

MANAGEMENT

DISCUSSION AND ANALYSIS



การวิเคราะห์ และ คำอธิบาย ของฝ่ายจัดการ

TO STRIVE TOWARDS ESTABLISHING ITSELF
AS A LEADING WORLD-CLASS-INTEGRATED
LINGERIE TRADING SPECIALIST

THAI WACOAL PUBLIC COMPANY LIMITED

WWW.WACOAL.CO.TH

4. Management Discussion and Analysis (MD&A)

4.1 Analysis of Operating Results and Financial Status

4.1.1 Business Overview

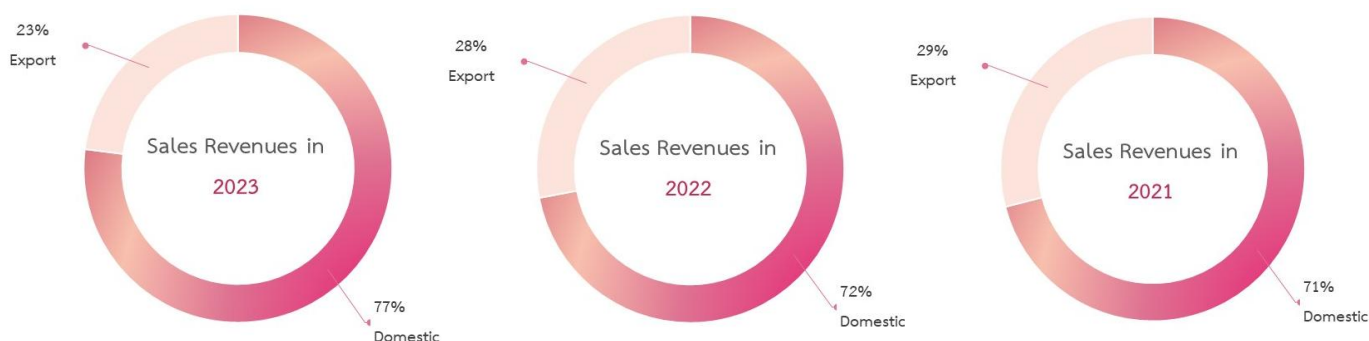
Thai economy slowed down in 2024 compared to the previous year, in line with the global economic situation. Exports also slowed down in accordance with the economic direction of major trading partners. Meanwhile, tourism revenue was lower than expected, coupled with rising household debt problems, resulting in a decrease in consumer purchasing power.

For the lingerie market in 2024, it still continued to be highly competitive market with regards to quality of products and service, design, pricing, distribution channels, and sales promotion activities in order to meet the diverse needs of consumers and to create maximum customers' satisfaction. Although the situation of COVID-19 tended to improve, it still had a direct impact on sales volume as some consumers remained cautious in spending and focused more on purchasing products for consumption. However, it could be seen that consumers were more likely to purchase products via the online channel. Recognizing the importance of such change, the Company placed emphasis on online marketing, specifically social media marketing and online marketing. These channels tend to grow every year, enabling the Company to expand its market opportunity and respond to the rapid changes in consumer behaviour.

In 2023, the Company achieved total consolidated sales revenues of Baht 3,608.92 million, representing an decrease of 8.31% YoY; and total net profit of Baht 78.48 million, representing an decrease of 23.76% YoY. As at the end of 2023, total assets were Baht 6,421.13 million, an decrease of 2.42% compared to the end of the previous year; while, Return on Equity was 1.43%, and Return on Assets was 1.21%. The Company has adjusted its policies and strategies in response to the changing economic conditions, including sales, raw materials, and increased expenses from the previous year due to rising minimum wage and higher production costs.

4.1.2 Operating Results and Profitability

4.1.2.1 Analysis of Operating Results

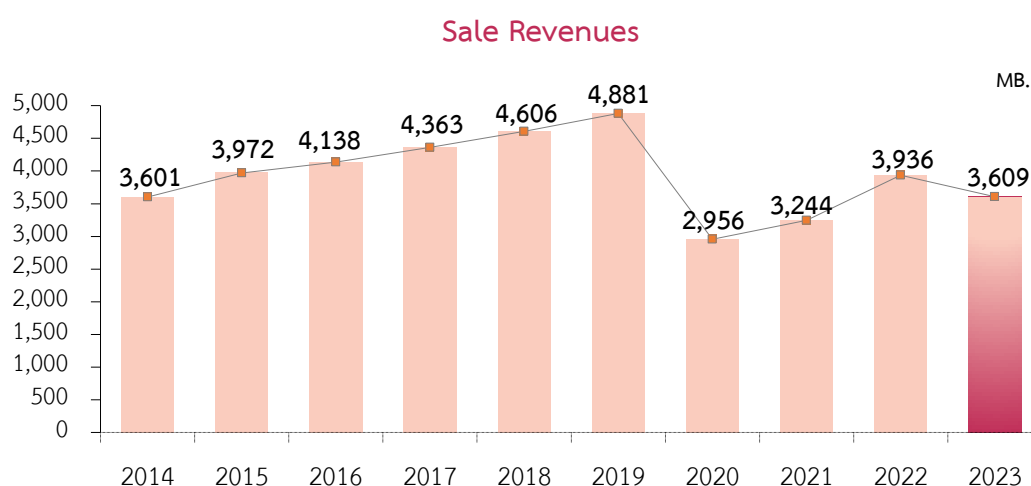


Revenues from Sales of Products and Services

In 2023, the Company had total sales revenues and services of Baht 3,608.92 million, compared to Baht 3,935.96 million for the previous year, a net decrease of Baht 327.04 million or 8.31% YoY. The domestic sales and export sales decreased by 2.26% and 24.11% respectively.

