills, including retaining employees and building employee growth along with the organization.

### Integrated Sustainable Development Structure

Under the management of the Board of Directors that focuses on driving the business towards an integrated sustainability; as a result, there is re-organize an organizational structure which consists of 6 sub-committees, namely the Audit Committee, Remuneration Committee, Nomination Committee, Risk Management, Corporate Governance and Sustainable Development Committee, and Executive Committee.

The company assign the Corporate Governance and Sustainable Development Committee to be responsible for setting policies, rules, and guidelines for various aspects of the company's operation in accordance with principles of good corporate governance and social responsibility to drive the company towards sustainable success.



## Business direction

The company has integrated social responsibility, starting from the beginning with social activities and donations toward to the development of sustainable management processes by linking social responsibility in line with the strategy, vision, and mission of the organization in order to create sustainability in business operations.

## 3.1 Policies and goals for driving business to be sustainable development

People’s Garment Public Company Limited places importance on developing potential of personnel to create innovation; moreover, the company also focuses on creating value for their selves and the organization in collaborate with stakeholders under the framework of responsibility covering 3 dimensions of sustainability factors. The 3 dimensions are the environmental dimension, social dimension, and economic dimension through linking social responsibility in order to comply with the organization’s strategy, vision, and mission of the organization in order to achieve the goal of sustainability of business operations under good corporate governance.

Business Operation	Social and Environment	Good Corporate Governance
Create change with innovation to Strength then the ability to conduct sustainable business operations by taking stakeholders into consideration	Conduct business with emphasis on personnel development to support change and create value for the community and environmentally friendly	Committed to create value for oneself, the organization, and society under good corporate governance






## Management Approaches and Operating Performance

The Corporate Governance and Sustainable Development Committee consists of independent directors, directors, (Chairman of the Executive Committee Executive Vice Chairman) and Executive Director, and working group for sustainability. They are responsible for presenting work plans and results to the Board of Director and relevant sub committees acknowledged under the scope of responsibility for sustainable operation. There is as committee to oversee the overall operation covering 3 dimensions: governance and economy, environment, and society in order to support sustainable development issues as part of the business including giving advice on operational guidelines and indication in order to achieve the goal of “Creating carbon neutrality and developing environmentally friendly products”



### 3.2 Managing the impact on stakeholders in the business value chain

The company takes into account the essential issues of business operations which covers the economy, society and the environment related to the company’s stakeholders to know the operational guidelines to respond to the expectations of stakeholders which is an important factor in maintaining competitiveness, and create long-term value to support the company’s business operations to achieve sustainability.

Activity / Process of Business	 Raw material procurement	 Production	 Stock Management	 Marketing and Sales	 Delivery / Distribution
Benefits to the Organization	Procurement of raw materials for sustainable production	Manage the use of resources to be worthwhileness and effectiveness.	- Arrange Inventory management to be efficiency	- Determine fair and competitive price - Manage revenue growingly and in crease returns to shareholders	- Respond to customer satisfaction - Increase delivery efficiency
Operation Process	Give importance to the quality system from recruit-ment and Selection according to the international standard framework (ISO 9001 and ISO 14001) as well as promoting and developing the potential of partners.	Control the quality of product production by improving the efficiency of the production process to achieve the most cost-effective use of natural resources.	Applying technology to manage storage to create orderly and efficiency.	Develop products to meet consumer needs and be environmentally friendly.	Product distribution management by using information systems for faster and more efficiency as well as reducing impacts on society and the environment.
Stakeholders	- Employee - Partners	- Employee - Community/Social - Partners	- Employee - Community/Social - Consumer	- Employee - Community/Social - Customer/Consumer - Competitor	- Employee - Customer/Consumer - Shareholder

**Procurement of raw materials:** The company has a policy to source raw materials responsibly which covers guidelines for reducing the use of chemicals and protecting biodiversity, proper use of water resources, the procurement of company that is environmentally friendly that composes of compliance with laws, controlling the production process to be environmentally friendly, energy management, water management, waste management, and etc. as well as paying importance for respecting to human rights.

**Production process:** The company places importance on production efficiency that is friendly to the environment, starting from product design, select raw materials that meet standards production processes under the quality management system ISO 9001 and environmental management system ISO 14001, it is as guidelines for reducing environmental impacts in a sustainable way. The company has received Green Industry Level 4 (Green Culture certification) from the Ministry of Industry reflect that the company is committed to environmentally friendly business operations and ready to make it a part of the organization’s culture.


**Storage:** The Company has a warehouse management system with a barcode system, this is the development of a program for use in warehouse system management, starting from receiving goods, storing them, disbursing them until distributing and shipping them in order to make the work process in the warehouse more efficient



**Marketing and sales:** The Company continuously develops and creates innovations for products with regard to impact on society and the environment; moreover, it is ready to increase competitiveness and add more business value at the same time, such as Cool Mode shirts, Energy-saving shirts No.5, and Recycle shirts. In addition, this development is for customer satisfaction and applies the feedback information to develop and improve process to comply with customer needs.

**Transportation of goods for efficiency and environmentally friendly manner:** The Company has implemented a software system to manage transportation to create efficiency of transportation through transportation planning both of determining routing and selecting a vehicle, including the mode of transportation which is an important factor in managing transportation costs. This is to be able to use existing assets with cost-effectively and reduce greenhouse gas emissions for environmentally friendly transportation.

**Monitoring and improving the stakeholder participation process**

Stakeholders are important to a company’s sustainability, so in order to conduct business together in a mutually beneficial manner. Therefore, policies and guidelines for each group of stakeholders has been established in the company’s code of ethics. Both determining is on how to engage with stakeholders and consider important issues, follow up and evaluate the process of creating stakeholder participation to improve the efficiency of the process in the future. Moreover, creating an integrated plan from received suggestions on important issues to reflect that the company pays attention to values process that participate in every process including suggestions of stakeholders for formulating strategy and implementing the company’s projects along with disclosing information to the public as follows

Group of Stakeholders	Anticipation	Implementation guideline	communication channels and participation
Employee	<ul style="list-style-type: none"> <li>- Potential development for achievement in work</li> <li>- Receiving fair compensation and benefits</li> <li>- Good, safe, and hygienic working environment</li> <li>- Treating employees equally</li> <li>- Privacy information protection</li> </ul>	<ul style="list-style-type: none"> <li>- Continuously promote training for gaining more knowledge of employees, including to promote achievement in work.</li> <li>- Establish a welfare committee</li> <li>- Setting policies and committees for occupational safety, health and environment.</li> <li>- Determining a code of conduct regarding ethics as a guideline for employees.</li> <li>- Respect human rights and treat employees fairly and equitably.</li> <li>- There is a policy to operate process according to PDPA principles.</li> </ul>	<ul style="list-style-type: none"> <li>- Welfare Committee meeting</li> <li>- Organize various activities for employee participation</li> <li>- Communication within the organization through the Intranet system, audio public relations.</li> <li>- Be accepted suggestions and complaints through Posts Box or communicate with Head of the unit.</li> </ul>
Shareholders and Investors	<ul style="list-style-type: none"> <li>- Return on Investment with consistently</li> <li>- Good corporate governance and conduct business with social and environmental responsibility (ESG)</li> <li>- Disclosure of sufficient information to support investment decisions</li> </ul>	<ul style="list-style-type: none"> <li>- Management with efficiency to build confidence and good returns</li> <li>- Treating shareholders according to the principles of good corporate governance, respect the rights of shareholders to disclose necessary information correctly, completely, transparently, and verifiably. Conducting business with transparency and verifiability in accordance with the principles of good corporate governance.</li> <li>- Disclosure of complete and correct information</li> </ul>	<ul style="list-style-type: none"> <li>- Annual General Meeting of Shareholders</li> <li>- Reporting financial results every quarter and disclose information through the Stock Exchange’s news system and on the company website.</li> <li>- Channels for receiving suggestions and complaints</li> </ul> <div style="text-align: right; margin-top: 20px;">  </div>

Group of Stakeholders	Anticipation	Implementation guideline	communication channels and participation
<b>Customer</b>	<ul style="list-style-type: none"> <li>- Quality products with safe for consumers and delivered according to the specified period</li> <li>- Reduce product impact on the environment</li> <li>- Communicate product information completely</li> <li>- Production development with innovative</li> <li>- Data security and privacy</li> </ul>	<ul style="list-style-type: none"> <li>- Quality control according to international quality standards ISO 9001 /14001</li> <li>- Improve the production process to be flexible and be able to respond to customer needs.</li> <li>- Delivery of good quality products on time</li> <li>- Personal Data Protection Policy (PDPA)</li> </ul>	<ul style="list-style-type: none"> <li>- Contact customer directly</li> <li>- Communicate through the company website / electronic media / email</li> <li>- Survey of needs and satisfaction of customer</li> <li>- Management with social responsibility</li> <li>- Channels for receiving recommendations or complaints</li> </ul> 
<b>Partners</b>	<ul style="list-style-type: none"> <li>- Equality in business operations</li> <li>- Coordination to develop potential for business growth together.</li> </ul>	<ul style="list-style-type: none"> <li>- Set code of conduct for business partners</li> <li>- Expand the coalition network against corruption.</li> <li>- Treat all partners with equality and as stated in the business ethics</li> <li>- Keeping partner information be confidential</li> </ul>	<ul style="list-style-type: none"> <li>- Cooperation to develop the efficient use of resources and sharing of knowledge experience, and expertise</li> <li>- Form of Annual data display</li> <li>- Channels for receiving recommendations or complaints</li> </ul> 
<b>Community &amp; Social</b>	<p>Listen to comments and complaints about participation in the community.</p>	<ul style="list-style-type: none"> <li>- Conduct business to avoid any impact on the quality of life of the community and society.</li> <li>- Support community activities</li> </ul>	<ul style="list-style-type: none"> <li>- Support community projects in the part of career, education, and others occasionally.</li> </ul>
<b>Government Agencies</b>	<ul style="list-style-type: none"> <li>- Compliance with government rules, regulations, and laws.</li> <li>- Social and environmental responsibility</li> </ul>	<ul style="list-style-type: none"> <li>- Complying with rules, regulations, and laws strictly by implementing the ISO14001 system framework.</li> </ul>	<ul style="list-style-type: none"> <li>- Following up on various policies and regulations from regulatory agencies.</li> <li>- Sustainability report</li> <li>- Company website</li> </ul>

