



บริษัท ไทยรับเบอร์ลาเท็กซ์กรุ๊ป จำกัด (มหาชน)

THAI RUBBER LATEX GROUP PUBLIC COMPANY LIMITED



รายงานความยั่งยืน ปี 2568



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ESG Performance Report for Listed Companies in 2025

THAI RUBBER LATEX GROUP PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025



Table of Contents

| | page |
|--|------|
| Environment | |
| Environmental management | 1 |
| Energy management | 5 |
| Water management | 10 |
| Waste management | 13 |
| Greenhouse gas management | 16 |
| Social | |
| Human rights | 21 |
| Fair labor practice | 46 |
| Responsibility to customers/ consumers | 64 |
| Responsibility to community/ society | 68 |
| Corporate Governance and Economy | |
| Corporate Governance Policy | 71 |
| Corporate Governance Structure | 110 |
| Performance Report on Corporate Governance | 147 |
| Corporate Sustainability Policy | 186 |
| Sustainability risk management | 210 |
| Sustainable supply chain management | 221 |
| Innovation development | 223 |

ESG Performance

Company Name : THAI RUBBER LATEX GROUP PUBLIC COMPANY LIMITED Symbol : TRUBB

Market : SET Industry Group : Agro & Food Industry Sector : Agribusiness

Environmental management

Information on environmental policy and guidelines

Environmental policy and guidelines

| | |
|-------------------------------------|---|
| Environmental policy and guidelines | : Yes |
| Environmental guidelines | : Electricity management, Fuel management, Renewable/clean energy management, Water resources and water quality management, Waste management, Biodiversity management, Greenhouse gas and climate change management |

Thai Rubber Latex Group Public Company Limited recognizes the current environmental situation, which is considered severely critical and affects the quality of life of people in society and limited natural resources. Therefore, the Company has established an environmental management policy to serve as a guideline for managing environmental impacts arising from the Company's business operations and to align with the sustainable development policy, as follows:

1. Committed to complying with environmental legal requirements and other related laws.
2. Utilize energy judiciously and manage it for maximum efficiency, including the selection of clean energy or renewable energy to replace the use of fossil fuels.
3. Reduce the use of energy and chemicals that cause greenhouse gas emissions.
4. Utilize water judiciously and manage it for maximum efficiency, especially when sharing water sources with communities, water must be managed with good governance and consideration for community rights.
5. Dispose of industrial waste and wastewater correctly and efficiently, without affecting communities and the environment.
6. Manage solid waste and plastic waste correctly and efficiently, without affecting stakeholders and the environment.
7. Manage air pollution, water pollution, noise and vibration pollution, and hazardous waste pollution appropriately, without affecting stakeholders and the environment.
8. Promote an organizational culture that instills awareness of the value of energy and water consumption, protecting the environment, and preserving and restoring ecosystems and biodiversity.

Reference link for environmental policy and guidelines : <https://www.thaitex.com/en/environment/environmental-guidelines>

Information on review of environmental policies, guidelines, and/or objectives over the past years

Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals over the past year : Yes

The Company reviewed its environmental policies, practices, and/or targets over the past year; however, no changes were made.

Information on compliance with environmental management principles and standards

Compliance with environmental management principles and standards

Environmental management principles and standards : ISO 14001 - Environmental management systems

Compliance with water management principles and standards

Water management principles and standards : 3Rs or 5Rs

Compliance with waste management principles and standards

Waste management principles and standards : 3Rs, 5Rs or 7Rs

Compliance with greenhouse gas or climate change management principles and standards

Greenhouse gas or climate change management principles and standards : Thailand Greenhouse Gas Management Organization (TGO)

Climate Change Management

Climate Change Management

The Company recognizes that climate change presents significant strategic risks and business opportunities for the rubber processing industry. The Company has a Sustainability Committee responsible for overseeing climate change, considering both Physical and Transition Risks, monitoring energy and greenhouse gas management, and approving approaches to mitigate impacts on the Company's operations.

Adherence to principles and standards

- GHG Protocol for greenhouse gas calculation, certified by the Greenhouse Gas Management Organization
- Net-Zero and Carbon Neutrality guidelines, certified by the Greenhouse Gas Management Organization
- FTSE Russell Climate Change Assessment Principles
- Expectations of international customers with trade conditions linked to climate change management. The

Company sets short-term, medium-term, and long-term greenhouse gas reduction targets, including improving energy efficiency, utilizing renewable energy, and sustainably managing the supply chain, to align with the low-carbon economy trend.

Risks from climate change

Physical Risk:

1. Increased severity of climate conditions

Situations with rising average temperatures and frequent droughts or floods may affect the quantity and quality of raw rubber materials, water resource utilization, and production continuity.

| Potential impacts | Management approaches |
|---|---|
| <ul style="list-style-type: none"> ● Reduced raw latex volume ● Raw material costs increase ● Risk of production disruption ● Water management costs increase | <ul style="list-style-type: none"> ● Diversify raw material sources across all regions of the country ● Water management using the 3 R principles ● Assess water security risks at all factories ● Develop a business continuity plan ● Continuously improve production efficiency |

Transition Risk:

2. Transition to a low-carbon economy

Changes in regulations, customer expectations, and environmental standards in export markets may require operators to adapt by reducing greenhouse gas emissions and adopting environmentally friendly production.

| Potential impacts | Management approaches |
|--|--|
| <ul style="list-style-type: none"> ● Demand for low-carbon products increases ● Compliance costs increase ● Necessity for technology investment ● Demand for carbon disclosure from stakeholders | <ul style="list-style-type: none"> ● Continuously calculate greenhouse gas emissions ● Improve energy efficiency ● Develop environmentally friendly products ● Prepare for regulatory compliance in export markets |

Information on other environmental management

Biodiversity

Biodiversity

The company prioritizes sourcing rubber raw materials from environmentally responsible sources. Origin data and rubber plantation coordinates are collected to support traceability and land-use risk assessment. The company is certified with FSC Organic and ISO14001 standards and is in the process of developing biodiversity risk management within its supply chain to comply with export market requirements and international guidelines.

Biodiversity Risk Identification

The company is currently developing a survey on ecosystem risks and business risks, scheduled for completion in Q2 2026.

Biodiversity Management Plan

The company plans to develop biodiversity management by implementing a supply chain monitoring system, spatial risk assessment, promoting sustainable raw material sourcing, and developing short-term to long-term goals. The management plan will be implemented more concretely starting from Q1 2026.

Plans, performance, and outcomes related to other environmental management

Information on incidents related to legal violations or negative environmental impacts

Number of cases and incidents of legal violations or negative environmental impacts

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Number of cases or incidents of legal violations or negative environmental impact (cases) | 0 | 0 | 0 |

Energy management

Disclosure boundary in energy management in the past years

| | | |
|--|---|---------|
| Boundary type | : | Company |
| Total number of disclosure boundaries | : | 5 |
| Actual number of disclosure boundaries | : | 5 |
| Data disclosure coverage (%) | : | 100.00 |

Information on energy management

Energy management plan

The company's energy management plan : Yes

Energy Management

In managing energy, TRUBB has established guidelines for all employees to participate in energy conservation within the organization as follows:

1. Establish energy conservation as an integral part of the organization's operations.
2. Optimize the efficiency of the organization's energy resource utilization in alignment with business needs.
3. Establish an energy conservation plan and review and update it annually.
4. Energy conservation is the responsibility of management and employees at all levels of the company.
5. Provide support for personnel, budget, and training to enhance energy-related work.
6. Commit to complying with laws related to energy conservation and energy management.