Unit : Million Baht

Consolidated	2023	2022	2021	%Increase (Decrease)	
				2023/2022	2022/2021
Domestic sales	2,782.48	2,846.92	2,304.90	(2.26)	23.52
Export sales	826.44	1,089.04	938.88	(24.11)	15.99
Total sales	3,608.92	3,935.96	3,243.78	(8.31)	21.34



As for full year 2023 sales by product categories, they were as follows: total ladies' lingerie sales of Baht 3,294.30 million, or a decrease of 10.80% YoY; total ladies' outerwear sales of Baht 112.65 million, or an increase of 28.33% YoY; total children wear sales of Baht 164.98 million, or an increase of 36.45% YoY; and other sales of Baht 36.99 million, or an increase of 9.05% YoY.

Unit : Million Baht

Consolidated	2023	2022	2021	%Increase (Decrease)	
				2023/2022	2022/2021
Ladies' lingerie	3,294.30	3,693.35	3,021.85	(10.80)	22.22
Ladies' outerwear	112.65	87.78	75.41	28.33	16.40
Children wear	164.98	120.91	124.10	36.45	(2.57)
Others	36.99	33.92	22.42	9.05	51.29
Total sales	3,608.92	3,935.96	3,243.78	(8.31)	21.34

Other Income

In 2023, other income totaled Baht 72.04 million, compared to Baht 49.29 million for the previous year, or an increase of Baht 22.75 million or 46.16% YoY.

Unit : Million Baht

Consolidated	2023	2022	2021	%Increase (Decrease)	
				2023/2022	2022/2021
Dividend income	73.95	47.47	42.36	55.78	12.06
Other income	72.04	49.29	46.09	46.16	6.94
Total other income	145.99	96.76	88.45	50.89	9.40

Cost of Sales

In 2023, the Company had total cost of Baht 2,249.63 million, accounted for 62.34% of sales revenues, decreased by 12.25% YoY. This was because the Company had lower sales revenues.

Unit : Million Baht

Consolidated	2023	%	2022	%	2021	%	%Increase (Decrease)	
							2023/2022	2022/2021
Revenues from sales of products and services	3,608.92	100.00	3,935.96	100.00	3,243.78	100.00	(8.31)	21.34
Cost of sales	2,249.63	62.34	2,563.69	65.13	2,253.91	69.48	(12.25)	13.74
Gross profit	1,359.29	37.66	1,372.27	34.87	989.87	30.52	(0.95)	38.63

Selling and Administrative Expenses

In 2023, the Company had total selling and administrative expenses of Baht 1,361.10 million, representing an increase of Baht 53.18 million or 4.07% YoY. This was because the Company had promotions and expenses to support sales.

Unit : Million Baht

Consolidated	2023	%	2022	%	2021	%	%Increase (Decrease)	
							2023/2022	2022/2021
Selling expenses	834.63	23.13	792.87	20.14	700.60	21.60	5.27	13.17
Administrative expenses	526.47	14.59	515.05	13.09	493.03	15.20	2.22	4.47
Total selling and administrative expenses	1,361.10	37.71	1,307.92	33.23	1,193.63	36.80	4.07	9.57

Profit

Consolidated	Unit	2023	2022	2021	%Increase (Decrease)	
					2023/2022	2022/2021
Gross profit	Million Baht	1,359.29	1,372.27	989.87	(0.95)	38.63
Profit (loss) from operating activities	Million Baht	74.21	99.45	(171.49)	(25.38)	157.99
Net (loss) profit	Million Baht	78.48	102.94	(144.44)	(23.76)	171.27
Earnings (loss) per share	Baht per share	0.65	0.86	(1.20)	(24.42)	171.67
Return on total revenues	%	2.09	2.55	(4.33)	(18.04)	158.89
ROE	%	1.43	1.89	(2.70)	(24.34)	170.00
ROA	%	1.21	1.58	(2.20)	(23.42)	171.82

Net Profit (Loss) attributable to Owners of the Parent

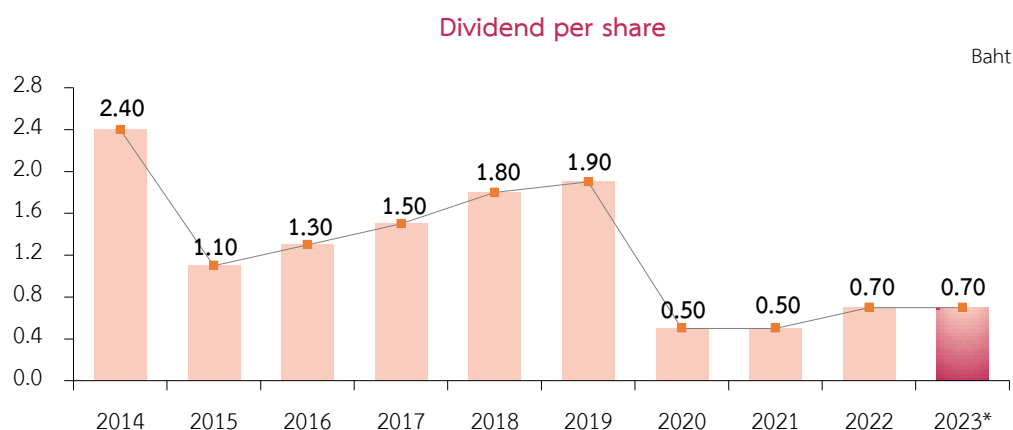
In 2023, total net profit was Baht 78.48 million compared to Baht 102.94 million in the previous year, representing a decrease of Baht 24.46 million or 23.76% YoY. This was equal to a net profit per share of Baht 0.65; represented a Return on total revenues of 2.09%, a Return on Equity of 1.43% and a Return on Assets of 1.21%.

