



## Agenda

- **01** 3Q23 Financial Performance
- **02** 2024 Key Strategies
- 03 Outlook

# 01

## **3Q23 Financial Performance**



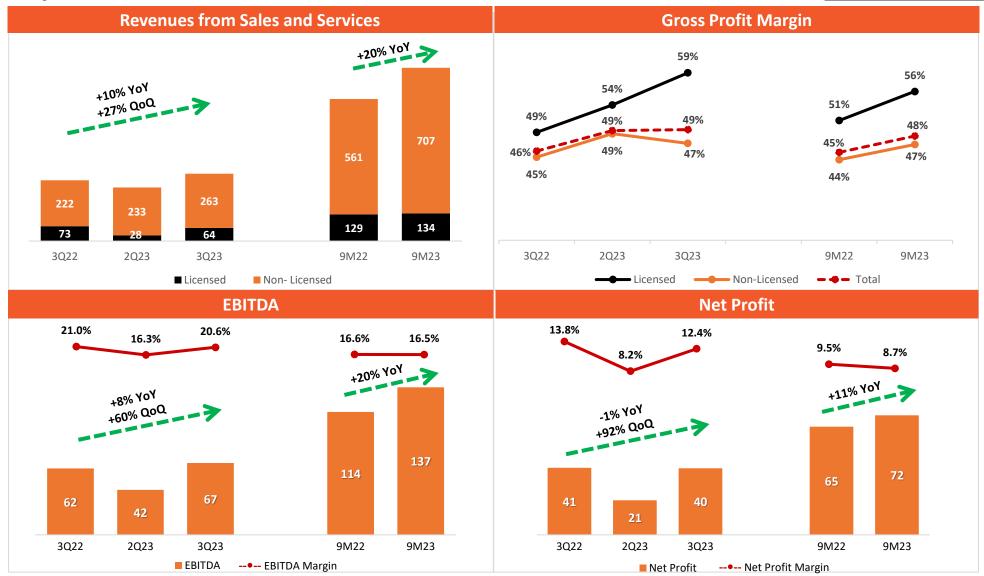
## **3Q23 Financial Performance**

Unit: THB million

Separate P&L Statement	3Q22	2Q23	3Q23	% QoQ	% YoY	9M22	9M23	% YoY
Revenues from core operation	295	256	317	24%	<b>7</b> %	689	821	19%
COGS	160	131	160	23%	0%	377	427	13%
Gross Profit	135	126	157	25%	16%	313	394	26%
Other Income	4	6	4	-40%	0%	7	19	165%
SG&A	82	96	102	7%	24%	224	299	33%
EBITDA	63	47	70	48%	12%	116	149	28%
Net Profit	41	27	45	64%	8%	67	88	30%

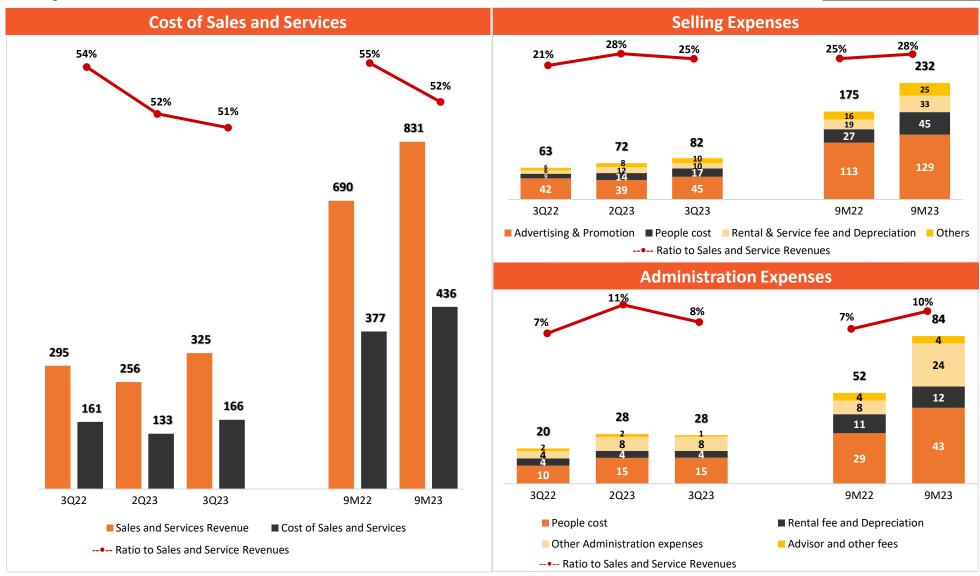
Consolidated P&L Statement	3Q22	2Q23	3Q23	% QoQ	% YoY	9M22	9M23	% YoY
Revenues from core operation	295	256	325	27%	10%	690	831	20%
COGS	161	133	166	25%	3%	377	436	16%
Gross Profit	134	124	160	29%	19%	313	396	26%
Other Income	4	6	4	-40%	-2%	7	19	160%
SG&A	83	100	110	9%	32%	226	316	39%
EBITDA	27	42	67	60%	152%	114	137	20%
Net Profit	41	21	40	92%	-1%	65	72	11%
Adjust	1	1	1	8%	25%	1	2	194%
Net Profit after Adjust	41	22	41	89%	-0.1%	66	74	13%