Information on setting goals for managing energy

Setting goals for managing electricity and/or oil and fuel

Does the company set goals for electricity and/or fuel management : Yes

Details of setting goals for electricity and/or fuel management

| Target(s) | Base year(s) | Target year(s) |
|---|---|-------------------------|
| Reduction of electricity purchased for consumption | 2023 : purchased electricity for consumption 126.36 Kilowatt-Hours | 2030 : Reduced by 15% |
| Increase of electricity consumption from renewable energy sources | 2023 : electricity consumption from renewable sources 6,401.00 Kilowatt-Hours | 2030 : Increased by 40% |

Information on performance and outcomes of energy management

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

Project to utilize solar energy from solar cells to replace electricity, reducing the proportion of electricity generated from fossil fuels, which are a cause of greenhouse gas emissions from combustion, by increasing the proportion of renewable energy from solar power, thereby contributing to environmental preservation.

Target

2030: Proportion of electricity consumption from fossil fuels to solar energy = 60 : 40

Operational Plan

Solar cell installation at 5 work locations:

- Head Office Building
- Hat Yai Plant
- Surat Thani Plant
- Rayong Plant
- Chiang Rai Plant

Operational Progress

- Head Office Building: Installation completed since December 2023.
- Hat Yai Plant: Planned for operation in 2026.
- Surat Thani Plant: Planned for operation in 2026.
- Rayong Plant: Installation completed, renewable energy utilization to commence in February 2025.
- Chiang Rai Plant: Installation completed, renewable energy utilization to commence in January 2025.

Results of renewable energy utilization in 2025

Fossil fuel electricity consumption rate : Renewable energy = 90:10 (Calculated only for sites where renewable energy has commenced: Head Office, Rayong Plant, and Chiang Rai Plant).

Information on electricity management

Company's electricity consumption ^(*)

| | 2023 | 2024 | 2025 |
|---|---------------|---------------|--------------|
| Total electricity consumption within the organization (Kilowatt-Hours) | 12,650,400.57 | 10,865,207.00 | 9,970,253.00 |
| Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours) | 12,650,400.57 | 10,778,197.00 | 9,573,208.00 |
| Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours) | 0.00 | 87,010.00 | 397,045.00 |

| | 2023 | 2024 | 2025 |
|--|-----------|-----------|-----------|
| Intensity ratio of total electricity consumption within the organization to total number of employees (Kilowatt-Hours / Person / Year) | 18,658.41 | 17,191.78 | 17,615.29 |

Additional explanation : ^(*) Exclude electricity consumption outside of the Company

Electricity Consumption Intensity

| | 2023 | 2024 | 2025 |
|---|--------------|--------------|--------------|
| Intensity of total electricity consumption within the organization (Kilowatt-Hours / m ²) | N/A | N/A | N/A |
| Intensity of total electricity consumption within the organization (Kilowatt-Hours / Metric ton of product) | 126.36000000 | 146.13000000 | 134.98000000 |

Electricity Expense ^(*)

| | 2023 | 2024 | 2025 |
|--|---------------|---------------|---------------|
| Total electricity expense (Baht) | 61,448,377.04 | 52,669,117.42 | 40,460,281.25 |
| Percentage of total electricity expense to total expenses (%) ^(**) | 0.89 | 0.68 | 0.63 |
| Percentage of total electricity expense to total revenues (%) ^(**) | 0.92 | 0.68 | 0.63 |
| Intensity ratio of total electricity expense to total number of employees (Baht / Person / Year) | 90,631.82 | 83,337.21 | 71,484.60 |

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on fuel management

Company's fuel consumption

| | 2023 | 2024 | 2025 |
|--|------|------|------|
|--|------|------|------|

| | 2023 | 2024 | 2025 |
|-------------------|------------|------------|------------|
| Diesel (Litres) | 204,695.95 | 167,695.64 | 142,976.00 |
| Gasoline (Litres) | 18,539.48 | 18,418.86 | 16,206.00 |
| LPG (Kilograms) | 126,620.60 | 118,185.00 | 110,015.00 |

Additional explanation : Not include external fuel consumption

Company's fuel expense ^(*)

| | 2023 | 2024 | 2025 |
|---|------|--------------|--------------|
| Total fuel expense (Baht) | 0.00 | 7,173,694.36 | 8,241,366.30 |
| Percentage of total fuel expense to total expenses (%) ^(**) | 0.00 | 0.09 | 0.13 |
| Percentage of total fuel expense to total revenues (%) ^(**) | 0.00 | 0.09 | 0.13 |

Additional explanation : ^(*) Exclude electricity expense outside of the Company

^(**) Total revenues and expenses from consolidated financial statement

Information on total energy management (electricity + fuel)

Energy Consumption

| | 2023 | 2024 | 2025 |
|--|-----------|-----------|----------|
| Total energy consumption within the organization (Megawatt-Hours) | 12,650.40 | 10,778.20 | 9,571.10 |

Energy Consumption Intensity

| | 2023 | 2024 | 2025 |
|---|------------|------------|------------|
| Intensity ratio of total energy consumption within the organization to total revenues (Megawatt-Hours / Thousand Baht of total revenues) ^(*) | 0.00190155 | 0.00139568 | 0.00149801 |

| | 2023 | 2024 | 2025 |
|--|--------------|--------------|--------------|
| Intensity of total energy consumption within the organization (Kilowatt-Hours / Metric ton of product) | 126.36000000 | 146.13000000 | 134.98000000 |

Additional explanation : (*) Total revenues and expenses from consolidated financial statement

Water management

Disclosure boundary in water management over the past years

| | | |
|--|---|---------|
| Boundary type | : | Company |
| Total number of disclosure boundaries | : | 5 |
| Actual number of disclosure boundaries | : | 5 |
| Data disclosure coverage (%) | : | 100.00 |

Information on water management plan

Water management plan

The Company's water management plan : Yes

In the production of concentrated latex, "water" is a highly critical production factor in the manufacturing process. As the world confronts changing climate conditions resulting in drought and water scarcity, the Company has established a sustainable water management approach. This approach is based on the 3Rs principle, aiming to oversee water resource utilization with utmost efficiency and to implement effective prevention and mitigation measures.

Information on setting goals for water management

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

| Target(s) | Base year(s) | Target year(s) |
|-------------------------------|--------------|-----------------------------------|
| Reduction of water withdrawal | 2023 | 2026 : Reduced by 8% Cubic meters |

Information on performance and outcomes of water management

Performance and outcomes of water management

Performance and outcomes of water management : Yes

Wastewater Management

Operational Guidelines

Continuously monitor and control the wastewater treatment system to ensure its efficiency, so that the quality of the treated water meets the specified standards. Develop the wastewater treatment system to achieve maximum efficiency, enabling the highest possible reuse of water. Utilize the treated water for irrigation in the company's rubber plantations.

Operational Results

Wastewater from the factory is treated, and the quality of the treated water meets the standards set by the Department of Industrial Works and has passed inspection by the Provincial Industry Office. The treated water is reused for purposes such as cleaning premises and watering plants.