### Assessment of Key point

Identifying and prioritizing economic, social, environmental and governance issues that affect the company and its stakeholders. It is the basis for determining the way of doing business to make sure we have sustainable business development by taking into account the changing context both in economic, social and environmental aspects including the acquisition of key point issue consists of the following processes:

**Identification of key points**

that have an impact on sustainable business operations which covers economic, social, environmental dimensions both internal and external factors throughout the supply chain

**Prioritization**

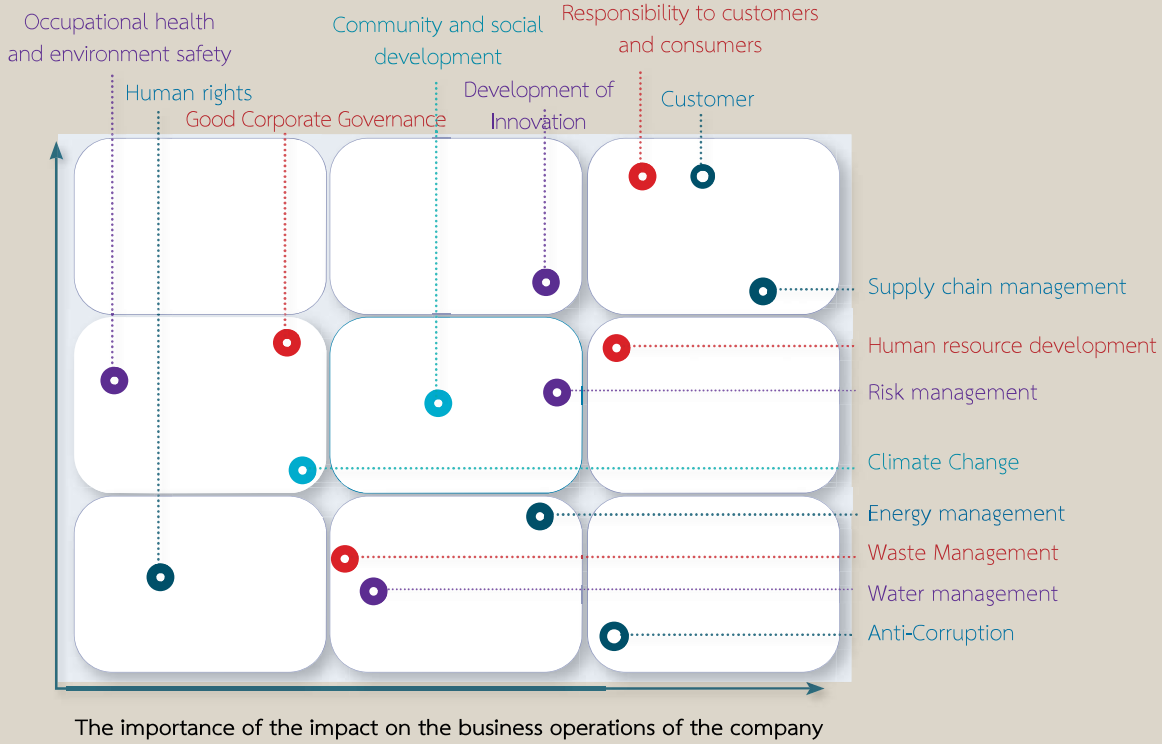
of each issue by considering trends affects the impact on business operations and the expectations of stakeholders

**Validation**

prioritizing important sustainability issues

**Continuous review and development**

listen to opinions and suggestions from stakeholders to develop and improve through various channels



**Scope of impact**

Sustainability issues	Importance of the issue	Scope of impact					
		Customer	Partner	Shareholder	Employee	Social & Community	Environment
1. Responsibility to customers and consumers	Quality products and safe for consumers	●	●				
2. Development of Innovation	Product innovation that is good and safe for consumers	●	●				
3. Customer relationship management	Responding to customer needs and handling complaints	●					
4. Supply chain management	Consistently oversee and control process performance	●	●		●	●	
5. Good corporate governance	Conducting business with transparency to be fair to all groups of stakeholders	●	●	●	●	●	●
6. Risk Management	Minimize the loss of not achieving the goals and maximize the opportunities for the organization	●	●	●	●	●	●

Sustainability issues	Importance of the issue	Scope of impact					
		Customer	Partner	Shareholder	Employee	Social &Community	Environment
7. Anti-Corruption	Preventing to claim benefits illegally	●	●	●	●	●	●
8. Human rights	Respecting human rights with equal equality indiscriminately				●		
9. Human resource development	To enhance and develop the potential of personnel for the greatest benefit of the organization.				●		
10. Safety, Occupational Health and Environment	Hygiene care and Safe working environment				●		
11. Energy management	The use of renewable energy					●	●
12. Water management	Increasing the efficiency of using recycled water					●	●
13. Climate change	Reduce greenhouse gas emissions					●	●
14. Waste management	Reuse and consider the potential of utilization					●	●
15. Community and social development	Creating an atmosphere of coexistence in society					●	

## Sustainability management on economic dimension

The company adheres to good corporate governance principles and business ethics which it is a guideline for conducting business with transparency and responsible to all stakeholders; moreover, it promotes competitiveness and long-term business growth and it also seriously pay attention to the importance of Anti-corruption and it is instilled it into the corporate culture.

### 1. Good corporate governance

The company places importance on conducting business in accordance with the principles of good corporate governance and business Ethics. This is a transparent business practice and responsible to stakeholders to create sustainable value for the business. In addition, the company is committed to be an organization with none corruption to be a good manner for society.

Good corporate governance and business ethics is the foundation for building confidence among stakeholders by preventing exploitation or violation of the rights of all groups of stakeholders. The company appoints a corporate governance and sustainable development committee to supervise business operations to be transparent and responsible to stakeholders. This is to drive governance issues of business ethics code for executives and employees including fighting corruption. The policy of good corporate governance has been announced which is prepared as a practice manual, principles of good corporate governance, Anti-corruption policy to be used for communication and training for company directors and employees at all levels. It is published through the company website ([www.pg.co.th](http://www.pg.co.th)), Intranet system, training and orientation in order to be informed and adhere to be as the same guidelines. In addition, it is to create maximum benefits for the organization and stakeholders, in this regard, a process for reporting illegal manner has been established in order to support all employees to be able to safely report such illegal manner.

The Board of Directors has reviewed the principles of good corporate governance which consists of “Corporate Governance Policy good corporate governance principles business ethics and code of conduct for company directors, executives and employees” on an annual basis. (Details can be found in the topic “Corporate Governance Policy”)

In 2025, there was no situation that was inconsistent with the above policies and the company has not received any complaints from stakeholders.



For more information of “Ethics in Business Operations Code of conduct for company directors, executives and employees” to be published more on the company website [www.pg.co.th](http://www.pg.co.th) under the topic “Good Corporate Governance”

## 2. Anti-Corruption

The company realizes that corruption is a serious harm that break up fair competition, it also causes damaging economic and social development. Therefore, the Board of Directors has established an anti-corruption policy in order that every step of operations proceeds correctly in accordance with the principles and requirements of the company. There is a corporate governance and sustainable development committee. to be responsible for promoting those involved in all levels to comply with the policy, procedure Code of conduct for company directors, executives, and employees, including various related regulations.

### Policy and commitment

To serve as a guideline for all company directors, executives, and employees to adhere to a policy is in place prohibiting all company directors, executives, and employees from accepting or supporting corruption in any form such as offering money, incentives, gifts, special benefits in any form, whether directly or through third parties, to customers, partner, company, external agencies or government officials to gain or maintain business benefits or advantages There is also no policy of paying prizes or any other payments to expedite the process or facilitate it. Moreover, it also establishes guidelines for activities that pose a risk of corruption, providing clear practices for business operations while fostering awareness, values, and attitudes for working in accordance with regulations with honesty and integrity.

The company has published Anti-Corruption Policy and Compliance with the Anti-Corruption Policy on the website [www.pg.co.th](http://www.pg.co.th) under the subject of “Good Corporate Governance”, including continuous communication and training for employees. In addition, the company communicates the Code of Conduct for Partners and Anti-Corruption Policy that has been communicated to partners for acknowledge and implementing.

### Goals and results

Operations	Goal	2025	2024	2023
The number of employees who have been communicated about the anti-corruption policy. (%)	100 %	100 %	100 %	100 %
The number of employees who have received training on anti-corruption policies. (%)	100 %	100 %	100 %	100 %
The number of employees who have been disciplined or terminated for non-compliance with the anti-corruption policy (persons).	0	0	0	0

### Corruption risk assessment

The company has processes in place to monitor, track, identify, and assess corruption risks. Appropriate management practices are provided throughout all work processes; moreover and effectiveness is evaluated regularly. The internal audit unit reviews the internal control systems to ensure they are adequately prepared to prevent potential corruption risks.

Furthermore, the company has measures in place for reporting whistleblowers and complaints when employees or stakeholders discover or even they have evidences or suspect that an employee or individual is involved in bribery, corruption, fraud, illegal activities, or violations of company rules, regulations, or policies that they have been done under the name of the company.



For more information “Anti-Corruption Policy” more on company website [www.pg.co.th](http://www.pg.co.th)  
Under the topic “Good Corporate Governance

### 3. Risk and Crisis Management:

The Company has established a risk management policy at the corporate level and conduct risk assessment to cover social and environmental issues as well as having risk management and also determine appropriate risk indicators and risk management plans with monitoring and continuously evaluate risk management of the company. For example, Crisis management plan, public health response measures (Epidemics, Infectious disease), and promoting risk management learning for directors, executives and employees on a regular basis.

### 4. Customer Relation Management:

The Company has developed customer satisfaction as well as conducting a customer satisfaction assessment in order to use the obtained information to improve products and services or business processes in line with customer requirements.

### 5. Supply Chain Management:

The Company has managed the supply chain efficiently by determining criteria and processes that can identify which trade partners are the Company’s key trade partners. There is a process for monitoring suppliers and analysis of the risks arising from the Company’s suppliers covering social and environmental issues. It is considered as part of the procurement policy as well as taking part in raising awareness of sustainable business operations for partners through the establishment of projects to promote and develop business partners for long-term sustainable business operations.