## **Key Financial Performance**



Unit: THB million

## **Key Financial Performance**



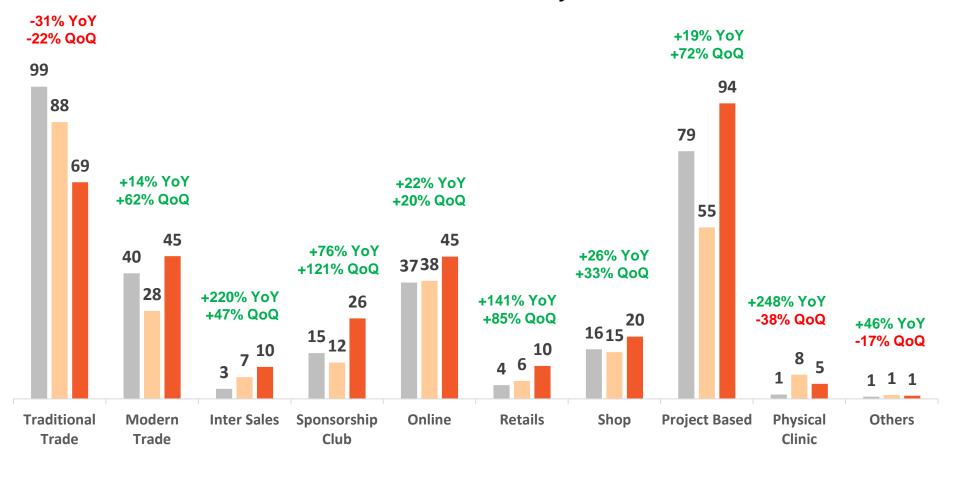
Unit: THB million



## **Key Financial Performance**

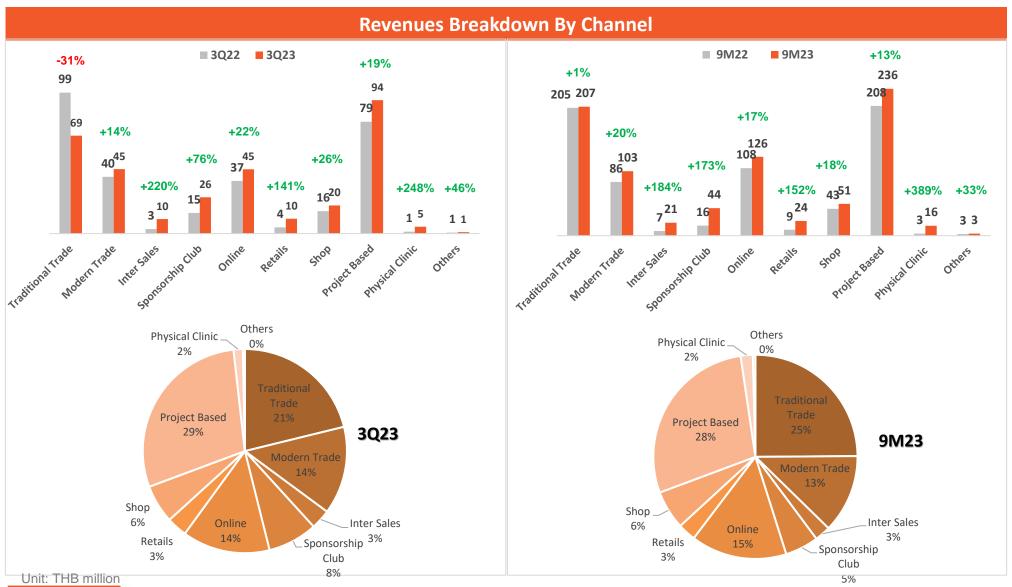
#### **Revenues Breakdown By Channel**

#### **3Q23 YoY & QoQ Growth by Channel**



■ 3Q22 ■ 2Q23 ■ 3Q23

## **Key Financial Performance**

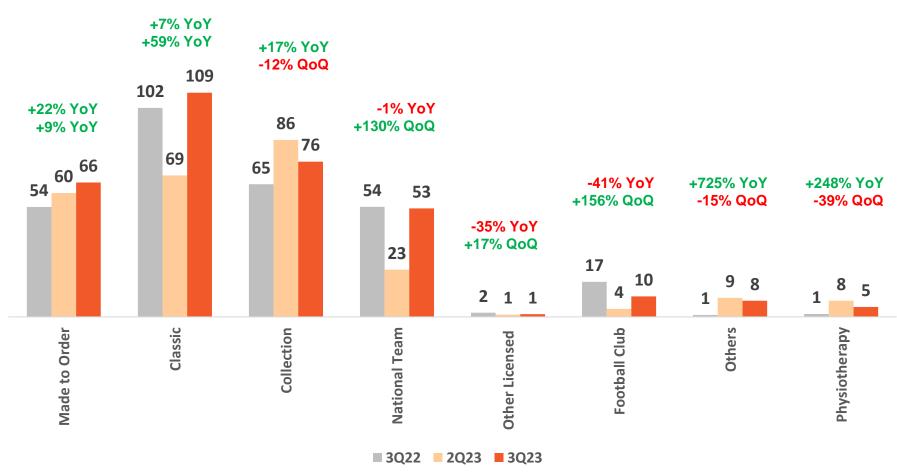




## **Key Financial Performance**

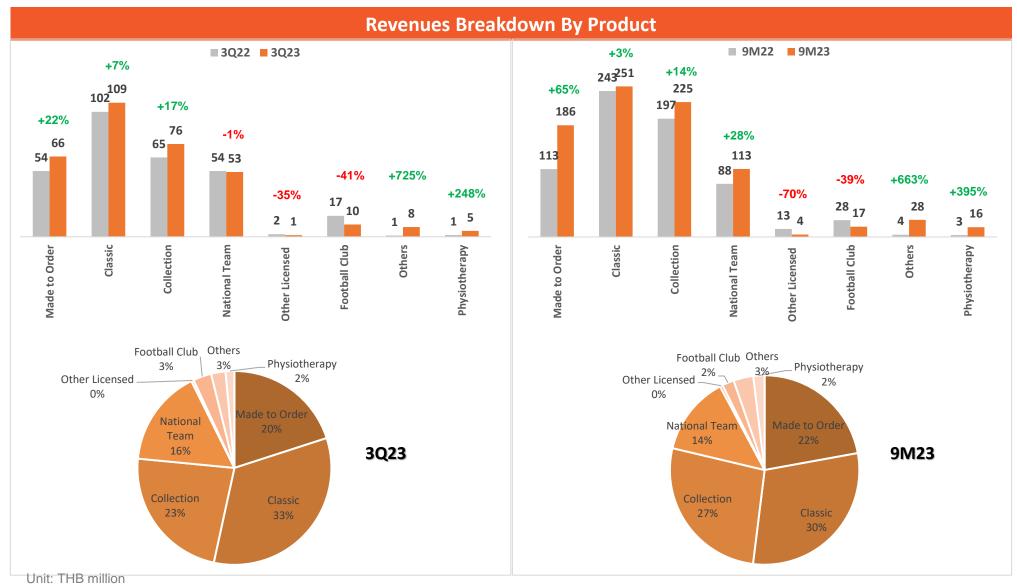
#### **Revenues Breakdown By Product**

#### **3Q23 YoY & QoQ Growth by Product**





## **Key Financial Performance**



#### **Balance Sheet**



# 

## Key Strategies

### **2024** Key Strategies





#### **Brand Building**

- Stretch brand awareness to regional active & lifestyle brand.
- Brand building with strong partnership & brand ambassadors growing brand awareness of its non-license products.