Return on Equity

In 2023, the Company had a Return on Equity of 1.43%, compared to 1.89% from the previous year, due to the Company having net profit. However, the Company has a policy to always pay a regular dividend of Baht 0.25 per share to its Shareholders; although this largely depends on the actual achieved operating performance results as well as the overall economic situation. Additionally, the Company also takes into consideration its current liquidity together with ongoing investment plans. In the past, the Company has continuously paid out dividend payments to its Shareholders for 50 consecutive years - from 1974 and up to the present.

According to its consolidated financial statements for year 2023, the Company had a total consolidated net profit of Baht 78.48 million (or equal to a net profit per share of Baht 0.65) and a total separate net profit of Baht 40.16 million (or equal to a net profit per share of Baht 0.33); whereby at the Board of Directors' Meeting No.3/2024 held on March 5, 2024, a resolution was approved to propose, to the Annual General Meeting of Shareholders, a dividend payment for 2023 of Baht 0.70 per share or totaling Baht 84 million, with actual payment to be made on May 21, 2024.

Separate	Unit	2023	2022	2021
Net (loss) profit	Million Baht	40.16	66.24	(141.69)
Number of shares	Million shares	120.00	120.00	120.00
Earnings (loss) per share	Baht per share	0.33	0.55	(1.18)
Dividend per share	Baht per share	0.70	0.70	0.50
Total dividend payments	Million Baht	84.00	84.00	60.00
Payout Ratio	%	209.16	126.82	N/A



Remark : * The Board of Directors resolved to set dividend payment rate at Baht 0.70 per share, for further proposal to the shareholders' general meeting for approval, on April 22, 2024.

4.1.2.2 Analysis of the Financial Status

As at the end of 2023, the Company had total assets of Baht 6,421.13 million, a decrease of Baht 159.13 million, or 2.42%, from the end of the previous year. This consisted of various types of assets and equal to the respective ratio to total assets indicated, as follows: cash and cash equivalents at 1.18%; trade and other current receivables at 8.36%; inventories at 17.21%; right to returned goods at 0.47%; other current financial assets at 2.75%; other non-current financial assets at 43.31%; investments in associates 2.46%; investment property at 0.69%; property, plant and equipment at 17.61%; and other assets at 5.96%.

Consolidated	2023	2022	2021	%Increase (Decrease)	
				2023/2022	2022/2021
Cash and cash equivalents and Temporary investments	76.07	374.40	286.55	(79.68)	30.66
Trade and other current receivables	537.12	614.72	599.44	(12.62)	2.55
Other short-term loans	170.00	51.53	26.53	229.90	94.23
Inventories	1,104.93	977.90	1,117.24	12.99	(12.47)
Right to returned goods	30.00	22.80	99.50	31.58	(77.09)
Other current financial assets	176.38	250.03	148.58	(29.46)	68.28
Other current assets	51.27	52.34	52.50	(2.04)	(0.30)
Total current assets	2,145.77	2,343.72	2,330.34	(8.45)	0.57
Other non-current financial assets	2,781.22	2,750.30	2,636.55	1.12	4.31
Investments in associates	158.04	155.07	146.29	1.92	6.00
Investment property	44.41	44.81	45.22	(0.89)	(0.91)
Property, plant and equipment	1,130.94	1,131.55	1,138.75	(0.05)	(0.63)
Right-of-use assets	59.48	29.75	45.38	99.93	(34.44)
Other non-current assets	101.27	125.06	116.70	(19.02)	7.15
Total non-current assets	4,275.36	4,236.54	4,128.89	0.92	2.61
Total Assets	6,421.13	6,580.26	6,459.23	(2.42)	1.87

Current Assets

As at the end of 2023, the Company had total current assets of Baht 2,145.77 million, a decrease of Baht 197.95 million from the previous year, mainly consisting of cash and cash equivalents, trade and other current receivables and other current financial assets - with detail as follows:

- **Cash and cash equivalents** totaled Baht 76.07 million, representing a decrease of Baht 298.33 million from the previous year due to the Company having provided short-term loans to related companies.
- **Trade and other current receivables** totaled Baht 537.12 million, representing a decrease of Baht 77.60 million from the previous year, as a result of the Company having decrease sales revenues.
- **Short-term loans** totaled Baht 170 million, representing an increase of Baht 118.47 million from the previous year due to the Company having provided additional loans to related companies.
- **Inventories** totaled Baht 1,104.93 million, representing an increase of Baht 127.03 million from the previous year due to a slowdown in product sales.
- **Other current financial assets** totaled Baht 176.38 million, representing a decrease of Baht 73.65 million from the previous year due to the Company's decreased investment in short-term debt securities.

Non-Current Assets

As at the end of 2023, the Company had non-current assets totaling Baht 4,275.36 million, an increase of Baht 38.82 million from the previous year, mainly due to the Company's increased investments in ordinary shares and debentures.

- **Other non-current financial assets** totaled Baht 2,781.22 million, representing an increase of Baht 30.92 million, mainly due to the Company's increased investments in ordinary shares.
- **Investments in Associates** totaled Baht 158.04 million, representing an increase of Baht 2.97 million from the previous year, due to the associates having net profit.
- **Property, plant and equipments** totaled Baht 1,130.94 million, representing a decrease of Baht 0.61 million from the previous year, as a result of deducting depreciation of Baht 62.99 million, selling assets of Baht 1.24 million, and renovating building, computers and other assets of Baht 63.62 million.