Information on water management

Water withdrawal by source

| | 2023 | 2024 | 2025 |
|---|------------|------------|------------|
| Total water withdrawal (Cubic meters) | 348,869.00 | 316,729.00 | 281,198.00 |
| Water withdrawal by third-party water (cubic meters) | 35,914.00 | 2,043.00 | 2,110.00 |
| Water withdrawal by surface water (cubic meters) | 197,080.00 | 169,499.00 | 148,755.00 |
| Water withdrawal by groundwater (cubic meters) | 115,875.00 | 145,187.00 | 130,333.00 |
| Intensity ratio of total water withdrawal to total number of employees (Cubic meters / Person / Year) | 514.56 | 501.15 | 496.82 |
| Intensity ratio of total water withdrawal to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*) | 0.05 | 0.04 | 0.04 |

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water discharge by destinations

| | 2023 | 2024 | 2025 |
|--------------------------------------|--------|--------|--------|
| Percentage of treated wastewater (%) | 100.00 | 100.00 | 100.00 |

Water consumption

| | 2023 | 2024 | 2025 |
|--|------------|------------|------------|
| Total water consumption (Cubic meters) | 348,869.00 | 316,729.00 | 281,198.00 |

Recycled water consumption

| | 2023 | 2024 | 2025 |
|--|-----------|----------|-----------|
| Total recycled water for consumption (Cubic meters) | 18,864.20 | 8,078.40 | 12,266.00 |

Water Consumption Intensity

| | 2023 | 2024 | 2025 |
|--|------------|------------|------------|
| Intensity ratio of total water consumption to total revenues (Cubic meters / Thousand Baht of total revenues) ^(*) | 0.05244046 | 0.04101367 | 0.04401135 |
| Intensity of total water consumption (Cubic meters / Metric ton of product) | 3.48000000 | 4.29000000 | 3.81000000 |

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Water withdrawal expenses

| | 2023 | 2024 | 2025 |
|---|------------|------------|------------|
| Total water withdrawal expense (Baht) | 158,341.51 | 156,103.51 | 107,751.62 |
| Total water withdrawal expense from third-party water (Baht) | 33,690.75 | 31,203.73 | 29,586.74 |
| Total water withdrawal expense from other sources (Baht) | 124,650.76 | 124,899.78 | 78,164.88 |
| Percentage of total water withdrawal expense to total expenses (%) ^(*) | 0.00 | 0.00 | 0.00 |
| Percentage of total water withdrawal expense to total revenues (%) ^(*) | 0.00 | 0.00 | 0.00 |
| Intensity ratio of total water withdrawal expense to total number of employees (Baht / Person / Year) | 233.54 | 247.00 | 190.37 |

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Waste management

Disclosure boundary in waste management over the past years

| | | |
|--|---|---------|
| Boundary type | : | Company |
| Total number of disclosure boundaries | : | 5 |
| Actual number of disclosure boundaries | : | 5 |
| Data disclosure coverage (%) | : | 100.00 |

Information on waste management plan

Waste management plan

The company's waste management plan : Yes

THAITEX's waste and refuse disposal guidelines for each type.

Hazardous waste that must be disposed of only as required by law.

Type: Hazardous waste generated from product manufacturing, such as rubber starch residue and wastewater treatment sludge.

Management: Collect and send for disposal at legally certified hazardous waste disposal sites, correctly.

Type: Hazardous waste, such as packaging and various chemicals.

Management: Collect and send for disposal at legally certified hazardous waste disposal sites, correctly.

Non-hazardous waste.

Type: Non-recyclable waste.

Management: Deliver to the municipality for disposal by landfill or incineration, depending on the readiness to accommodate waste management in each area.

Type: Recyclable waste.

Management: Donate for a community waste-collection project or sell to buyers for recycling and reuse in factories, such as beverage bottles used as equipment for testing latex concentration or equipment for cleaning factory tools.

Type: Food waste, organic waste, wet waste.

Management: Use for animal feed or create green cones for composting, collect, and deliver to the municipality for disposal.

Information on setting goals for waste management

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

| Target(s) | Base year(s) | Target year(s) | Waste management methods |
|-----------|--------------|----------------|--------------------------|
|-----------|--------------|----------------|--------------------------|

| Target(s) | Base year(s) | Target year(s) | Waste management methods |
|--|--------------|--|---|
| Reduction of waste generation Waste type: Non-hazardous waste | 2023 | 2030 : Reduced by 100% or 0.00 Kilograms | <ul style="list-style-type: none"> • Recycle • Other : to be utilized for other societal benefits |

Information on performance and outcomes of waste management

Performance and outcomes of waste management

The company's performance and outcomes of waste management : Yes

In 2025, the amount of non-hazardous waste and hazardous waste can be reduced in accordance with the established operational guidelines.

Information on waste management

Waste Generation^(*)

| | 2023 | 2024 | 2025 |
|--|-----------|------------|-----------|
| Total waste generated (Kilograms) | 82,463.40 | 108,725.16 | 66,384.00 |
| Total non-hazardous waste (kilograms) | 82,172.40 | 107,945.16 | 65,634.00 |
| Non-hazardous waste - Landfilling (Kilograms) | 79,946.00 | 106,495.46 | 64,547.00 |
| Non-hazardous waste - Incineration without energy recovery (Kilograms) | 2,226.40 | 1,449.70 | 1,087.00 |
| Total hazardous waste (kilograms) | 291.00 | 780.00 | 750.00 |
| Hazardous waste Others (kilograms) | 291.00 | 780.00 | 750.00 |
| Intensity ratio of total waste generated to total revenues (Kilograms / Thousand Baht of total revenues) ^(**) | 0.01 | 0.01 | 0.01 |

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Intensity ratio of total non-hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**) | 0.01 | 0.01 | 0.01 |
| Intensity ratio of total hazardous waste to total revenues (Kilograms / Thousand Baht of total revenues) ^(**) | 0.00 | 0.00 | 0.00 |

Additional explanation : ^(*) Exclude the total weight of waste generated outside of the Company, which is not responsible for the waste disposal or treatment cost

^(**) Total revenues and expenses from consolidated financial statement

Waste reuse and recycling

| | 2023 | 2024 | 2025 |
|--|----------|----------|----------|
| Total reused/recycled waste (Kilograms) | 4,618.70 | 3,871.40 | 4,331.00 |
| Reused/Recycled non-hazardous waste (Kilograms) | 4,618.70 | 3,871.40 | 4,331.00 |
| Recycled non-hazardous waste (Kilograms) | 4,618.70 | 3,871.40 | 4,331.00 |
| Percentage of total reused/recycled waste to total waste generated (%) | 5.60 | 3.56 | 6.52 |
| Percentage of reused/recycled non-hazardous waste to non-hazardous waste (%) | 5.62 | 3.59 | 6.60 |

Additional explanation : Exclude the total weight of reused/recycled waste outside of the Company, which is not responsible for the waste disposal or treatment cost

Greenhouse gas management

Disclosure boundary in greenhouse gas management over the past years

| | |
|--|-----------|
| Boundary type | : Company |
| Total number of disclosure boundaries | : 5 |
| Actual number of disclosure boundaries | : 5 |
| Data disclosure coverage (%) | : 100.00 |

Information on greenhouse gas management plan

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

To continuously reduce greenhouse gas emissions, become a part of mitigating the impacts of climate change on business activities, and demonstrate participation in reducing greenhouse gas emissions by 2030, in accordance with United Nations guidelines.