#### **Cost Management**

- Cost improvement from higher bargaining power with suppliers and better value chain management.
- Efficient inventory management i.e. using data analytic program for inventory forecast, SKUs refurbishment



#### Focus on Direct to Customer (Own Channels from 59% in 2023 to 64% in 2024)

- Expand distribution channel through new E-commerce platform, new modern trade, traditional trade, shop, retail, and project based.
- Increasing high margin product mix.
- Human resource development in every touch point for better customer experience.



#### **New Partnership**

- Expand new partnership through licensing strategy to diverse customer target groups in SEA.
- Potential new business expansion related to health and lifestyle.

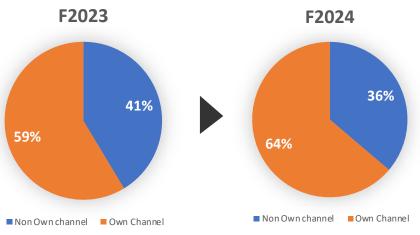
### **2024 Key Strategies**





#### Focus on Direct to Customer (Own Channels from 59% in 2023 to 64% in 2024)

- Expand distribution channel through new E-commerce platform, new modern trade, traditional trade, shop, retail, and project based.
- Increasing high margin product mix.
- Human resource development in every touch point for better customer experience.







WARRIX SHOP SPORT & LIFESTYLE @THE MALL







### **New Counter SIS**





Location : Sportsmall – The Mall Bangkhae

• Size : 18 Sqm.

• Re Opening: 27/10/23



## The Mall Bangkhae



















- Location: The Mall Bangkhae, 1<sup>st</sup> FL. (No. 153)
- Size: 110 Sqm. (Sale Area: 98.2 sqm., Stock Area: 9.35 sqm., Fitting Room: 2.47 sqm.)
- Opening Date : 27/10/23

## The Mall Bangkapi



















- Location: The Mall Bangkapi, 1<sup>st</sup> FL. (No. 131 132)
- Size: 140 Sqm. (Sale Area: 114.6 sqm., Stock Area: 22.8 sqm., Fitting Room 2.57 sqm.
- Opening Date : 7/11/23

### **2024 Key Strategies**



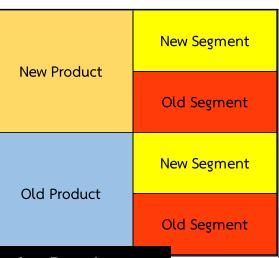


#### Focus on Direct to Customer (Own Channels from 59% in 2023 to 64% in 2024)

- Expand distribution channel through new E-commerce platform, new modern trade, traditional trade, shop, retail, and project based.
- Increasing high margin product mix.
- Human resource development in every touch point for better customer experience.







**Project Based** 











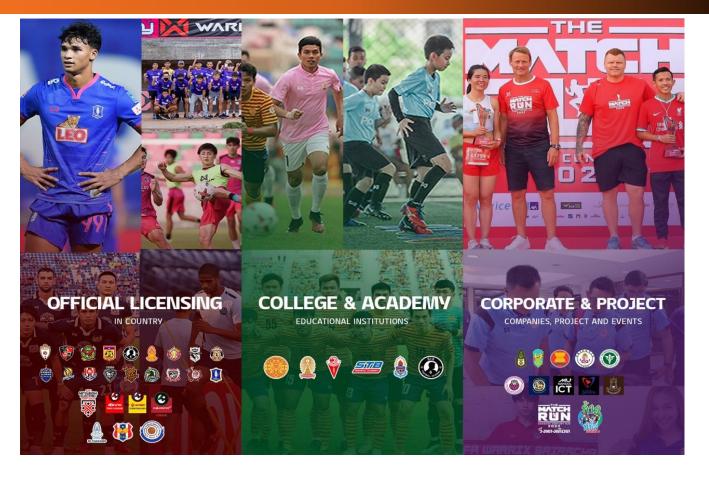
### **2024 Key Strategies**





#### **New Partnership**

- Expand new partnership through licensing strategy to diverse customer target groups in SEA.
- Potential new business expansion related to health and lifestyle.



# 03

**Outlook** 

## **Expand Product Portfolio to Active & Lifestyle Segment**

#### **WARRIX LIFESTYLE @Siam Square**





#### **3Q23 Update and Outlook:**

- Fully opening in late-August 2023.
- Launched "Move with Love" Collection, a collaborated project with Bunka Fashion School.
- Launched New T-shirt "Warrix Basic Tee" and License T-shirt "Jaturamitr Collection"
- Launch new Thailand National Team Jersey 23/24 in late-August and and Oversize Jersey to attract sports fans to purchase lifestyle products.
- Marketing plans in line with product launches by organizing events at the shop to enhance community engagement.