Total Liabilities

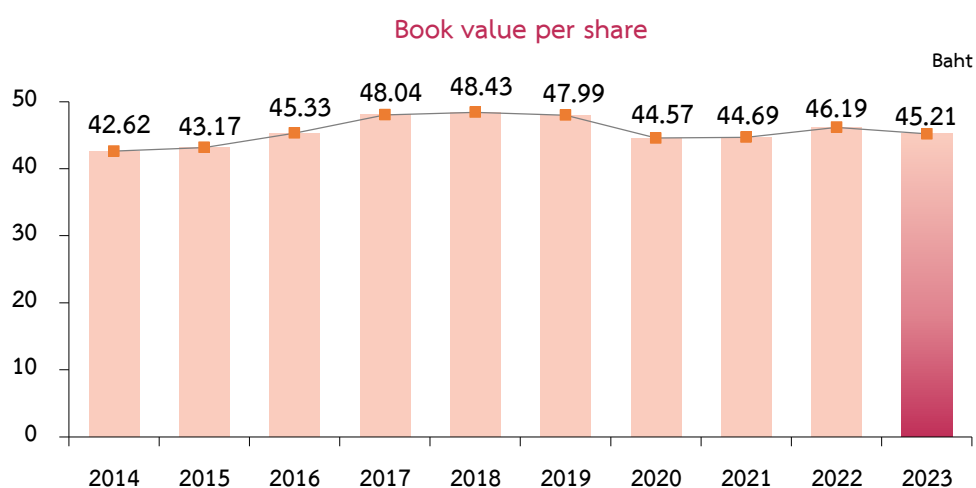
As at the end of 2023, the Company had total liabilities of Baht 996.44 million, a decrease of Baht 41.43 million, or 3.99%, compared to the end of the previous year mainly due to the decrease in trade and other current payables of Baht 76.43 million, and the increase in provision for goods returned of Baht 14.30 million.

Unit : Million Baht

Consolidated	2023	2022	2021	%Increase (Decrease)	
				2023/2022	2022/2021
Current liabilities	467.20	530.22	577.68	(11.89)	(8.22)
Non-current liabilities	529.24	507.65	519.13	4.25	(2.21)
Total liabilities	996.44	1,037.87	1,096.81	(3.99)	(5.37)
Shareholders' Equity	5,424.69	5,542.39	5,362.42	(2.12)	3.36
Book value per share (Baht / Share)	45.21	46.19	44.69	(2.12)	3.36

Shareholders' Equity

As at the end of 2023, the value of the shareholders' equity in the Company totaled Baht 5,424.69 million, a decrease of Baht 117.70 million or 2.12% YoY. This resulted from the Company having total full year 2023 net profit of Baht 78.48 million and making dividend payments of Baht 84 million and having a lower other components of shareholders' equity totaling Baht 112.63 million. As such, the Company's book value per share, as at the end of 2023, equal to Baht 45.21 compared to Baht 46.19 from the previous year or a YoY decrease of Baht 0.98 per share.



4.1.3 Asset Management Capabilities

Trade and Other Current Receivables

Trade and other current receivables totaled Baht 537.12 million, comprising of Baht 511.24 million in trade receivables and Baht 25.88 million in other current receivables. The trade receivables include accounts receivables that are not yet due totaling Baht 447.50 million (equal to 87.53% of total trade receivables); overdue trade receivables within 3 months totaling Baht 58.82 million (equal to 11.51% of total trade receivables), because the trade payables payment policy of our customers are not aligned to the payment due dates; and overdue trade receivables more than 3 months totaling Baht 4.92 million (equal to 0.96% of total trade receivables). As such, the majority of the Company's trade receivables are of good quality, paying all their debts in full and on time.

The Company still has its policy of offering credit term to trade receivables for a period of 30 - 90 days depending on the trade conditions of each receivable. In 2023, the Company had an average collection period of 55.39 days, compared to 53.99 days from previous year, or representing an increase of 1.40 days. The company regularly considers the quality of its debtors.

Inventories

Inventories totaled Baht 1,104.93 million - consisting of raw materials totaling Baht 277.19 million, work in process totaling Baht 109.49 million, and finished goods totaling Baht 718.25 million. The Company has stated the amount of its inventories in the financial statements at cost or at market value, whichever was lower; whereby any goods that are of sub-standard quality or out-of-date are stated at their adjusted lower value in accordance with Thai accounting standards.

Other Non-Current Financial Assets

Other non-current financial assets include investments in ordinary shares and debt securities. The Company had a gain on the valuation of financial assets totaling Baht 928.36 million, which is presented in the shareholders' equity. In addition, when considering the book value of investments in this group, the overall value will be higher than the cost invested by the Company. The Company receives a return in the form of dividends at the rate of 4.53% per year, which is reported in The Board of Directors' meeting to monitor progress and evaluate investment results regularly.

Property, Plant and Equipments

The current market value of property, plant and equipments is higher than the value reported in the financial statements, which is presented at cost less accumulated depreciation. Additionally, improvements and ongoing repairs have been made regularly to the office and manufacturing facilities, as necessary and appropriate; while most of the production machinery and equipments are modern and up to date to enable them to be used effectively in the manufacturing process, and have maintained them on a regular basis, with the remaining value of any old and unused machinery and equipments having been sold out.

Investment Property

The Company made investments in buying land and plant which is regarded as investment property, and has regularly reappraised the fair value in accordance with Thai accounting standards; whereby the fair value is more than the cost value as reported in the financial statements, with details given in the accompany 'Notes (No. 13) to the Financial Statements : Investment Property'.

4.1.4 Liquidity and Sufficiency of Funds

Source of Funds

The source of funds used by the Company for its business operations and in making further investments are mainly derived from its working capital and accumulated profits.

Capital Expenditure

The Company had capital expenditure mainly in purchasing machinery and equipments, computers, and vehicles, together with improving office buildings and factory buildings totaling Baht 66.38 million, with the objective of using most of these assets in the operations of its businesses.