Information on setting greenhouse gas emission goals

Setting greenhouse gas emission goals

Does the company set greenhouse gas management : Yes
goals

Company's existing targets : Setting net-zero greenhouse gas emissions targets, Setting carbon neutrality targets

Setting net-zero greenhouse gas emissions targets

Details of setting net-zero greenhouse gas emissions targets

| Greenhouse gas emission scope | Base year(s) | Short-term target year | Long-term target year | Certification |
|-------------------------------|--|--|--|---|
| Scope 1 | 2023 : Greenhouse gas emissions 20,467.00 tCO ₂ e | 2030 : Reduced by 30% or 14,327.00 tCO ₂ e in comparison to the base year | 2050 : Reduced by 40% or 12,280.00 tCO ₂ e in comparison to the base year | <ul style="list-style-type: none"> Thailand Greenhouse Gas Management Organization (TGO) : Net zero pathway Science-based Targets (SBTi) : None |

Setting carbon neutrality targets

Details of setting carbon neutrality targets

| Greenhouse gas emission scope | Base year(s) | Target year(s) | Certification |
|-------------------------------|--|---|---|
| Scope 1-3 | 2023 : Greenhouse gas emissions 20,467.00 tCO ₂ e | 2030 : Reduced by 30% or 14,327.00 tCO ₂ e | • Thailand Greenhouse Gas Management Organization (TGO) |

Information on performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

The company has been certified for its organizational carbon footprint by the Energy and Ecological Economics Management Research Unit, Chiang Mai University, from 2023 to the present, with the following reporting scope:

Scope 1

- Greenhouse gas emissions from stationary combustion, including fuel/LPG for machinery and lawnmowers.
- Greenhouse gas emissions from mobile combustion, including cars, trucks, forklifts, and dumpers.
- Greenhouse gas emissions from fugitive emissions and others (Fugitive Emission), including refrigerants, septic tank systems, and industrial waste disposal.

Scope 2

- Purchase of electricity from external sources

Scope 3

- Indirect greenhouse gas emissions from purchased raw materials (Purchased goods and services)
- Indirect greenhouse gas emissions from fuel- and energy-related activities (Fuel- and energy related activities)
- Indirect greenhouse gas emissions from upstream transportation and distribution (Upstream transportation and distribution)
- Indirect greenhouse gas emissions from downstream transportation and distribution (Downstream transportation and distribution)

Product carbon footprint registration.

Product Carbon Footprint Registration

The company has received carbon footprint certification for 15 products, effective from November 26, 2023, to November 26, 2026, with details as follows:

- 60% DRC concentrated high ammonia latex (CF 197 gCO₂e)
- 60% DRC concentrated medium ammonia latex (CF96 gCO₂e)
- 60% DRC concentrated low ammonia latex (CF 193 gCO₂e)
- 60% DRC concentrated high ammonia latex, packed in 205-liter drums (CF 408 gCO₂e)
- 60% DRC concentrated medium ammonia latex, packed in 205-liter drums (CF 408 gCO₂e)
- 60% DRC concentrated low ammonia latex, packed in 205-liter drums (CF 405 gCO₂e)

- 60% DRC concentrated double centrifuged latex (CF 265 gCO₂e)
- 60% DRC concentrated homogenized high ammonia latex (CF 196 gCO₂e)
- 60% DRC concentrated homogenized low ammonia latex (CF 185 gCO₂e)
- 60% DRC concentrated very low ammonia latex (CF 193 gCO₂e)
- Compounded high modulus latex (CF 197 gCO₂e)
- Compounded medium modulus latex (CF 197 gCO₂e)
- Compounded low modulus latex (CF 197 gCO₂e)
- Skim rubber (CF 583 gCO₂e)
- Crepe rubber (CF 513 gCO₂e)

Information on greenhouse gas management

The company's greenhouse gas emissions

| | 2023 | 2024 | 2025 |
|--|-----------|-----------|-----------|
| Total GHG emissions (Metrics tonne of carbon dioxide equivalents) | 20,467.00 | 19,068.00 | 18,598.00 |
| Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent) | 1,069.00 | 1,164.00 | 1,015.00 |
| Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent) | 6,324.00 | 5,389.00 | 4,633.00 |
| Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent) ⁽¹⁾ | 13,074.00 | 12,515.00 | 12,950.00 |

Remark: ⁽¹⁾ The Company's 2025 greenhouse gas emission data has been revised from the initial E-One Report.

Greenhouse Gas Emissions Intensity

| | 2023 | 2024 | 2025 |
|--|----------|----------|----------|
| Intensity ratio of total GHG emissions to total revenues (Metric tonnes of carbon dioxide equivalent / Thousand Baht of total revenues) ^(*) | 0.003077 | 0.002469 | 0.002911 |
| Intensity ratio of total GHG emissions to total number of employees (Metric tonnes of carbon dioxide equivalent / Person) | 30.19 | 30.17 | 32.86 |

| | 2023 | 2024 | 2025 |
|---|------------|------------|------------|
| Intensity of GHG emissions (Metric tonnes of carbon dioxide equivalent / m ²) | 0.20000000 | 0.26000000 | 0.25000000 |

Additional explanation : (*) Total revenues and expenses from consolidated financial statement

Information on verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions over the past year

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : BSI Group (Thailand) Co., Ltd.

Reference file for the greenhouse-gas verifier entity. : <https://eonemedia.setlink.set.or.th/report/0249/2025/1770686787817.pdf>

Information on reduction and absorption of greenhouse gas

Reduction of Greenhouse Gas

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total reduced GHG (Metric tonnes of carbon dioxide equivalent) | 0.00 | 0.00 | 0.00 |
| Care the Bear Project (Metric tonnes of carbon dioxide equivalent) | 0.00 | 0.00 | 0.00 |
| Care the Whale Project (Metric tonnes of carbon dioxide equivalent) | 0.00 | 0.00 | 0.00 |

Absorption and removal of Greenhouse Gas

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Total absorbed and removal of GHG (Metric kilograms of carbon dioxide equivalent) | 0.00 | 0.00 | 0.00 |

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Care the Wild Project (Metric kilograms of carbon dioxide equivalent) | 0.00 | 0.00 | 0.00 |

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ESG Performance

Company Name : THAI RUBBER LATEX GROUP PUBLIC COMPANY LIMITED Symbol : TRUBB

Market : SET Industry Group : Agro & Food Industry Sector : Agribusiness

Human rights

Information on social and human rights policies and guidelines

Social and human rights policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee Rights, Migrant/foreign labor, Child Labor, Safety and occupational health at work

Policy for Promoting Quality and Labor Protection

1. Promote freedom of association and recognition of the right to collective bargaining, providing opportunities for employees to express opinions or complain about unfair treatment or improper actions within the company, including protecting employees who report such matters.

2. Abolish and eliminate all forms of forced labor, respect employees' rights in accordance with human rights principles, and comply with labor laws and other related labor legislation. Provide various welfare benefits for employees as required by law, such as social security, etc., and beyond what is legally mandated, such as provident funds and accident insurance, etc., including providing various types of financial assistance, such as funeral grants, sick leave allowances, etc.