#### WARRIX LIFESTYLE @Siam Square









#### WARRIX LIFESTYLE @Siam Square













#### 1st Floor: Warrix Lifestyle Collection

- New launched collection
- T-shirt & License T-shirt
- Lifestyle polo / polyester shirt



#### **WARRIX LIFESTYLE @Siam Square**

ใส่สบายตลอดวัน



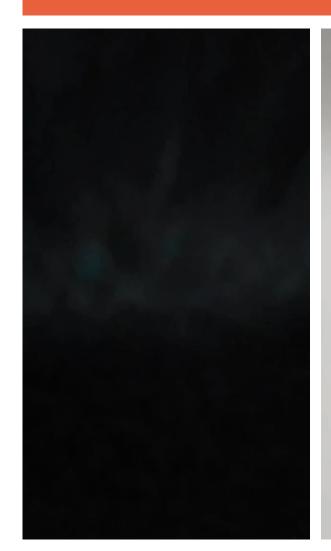
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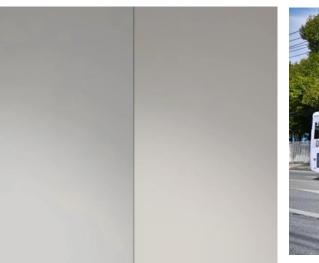
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#### WARRIX LIFESTYLE @Siam Square











#### **WARRIX LIFESTYLE @Siam Square**









#### 2<sup>nd</sup> Floor:

Lifestyle products exclusively collaboration with artists, influencers, and iconic fashion & lifestyle brand.



#### WARRIX LIFESTYLE @Siam Square















### **Launch New Thailand National Team Jersey**

#### **Thailand National Team Jersey 2023/24**









Mar





#### **3Q23 Update and Outlook:**

- Launched New Thailand National Team Jersey and Oversize Jersey.
- D.OASIS City x WARRIX: a virtual store in Sandbox with exclusive items from various editions of Thailand National Team Jerseys.
- Facilitate sales through marketing campaign in line with sport events in 2H23:

Sep Oct Jan Nov

• 49th King's Cup 2023

- FIFA Day
- AFC World Cup 2026 Qualification Round 2
- Asian Cup

• AFC World Cup 2026 Qualification Round 2





#### **Thailand National Team Jersey 2023/24**















## **Launch New Thailand National Team Jersey**



#### Thailand National Team Jersey 2023/24













Sep

Oct

Nov

Jan

Mar

Jun

 49th King's Cup 2023

- FIFA Day
- AFC World Cup 2026
   Qualification Round 2
- Asian Cup

AFC World Cup 2026
 Qualification Round 2

### **Own Sport Event to Generate Recurring Income**

#### **Basketball Jaturamitr Samakkee**



#### **3Q23 Update and Outlook:**

- WARRIX own sports event "Basketball Jaturamitr Samakkee" which will be held every year to generate recurring income and create brand awareness for new product category.
- Tournament period during September to December 2023.
- Selling license t-shirt & sport wear, souvenir, and merchandise for 4 schools.









## **Own Sport Event to Generate Recurring Income**

#### **FOOTBALL Jaturamitr (Marketing Campaign)**





























## **Penetrate to Regional Market**

#### Premier Football International @SUNTEC City, Singapore



Sales Category	Highlights	F2023 vs 2022	F2024 vs 2023
CORPORATE SALES	Teamwear Business	-14.96%	376.65%
WHOLESALE (EXPORT)	Overseas partners, usually based on opportunity and excess inventory	172.21%	3.24%
WHOLESALE (LOCAL)	Local retailer pre-orders	43.76%	6.81%
ONLINE STORE SALES	Our own premier-football.net, focusing on team sales, licensed products and Warrix range	5.30%	25.93%
MARKETPLACE SALES	Platform like Shopee and Lazada where lower priced items are sold individually	1.63%	74.63%
RETAIL STORE (Suntec)	2022 - 4 Stores POP-up / 2023 - 1 Stores	20.43%	33.25%



#### **3Q23 Update and Outlook:**

- Entire Business Transfer (EBT) of Premier Football International Pte. Ltd. ("PFI") to Warrix Holding Pte. Ltd. ("WRH") to reduce related party transactions, and enable more efficient resource and cost management.
- Expand new partnership through sport licensing strategy to diverse customer target groups.
- Better planning for 2024 with buying sufficiently to meet targets. SS24 is done but we still have opportunity to cover gaps for FW24 (and a small portion of SS25).
- Euro 2024 & extended Copa America 2024 event year with new range of Federation / Country Jerseys.
- Clear strategy and direction for Online (Website/SH/LZ) and a better way to plan for the 2nd Store or Pop-up Stores



# **Penetrate to Regional Market**

#### **WARRIX HOLDING**

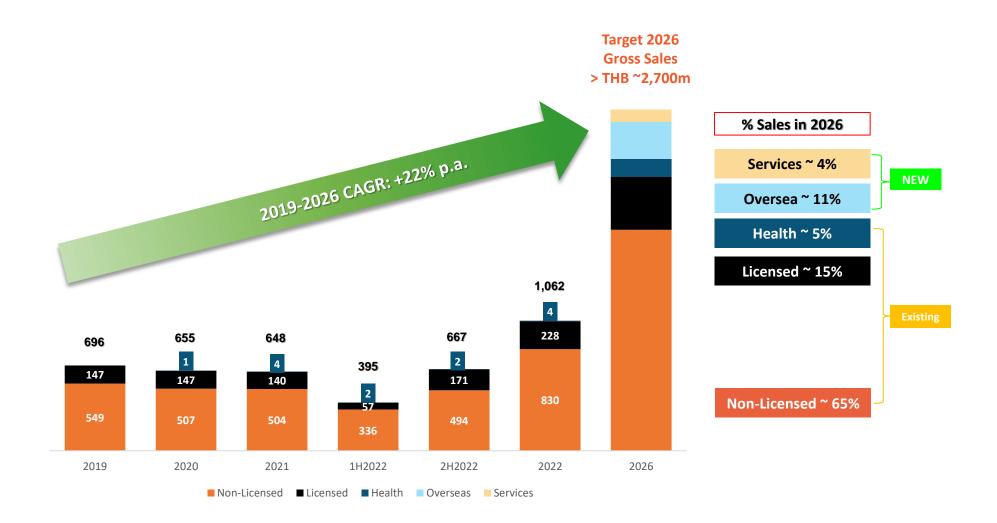


#### **3Q23 Update and Outlook:**

- Penetrate to regional market using licensing strategy with local marketing.
- Appoint official distributor in Malaysia and plan to appoint one in Cambodia.
- Start MTO project with educational institutions, football club/academy and corporate sales.
- Start E-commerce on WARRIX.com Shopee Lazada and new marketplace for oversea market.
- On-going to promote brand awareness via online and offline channel.