Adequacy of the Company's Liquidity

The Company has good and adequate financial liquidity, as evident from its current ratio of 4.59 times for 2023, together with its quick ratio of 1.63 times. Additionally, the Company still has a very low Debt to Equity (D/E) ratio of 0.18 times that underscores its financial stability and the overall adequacy of the Company's liquidity.

Consolidated	Unit	2023	2022	2021
Current ratio	Times	4.59	4.42	4.03
Quick ratio	Times	1.63	2.28	1.76
Debt to equity ratio	Times	0.18	0.19	0.20

Cash Flows

As at the end of 2023, the Company had cash and cash equivalents totaling Baht 76.07 million compared to Baht 374.40 million as at the end of the previous year, or representing a decrease of Baht 298.33 million. The details of net cash flows classified by operating activities, investing activities, and financing activities were as follows:

	Unit : Million Baht		
Consolidated	2023	2022	2021
Net cash provided by (used in) operating activities	(4.48)	302.06	12.22
Net cash provided by (used in) investing activities	(189.76)	(131.88)	260.14
Net cash provided by (used in) financing activities	(106.12)	(82.13)	(85.16)

The Company had a 'net cash used in operating activities' totaling Baht 4.48 million, a decrease of Baht 306.55 million from the previous year, as a result of the Company having lower sales revenues and higher inventories.

The Company had a 'net cash flows provided by investing activities' totaling Baht 189.76 million, mainly due to the Company providing loans to related companies of Baht 120 million and purchasing assets of Baht 66.38 million.

The Company had a 'net cash flows used in financing activities' totaling Baht 106.12 million, mainly due to dividend payments to its Shareholders totaling Baht 84 million.

4.1.5 Contractual obligations and off-balance sheet arrangements

Total liabilities of the Company as at December 31, 2023 was Baht 996.44 million - consisting of current liabilities totaling Baht 467.20 million and non-current liabilities totaling Baht 529.24 million.

Details of the Company's Non-Current Liabilities

Unit : Million Baht

Non-Current Liabilities	2023	2022	2021
Lease liabilities	45.80	11.80	21.11
Deferred tax liabilities	36.10	56.80	-
Non-current provisions for employee benefit	447.34	439.05	498.02
Total	529.24	507.65	519.13

Non-current liabilities totaled Baht 529.24 million, representing an increase of Baht 21.59 million, mainly due to the increase in non-current provisions for employee benefit.

Additionally, the Company has debt-related obligations that may have a significant impact on its overall financial status and business operations, details of which are stated in the accompanying 'Notes (No. 33) to the Financial Statements: Contingent Liabilities and Commitments'.

4.2 Factors or situations that may have an impact on the financial status or operations of the Company in the future

The Company has a policy to join with its products distributors in continuing to expand and add new sales and distribution channels, as well as to focus on marketing activities together with developing and enhancing both the value and innovation of its products in order to meet the consumers' requirements and expectations.

However, there are also various factors, which may have an impact on the future business operations of the Company as follows:

External factors

- The global economic situation has led to an economic slowdown, along with the Russia-Ukraine war and tensions in the Middle East, which have an impact on the global supply chain.
- High cost of living due to increased inflation and costs, coupled with higher prices of raw materials and fuel.
- The rapid adjustments in policy rates by central banks in many areas worldwide.
- Ladies' lingerie market is highly competitive market, with various foreign brands entering the Thai market to satisfy consumer demands.
- Fast changing customer and consumer requirements in regards to pricing as well as sales and distribution channels that are more convenient and easily accessible for purchasing these products.

Internal factors

- The Company gives importance to the development of quality and new innovative products, through undertaking joint investments with a foreign firm that is an expert in the production of quality lingerie raw materials, so as to achieve competitive advantages in the longer term.
- Due to labor shortage in production, the Company established Wacoal Mae Sot Co., Ltd. to expand its production base.

Other factors

- Sustainability trends and impacts : The Company has focused on environmental, social and good corporate governance (ESG) by continually implementing and integrating links throughout the business chain ranging from resource utilization, production, warehouse management and

transportation, the distribution to consumer and after-sales product management. The Company also cooperates with the government, private and public sectors in several projects such as the Wacoal Pink Ribbon against Breast Cancer Project for Community, Wacoal Braday project to benefit society and the environment.

4.3 Important Financial Information

4.3.1 Summary of Financial Statements

THAI WACOAL PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31,

UNIT : BAHT

ASSETS	2023	%	2022	%	2021	%
CURRENT ASSETS						
Cash and cash equivalents	76,071,850	1.18	374,399,633	5.69	286,552,464	4.44
Trade and other current receivables	537,115,945	8.36	614,720,692	9.34	599,438,549	9.28
Short-term loans	170,000,000	2.65	51,530,000	0.78	26,530,000	0.41
Inventories	1,104,929,595	17.21	977,895,580	14.86	1,117,234,810	17.30
Right to returned goods	30,000,000	0.47	22,800,000	0.35	99,500,000	1.54
Other current financial assets	176,378,204	2.75	250,034,993	3.80	148,579,884	2.30
Other current assets	51,274,291	0.80	52,335,316	0.80	52,499,530	0.81
Total Current Assets	2,145,769,885	33.42	2,343,716,214	35.62	2,330,335,237	36.08
NON-CURRENT ASSETS						
Other non-current financial assets	2,781,224,176	43.31	2,750,296,370	41.80	2,636,548,618	40.82
Investments in associates	158,044,851	2.46	155,074,858	2.36	146,286,053	2.26
Investment property	44,410,570	0.69	44,805,323	0.68	45,223,043	0.70
Property, plant and equipment	1,130,941,197	17.61	1,131,549,511	17.20	1,138,752,006	17.63
Right-of-use assets	59,475,754	0.93	29,747,323	0.45	45,378,578	0.70
Other intangible assets other than goodwill	22,871,407	0.36	28,223,107	0.43	29,920,012	0.46
Deferred tax assets	33,975,628	0.53	48,969,276	0.74	31,727,503	0.49
Other non-current assets	44,418,771	0.69	47,875,664	0.73	55,058,315	0.85
Total Non-current Assets	4,275,362,354	66.58	4,236,541,432	64.38	4,128,894,128	63.92
TOTAL ASSETS	6,421,132,239	100.00	6,580,257,646	100.00	6,459,229,365	100.00