3. Abolish and/or not employ child labor under the age of 15 or child labor below the age stipulated by local law.

4. No actions that constitute discrimination in employment by providing fair employment processes and conditions, including fair remuneration and performance evaluation under a fair assessment process. Promote personnel development by organizing training and seminars, including sending individuals to participate in various academic seminars and training related to developing knowledge and skills, as well as fostering good attitudes, ethics, morality, and teamwork.

5. Operate under all principles of safety, occupational health, and working environment. Implement measures to prevent accidents and promote employees' safety awareness, including organizing training and encouraging employees to maintain good hygiene, and ensuring the workplace is always sanitary and safe. Provide annual health check-ups based on risk factors such as age, gender, and individual working environment.

Human Rights Policy

Thai Rubber Latex Group Public Company Limited is committed to conducting business for sustainable growth by adhering to social responsibility and all stakeholder groups, in accordance with principles of good corporate governance and business ethics. The Company is aware of and places importance on strictly respecting human rights according to laws and international principles, to prevent any actions that could lead to violations or impacts on human rights throughout the business value chain. Therefore, the Executive Board deems it appropriate to establish the following: Human Rights Policy as follows:

1. The Board of Directors, executives, and employees of the Company respect and comply with laws, regulations, universal declarations, treaties, and relevant international labor standards, and protect human rights, both in Thailand and internationally.

2. Apply the principles from the Universal Declaration of Human Rights (UDHR), the United Nations Guiding Principles on Business and Human Rights (UNGPs), and The International Labor Organization Declaration on Fundamental Principles and Rights at Work to human rights aspects of business operations.

3. Respect the rights of and treat employees and stakeholders throughout the business value chain equally and fairly in accordance with human rights principles, without discrimination.

4. Support the communication and dissemination of knowledge and understanding regarding human rights and human rights policies to stakeholders through the Company's communication channels.
5. Establish a responsible unit to regularly oversee, monitor, and assess human rights risks and impacts, along with defining guidelines or measures for risk management and providing appropriate processes for mitigating or remedying impacts in cases of human rights violations.
6. Provide opportunities for employees and stakeholders to express opinions, report tips, problems, or complaints if there are actions or incidents that constitute human rights violations. The Company will ensure fairness and protect those who report human rights violations.
7. Establish a fact-finding committee to investigate and consider offenses committed by individuals who violate human rights. If, after a thorough investigation, an individual is found to have committed an offense, they will be punished according to the Company's rules and regulations. In cases where such actions are illegal, legal proceedings will be pursued.
8. Establish and maintain occupational safety, health, and working environment standards to prevent accidents, injuries, and illnesses arising from work operations.
9. Mandate reporting of human rights performance through the Sustainable Business Driving Report, Sustainability Report, and the Company's Sustainability Development website.
10. Do not violate and protect the personal data of stakeholders throughout the business value chain.

Roles and Responsibilities of the Executive Board

- Establish human rights policies and practices and oversee their implementation to prevent human rights violations.
- Establish a human rights responsible unit to represent the management in human rights operations.
- Oversee comprehensive human rights impact and risk assessments (Human Rights Due Diligence)
- Consider performance reports in accordance with human rights policies and practices, as well as making decisions to provide beneficial advice and recommendations for work development and improvement.

Roles and Responsibilities of the Human Rights Operations Unit

- Comply with human rights policies and practices.
- Communicate for understanding and disseminate knowledge about human rights policies and practices to employees and stakeholders in the business value chain to ensure strict adherence.
- Develop and improve human rights operations to be more efficient.
- Conduct comprehensive human rights impact and risk assessments.
- Report human rights performance to the Executive Board, employees, and stakeholders in the business value chain.
- Understand and comply with human rights policies and practices.
- Report or provide tips when suspicious incidents or potential human rights violations are found, through the channels designated by the Company.

Guidelines

To ensure that operations and practices align with the human rights policy, and to reinforce confidence that all stakeholder groups in the business value chain will have their human rights respected and protected equally and fairly, the Company has established the following human rights guidelines:

1. Respect the human rights of stakeholders in the business value chain, considering human dignity, inherent fundamental rights and freedoms, and equality to not be discriminated against due to differences in sex, age, religion, race, nationality, origin, skin color, education level, cultural differences, disability, political opinion, group affiliation, economic and social status, or any other status, towards stakeholders and vulnerable groups or groups at risk of human rights violations (Vulnerable groups) such as women, pregnant women, children, LGBTQI+ individuals, indigenous peoples, local communities, employees, migrant workers, refugees, contractors, business partners, customers, and the elderly, etc.

2. Manage, monitor, and oversee labor practices and employment of the Company, its subsidiaries, and business partners in the business value chain to prevent human rights violations and to ensure compliance with relevant domestic and international human rights laws and international human rights principles, including:

- Universal Declaration of Human Rights
- United Nations Guiding Principles on Business and Human Rights
- The International Labor Organization Declaration on Fundamental Principles and Rights at Work
- International Covenant on Civil and Political Rights
- International Covenant on Economic, Social and Cultural Rights
- Convention on the Elimination of All Forms of Discrimination Against Women
- International Convention on the Elimination of All Forms of Racial Discrimination

3. Support the communication and dissemination of knowledge and understanding regarding human rights policies and practices to employees and stakeholders in the business value chain, enabling their participation in implementing and adhering to human rights guidelines. This includes disseminating human rights policies and guidelines through the company's communication channels such as email, company website, One Report, and Sustainability Report.

4. Treatment of Stakeholders

4.1 Employees

Treat employees equally and fairly under employment agreements that comply with laws and customary practices. Provide appropriate job skills training to enable employees to fully demonstrate their potential in performing tasks, as well as promote and support employees' rights and freedoms to organize, bargain collectively, and express themselves in accordance with labor laws.

- Abolish and eliminate all forms of forced labor, respect employees' rights in accordance with human rights principles, and comply with labor laws and other related labor legislation. Provide various welfare benefits for employees as required by law, such as social security, etc., and beyond what is legally mandated, such as provident funds and accident insurance, etc., including providing various types of financial assistance, such as funeral grants, sick leave allowances, etc.
- Abolish and/or not employ child labor under the age of 15 or child labor below the age stipulated by local law.
- No actions that constitute discrimination in employment by providing fair employment processes and conditions, including fair remuneration and performance evaluation under a fair assessment process. Promote personnel development by organizing training and seminars, including sending personnel to participate in various academic seminars and training related to developing knowledge and skills, as well as fostering good attitudes, ethics, morality, and teamwork.
- Strictly comply with occupational health and safety laws and regulations, with the Safety, Occupational Health, and Working Environment Policy serving as a framework or guideline for operations to reduce the risk of illness, injury, or death from work, and setting a target of zero lost-time accidents. Additionally, employees are encouraged and supported to gain knowledge from occupational health and safety training.

4.2 Customers

- Assure customers that the Company conducts business responsibly, does not violate human rights, and does not seek profit solely for its own sake. Customers will receive good quality products at fair and reasonable prices, with due consideration for the safety of consumers and the public when using the products. Furthermore, the Company provides channels for receiving feedback and complaints from customers on all related issues.
- Respect customers' right to privacy regarding efficient personal data storage and strict data leakage prevention systems, including providing personal protective equipment for customers to wear when visiting the factory.

4.3 Business Partners

- Promote business partners' operations to comply with relevant domestic and international human rights laws and international human rights principles.

- Support business partners' employees in gaining knowledge from occupational health and safety training and strictly adhering to safety manuals.