For more information, please contact IR Department <u>ir@warrix.co.th</u> or 094 310 7103

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# 04

# **Appendix**

# **Sport Apparel Industry Outlook**



- The sport apparel goods market in Thailand is worth approximately THB 30 billion.
- Recovered to pre-COVID-19 level, and on an uptrend with prospect to grow 15-20% per year premised on increasing in health awareness as more people are committed to leading healthier and more active lifestyle.
- Along with huge opportunities from the resuming of large sports events including FIFA World Cup in 2022, AFF Mitsubishi Electric Cup 2022, and the Olympics in 2024 etc.
- An ongoing rise in popularity of outdoor and home-based sports (running, cycling, home exercise and yoga are becoming more popular).

#### The sport apparel goods market in Thailand



#### **Discounted/Mass market**

Import product by Thai company, no brand and cheap price



Middle market

Thai brand produce by Thai company



**Global market** 

Global brand, both import and export

#### Top 5 most popular sports in Thailand











Football

ш

Rattan Ball

Badminton Volleyball

Futsa

#### Top 5 most popular exercise activities in Thailand



Walking



Running



Cycling



Aerobic



Fitness

#### ~THB 30 billion

of sport apparel goods market in Thailand

42 %

of Thai population exercise regularly

#### >70%

of Thai people who exercise regularly are middle to high income

#### 8%

of Thai population playing sport regularly



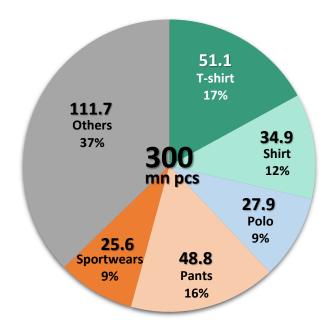
# **Thailand Annual Garment Consumption**

#### **Garment annual consumption**

- According to a study by UTCC, Thailand 2020 annual garment consumption is estimated at 300mn pieces
- The estimated T-shirt consumption is ~51mn pieces annually, contributing ~17% of all garment consumption and slightly higher than annual pants consumption at ~49mn pieces

#### **Fashion macro trend**

 According to UN, number of garment purchased per capita between 2000 and 2014 increased by about 60 percent, while each item is kept for only half as long. Hence people wants to buy more and spend less per piece



**Thailand Annual Garment Consumption 2020 (mn pcs)** 



# **3Q23 Financial Performance**

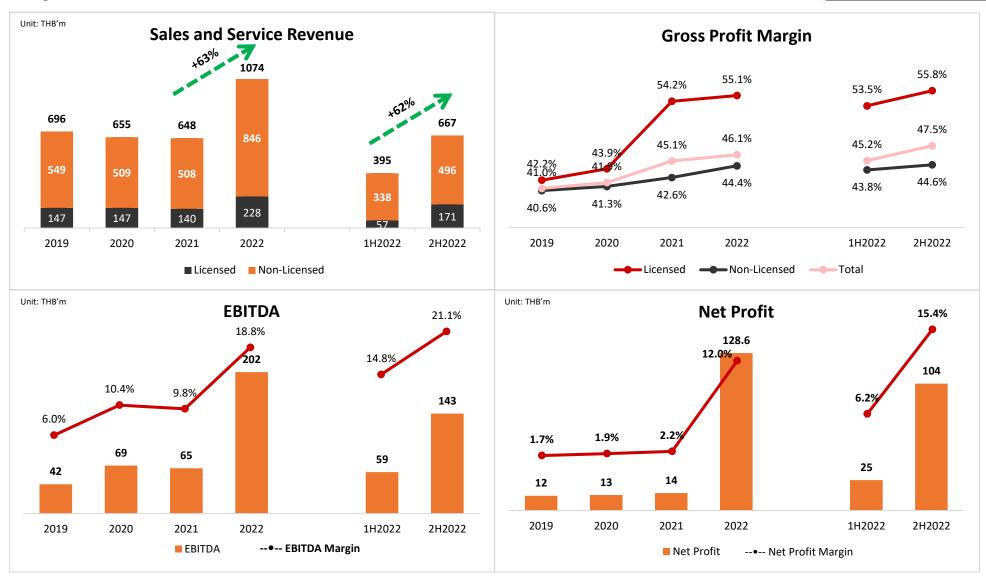
#### **Warrix Sport PCL**

**Ratio performance 3Q23** 

Ratio performance 3Q23							
Unit : Million Baht	1Q22	2Q22	3Q22	4Q22	1Q23	2Q23	3Q23
Total A/R	141.0	153.5	221.7	351.0	327.2	245.9	344.3
Total Inventory	339.6	352.8	356.4	450.7	558.8	540.3	555.2
Total Assets	861.0	812.1	931.1	1878.9	1906.6	1658.9	1735.7
Interest Bearing Debt	449.1	411.3	454.0	76.0	146.0	129.6	126.7
Total Liabilities	740.6	572.0	649.8	438.4	454.7	299.2	334.8
Total Equity	120.5	240.1	281.4	1440.5	1451.9	1359.7	1400.9
EBITDA	26.0	26.6	61.9	80.9	28.5	41.8	66.9
CPLTD	21.9	30.1	23.8	16.9	17.9	18.2	19.5
Current ratio (Times)	0.91	1.04	1.09	3.70	3.98	5.99	3.66
D/E (Times)	6.15	2.38	2.31	0.30	0.31	0.22	0.24
IBD/E (Times)	3.73	1.71	1.61	0.05	0.10	0.10	0.09
Inventory Turnover by days	296	283	202	190	335	378	301
AR Turnover by days	66	66	58	70	124	102	83