#### Supply Chain Management Policy

The company is committed to responsible for supply chain management through transparent, fair, and verifiable operational processes and they are taking into account an ethical framework for working with partners. This encompasses partner selection processes, partner risk management, environmental, social, and corporate governance aspects, as well as the adoption of the Corporate Governance Code of Conduct: “Business Ethics: Partners” guideline.

#### Guidelines for selecting business partners

1. Establish procurement guidelines by taking into account of quality, price, and delivery time.
2. The partner selection system complies with the law and it is taken into account of human rights; moreover, it adheres to occupational safety and health standards, environmentally friendly; moreover, it also it is based on fair and equal competition.
3. Maintain the confidentiality of information and data, and refrain from using it for personal interest or the benefit of related parties in an improper manner.
4. Build strong relationships and mutual understanding, exchange knowledge, and jointly develop to enhance the value of products and services for shared growth.
5. Adhere to trade agreements and provide accurate information, if compliance is not possible, promptly negotiate with your trading partner in advance to jointly find out solutions and to prevent potential damage.
6. Do not solicit or agree to accept any property or even benefits outside of the scope of the commercial agreement.

## Guidelines and Practices

The company has established business guidelines for its partners to serve as a framework for collaborative business operations and to ensure that partners conduct their business in a sustainable manner, as follows:

Environmental aspect	Social aspect	Business ethics aspect
<ul style="list-style-type: none"> <li>• Environmental management</li> <li>• Climate change</li> <li>• Waste and discarded materials management</li> <li>• Energy management</li> <li>• Water management</li> </ul>	<ul style="list-style-type: none"> <li>• Occupational health and safety at work</li> <li>• Human rights and fair treatment of workers.</li> <li>• Developing and participating with the community and society.</li> </ul>	<ul style="list-style-type: none"> <li>• Good corporate governance</li> <li>• Anti-corruption</li> <li>• Maintaining trade secrets.</li> <li>• Fair competition</li> </ul>

## Business partner selection and recruitment

The company has established a verification and selection process that considers business partners based on their capabilities, ethics, and morality. The company's business partners must not only comply with quality standards and relevant laws, but also conduct business responsibly towards society, the community, and the environment. The company has assessed its operational standards and the impact of its business operations and found that all business partners agree to strictly adhere to the company's guidelines and criteria, in accordance with ISO 9001 and ISO 14001 quality standards.

## Partner evaluation criteria

ISO 9001 quality standard	ISO 14001 quality standard
<ul style="list-style-type: none"> <li>• Controlling the quality of raw materials according to established standards.</li> <li>• Delivering raw materials on time.</li> <li>• Complete quantity of raw materials</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient use of resources.</li> <li>• Systematic and efficient waste management.</li> <li>• There is a system in place to prevent and control the contamination of waste released into the environment.</li> <li>• The delivery system uses vehicles that are in good condition and do not cause pollution.</li> <li>• Preparations for prevention in case of emergencies.</li> <li>• Company safety, occupational health, and environment.</li> <li>• The company complies with its environmental regulations.</li> <li>• Cooperate in solving environmental problems.</li> <li>• There are no complaints from stakeholders/related parties.</li> </ul>

## 1. Responsibility for the product

The company takes into account the management of the environmental impact of its products, as current trends in climate change and global population growth are resulting in a decrease in the amount of natural resources used in product manufacturing. The company therefore focuses on managing its environmental impact by reusing unused raw materials and/or packaging, reducing the use of non-renewable resources, and minimizing air and water pollution, waste generation, and energy or resource consumption in product usage processes, as well as improving the biodegradability of products through the company's innovations.

## 2. Responsibility for raw materials procurement

The company has a responsibility for raw material procurement policy that encompasses practices such as reducing chemical use, protecting biodiversity, using water resources efficiently, and sourcing raw materials from manufacturers who comply with laws and operate in a manner that respects human rights (no child labor, no forced labor, no migrant labor).

### Performance results:

- There were no complaints regarding partner management.
- No incidents of trading partners violating laws, human rights, labor, and the environment.

### Summary of trading partners who meet quality standards.

standards	2025	2024	2023	2024
- A	182	192	195	205
- B	12	18	4	7
- C	28	-	-	-
<b>Total</b>	<b>222</b>	<b>210</b>	<b>199</b>	<b>212</b>

## 6. Tax operation:

The Company has a tax policy aimed to operate in comply with relevant laws and use a tax structure that does not cause tax evasion to show that the company has performed its duties as a socially responsible organization, the company has disclosed the tax policy and the actual tax rate paid to stakeholders.

## 7. Business innovation for society and environment

The Company places importance on creating business innovations for society and environment to create value-added for the organization and its stakeholders as well as continually create value for society and the environment.

### Product innovation “COOL MODE” and Energy saving label No.5

Innovative fabric with special properties in absorbing moisture and venting sweat well, it safes for consumers and environmentally friendly which has features that make the wearer feel cool, that consumers can wear it indoors or in the rooms with air conditioning temperatures of 25 Celsius degree without feeling uncomfortable. This reduces the use of electricity; the Cool Mode products have been certified to quality certification and qualification testing standards from the Thailand Textile Institute (THTI) and the Greenhouse Gas Management Organization (Public Organization) with permission to use the “COOL MODE” label as the first company in Thailand.

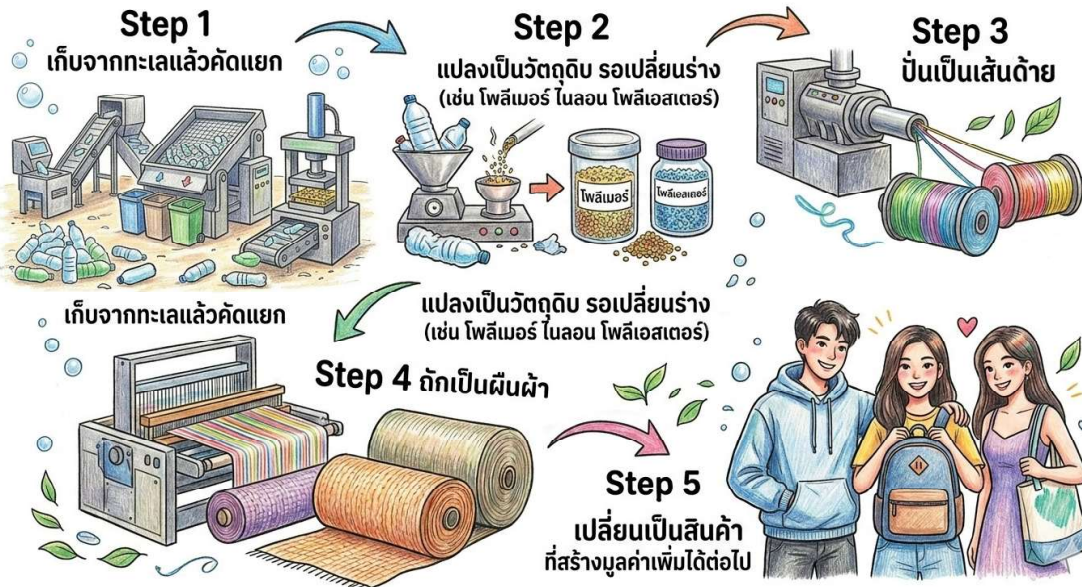
The company develops products that are certified with the energy saving label No. 5 “Energy saving, comfortable to wear, no need to iron”, The products subject to label No. 5 are brands ARROW, PRIMO and fabric products.

## Upcycling: Turning waste PET bottles into clothing products

The company is committed to creating quality products along with preservation for sustainable environment with the development of Upcycling products. PET plastic bottle waste is transformed into clothing products under the ARROW brand. In addition, it has added a function to absorb perspiration and wick away the perspiration quickly for a comfortable and dry when wearing; moreover, the fabric is smooth and soft touch texture, more comfortable, and well Air-ventilated



## The process of turning plastic bottle waste into clothing products



## Recycling innovation: “Upcycling Upstyling Project”

A key activity that GC is continuously undertaking is the Upcycling Upstyling project. This is a major strategy to drive the circular economy within the country through collaboration throughout the process between product brands (owners), designers, and recycled material developers (converters), resulting in various consumer products made from recycled materials.

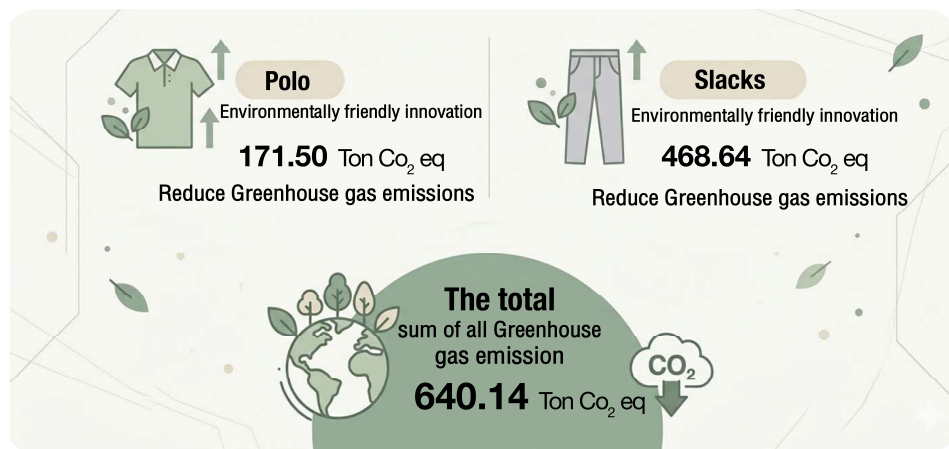
## SORONA “Innovation by DUPONT”

SORONA is an innovation of natural fiber extracted from corn. The fabric made from SORONA fibers which have a strong structure, it is good flexibility like spandex, soft touch, comfortable to wear, and good heat ventilation. Moreover, it is anti-pilling to reduce hairiness on the fabric, wrinkle resistant, and shape retention. More importantly, it is also resistant to UV and chlorine, so it keeps color vibrant and easy to maintain as normal fabric

Moreover, it can also be recycled and biodegradable naturally, The Company therefore sees the importance and recognize as another alternative to create sustainability and environmental friendliness under the Brand “ARROW”.