4.4 Community and Society

The Company respects and supports human rights and equal treatment in the community and society, committed to conducting business ethically towards all stakeholders and upholding its responsibility to the community and society. The Company promotes participatory processes in community and social development, supports activities to improve quality of life, and enhances the benefits of the community and society. It also instills awareness and encourages employees and related parties to be responsible and contribute to the community and society, providing opportunities for the community and all stakeholder groups to participate in the Company's various activities or projects, as well as to offer opinions, suggestions, or complaints resulting from the Company's operations.

5. Promote an environment and raise awareness for a workplace free from bullying, harassment, abuse, and any other actions that create a hostile work environment, and maintain zero tolerance for actions that create negative human rights impacts.

6. Conduct comprehensive human rights due diligence, which is a process for assessing actual or potential human rights impacts arising from business operations, and integrate measures to respect and prevent impacts at every stage of the Company's business operations, with continuous monitoring and reporting. The Company must verify its human rights performance to identify human rights risks and impacts on the Company and its stakeholders, and establish guidelines and measures for managing human rights risks and impacts that may arise from business operations. All departments involved in the Company's business activities are responsible for overseeing, managing, monitoring, and identifying potential human rights impacts and risk issues, especially in the area of employment, through the comprehensive human rights due diligence process. Human rights issues considered in this due diligence process include forced labor, child labor, human trafficking, the right to organize and bargain collectively, freedom of association, fair and equal remuneration, discrimination, displacement, etc.

7. Regularly monitor human rights respect and provide channels for reporting tips or complaints if there are incidents or actions that constitute human rights violations involving the Company, its subsidiaries, or business partners. The Company will cooperate in fact-finding, ensure fairness, and protect individuals who report human rights violations, in accordance with measures for protecting whistleblowers or those who cooperate in reporting human rights violations.

8. Appoint a fact-finding committee to transparently and fairly consider offenses committed by individuals who violate human rights. If, after a thorough investigation, an individual is found to have committed a human rights violation, they will be punished according to the Company's rules and regulations. In cases where such actions are illegal, legal proceedings will be pursued.

9. When human rights impacts arise from business operations, affected parties can access grievance mechanisms, including judicial processes or other mechanisms such as mediation or negotiation. The Company cooperates or provides grievance mechanisms, considering legitimacy, accessibility, fairness, transparency, and alignment with human rights principles.

Information on review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, : Yes
guidelines, and/or goals over the past year

Changes in social and human rights policies, : Others : No revisions
guidelines, and/or goals

The Company mandates the review of human rights policies and practices when there are changes in laws, circumstances, or related risk issues, to ensure that the policies remain appropriate, consistent with business operations, and support the Company's sustainable growth.

Human Rights Policy Report

Human Rights Report for the year 2025, Thai Rubber Latex Group Public Company Limited

Thai Rubber Latex Group Public Company Limited recognizes the importance of respecting human rights and is committed to conducting its business on the basis of sustainability, good corporate governance principles, business ethics, and social responsibility. The Company has therefore established a Human Rights Policy to serve as a common guideline for directors, executives, employees, business partners, contractors, suppliers, and all stakeholder groups. The policy aims to prevent and mitigate risks of human rights violations throughout all stages of the business value chain.

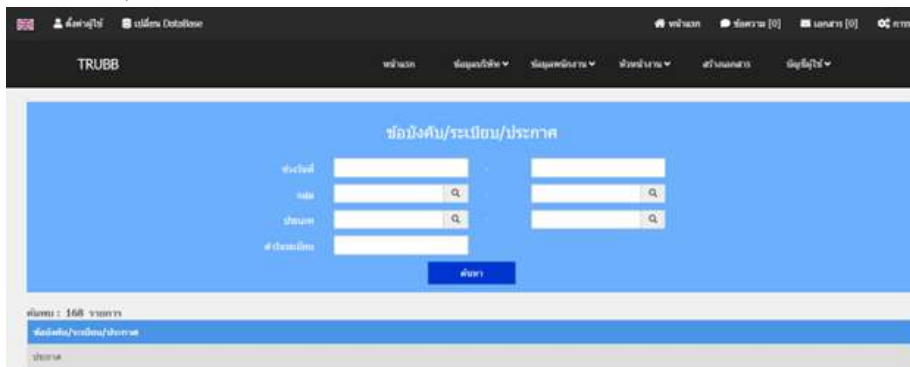
The Board of Directors plays a key role in formulating this policy to ensure alignment with applicable laws and international standards, including the Universal Declaration of Human Rights (UDHR), the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the fundamental labor rights principles of the International Labour Organization (ILO). This ensures that human rights management is comprehensive, transparent, and accountable.

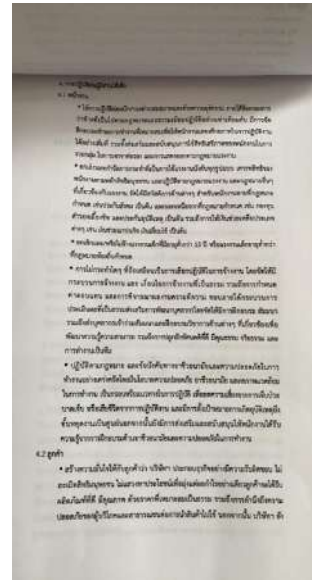
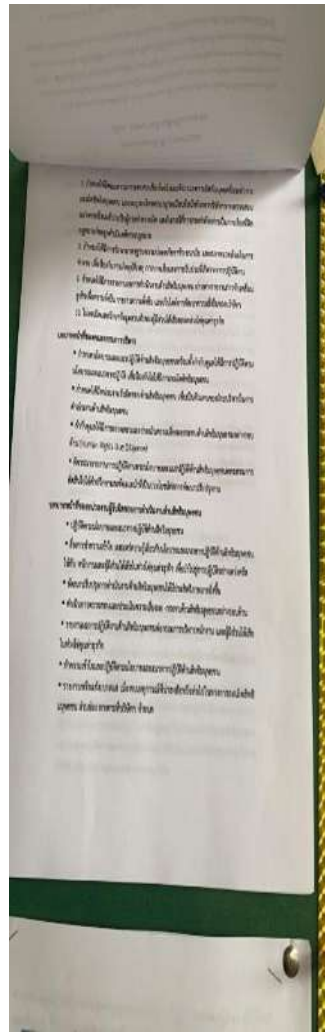
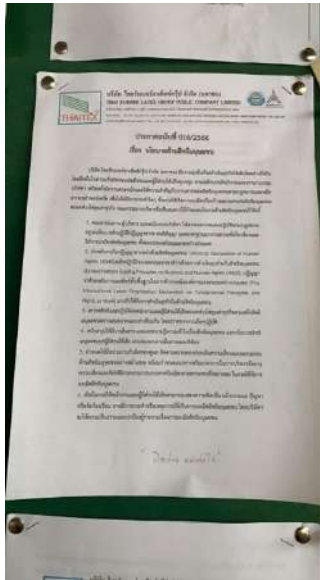
In implementing the policy, the Company promotes strict compliance with labor laws and relevant regulations, ensures equal treatment of all stakeholders without discrimination, and disseminates knowledge on human rights through the Company's internal and corporate communication channels. The Company regularly conducts human rights risk and impact assessments and provides whistleblowing and complaint channels, supported by investigation procedures and appropriate legal and disciplinary actions in accordance with Company regulations.