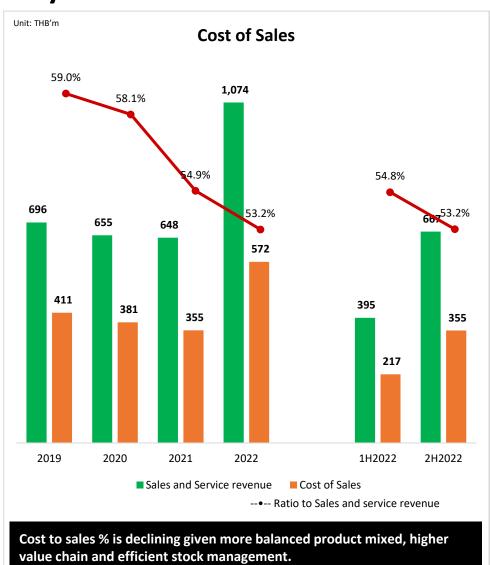


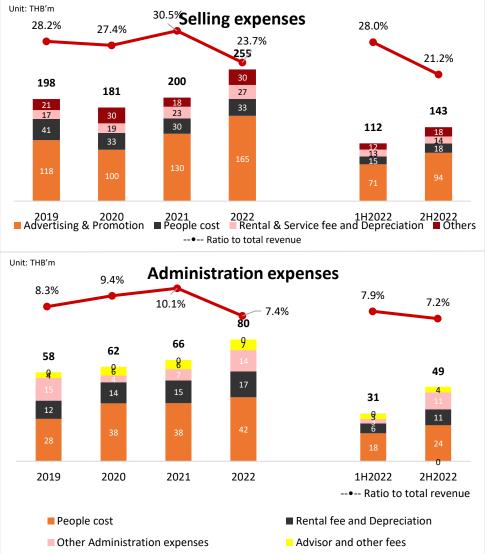
# **Key Financial Performance**





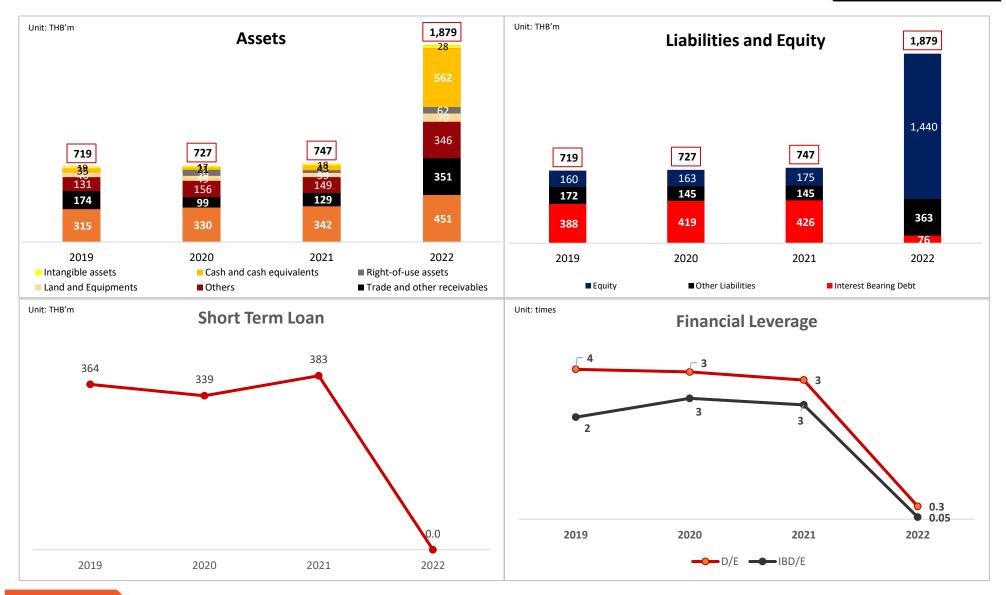
# **Key Financial Performance**







### **Balance Sheet**



# 05

# **Company Overview**



# **Key Milestones**

#### **Establishment period**

#### **Transformation** from sport apparel to health and lifestyle

2021

Listed Co.

2023

Acquired Fit Junction

and Premier Football





- Opening first Physiotherapy & Performance Studio at Stadium One
- ■Official Match Ball and Kit Supplier for AFF Suzuki Cup 2020

Listed on the MAI stock exchange

Capital increase to THB300m

2022



**Transforming to** health and lifestyle business

**WARRIX** to become top of mind brand locally and globally

At the forefront of innovation & sustainability

Starting local marketing strategy by supporting sportswear and athlete's clothing for 2 Thailand football clubs in League I and League II

WARRIX was founded

2013

2016

2014-2015

Capital increase

to THB100m

■ Win the rights

to produce the Thai national

football team

products (2017-

sportswear

2020)

2017-2018



Changed the company name to Warrix Sport Co., Ltd

2020

■ Win the rights to produce the Myanmar national football team sportswear products ■ Win the rights to produce Thai national football team sportswear (2021-2028)

- Win the rights to produce Thai basketball sportswear products
- Warrix Sdn.Bhd. was founded as subsidiary of Warrix Holding Pte. Ltd.

Sales reaching THB 2.7 billion in 2026







### Warrix at a Glance

# Innovation and Design

#### Comba + Tech

Unbreakable exclusive technology by "WARRIX"



**Story Telling Design** 



- ปราบไตรจักรไชยานุภาพ
- Changsuek The Genesis
- NOW or NEVER
- KINGDOM
- Faith
- Unite
- CHANGE