In 2025, the Company had revenue from sales of environmentally friendly innovative garment products totaling 111.22 million baht, accounting for 23.77 percent of sales, resulting in the Company being able to reduce total greenhouse gas emissions by 640.14 Ton Co<sub>2</sub>



### 8. Security Cyber and Personal Data Security:

The Company has set guidelines for managing cyber security and personal data security by appointing a person who is responsible for oversight and management of information technology security. Moreover, the company establishes guidelines for the security of information and information systems, defines guidelines for the prevention of information technology security, and measures to test safety systems and monitor incidents.

### 9. Quality management

The company has a quality control system in every step of the operation to produce quality products and is safe for consumers with the emphasis on quality management sustainably reduce the impact on the environment

The company realizes the importance of environmental management through a systematic production process to comply with the relevant standards as follows:

- Product quality management system ISO 9001:2015 from the design process, procurement of raw materials, sewing, quality inspection, and product packaging which can be inspected in every process and it has been certified to the environmental management system ISO14001: 2015.
- Quality inspection process and international standard quality testing laboratory system to ensure that the product has color fastness to washing, safe from chemicals and is strong with durable throughout the lifetime which can meet the quality requirements for European (ISO), America (AATCC) and Japan (JIS) customers.
- Certified Global Recycle Standard (GRS), which is an international standard by developing innovative products made with fibers spinning from 100% recycled plastic bottles, plastic waste is recycled to reduce pollution problems that affect water sources and the environment.

It creates confidence and be confident that the company has continuously developed various systems and standards in accordance with the product quality policy. **“Commitment to produce quality products, on time delivery, and continuous development”**

## Sustainability management: The social dimension.

### Social policies and practices

The company conducts its business with transparency, fairness, and ethics together with respecting human rights principles and treating all stakeholders equally. It prioritizes the health and safety of its employees and takes responsibility for the surrounding community and society to ensure the business’s sustainability.

The company manages its social and sustainability activities which are categorized into key areas including:

1. Fair treatment of workers and respect for human rights.
2. Employees potential development
3. Occupational health and safety.
4. Community and social participation.

We prioritize promoting values from within the organization to the outside world, encompassing equitable practices across all business processes, developing employee knowledge and skills, fostering a safety culture, caring for employee health, promoting career advancement, and building organizational commitment.

## Human resource management

### Human resource management policies and guidelines

The company prioritizes human resource management as “human capital,” an important factor for organizational competitiveness and sustainable growth. The company is committed to developing its personnel with knowledge, skills, and ethics, while simultaneously creating a safe, fair, and human-respecting work environment. This is achieved by adhering to the principles of good corporate governance and relevant national and international labor standards.

#### Treating workers fairly

Treating employees fairly is a crucial mechanism for sustainable business operations and a practice under good corporate governance. Therefore, the company has established a policy of strictly adhering to the Thai Labor Standards (TLS) or TLS 8001-2020, which covers various aspects of employee treatment. These include opposition to forced labor, sexual harassment, violence, child labor, female labor, compensation, working hours and rest periods, holidays, leave, discrimination, discipline and punishment, freedom of association and collective bargaining, occupational safety and health and working environment, and labor welfare, etc.

In order to ensure that all employees receive equal and fair protection, and to encourage employee participation, the company has issued a policy statement on the prevention and resolution of sexual harassment to be used as a guideline for practice.

#### Human rights operations

The company recognizes the importance of respecting human rights, which are fundamental freedoms signifying equality and fairness among human beings within the company, its employees, and all stakeholders. This is to minimize the likelihood or risk of human rights violations against stakeholders, the company has established policies on human rights and equality in employment, and on fair compensation and benefits management. Our occupational safety and health policy, along with employee development initiatives, incorporates practical approaches that provide opportunities for employees to express their skills and abilities, thereby improving their quality of life and ensuring their security.

Performance Results: By 2025, there will be no human rights complaints within the organization or from the company’s business activities received from any stakeholder group.

## Management guidelines and performance results

### 1. Recruitment and selection.

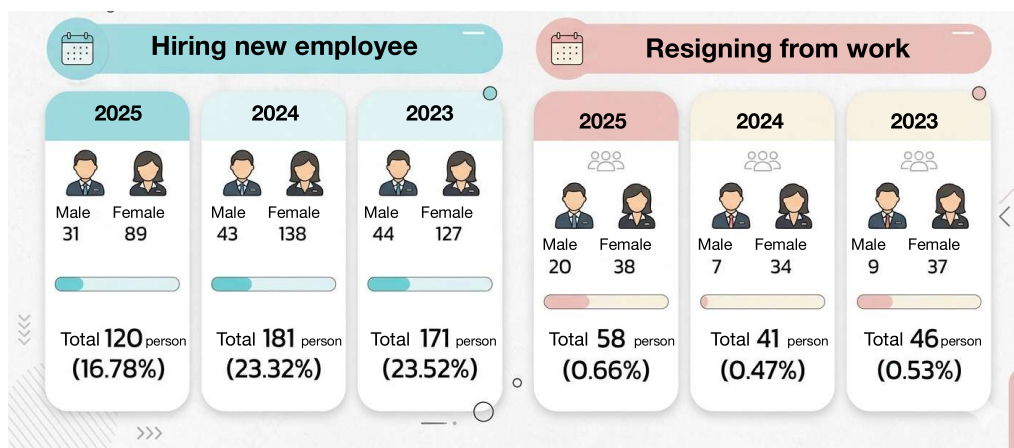
The company has a systematic recruitment and hiring process that prioritizes equality, fairness, and non-discrimination based on race, religion, culture, gender, etc. The recruitment and selection process is designed to support business expansion and select qualified candidates according to organizational requirements, through various job advertisement channels. The recruitment and selection process involves a suitability assessment committee comprised of representatives from relevant departments, along with an evaluation of applicants’ attitudes. This ensures that the company selects qualified personnel who align with the job position and organizational culture, and who are prepared to assume higher-level responsibilities.

Year/ Classification	2025					2024					2023				
	Male		Female		Total	Male		Female		Total	Male		Female		Total
Categorized by Gender	167	23%	548	77%	715	182	23%	594	76%	776	160	22%	567	78%	727
Categorized by job level															
Executive Level	4	44%	5	56%	9	3	33%	6	67%	9	2	22%	7	78%	9
Management level	28	33%	56	67%	84	14	30%	32	70%	46	39	36%	69	64%	108
Operational Level	135	22%	487	78%	622	165	23%	556	77%	721	119	20%	491	80%	610
Categorized by Age															
< 30 Years	54	32%	115	68%	169	47	26%	133	74%	180	62	36%	108	64%	170
30-50 Years	83	22%	289	78%	372	105	25%	312	75%	417	69	18%	325	82%	394
> 50 Years	30	17%	144	83%	174	30	17%	149	83%	179	29	18%	134	82%	163
Categorized by Nationality															
Thai	134	24%	429	76%	563	149	24%	468	76%	617	127	21%	487	79%	614
Myanmar	32	22%	114	78%	146	28	19%	117	81%	145	29	29%	71	71%	100
Cambodia	1	17%	5	83%	6	5	36%	9	64%	14	4	31%	9	69%	13

The company prioritizes and supports the employment of people with disabilities, in accordance with the Act on the Promotion and Development of the Quality of Life of People with Disabilities B.E. 2550 (2007) and its amendments (No. 2) B.E. 2556 (2013), in order to create opportunities and add value to people with disabilities, enabling them to have a better quality of life, maintain human dignity, be accepted in society, and live fully within society. This involves assigning jobs that are appropriate to the abilities and potential of the workforce.

Note: The Act on the Promotion and Development of the Quality of Life for Persons with Disabilities stipulates a ratio of 1 person with a disability to 100 employees.

Disability employment rate	As required by law	Disability employment					
		2025		2024		2023	
		Male	Female	Male	Female	Male	Female
Persons with disabilities (No.)	7	2	5	2	6	12	7
		Total 7		Total 8		Total 9	



### Employee Turnover Statistics

This display shows employee turnover statistics categorized by years of service, to track and assess the organization's ability to retain employees. The main reasons for leaving are pursuing self-employment and caring for family.

\* Note: Not including retired employees and probationary employees - with less than 2 years of working.

## 2. Human Resource Development (Training & Development)

The company recognizes the importance of its personnel, who are a valuable resource and a key driver of the organization's business goals and strategies. This is to be prepared for changes in all situations, the company provides programs to enhance the knowledge, abilities, and operational skills of both managers and employees, in order to create opportunities and increase competitiveness.

### Management guidelines

The company recognizes that talented employees are a key factor in driving business strategy, including increasing opportunities for productivity development and business innovation. The company focuses on promoting the continuous development of potential, skills, and knowledge among employees at all levels, in line with our human resource development policy, we support employees in developing their knowledge, abilities, potential, positive attitudes, and ethics. However, the most important is teamwork that is key factors for stable and sustainable business growth. The development of training curricula involves analyzing needs before creating a plan to define the training curriculum. This includes clearly defining course objectives and indicators to enable concrete monitoring and evaluation of training effectiveness, as follows:

- Promote development through practical work.
- Encourage training for employees at all levels.
- Assess development needs.
- Build positive relationships between management and employees.

### Framework and strategies for employee potential development, divided into three levels.

	Executive level development	Management level development	Operational level development
Development strategies at each level.	We promote the development of high-potential employees to prepare them for growth and succession planning within the company, focusing on reinforcing the business vision and strategies to align with changing circumstances.	Strengthening leadership skills so that employees can apply them effectively at all levels, including training in management skills and developing the potential of employees under their supervision. Prioritizing training courses to develop management and resource skills to maximize efficiency and achieve set goals.	Enhance knowledge and expertise relevant to the job, and train employees to continuously develop and improve their work performance in depth according to their careers, with an emphasis on foundational and professional training courses.