In addition, the Company emphasizes maintaining high standards of occupational safety, health, and working environment to prevent workplace accidents and occupational illnesses. The performance of human rights management is transparently reported through the Sustainability Report and other Company disclosure channels to enable stakeholders to review and verify such information.

Communication and Disclosure of the Human Rights Policy

The Human Resources Department communicates the Human Rights Policy through internal channels, including the MyHR program and factory notice boards, as illustrated below.





The Company has established a whistleblowing and complaint-handling policy to ensure confidentiality and protect the identity of complainants, enabling stakeholders to access reporting channels such as telephone numbers, email addresses, and mailing addresses of the head office and each factory. The policy is available in Thai, Burmese, and Khmer to ensure maximum accessibility for workers.



ช่องทางการร้องเรียน

มีปัญหาเรื่องร้อน
ไม่ได้รับความเป็นธรรม
พบเห็นการทุจริต หรือ
การกระทำที่ไม่ถูกต้อง

077-355339

hrorls@thaitek.com

เลขที่ 293/2 หมู่ 1 ต.บุษราคัม
อ.เมืองสุราษฎร์ธานี จ.สุราษฎร์ธานี
84100



ฉ้อโกง

ธรรมาภิบาล

ขาดความโปร่งใส
มีผลประโยชน์ทับซ้อน
เบี่ยงเบนข้อมูล บิดเบือนข้อมูล
ฉ้อโกง

077-355339

hrorls@thaitek.com

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84100



บังคับใช้กฎหมาย

ละเมิด

ไม่ปฏิบัติตามกฎหมาย
ละเมิดสิทธิมนุษยชน
ละเมิดสิทธิผู้บริโภค
ละเมิดสิทธิแรงงาน
ละเมิดสิทธิสตรี

077-355339

hrorls@thaitek.com

เลขที่ 293/2 หมู่ 1 ต.บุษราคัม
อ.เมืองสุราษฎร์ธานี จ.สุราษฎร์ธานี
84100

รายงานการประชุมคณะกรรมการตรวจสอบ ครั้งที่ 3/2568
วันพุธที่ 13 สิงหาคม 2568

ประชุม ณ ห้องประชุมชั้น 1 บริษัทไทยรับเบอร์ลาเท็กซ์กรุ๊ป จำกัด (มหาชน) เลขที่ 99/1-3 หมู่ที่ 13 หมู่บ้านกุดมดานคร 21 ถนนบางนา-ตราด กม.7 ตำบลบางแก้ว อำเภอบางพลี จังหวัดสมุทรปราการ 10540 มีกรรมการตรวจสอบเข้าประชุม 3 ท่าน ครบคณะเป็นองค์ประชุม




รายนามกรรมการตรวจสอบที่เข้าประชุม

| | | |
|---------------|-------------|----------------------|
| 1. นายชรรยง | ถาวรโรฤทธิ์ | ประธานกรรมการตรวจสอบ |
| 2. นายสุรพล | ขวัญใจธัญญา | กรรมการตรวจสอบ |
| 3. ศศ.ดร.สมภพ | ระจับทุกซ์ | กรรมการตรวจสอบ |

7.3 รายงานเรื่องการแจ้งเบาะแสหรือรับเรื่องร้องเรียน

บริษัทมีช่องทางในการร้องเรียนและการแจ้งเบาะแสการกระทำที่อาจทำให้เกิดความสงสัยได้ว่าเป็นการกระทำผิดกฎหมายหรือจรรยาบรรณทางธุรกิจรวมถึงพฤติกรรมที่อาจส่งถึงการทุจริตคอร์รัปชันพบว่าไตรมาส 2/2568 ไม่มีการร้องเรียน

■ **มติที่ประชุม คณะกรรมการตรวจสอบรับทราบ**

| แบบฟอร์มบันทึกการเปิดกล่องร้องเรียน | | | | | | | บันทึกจำนวนเรื่องร้องเรียนทั้งหมด | ภาพถ่ายเอกสารหรือ scan เก็บไว้หากเป็นระบบดิจิทัล |
|-------------------------------------|--------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|---|-----------------------------------|--|
| วันที่ | จุดที่ 1 หน้าพนักงานต้อนรับ | จุดที่ 2 ห้องครัวชั้นที่ 1 | จุดที่ 3 ห้องครัวชั้นที่ 2 | จุดที่ 4 ห้องครัวชั้นที่ 3 | จุดที่ 5 ห้องครัวชั้นที่ 4 | วันที่ | | |
| 02/07/2568 | ไม่พบ | ไม่พบ | ไม่พบ | ไม่พบ | ไม่พบ | | |  |
| 06/08/2568 | พบ | พบ | ไม่พบ | ไม่พบ | ไม่พบ | ฉบับที่ 1 : Operator บริการคิเป็นเลิศกับพนักงานที่ปรึกษาฯ | |  |
| 05/09/2568 | ไม่พบ | ไม่พบ | ไม่พบ | ไม่พบ | ไม่พบ | | |  |

Implementation, Monitoring, and Reporting by Directors/Relevant Persons

In 2025, following the monitoring after the dissemination of the policy and the collection of information on human rights issues, there were no reported cases of human rights violations.

Information on compliance with human rights principles and standards

Compliance with human rights principles and standards

Human rights management principles and standards : The UN Guiding Principles on Business and Human Rights, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy, Others : Universal Declaration of Human Rights

Information on Human Rights Due Diligence : HRDD

Human Rights Due Diligence : HRDD

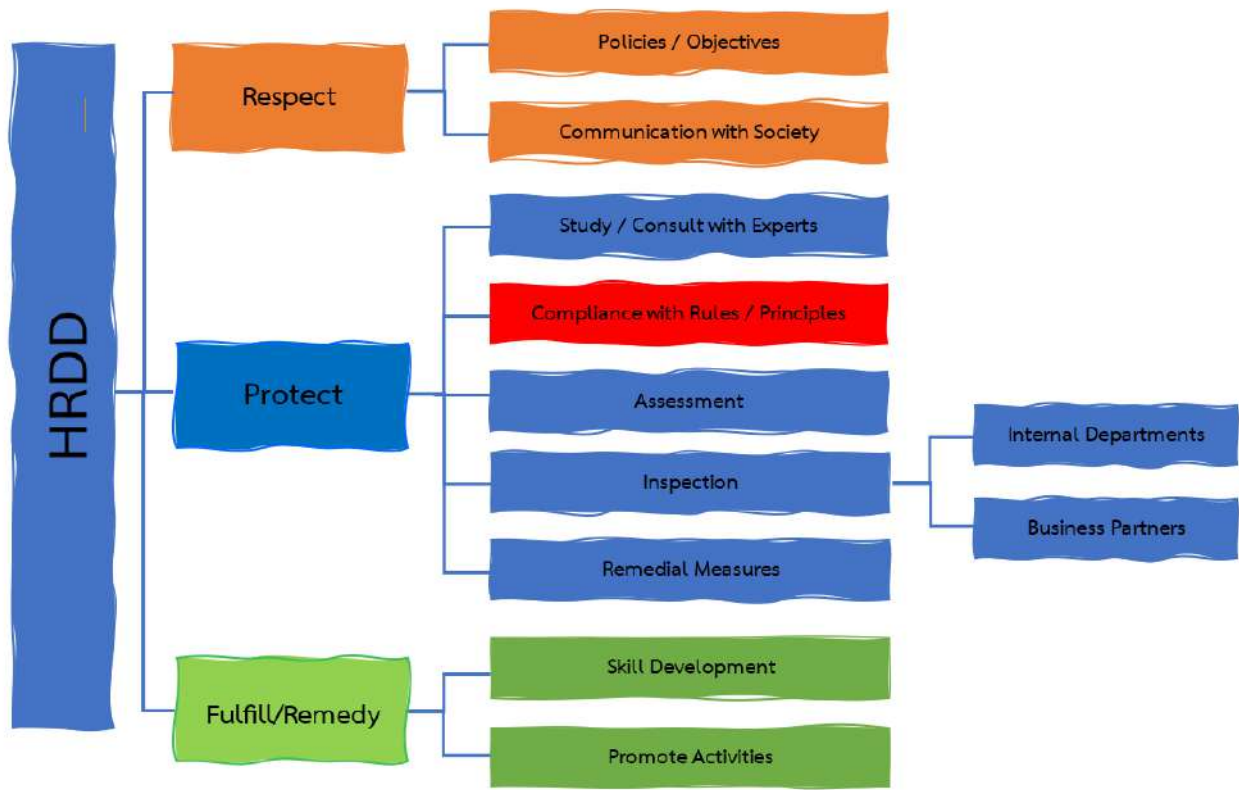
Does the company have an HRDD process : Yes