#### **Strong Partnership**

2 National Football team licenses including





4 International licenses

>30 Club licenses

- 5 Educational Institutions
- 4 Sponsorship licenses



# Extensive Distribution Channel

3 Flagship Store







**6** Official Stores





**400+** Traditional Trade





200+ Modern Trade







**10,000+** CVS/24 shopping





Wide-reaching E-commerce Platform









**Data Driven with** 

**Marketing Technology** 



Data Marketing Analytics



Content marketing



Decentralized Advertising



Programmatic Advertising



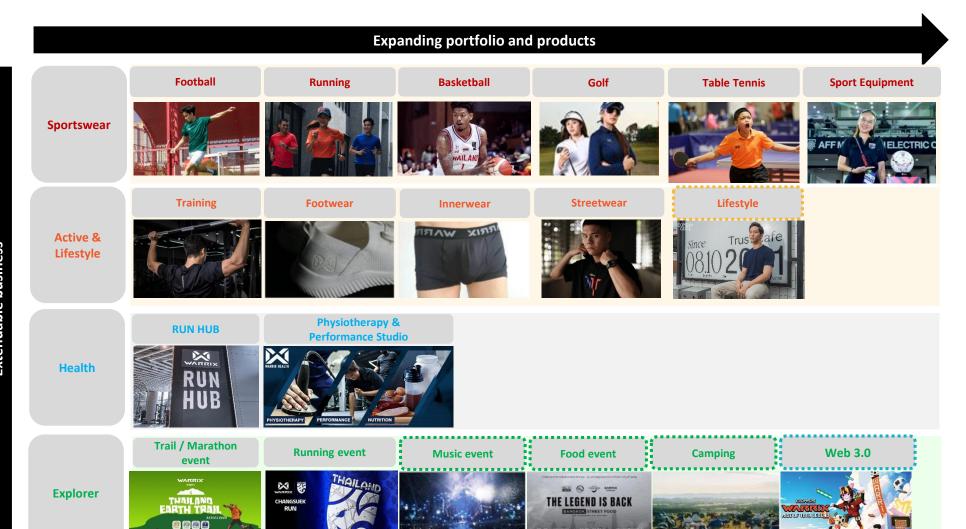
Social Media Marketing

#### "5P Marketing"

- Product
- Promotion
- Price
- Partnership
- Place

# **Warrix Key Product Portfolio**







### **Warrix Product Portfolio at a Glance**

#### Non - Licensed products (82%)

#### **Classic Product**

Product with simple design, wear in classic and trendy ways for every occasion i.e. Polo T-shirt, short pants.



#### **Collection Product**

More variety, seasonal and fashionable products to meet all lifestyles and needs of customer, designed based on the periodic popularity, changing in fashion era/ season.



#### **Made to Order and Sport Equipment Product**

Customize design and origination of individual customer own product for various events i.e. sport events, organization, corporate.







#### **Licensed products (17%)**

#### National Team, Football Club, and Other Licensed

Warrix exclusive products with the official right to support the Thailand National Team, football club, and other licensed product for organization, education institutions for various activities.



#### Health business (1%)

#### Physiotherapy and Performance Studio & Warrix Run Hub

Providing advice and knowledge on physical and nutrition including professional trainers with modern medical equipment and specialized courses for athletes and the general public by professional and experience team.







# Robust trajectory for growth in the enduring wave of healthier and fitter lifestyle



Warrix continuously expand the distribution channel to cover many areas in local and global. Currently, there are 5 mains channels, which consists of

#### 9 Retail branches (Warrix Shop)

- CHANGSUEK Flagship Store at Stadium One, 1,000 sq.m.
- Warrix Shop at Muang Thong Thani, 100 sq.m.
- Warrix BCC shop, 20 sq.m.
- Warrix Run Hub at QSNCC, 557 sq.m.
- Warrix Outlet at Stadium One
- Warrix Lifestyle at Siam Square, 300 sq.m.
- Warrix AC Shop
- Warrix Shop at The Mall Bang Khae & Bang Kapi \_







- New

#### > 400 Traditional trade





#### > 10,200 Modern trade





~100 stores

~ 90 stores







~ 20 stores





>10,000 via 24shopping

2022 - 2028











# Robust trajectory for growth in the enduring wave of healthier and fitter lifestyle



#### E-Commerce<sup>/1</sup>



Website: www.WARRIX.co.th > 500,000 members



Facebook: WARRIX >660,000 followers



Lazada: WARRIX >180,000 followers



**Shopee: WARRIX** >460,000 followers



Instagram: warrix\_official >72,000 followers



Line: WARRIX >16,000 followers



Tiktok: warrixthailand >7,000 followers





#### **Project Base**













#### **MADE TO ORDER**





POLO SHIRT SPORT WEAR

T-SHIRT



**PANTS** 





Remark : /1 Information as of October 2022

# Robust trajectory for growth in the enduring wave of healthier and fitter lifestyle

- Continue development in other businesses related to health and lifestyle.
- One stop service for supporting related sport event and to be a leader in sport-health and lifestyle business.





#### Warrix's active health businesses:

# 1. Physiotherapy Clinic & Performance Studio located at Stadium One, Samyan

- Providing physiotherapy treatment & rehabilitation, sleep test, weight control, advice and knowledge on nutrition, including professional trainers with modern medical equipment.
- Sport specialized courses for football, marathon, golf, cycling and office syndrome such as physical analysis, sport massage and performance training for athletes and general public.





#### 2. Warrix Run Hub located at OSNCC

- Warrix Run Hub provides full facilities for athletes, general public and runners in Benjakitti Park.
- Including 3 main facilities:
- 1) Performance Training: Motion Metrix Analysis and Exercise & Training Workshop.
- 2) Flagship store for running products of WARRIX & BANANA RUN: running/training shirts, running shoes, running gadgets and equipment.
- 3) Physiotherapy clinic.





#### 3. Fit Junction

- Multi-funnels fitness and nutrition educator: Online Courses, E-book, Workshop, 1 on 1 Training.
- More than 2M of total followers and subscribers from all social media platforms.
- Using 10 years worth of R&D, SOP, customer base and data from FJ to build strong foundation and boost exponential growth for Warrix Health.



# **Warrix Business Purposes**



Impact the world by create a quality health happiness active lifestyle by sustainability business model.