THAI WACOAL PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENT OF FINANCIAL POSITION (CONTINUED)
AS AT DECEMBER 31,

UNIT : BAHT

LIABILITIES AND SHAREHOLDERS' EQUITY	2023	%	2022	%	2021	%
CURRENT LIABILITIES						
Trade and other current payables	319,684,314	4.98	396,111,344	6.02	321,628,713	4.98
Current portion for lease liabilities	14,156,902	0.22	16,818,500	0.26	20,486,792	0.32
Accrued income tax	1,377,958	0.02	231,951	0.00	7,159	0.00
Current provisions for employee benefit	57,586,506	0.90	55,406,159	0.84	49,447,937	0.77
Other current liabilities						
Provision for goods returned	54,400,000	0.85	40,100,000	0.61	168,800,000	2.61
Withholding tax payable	8,883,737	0.14	9,834,664	0.15	8,124,348	0.13
Others	11,111,521	0.17	11,719,018	0.18	9,182,851	0.14
	74,395,258	1.16	61,653,682	0.94	186,107,199	2.88
Total Current Liabilities	467,200,938	7.28	530,221,636	8.06	577,677,800	8.94
NON-CURRENT LIABILITIES						
Lease liabilities	45,798,955	0.71	11,802,579	0.18	21,109,196	0.33
Deferred tax liabilities	36,096,470	0.56	56,799,559	0.86	-	-
Non-current provisions for employee benefit	447,346,166	6.97	439,042,888	6.67	498,020,715	7.71
Total Non-current Liabilities	529,241,591	8.24	507,645,026	7.71	519,129,911	8.04
TOTAL LIABILITIES	996,442,529	15.52	1,037,866,662	15.77	1,096,807,711	16.98

THAI WACOAL PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENT OF FINANCIAL POSITION (CONTINUED)
AS AT DECEMBER 31,

UNIT : BAHT

LIABILITIES AND SHAREHOLDERS' EQUITY (CONTINUED)	2023	%	2022	%	2021	%
SHAREHOLDERS' EQUITY						
SHARE CAPITAL						
Authorized share capital						
120,000,000 ordinary shares of						
Baht 1.00 each	120,000,000	1.82	120,000,000	1.82	120,000,000	1.86
Issued and paid-up share capital						
120,000,000 ordinary shares of						
Baht 1.00 each, fully paid	120,000,000	1.82	120,000,000	1.82	120,000,000	1.86
PREMIUM ON ORDINARY SHARES	297,190,000	4.52	297,190,000	4.52	297,190,000	4.60
RETAINED EARNINGS						
Appropriated						
Legal reserve	12,000,000	0.18	12,000,000	0.18	12,000,000	0.19
General reserve	424,585,591	6.45	424,585,591	6.45	424,585,591	6.57
Unappropriated	3,647,248,337	56.80	3,652,347,750	55.50	3,617,913,366	56.01
OTHER COMPONENTS OF						
SHAREHOLDERS' EQUITY	923,438,878	14.38	1,036,072,112	15.75	890,545,920	13.79
EQUITY ATTRIBUTABLE TO						
OWNERS OF THE PARENT	5,424,462,806	84.48	5,542,195,453	84.22	5,362,234,877	83.02
NON-CONTROLLING INTERESTS	226,904	0.00	195,531	0.00	186,777	0.00
TOTAL SHAREHOLDERS' EQUITY	5,424,689,710	84.48	5,542,390,984	84.23	5,362,421,654	83.02
TOTAL LIABILITIES AND						
SHAREHOLDERS' EQUITY	6,421,132,239	100.00	6,580,257,646	100.00	6,459,229,365	100.00

THAI WACOAL PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENT OF PROFIT OR LOSS
FOR THE YEAR ENDED DECEMBER 31,

UNIT : BAHT

	2023	%	2022	%	2021	%
Revenues from sale of goods and rendering of services	3,608,915,269	100.00	3,935,960,699	100.00	3,243,779,638	100.00
Cost of sale of goods and rendering of services	(2,249,627,892)	(62.34)	(2,563,687,991)	(65.13)	(2,253,905,823)	(69.48)
Gross Profit	1,359,287,377	37.66	1,372,272,708	34.87	989,873,815	30.52
Dividend income	73,945,039	2.05	47,469,922	1.21	42,359,039	1.31
Other income	72,042,494	2.00	49,290,967	1.25	46,092,505	1.42
Profit before expenses	1,505,274,910	41.71	1,469,033,597	37.32	1,078,325,359	33.24
Selling expenses	(834,628,485)	(23.13)	(792,874,748)	(20.14)	(700,603,895)	(21.60)
Administrative expenses	(526,474,662)	(14.59)	(515,051,720)	(13.09)	(493,027,211)	(15.20)
Management benefit expenses	(64,921,810)	(1.80)	(61,661,395)	(1.57)	(56,186,722)	(1.73)
Loss from impairment of investments in associates	(5,044,285)	(0.14)	-	-	-	-
Profit (loss) from operating activities	74,205,668	2.06	99,445,734	2.53	(171,492,469)	(5.29)
Financial cost	(1,610,900)	(0.04)	(1,205,569)	(0.03)	(1,337,751)	(0.04)
Share of profit (loss) from investments in associates	9,214,882	0.26	8,727,041	0.22	(15,139,630)	(0.47)
Profit (loss) before income tax expenses	81,809,650	2.27	106,967,206	2.72	(187,969,850)	(5.79)
Income tax (expense) income	(3,298,108)	(0.09)	(4,022,107)	(0.10)	43,527,352	1.34
NET PROFIT (LOSS) FOR THE YEAR	78,511,542	2.18	102,945,099	2.62	(144,442,498)	(4.45)
PROFIT (LOSS) ATTRIBUTABLE TO						
Owners of the parent	78,479,752	2.17	102,936,265	2.62	(144,441,214)	(4.45)
Non-controlling interests	31,790	0.00	8,834	0.00	(1,284)	0.00
	78,511,542	2.18	102,945,099	2.62	(144,442,498)	(4.45)
BASIC EARNINGS (LOSS) OF THE PARENT PER SHARE	BAHT	0.65	0.86		(1.20)	
WEIGHTED AVERAGE NUMBER OF ORDINARY SHARES	SHARES	120,000,000	120,000,000		120,000,000	