Year	2025			2024			2023			
	Goal	Male	Female	Total	Male	Female	Total	Male	Female	Total
Average hour (Hour/ Person/ Year)	3	5.82	6.03	5.98	3.68	4.58	4.37	4.80	5.30	5.00

The company has systematically set guidelines for developing the potential of employees. This covers from the analysis of necessary of training or evaluation of employees including determining the direction of employee potential development systematically, and setting goals for promoting knowledge in order to be able to monitor training results as follows:

Type of Course	Important Objectives	Name of Course
Basic course	Focusing on practical training on work systems along with important ethics in work to encourage employees to have a good attitude towards work.	<ul style="list-style-type: none"> <li>- preparation before practice or operation</li> <li>- Creative communication to increase work efficiency</li> <li>- work regulations and knowledge of social security</li> <li>- Roles of executives and employees in anti-corruption</li> <li>- Global Recycled Standard (GRS) Policy and Requirements</li> </ul>
Vocational courses	To promote expertise and experience in stimulating the development of strategy-building skills for personnel in business, sales and production section.	<ul style="list-style-type: none"> <li>- Upgrading labor skills in the field of industrial sewing machines</li> <li>- Kaizen for increasing productivity and continuous improvement</li> <li>-Sewing process control according to ISO 9001:2015 standard</li> <li>- Update tax, TFRSs, Corporate Income Tax and Value Added Tax.</li> <li>- E-commerce MCN Version 1</li> </ul>
Occupational safety and health courses	To create understanding and awareness of safety and reduce the risk of hazards while working	<ul style="list-style-type: none"> <li>- Basic of firefighting and annual fire evacuation drills</li> <li>- Preparation when an earthquake occurs</li> <li>- Safety at work related to electrical work</li> <li>- Safety at work for general employees</li> <li>- Safety Officer, Management Level, Supervisor</li> </ul>



In 2025, the company joined a digital and online marketing skills development program with Saha Group under the “E-commerce MCN Batch 1” course to enhance the capabilities of employees to adapt to the changes in the textile industry and consumer behavior in the digital age.

**The course focuses on developing skills in the followings: -**

- Online sales channel management (E-commerce Platform Management)
- Creating and managing content creator networks (Multi-Channel Network: MCN)
- Customer data and consumer behavior analysis (Data Analytics for E-commerce)
- Live Commerce and Social Commerce
- Digital marketing strategy and online branding



The company supported five employees from the marketing, sales, and business development departments to participate in the program, which consisted of 60 hours of training including both theoretical and practical workshops.

### Results received from the project

- The company is expanding its online sales channels on social media platforms, implemented by a team of Trained employees
- Two brand development projects through social commerce: TikToker and live product sales
- Enhancing long-term revenue generation potential from online channels

The company plans to expand this course to “E-commerce MCN Generation 2” in 2026 to continuously develop its digital team and support the organization’s growth strategy.



### 3. Management of compensation, benefits, and other Welfares.

The company has established a compensation system for employees based on their qualifications, knowledge, skills, and work experience. The minimum base salary for employees is in line with the government-mandated minimum wage. A salary structure has also been established to reflect employee knowledge, skills, and performance. Salary increases are reviewed and considered through a performance evaluation process for each employee level.

In addition, the company provides other compensation and benefits such as provident fund contributions, with the company contributing 3% of employees’ salaries, a savings cooperative, and retirement benefits. The company also supports employee savings and financial security before retirement by providing provident funds to all employees and offering a savings cooperative that employees can freely join.

#### Summary of employee compensation and benefits

(Unit: Thousand Baht)

	2025			2024			2023		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>Total compensation</b>	34,779,087.33	81,151,203.77	115,930,291.10	37,993,367.85	123,337,281.18	161,330,649.03	27,866,727.91	97,546,088.97	125,412,816.88
M : F compensation ratio	1 : 2.33			1 : 3.25			1 : 3.50		
Benefits, bonuses, allowances, and others	9,906,566.03	23,115,320.73	33,021,886.75	9,936,617.32	26,874,822.94	36,811,440.26	12,061,697.61	36,135,934.95	48,197,632.56
<b>Provident fund</b>									
Provident fund contributions	770,512.56	1,797,862.63	2,568,375.19	690,218.41	2,070,655.22	2,760,873.63	672,566.18	2,017,698.55	2,690,264.73
Number of employee members	129	302	431	115	344	459	117	351	468
Member percentage	77	55	60	63	58	59	73	62	64
Employer contribution rate (%)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Employee contribution rate (%)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
<b>Savings cooperative</b>									
Savings cooperative contributions	2,135,595.90	4,983,057.10	7,118,653.00	1,948,259.00	5,844,777.00	7,793,036.00	1,704,934.00	5,114,804.00	6,819,738.00
Number of employee members	77	179	256	79	235	314	76	227	303
Member percentage	46	33	36	43	40	40	48	40	42

Note : Excludes compensation and benefits for directors.

## Motivating and retaining employees

The company recognizes that motivating and retaining high-potential employees is important for maintaining business competitiveness and achieving strategic goals. Therefore, it has established guidelines for employee motivation and retention, including clear evaluation criteria, standardized and appropriate compensation, data for developing employee performance improvement programs, and assessments of employee satisfaction and engagement with the organization. Analyze and develop employee satisfaction improvement programs and enhance employee care, communicate assessment results to employees, and disclose employee turnover statistics to express a commitment to continuous employee development and improvement.

Producing good and high-quality products comes from employees who are capable, knowledgeable, and skilled, as well as having a strong loyalty to the organization. The company prioritizes employee retention, such as providing healthcare, scholarships for employees' children, and commemorative gifts for 10, 20, and 30 years of work anniversary.



*Providing commemorative gift for 10, 20, and 30 years of work anniversary*



*Providing scholarship for employees' children*



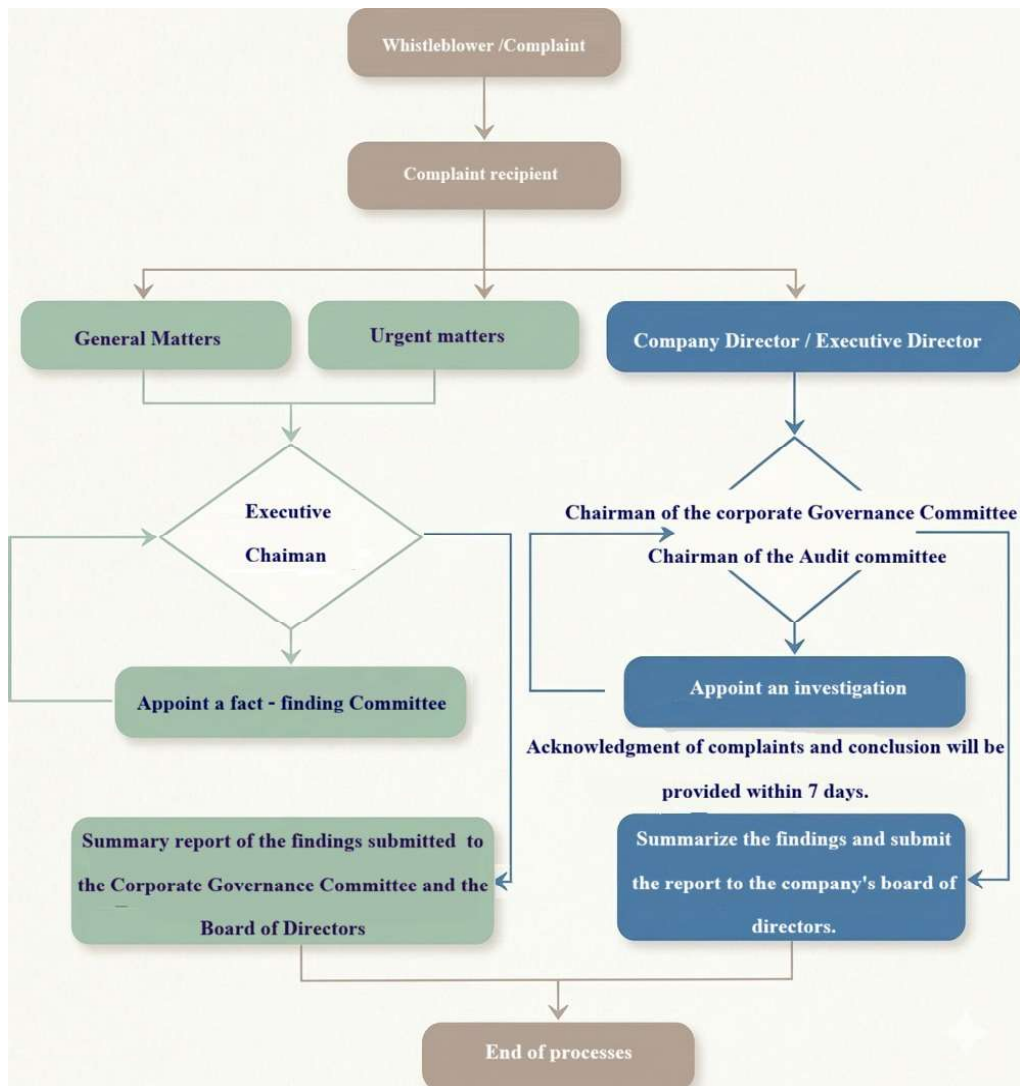
## Important operational results

The company recognizes the importance of effective labor relations management in the workplace, which will enable the organization to develop to its full potential.

In 2025, the company received the Outstanding Establishment Award for Labor Relations and Employee Welfare for the 18th consecutive year, recognizing and commending establishments with good and efficient management systems.

## Complaints and grievances

The company has a systematic and transparent mechanism for handling complaints from employees and stakeholders in cases of rights violations or unfair treatment; moreover, systematic measures are in place to protect complainants.



**General matters:** Action will be taken within 30 days of receiving the complaint.

**Urgent matters:** Action will be taken within 15 days of receiving the complaint.

**Company directors/executive directors who are the subject of a complaint:** Action will be taken within 15 days of receiving the complaint.

Section	Telephone number	E-mail
Human resource Manager	0-2685-6510	share@pg.co.th
Company secretary	0-2685-6509	suvimol@pg.co.th

### Providing remedies for those affected by human rights violations.

The company has implemented remedial measures for those who may be affected by human rights violations, to alleviate suffering, considering the level of impact on a case-by-case basis, for both general and urgent

cases. In addition, there is providing assistance to alleviate hardship is in accordance with fair legal requirements; for example, if an employee is ordered to be suspended/transferred, and after review, it is found that they are not at fault, the company will expedite the process of reviewing the matter to ensure fairness.

### Safety, occupational health and working environment

Occupational health and safety are the main issues that the company places an importance in order to promote well-being and build confidence among relevant stakeholders because good occupational health and safety management will further the company being able to continue operating safely.