# พัฒนาสินค้าที่มีนวัตกรรมและตอบโจทย์สิ่งแวดล้อม





ตั้งเป้าหมายผลิตเสื้อจากวัตถุดิบรีไซเคิล อย่างน้อย 30,000 ตัว/ปี และตั้งเป้าจะเพิ่มขึ้นทุกๆ ปี โดยร่วมมือกับองค์กรต่างๆ

นำเทคโนโลยีมาบริหารจัดการทรัพยากรให้เกิดประโยชน์สูงสุด

**JERSEY** 















# พัฒนาสินค้าที่มีนวัตกรรมและตอบโจทย์สิ่งแวดล้อม





ตั้งเป้าหมายผลิตเสื้อจากวัตถุดิบรีไซเคิล อย่างน้อย 30,000 ตัว/ปี และตั้งเป้าจะเพิ่มขึ้นทุกๆ ปี โดยร่วมมือกับองค์กรต่างๆ

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# พัฒนาสินค้าที่มีนวัตกรรมและตอบโจทย์สิ่งแวดล้อม





ตั้งเป้าหมายผลิตเสื้อจากวัตถุดิบรีไซเคิล อย่างน้อย 30,000 ตัว/ปี และตั้งเป้าจะเพิ่มขึ้นทุกๆ ปี โดยร่วมมือกับองค์กรต่างๆ

นำเทคโนโลยีมาบริหารจัดการทรัพยากรให้เกิดประโยชน์สูงสุด



















# สร้างแรงบันดาลใจในการมีส่วนร่วมรับผิดชอบต่อสิ่งแวดล้อม

- เป็นผู้จัดกิจกรรมเชิงอนุรักษ์ธรรมชาติ และสามารถกระจายรายได้สู่ท้องถิ่น
- ริเริ่ม ส่งเสริม ให้เกิดสังคมแห่งการรักสุขภาพและรักษ์สิ่งแวดล้อม ผ่านกิจกรรม สื่อ และช่องทางต่างๆ















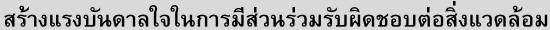












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#### **Thailand Earth Trail**

4.1K likes · 4.9K followers









4 Race 4 Destination สนามเทรลน้องใหม่ หัวใจสีเขียว รอคุณมาสัมผัส..ออกเดินทางไปด้วยกัน



Facebook reach 2,579,646 peoples



Likes and reactions 39,493 peoples



Visited Profile 122,971 peoples



Likes / Followers 3,915 likes / 4,646 peoples



Comments 6,482 comments



Share 2,226 shares



Link clicks 39,278 clicks



1. TETS2023 EVENT (ชะอม, สระบุรี)

reach 444,437 peoples



2. OPENS REGIS CHA-OM reach 401,404 peoples



3. SAVE THE DATE CHA-OM reach 298,678 peoples



4. OPENS REGIS RAYONG reach 221,323 peoples



5. OFFICIAL VIDEO CHA-OM reach 148,458 peoples



6. เปิดฤดูกาลเทรล reach 144,433 peoples

# 3 GOOD HEALTH AND WELL-BEING

# **-**₩

# ส่งเสริมสุขภาพด้วยวิทยาศาสตร์การกีฬา

รุรกิจ Health มีความตั้งใจช่วยให้ นักกีฬา คนออกกำลังกาย ประชาชนทั่วไป มีสุขภาพดี อายุยืนยาว มีความรู้ที่ถูกต้องเกี่ยวกับสุขภาพ ออกกำลังกายอย่างถูกวิธี เข้าถึงการรักษา ที่มีประสิทธิภาพ และสามารถพัฒนาศักยภาพของตนเอง





#### Warrix's active health businesses:

# 1. Physiotherapy & Performance Studio clinic located at Stadium One, Samyan

- Providing advice and knowledge on nutrition including professional trainers with modern medical equipment.
- Sport specialized courses for football, marathon, golf, cycling and office syndrome such as physical analysis, sport massage and performance training for athletes and general public.









#### 2. Warrix Run Hub located at QSNCC

- Warrix Run Hub provides full facilities for athletes, general public and runners in Benjakitti Park.
- Including 3 main facilities:
- 1) Performance Training: Motion Metrix Analysis and Exercise & Training Workshop.
- 2) Flagship store for running products of WARRIX & BANANA RUN: running/training shirts, running shoes, running gadgets and equipment.
- 3) Physiotherapy clinic.





#### 3. Fit Junction

- Multi-funnels fitness and nutrition educator: Online Courses, E-book, Workshop, 1 on 1 Training.
- More than 2M of total followers and subscribers from all social media platforms.
- Using 10 years worth of R&D, SOP, customer base and data from FJ to build strong foundation and boost exponential growth for Warrix Health.





# ส่งเสริมสุขภาพด้วยวิทยาศาสตร์การกีฬา

WARRIX

ธุรกิจ Health มีความตั้งใจช่วยให้ นักกีฬา คนออกกำลังกาย ประชาชนทั่วไป มีสุขภาพดี
 อายุยืนยาว มีความรู้ที่ถูกต้องเกี่ยวกับสุขภาพ ออกกำลังกายอย่างถูกวิธี เข้าถึงการรักษา
 ที่มีประสิทธิภาพ และสามารถพัฒนาศักยภาพของตนเอง















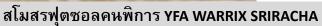
# ส่งเสริมสุขภาพด้วยวิทยาศาสตร์การกีฬา



ให้การสนับสนุนกิจกรรมกีฬา โดยเฉพาะกิจกรรมที่เกี่ยวกับเยาวชน









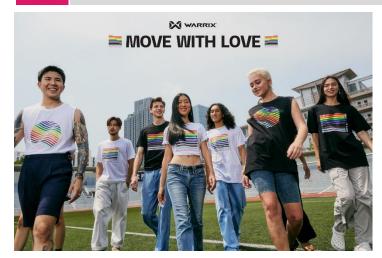
**Basketball Jaturamitr Samakkee** 



# สนับสนุนความเท่าเทียม และความหลากหลายทางเพศ

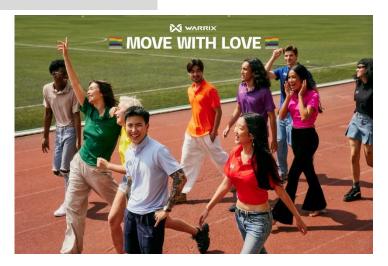


- เปิดโอกาสให้ทุกคนได้แสดงออกต่อกันได้อย่างเท่าเทียม ไม่เลือกปฏิบัติ
- เคารพสิทธิมนุษยชน











**Pride Parade**