THAI WACOAL PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED DECEMBER 31,

UNIT : BAHT

	2023	%	2022	%	2021	%
Net profit (loss) for the year	78,511,542	2.18	102,945,099	2.62	(144,442,498)	(4.45)
Other comprehensive income (loss)						
Items that will be reclassified						
subsequently to profit or loss						
Exchange differences on translating financial statements of foreign operation	(605)	0.00	61,765	0.00	(15,332)	0.00
Income tax relating to items that will be reclassified subsequently to profit or loss	121	0.00	(12,353)	0.00	3,066	0.00
Total items that will be reclassified subsequently to profit or loss - net of income tax	(484)	0.00	49,412	0.00	(12,266)	0.00
Items that will not be reclassified						
subsequently to profit or loss						
Gain (loss) on measuring financial assets	(136,349,423)	(3.78)	119,979,753	3.05	243,171,011	7.50
Gains (loss) on remeasurements of defined benefits plan	(4,442,699)	(0.12)	61,635,256	1.57	29,294,814	0.90
Income tax relating to items that will not be reclassified subsequently to profit or loss	(28,159,096)	(0.78)	(36,126,299)	(0.92)	(54,245,093)	(1.67)
Total items that will not be reclassified subsequently to profit or loss - net of income tax	(112,633,026)	(3.12)	145,488,710	3.70	218,220,732	6.73
Other comprehensive income (loss) for the year, - net of income tax	(112,633,510)	(3.12)	145,538,122	3.70	218,208,466	6.73
TOTAL COMPREHENSIVE INCOME (LOSS) FOR THE YEAR	(34,121,968)	(0.95)	248,483,221	6.31	73,765,968	2.27
TOTAL COMPREHENSIVE INCOME (LOSS) ATTRIBUTABLE TO						
Owners of the parent	(34,153,482)	(0.95)	248,474,387	6.31	73,765,885	2.27
Non-controlling interests	31,514	0.00	8,834	0.00	83	0.00
	(34,121,968)	(0.95)	248,483,221	6.31	73,765,968	2.27

THAI WACOAL PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31,

UNIT : BAHT

	2023	2022	2021
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit (loss) for the year	78,511,542	102,945,099	(144,442,498)
Adjustments :			
Income tax expense (income)	3,298,108	4,022,107	(43,527,352)
Depreciation of investment property and plant and equipment	63,380,955	65,482,082	77,213,216
Depreciation of rights of used assets	20,759,440	23,647,466	26,807,814
Amortization of intangible assets	6,278,475	6,147,025	6,725,105
Allowance for expected credit losses	2,770,267	-	-
Loss on write-off of short-term loan	1,530,000	-	-
Gain on sale of plant and equipment	(1,845,201)	(1,962,580)	(1,187,171)
Loss from disposal of plant and equipment and intangible assets	1,567,981	-	-
Share of (profit) loss from investments for the equity method	(9,214,882)	(8,727,041)	15,138,510
Unrealized (gain) loss on exchange rate	(2,031,617)	200,586	(17,910)
Dividend income from investments	(73,945,039)	(47,469,922)	(42,359,039)
Loss (gain) of provision from goods returned	7,100,000	(52,000,000)	(58,000,000)
Loss on devaluation of inventories	2,109,122	1,725,059	504,019
Gain on sale of investments	(2,846,050)	(174,493)	(1,195,700)
Loss (gain) on measured fair value through profit or loss	101,052	(484,607)	1,513,116
Loss from impairment of investments in associates	5,044,285	-	-
Employee benefit expense	57,714,047	55,632,834	49,332,901
Interest income	(9,465,103)	(5,203,225)	(7,607,708)
Interest paid	1,610,900	1,205,569	1,337,751
	152,428,282	144,985,959	(119,764,946)

THAI WACOAL PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENT OF CASH FLOWS (CONTINUED)
FOR THE YEAR ENDED DECEMBER 31,