### Occupational health and safety policy

The company has an occupational health and safety management system to keep employees healthy and working safely in an appropriate environment to comply with standards and legal requirements related to safety. In addition, there is setting goals for the development of safety, occupational health and working environment along with standards for health care and safety of employees including measures to prevent and reduce risks arising in the operational process.

### Compliance with safety and environmental laws

The company places great importance on strict compliance with safety and environmental laws, regulations, and standards. This is outlined in its safety, occupational health, and environmental policies, as well as its environmental policy. Moreover, the company focus on continuous monitoring ensures compliance with all relevant laws, regulations, and safety standards related to its business operations.

The company conducts job safety assessments (JSAs) to analyze work processes and identify potential hazards at each stage. This involves analyzing procedures to determine preventative measures and solutions. The analysis covered 65 different job types, including tasks such as hand-knife cutting, sewing, and forklift operation.

Furthermore, if any improvements or changes are made to machinery, equipment, production processes, work methods, working environment, or any other operations, including changes resulting from natural disasters, or for mitigation purposes or other factors that may affect the original operating conditions, the Hazard Assessment Working Group will review, evaluate, and analyze the hazards comprehensively before, during, and after the implementation of such improvements or changes.

In 2025, the company complied with all relevant safety, occupational health, and environmental requirements, regulations, and laws, and there were no safety or environmental complaints whatsoever.

### Hazard assessment; studying the impact of the work environment; and developing employee supervision plans

The company, through its supervisory and professional occupational safety officers conducts assessments of hazards arising from working conditions and the work environment that may affect physical health (chemicals and work postures), mental health, or property damage. They then develop safety action plans and control plans covering all procedures, work methods, and activities.

By 2025, all branches will have conducted an ongoing review of their occupational hazard and environmental impact assessments, covering all types of work.

Occupational health and safety goals.	Performance
1. No accidents resulting in more than 3 working days of absence. Accumulated >6,300 working days.	Operate 6,300 working days.
2. The incidence rate of occupational disease is zero.	0

List	Unit	2023	2024	2025
<b>Employee</b>				
<b>Number of accidents and property damage</b>				
Head office (Bangkok)	Time	0	0	0
Lumphun factory	Time	0	0	0
Kabinburi factory	Time	0	0	0
<b>The number of accidents resulting in work stoppages</b>				
Head office (Bangkok)	Time	0	0	0
Lumphun factory	Time	0	0	0
Kabinburi factory	Time	0	0	0
<b>Number of employees who died as a result of work</b>				
Head office (Bangkok)	Time	0	0	0
Lumphun factory	Time	0	0	0
Kabinburi factory	Time	0	0	0
<b>Sub-contractor</b>				
<b>The number of accidents resulting in work stoppages.</b>				
Head office (Bangkok)	Time	0	0	0
Lumphun factory	Time	0	0	0
Kabinburi factory	Time	0	0	0
<b>Number of contractors who died as a result of their work.</b>				
Head office (Bangkok)	Time	0	0	0
Lumphun factory	Time	0	0	0
Kabinburi factory	Time	0	0	0

### Activities to promote safety, occupational health, and the working environment

In 2025, the company will implement its safety plan, including training, emergency plan drills, workplace environmental monitoring, and inter-branch safety inspections, as follows:

#### Emergency response and disaster preparedness plan

- Human resource development in safety, occupational health, and well-being: - These include occupational safety for general employees, basic firefighting, earthquake preparedness, chemical spill control, motorcycle safety, occupational and environmental disease prevention, the use of personal protective equipment, first aid and CPR, and the transportation of injured persons, as well as organizing Safety Week activities.



- The company prioritizes effective emergency plan training and disaster preparedness. It has developed and conducted drills for four emergency plans: firefighting and evacuation (both daytime and overtime plans), chemical spill control, boiler leak or explosion control, and earthquake preparedness drills.



### • Earthquake preparedness drills

The company has been providing earthquake preparedness training and conducting earthquake drills for its employees once a year since 2015, continuously for 10 years.

On Friday, March 28, 2025, at approximately 1:20 PM, there were earthquake with an 8.2 magnitude in Thailand. The epicenter was located in the Republic of the Union of Myanmar; moreover, both our head office (Bangkok) and our branch factory in Lamphun Province felt the tremors. As a result of the company's earthquake response drills, all executives and employees were able to control the situation and evacuate the building to the designated assembly point safely, without anyone being injured, after the situation ended. The safety department coordinated and requested a building inspector to enter the site and analyze the structural safety of the building. The inspection results showed that the damage assessment was within the green zone, meaning the building structure was stable and safe to be used normally.

The inspection revealed that the damage assessment was within the green zone, the building structure is stable and safe, and to be used normally.

## อาคารสามารถใช้งานได้ตามปกติ



ขอแนะนำในการปฏิบัติเพื่อความปลอดภัยในการใช้งานอาคารต่อไป และความปลอดภัยต่อสาธารณะ

- เจ้าของอาคารควรเฝ้าระวังหากความเสียหายของอาคารมีการเปลี่ยนแปลงไปจากที่ผู้สำรวจตรวจพบ
- แจ้งเจ้าหน้าที่หากตรวจพบสิ่งนี้อาจก่อให้เกิดอันตรายได้

ชื่อและที่ตั้งอาคาร  
บริษัท ประชาอาภรณ์ จำกัด (มหาชน)  
666 ถนนพระราม 3 แขวงบางโพงพาง  
เขตยานนาวา กรุงเทพมหานคร 10120

หัวหน้าผู้ตรวจสอบ นายพนิต ศุภศิริลักษณ์  
รับรองโดย นายภักดี ปันสุข ย. 2638  
วันที่ตรวจสอบ 6 เมษายน 2568  
เบอร์โทรศัพท์ 081-616-0704

ลายมือชื่อ (ผู้ตรวจสอบ)  
ลายมือชื่อ (ผู้วิศวกรโยธา)

ห้ามเคลื่อนย้ายหรือทำลายป้ายประกาศนี้



## Employee health promotion

- Muscle stretching activities to reduce work fatigue and prevent office syndrome which have been conducted continuously in all branches for 18 years.



- Annual health check-ups and risk factor-based health screenings, including hearing ability, lung function, and body chemical levels. The results of the health check based on risk factors were normal for everyone.

- The company monitors the working environment, including lighting, noise, heat, dust, chemical concentrations in the work area, air quality from stack emissions, and wastewater quality. This is to monitor and ensure that environmental quality in the work area does not exceed legal standards, which could affect the health and cause occupational diseases to employees and the nearby community.



## Air quality measurement results from stack emission (Stack Emission)

Parameter	Unit	Measurement results	Standard Criteria	Evaluation results
Total Suspended Particulates	mg/m <sup>3</sup>	318	≤320	Not exceeding standard
Oxide of nitrogen	ppm	<3.8	≤200	Not exceeding standard
Sulfur dioxide	ppm	<1.3	≤60	Not exceeding standard
Carbon Monoxide	ppm	359	≤690	Not exceeding standard
Opacity value	%	1.66	10	Not exceeding standard

In 2025, the results of workplace environmental monitoring did not exceed the standards set by law, and no reports of occupational diseases caused by the company’s working environment were found.

### Safety Awards

Received a certificate of participation in the campaign of 2025 Safety Culture Together in the Workplace from the Ministry of Labor

In 2025, the company received the prestigious National Outstanding Model Workplace Award for Safety, Occupational Health, and Working Environment (Platinum Level) for the 11th consecutive year.

The company has been awarded Platinum level for the 10th consecutive year for having 20,821,152 hours without any work-related accidents resulting in lost work, which is subjected to “the 2025 Zero Accident Campaign Program”.



## Community relations management and social responsibility

### Commitment and goals

The company recognizes its role in contributing to society and the community. It analyzes community/society problems and uses the findings to develop strategies for collaborative work with the community or to solve social problems. This provides a clear and sustainable direction for operations, and the company monitors the results and benefits to ensure they align with the defined strategies.

### Management guidelines

The company has a commitment to social and community development by conducting activities that meet the needs of society and the community alongside its business operations. This is achieved by establishing a framework for improving the quality of life in communities and societies surrounding all of its offices and factories.

### Performance

#### Promoting educational opportunities for youth

The company recognizes the importance of education for both employees' children and young people of school age. The company also encourages them to participate in education that contributes to a happier and more prosperous for Thai society in the future. Furthermore, this initiative aims to boost morale and alleviate the financial burden on employees' families. Therefore, in collaboration with the Dr. Thiam Chokwatana Foundation, the company provides 19 scholarships to employees' children from primary to university level.

#### Health dimension

- Project to develop and promote workplaces under the Federation of Thai Industries network to become healthy organizations, thereby enhancing the quality of life for working age. Activities include health check-ups under the PG Happiness Project, preventing NCDs and creating good health in the workplace. (NCDs (Non-Communicable Diseases) are a group of chronic diseases that are not caused by pathogens and cannot be spread from person to person. It result from underlying risk factors and unhealthy lifestyle habits accumulated over a long period, such as consuming excessive amounts of sugar, fat, and salt; lack of exercise; smoking; alcohol consumption; and chronic stress.)
- Eye examination program to maintain the eye health of employees. The company, in collaboration with an optical shop, provides free eye examinations.
- Employee health education programs aim to promote physical and mental well-being, leading to improved work performance, reduced illness and turnover; moreover, it also build a culture of safety within the organization to decrease work accidents that also impacts the capabilities of organization's cost management through training courses such as "Creating a Happy Working Age" and "AIDS and Tuberculosis." As a result, the company has received the "Disease-Free, Safe, and mentally and physically Healthy" award from the Department of Disease Control, Ministry of Public Health, for the 9th consecutive year.
- In collaboration with Vichavej Hospital, we offer vaccinations against four strains of influenza.



## Engaging with the community, society, and other stakeholders

The company prioritizes community and social engagement by analyzing community/social problems and needs. The results of this analysis may be used to develop strategies for collaborative community work or to address social issues, ensuring clear and sustainable operational direction. Furthermore, the company monitors the outcomes and benefits to ensure they align with the defined strategies.