UNIT : BAHT

	2023	2022	2021
CHANGES IN OPERATING ASSETS AND LIABILITIES			
(CONTINUED)			
Operating assets (increase) decrease			
Trade and other current receivables	94,116,108	(15,699,922)	(127,095,456)
Inventories	(129,143,137)	137,614,171	352,918,030
Other current assets	1,061,025	164,214	913,057
Other non-current assets	3,456,893	7,182,651	7,063,074
Operating liabilities increase (decrease)			
Trade and other current payables	(71,803,953)	70,586,558	(63,943,601)
Withholding tax payable	(950,927)	1,710,316	805,141
Other current liabilities	(607,497)	2,536,167	6,441,570
Cash paid for employee benefit	(53,040,597)	(47,017,183)	(44,941,283)
Cash received (paid) from operations	(4,483,803)	302,062,931	12,395,586
Cash paid for interest expense	-	-	(54)
Cash paid for income tax	-	-	(178,735)
Net cash flows provided by (used in) operating activities	(4,483,803)	302,062,931	12,216,797
CASH FLOWS FROM INVESTING ACTIVITIES			
(Increase) decrease in deposit at bank under obligation	-	-	6,500,000
(Increase) decrease in other current financial assets	(30,374,603)	(160,796,009)	230,690,868
Decrease in other non-current financial assets	9,333,586	-	-
Payments for short-term loans to related parties	(120,000,000)	-	-
Proceeds from short-term loans to other parties	-	25,000,000	45,000,000
Payments for short-term loans to other parties	-	(50,000,000)	(20,000,000)

THAI WACOAL PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES
STATEMENT OF CASH FLOWS (CONTINUED)
FOR THE YEAR ENDED DECEMBER 31,

UNIT : BAHT

	2023	2022	2021
CASH FLOWS FROM INVESTING ACTIVITIES			
(CONTINUED)			
Proceeds from capital reduction of investments in equity instruments	714,300	-	-
Proceeds from sale of investments in equity instruments	18,269,613	7,921,352	2,558,000
Payments for purchase of investments in equity instruments	(165,173,893)	(14,674)	(180,370,000)
Payments for purchase of available-for-sale investments	-	-	(55,834,032)
Proceeds from sale of debt securities	-	-	4,017,575
Proceeds from sale of available-for-sale securities	-	-	194,621,144
Payments for purchase of debt securities	-	-	(40,000,000)
Proceeds from investments in debt securities	600,676,390	70,000,000	40,013,379
Payments for purchase of investments in debt instruments	(523,900,000)	(20,000,000)	(1,000,000)
Proceeds from sale of property, plant and equipment	2,599,039	5,531,037	9,474,010
Payments for purchase of property, plant and equipment intangible assets	(66,382,127)	(62,617,644)	(28,055,932)
Proceeds from dividends	75,145,039	47,469,922	42,359,039
Proceeds from interest income	9,335,141	5,621,017	10,167,929
Net cash provided by (used in) investing activities	(189,757,516)	(131,884,999)	260,141,980
CASH FLOWS FROM FINANCING ACTIVITIES			
Dividends paid to shareholders of the Company	(84,000,000)	(60,000,000)	(60,000,000)
Dividend paid to non-controlling interests	(141)	(80)	(40)
Payment for lease liabilities	(20,507,040)	(22,130,097)	(25,156,660)
Interest paid	(1,610,900)	-	-
Net cash flows used in financing activities	(106,118,081)	(82,130,177)	(85,156,700)
Effect of exchange rate changes on cash and cash equivalents	2,031,617	(200,586)	17,910
Net increase (decrease) in cash and cash equivalents	(298,327,783)	87,847,169	187,219,987
Cash and cash equivalents as at January 1,	374,399,633	286,552,464	99,332,477
Cash and cash equivalents as at December 31,	76,071,850	374,399,633	286,552,464

4.3.2 Financial Ratio

	Consolidated	Unit	2023	2022	2021
Liquidity Ratio					
1. Current Ratio		times	4.59	4.42	4.03
2. Quick Ratio		times	1.63	2.28	1.76
3. Cash Flow Liquidity Ratio		times	(0.01)	0.55	0.02
4. Account Receivable Turnover		times	6.59	6.76	6.24
5. Average Collection Period		days	55.39	53.99	58.49
6. Finished Goods Turnover		times	3.66	4.28	2.60
7. Average Finished Goods Period		days	99.73	85.28	140.38
8. Inventory Turnover		times	2.16	2.45	1.74
9. Average Inventory Period		days	168.98	148.98	209.77
10. Account Payable Turnover		times	11.32	12.09	12.10
11. Average Payment Period		days	32.24	30.19	30.17
12. Cash Cycle		days	192.12	172.78	238.10
Profitability Ratio					
1. Gross Profit Margin		%	37.66	34.87	30.52
2. Operating Profit Margin		%	(1.85)	0.07	(8.01)
3. Other income to Total Income		%	3.75	2.40	2.20
4. Cash to Profit Margin		%	N/A	11,250.67	(4.70)
5. Net Profit Margin		%	2.09	2.55	(4.33)
6. Return on Equity		%	1.43	1.89	(2.70)
Efficiency Ratio					
1. Return on Assets		%	1.21	1.58	(2.20)
2. Return on Fixed Assets		%	13.83	16.27	(3.33)
3. Assets Turnover		times	0.58	0.62	0.51
Financial Policy Ratio					
1. Debt to Equity Ratio		times	0.18	0.19	0.20
2. Interest Coverage Ratio		times	107.91	168.76	(56.73)
3. Interest Bearing Debt to EBITDA Ratio*		times	N/A	N/A	N/A
4. Debt Service Coverage Ratio*		times	N/A	N/A	N/A
5. Interest Bearing Debt to Equity Ratio*		times	N/A	N/A	N/A
6. Interest Bearing Debt Matured in 1 Year to Total Interest Bearing Debt Ratio*		%	N/A	N/A	N/A
7. Loan from Financial Institution to Interest Bearing Debt Ratio*		days	N/A	N/A	N/A
8. Payout Ratio		times	107.03**	81.60	N/A

Remark : * The Company and its subsidiaries have no interest bearing debt; therefore, such financial ratios cannot be shown.

** The Board of Directors resolved to set dividend payment rate at Baht 0.70 per share, for further proposal to the shareholders' general meeting for approval, on April 22, 2024.