- We promote and support local community employment to create opportunities and develop the potential for long-term self-reliance. The company employs community members in Mae On District, Chiang Mai Province.
- Participate in blood donation to increase the blood reserves for patient treatment, save and extend lives of
- Company representatives met with community leaders and village leader Ban Singh Khing to discuss their concerns and suggestions



We support activities that benefit society, including the Prachinburi Herbal Medicine Health Promotion Project, health assessment learning, education on NCDs (Non-Communicable Diseases), carbohydrate counting, body composition measurement, body structure assessment, and blood donation with the Thai Red Cross Society.

In collaboration with the Yannawa District Office, we organized the “Donate Your Old Desk Calendars” event to collect calendars for the Foundation for the Blind in Thailand under the Royal Patronage. The event received enthusiastic participation from employees at all levels.

- The company prioritizes social responsibility by supporting public benefit activities through various charitable Organizations; including donating items to the Thai Red Cross Society, the Dr. Thiem Chokwatana Foundation, the 48th Anniversary Commemorative School under Royal Patronage, and Lamphun Hospital, Kabinburi Hospital, and Charoenkrung pracharak Hospital



### 3.3 Sustainability Management on environmental dimension

The company recognizes the importance of sustainable management of natural resources in order to prevent business activities impact on the environment. The “Energy and Environmental Management Policy” has been established and an internal environmental management system has been established in the organization along with the continuous development of environmental. Moreover, there were reducing expenses and to reduce the risk of financial that may arise from violating environmental regulations. However, environmental management policy covers and complies with environmental requirements, ISO 9001:2015 and ISO 14001:2015 standard systems, and environmental issues that are important substances to the business.

#### Environmental policies and practices

Company prioritize the efficient and optimal use of resources to maximize the benefit; moreover, the company also monitor the impacts of activities on various issues related to environment; however, It also takes into account the risks and opportunities that may arise from climate change in order to achieve the objectives. The company adheres to environmentally friendly procurement policies, select standardized raw materials, and design eco-friendly products. The company also focuses on quality production processes, manage inventory efficiently, and communicate accurate and clear information to consumers.



#### Commitment and goals





The company operates its business with environmental responsibility together with employing a comprehensive approach to resource and environmental management to maximize benefits and efficiency across all aspects. This includes resource utilization, energy management, water management, and climate change mitigation to minimize environmental impact and greenhouse gas emissions throughout the company’s value chain. The company’s goal is to achieve carbon neutrality by the year 2050.

#### Management guidelines and Practice

The company has established guidelines and practice for efficient, standardized, and safe product manufacturing management, together with a focus on environmental sustainability; moreover, Management standards are in place at every stage, from raw material procurement, product design, production, and delivery.

The company is committed to conducting business in a manner that is friendly to the community and the environment. This has resulted in receiving Green System Certification Level 3 from the Ministry of Industry, which signifies systematic environmental management. This includes monitoring, evaluation, and review for continuous improvement, aiming to reduce the impact of climate change and the environment, as well as using resources efficiently, in order to achieve systematic sustainable development.

The company’s environmental sustainability framework includes

			
Energy Management	Water Management	Waste Management	Climate Change
<b>Target</b>			
Consumption of Electrical Energy Reduce $\geq 1.50$ %	Recirculating water and Reuse $\geq 15\%$	Utilization of waste reuse $\geq 80\%$	Reduce the amount of greenhouse gases $\leq 1,000$ Ton Co2

The Company aims to grow its business along with sustainable environmental development throughout the supply chain from the raw material procurement process as well as to the waste management to be able to benefit both the company and society which has continued the policy of conducting business with responsibility that emphasis on participation in environmental conservation and driving society towards sustainability. There is a guideline to drive through the main projects, namely energy conservation adding green area, waste reduction along with communicating knowledge on environmental issues to employees to create knowledge and awareness of the importance of the environment for employees at all levels.

The Company has assessed the amount of greenhouse gases emitted from various activities such as electricity consumption, waste management in terms of tons of carbon dioxide equivalent. The Company has a policy to manage “greenhouse gas emission reduction” to reduce the impact on climate change by assessing the emission and reduction of carbon dioxide or greenhouse gases.



## Energy Management

**Commitment and Goals:** The Company recognizes its commitment to control electricity usage to maximize efficiency, in accordance with sustainable business practices. This includes prioritizing energy efficiency while protecting the environment to minimize environmental impact and control energy costs.

**Management Approach:** The Company promotes efficient energy management, utilizing energy efficiently and effectively by improving work processes and technologies to reduce energy loss and increase efficiency. This includes introducing new, high-efficiency machinery and improving fuel and electricity efficiency through the use of renewable energy systems. The project involves installing a solar rooftop power generation system, along with energy-efficient equipment such as LED lighting, for the company’s operations. This not only reduces energy costs but also decreases greenhouse gas emissions that is a major contributor to climate change.

**Goal:** Reduce electricity consumption from operational activities by  $\geq 2\%$  of the total energy consumption (kWh.).

### Applying clean energy

The company has invested in phase 2 of clean energy at its Lamphun factory, installing a 354.96 kWp solar roof system on production building 2. This brings the total installed solar power generation capacity to 1,202.75 kWp.

By 2025, the company would be able to generate 1,275,330 kWh of electricity, representing 56.54% of its total Electricity consumption

Branch	Year	Electricity production size (kWp)
Lamphun (Building# 1) (Building# 2)	2020	466.99
	2023	354.96
Kabinburi	2021	380.80
Total power generation capacity (kWp)	2024	1,202.75



Lamphun Branch



Kabinburi Branch

**Performance:** Installing solar panels on the roof (Solar Roof) with comparison

	2025	2024	2023	2022	2021
Reduce the use of electrical energy (MWh / Year)	1,275.33	1,154.70	918.8	978.63	700.99
Reduce greenhouse gas emissions (Ton Co <sub>2</sub> / Year)	500	453	360	384	275

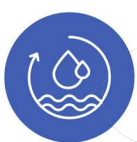
**Proportion of total electricity consumption for comparison**

Sales / Electricity bill (from the account)	2025	2024	2023	2022	2021
Electricity usage percentage (%)	1.39 %	1.28 %	1.54 %	1.48 %	1.57 %

**Water management**

**Commitment and Goals:** The company recognizes the importance of water resources, which are important factor for operations across all industries. Therefore, efficient water management is essential to prevent negative impacts related to water usage, such as water scarcity, water quality issues, and flooding. The company focuses on efficient water management and wastewater treatment processes to minimize environmental impact.

**Management guidelines:** The Company has established policies and plans for managing water usage within the organization and assessing the potential impact of changes in water quantity or quality. However, internal water use primarily serves the consumption needs of employees. The company has defined systematic water management guidelines throughout the organization and it is campaigning to raise employee awareness of the importance of using water efficiently and effectively. This includes water usage for consumption within offices and factories, the company’s management is to focus on key aspects that is reducing water consumption, recycling water for reuse, and treating used water before releasing it into the external environment.



**Performance Result:  
Water recirculation, reuse**

**การลดการใช้  
(Water Reduction)**

1. ลดการใช้น้ำ: ติดตั้งก๊อกน้ำ/สุขภัณฑ์ประหยัดน้ำ ตรวจสอบรอยรั่วสม่ำเสมอ

**การหมุนเวียนน้ำกลับมาใช้ให้เกิดประโยชน์  
(Water Reuse & Circularity)**

2. หมุนเวียนน้ำ: นำน้ำจากอ่างล้างมือมาบำบัด เพื่อรดน้ำต้นไม้/ชำระล้าง

**การบำบัดน้ำเสียก่อนปล่อยสู่สิ่งแวดล้อมภายนอก  
(Wastewater Treatment & Discharge)**

3. บำบัดน้ำเสีย: บำบัดน้ำให้ได้มาตรฐาน ปลอดภัยต่อระบบนิเวศก่อนระบายออก

## Performance Result: Water recirculation, reuse

	2025	2024	2023	2022	2021
Amount of water recycled and reused (%)	24.56 %	16.81%	21.91%	17.14%	24.06%
Total amount of water used	25,438	37,389	32,363	37,000	27,321
Water usage at the Kabinburi branch.	7,205	7,202	8,249	7,306	7,632
The amount of treated water that can be used (KB) is 80%.	5,764	5,762	6,599	5,845	6,106
Compare the amount of water that is recycled and reused (%).	24.56%	16.81%	21.91%	17.14%	24.06%

## Wastewater analysis results from the Lamphun branch, conducted by Global Utility Service Co., Ltd.

Parameters	Unit	Wastewater test results	Standard <sup>[1]</sup>	Evaluation results
1. pH Level	pH Unit	8.7	5.5 - 9.0	Not exceeding the standard limits.
2. Temperature	°C	-	≤ 40.0	Not exceeding the standard limits.
3. Total Dissolved Solids	mg/l	475	≤ 3,000	Not exceeding the standard limits.
4. BOD (Biochemical Oxygen Demand)	mg/l	16	≤ 20.0	Not exceeding the standard limits.
5. COD (Chemical Oxygen Demand)	mg/l	64	≤ 120	Not exceeding the standard limits.
6. Grease & Oil	mg/l	<1	≤ 5.0	Not exceeding the standard limits.
7. Alkylbenzene Sulfonate (ABS)	mg/l	-	-	-

### Remarks:

<sup>[1]</sup> Ministry of Industry Announcement Regarding Standards for Controlling Wastewater Discharge from Factories (May 30, 2017)

\* Suspended solids exceeded the limit because wastewater from outside the factory was pushed into the company's drainage pipes, causing the suspended solids to exceed the standard level.

Analysis of wastewater discharged from the Kabinburi branch, located within the Saha Group Kabinburi Industrial Park, it is revealed that the wastewater is treated in a central wastewater treatment system before being released externally. The industrial park has assigned Eastern Thai Consulting 1992 Co., Ltd. to conduct monthly monitoring of the wastewater quality.

Report on wastewater test results from factories in the Saha Group Industrial Park, Kabinburi.

Report Date	BOD <sub>5</sub> (mg / L)	COD (mg / L)	Oil & Grease (mg / L)	pH at _°C	Total Suspended Solids	Physical Appearance
21-01-68	15.0	75	ND	7.9 at 26°C	8.9	Yellow , Lightly SS / Normal
19-02-68	15.3	83	ND	8.0 at 26°C	20.4	Yellow , Lightly SS / Normal
19-03-68	9.8	70	3.4	7.7 at 24°C	8	Yellowish , Lightly SS / Normal
21-04-68	13.9	103	ND	7.8 at 24°C	7.6	Yellowish , Lightly SS / Normal
15-05-68	8.9	66	ND	7.8 at 24°C	8.6	Yellowish , Lightly SS / Normal
20-06-68	9.3	88	3.0	8.1 at 26°C	7.3	Yellowish , Lightly SS / Normal
15-07-68	3.2	< 40	ND	7.0 at 25°C	< 5.0	Yellowish , Lightly SS / Normal
20-08-68	12.2	65	< 3.0	7.6 at 25°C	5.6	Yellow , Lightly SS / Normal
16-09-68	11.7	60	ND	7.8 at 24°C	9.8	Yellowish , Lightly SS / Normal
10-10-68	5.1	42	ND	7.7 at 26°C	6.0	Yellow , Lightly SS / Normal
19-11-68	32.3	107	4.1	7.7 at 25°C	13	Yellow , Lightly SS / Normal
16-12-68	9.0	7.4	< 3.0	7.8 at 25°C	5	Yellow , Lightly SS / Normal
METHOD	5 - Day BOD Test , Membrane Electrode	Close Reflux , Titrimetric	Partition Gravimetric	Electrometric	Dried at 103 - 105°C	Container : PE 1.5L , PE 1.0L , PE 0.5L , G 1.0L
STANDARD <sup>1</sup>	< 500	< 750	< 10	5.5 - 9.0	< 300	

REMARK : 1.<sup>1</sup> Wastewater quality standards from factories permitted to enter the central wastewater treatment system of Saha Group, Kabinburi Project (Community), June 6, 2017.

2. ND = Not Detected / MDL = Method Detection Limit (MDL of Oil & Grease = 2.0 mg/L

3. Sampling By Mr.Sitpong Hadrakchai (๓-003/2-๓-9276)





# Waste management

## Commitment and Goal:

The company places importance on waste management that arises from business operations. It is established as a waste and industrial waste management policy. In accordance with the ISO 14001:2015 environmental management standard, waste is categorized into four types: 1. General waste, 2. Biodegradable waste, 3. Recyclable waste, and 4. Hazardous waste, it is to facilitate proper management and disposal.



## Management guidelines

The company considers and implements waste and refuse management methods in accordance with the Ministry of Industry’s regulations and the ISO 14001:2015 environmental management system standard. This includes establishing disposal practices encompassing waste segregation, collection, and inspection to ensure readiness for transportation, and selecting waste disposal contractors who are legally licensed.



To follow management guidelines by applying the 5R principle: it is segregating waste or garbage into categories to reduce or use only what is necessary (Reduce), reusing (Reuse), repairing and fixing items to make them usable again, avoiding the use of polluting items (Reject), and recycling (Recycle).

This includes promoting and campaigning for the most efficient use and recycling of resources, as well as educating employees to raise awareness about pollution and waste problems.

The company has set a waste management target of recycling  $\geq 80\%$ . The proportion of recycled waste is compared as follows:



	2025	2024	2023	2022	2021
Proportion of waste that is recycled and reused (%)	72%	75%	76%	74%	73%



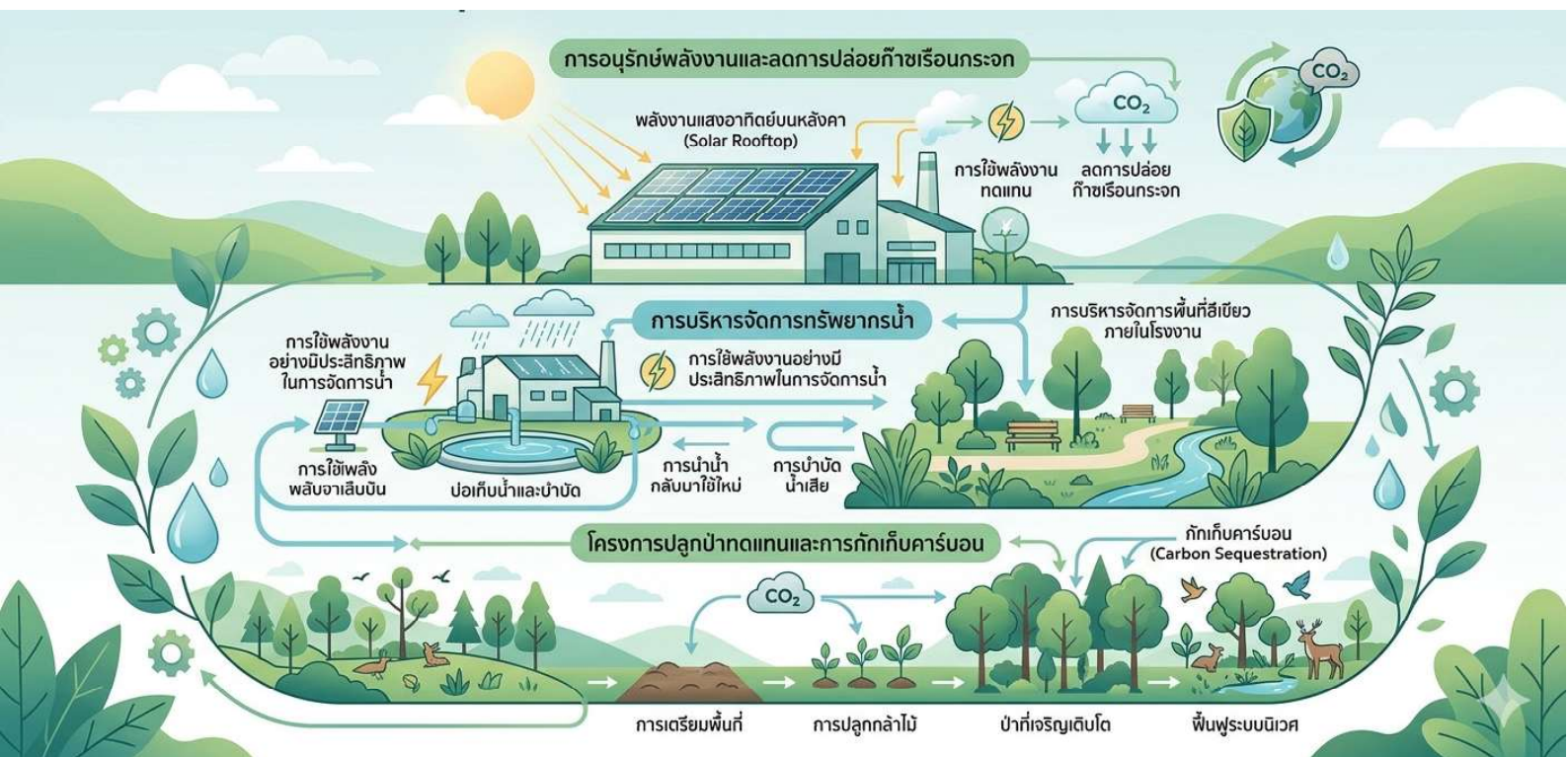
## Climate change (greenhouse gases)

Commitment and Goals: The company recognizes the importance of addressing climate change and reducing greenhouse gas emissions from its various activities. The goal is to reduce greenhouse gas emissions from organizational activities by  $\leq 1,000 \text{ TonCO}_2$

Management Approach: The Company has appointed an Energy and Environmental Conservation Committee to implement an environmental management system in accordance with ISO 14001:2015 standards, including the prevention and reduction of pollution resulting from business activities, as well as the continuous improvement, correction, and development of energy and environmental conservation operations.

The company has developed an action plan under the greenhouse gas emission reduction project to improve operational efficiency throughout the supply chain, by implementing the plan as follows:

1. Set goals for reducing greenhouse gas emissions.
2. To communicate and educate employees to build understanding and participation in reducing greenhouse gas emissions.
3. To promote the efficient use of natural resources, using only what is necessary and sparingly.
4. To promote the use of clean energy as an alternative by installing solar panels on the roofs of factory buildings.
5. Focusing on Sustainable procurement by selecting environmentally friendly materials or using recycled materials.
6. Preventive measures involve in maintaining machinery and equipment to ensure optimal efficiency.
7. Managing the waste to be enabling the reuse of waste in order to reduce the release of waste into the community.
8. Water recycling management through reuse.
9. Waste segregation management to reduce the amount of general waste to be landfills.
10. Conservation and restoration of nature through reforestation projects to help restore forest areas.



### Activities to reduce greenhouse gas emissions:

Renewable energy use, specifically rooftop solar power at the factory, is projected to generate 1,275,330 kWh of electricity by 2025, representing 56.54% of the company’s total electricity consumption. This is coupled with green space management within the factory and reforestation projects

### Performance results: Total greenhouse gas emissions from all activities in comparison

	2025	2024	2023	2022	2021
Greenhouse gas emissions (Ton Co <sub>2</sub> )	823	954	1,060	1,008	1,155

### Maintenance activities for check dams

The company, in collaboration with the Saha Group Human Resource Management Club of Kabin Buri repaired the check dam at the Khao Yai National Park Ranger Station No. 9, Kaeng Hin Pheng Waterfall.



### Reforestation project

The company implements projects contributing to carbon sequestration through the Royal-Initiated Permanent Reforestation Project, reforestation projects in the Tha Rit, Lam Thong Lang, and Lam Phaya Klang National Forest Reserves, Plot 2 (2010), Saraburi Province. The objective is to restore forest areas and return forest land to the Pa Sak River basin, which is the main water source for the livelihoods of the communities, and also to contribute to the natural absorption of carbon dioxide. It is further address climate change, the project has enabled the conservation of approximately 12,500 rai, or about 200 square kilometers, of green space. This is based on the results of the company’s participation in the project over the past 10 years.

### Green space management

The company manages a portion of its land and plants the trees to increase green space within the company grounds. This aims to improve the landscape and enhance employee well-being, improve work efficiency, reduce stress, and create a relaxing environment. It also serves as a carbon dioxide sink. Currently, the green space within the company grounds totals 8 rai, 2 ngan, and 140 square wah, represent 16.63% of the total area.

The company can participate in forest restoration and increase green areas by a total of 32 rai, helping to sequester 1,646 tons of 1,646 Ton Co<sub>2</sub> equivalent.