**Human Rights Due Diligence Report
Human Rights Due Diligence Framework**

Thai Rubber Latex Group Public Company Limited has established a Human Rights Due Diligence process as part of its ongoing enterprise risk management framework. The Company conducts human rights risk assessments to identify preventive and mitigation measures aimed at minimizing potential human rights impacts arising from its business operations throughout the entire value chain.

The Company's Human Rights Due Diligence process is aligned with the principles set out in the United Nations Guiding Principles on Business and Human Rights (UNGPs), which are based on the following three pillars, Protect: The State has the duty to protect against human rights violations by state agencies or third parties, including business enterprises, Respect: Organizations and individuals, particularly business enterprises, have the responsibility to respect

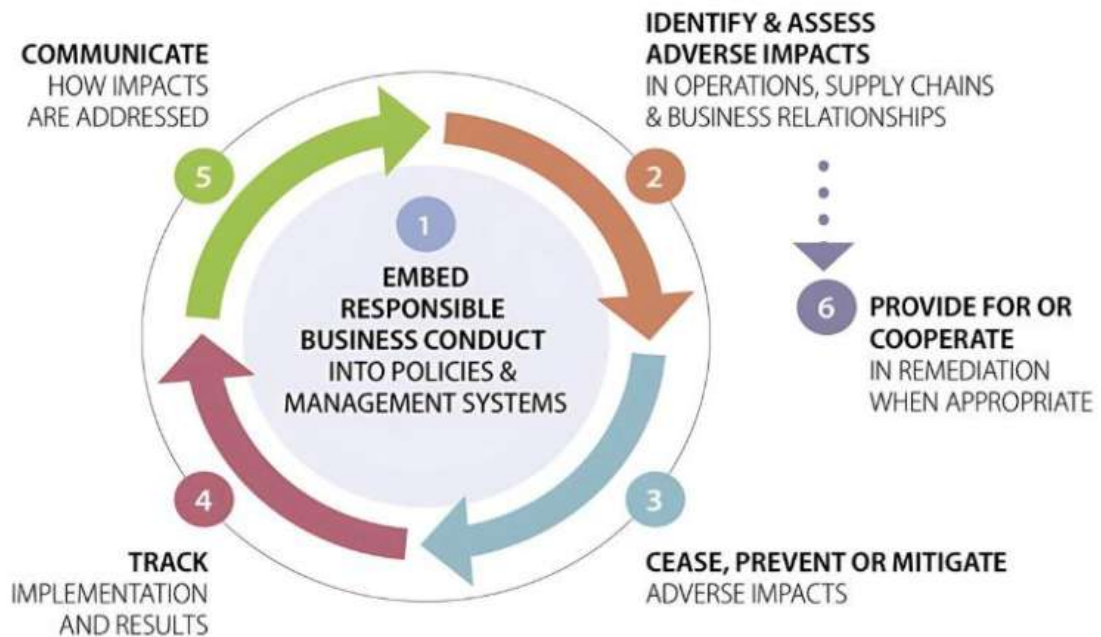
human rights, Remedy: Where human rights violations occur, the State must ensure access to appropriate remedies. Business enterprises are also expected to establish grievance mechanisms and provide or cooperate in remediation processes when violations arise, whether individually or collectively through business associations (Ruggie, 2011).



Human Rights Due Diligence Process

The Company has summarized its Human Rights Due Diligence (HRDD) process, in line with the aforementioned framework, into six key steps for implementation as follows:

FIGURE 1. DUE DILIGENCE PROCESS & SUPPORTING MEASURES



1. Human Rights Policy

Thai Rubber Latex Group Public Company Limited is committed to conducting its business with sustainable growth by upholding social responsibility toward all stakeholder groups in accordance with good corporate governance principles and the Company's Code of Conduct. The Company recognizes the importance of respecting human rights in strict compliance with applicable laws and international standards to prevent any actions that may cause human rights violations or adverse impacts throughout the business value chain.

The Executive Committee has therefore established the Human Rights Policy with the following commitments:

1. Directors, executives, and employees shall respect and comply with applicable laws, regulations, codes of practice, international declarations, treaties, and labor standards relating to the protection of human rights at both national and international levels.
2. The Company adopts and aligns its operations with the principles set forth in the Universal Declaration of Human Rights (UDHR), the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the International Labour Organization Declaration on Fundamental Principles and Rights at Work.
3. All stakeholders throughout the business value chain shall be treated equally and fairly, without discrimination.
4. The Company supports communication and awareness-building on human rights and its Human Rights Policy among stakeholders through the Company's communication channels.
5. A responsible unit is designated to oversee, monitor, and regularly assess human rights risks and impacts, establish appropriate risk management measures, and provide mitigation or remediation processes in cases where violations occur.
6. Employees and stakeholders are encouraged to express opinions, report concerns, or submit complaints regarding potential human rights violations. The Company ensures fairness and protection for whistleblowers.
7. A fact-finding committee shall be appointed to investigate alleged violations. Individuals found to have committed violations, upon thorough investigation, shall be subject to disciplinary action in accordance with Company regulations and, where applicable, legal proceedings.
8. The Company maintains occupational safety, health, and working environment standards to prevent accidents, injuries, and work-related illnesses.
9. The Company reports its human rights performance through the Sustainable Business Development Report, Sustainability Report, and the Company's sustainability website.
10. The Company respects and protects the personal data of stakeholders throughout the business value chain.

2. Identification of Issues and Impact Assessment

2.1 Scope Determination

The Company has defined the scope of its Human Rights Due Diligence (HRDD) to cover all stakeholder groups directly and indirectly involved in its business operations, including vulnerable groups such as children, persons with disabilities, women, minorities, migrant workers, third-party contracted workers, local communities, ethnic groups, the elderly, LGBTQ+ individuals, and pregnant women. The scope encompasses all operational areas under the Company's control as well as activities throughout the supply chain, with the following process steps:

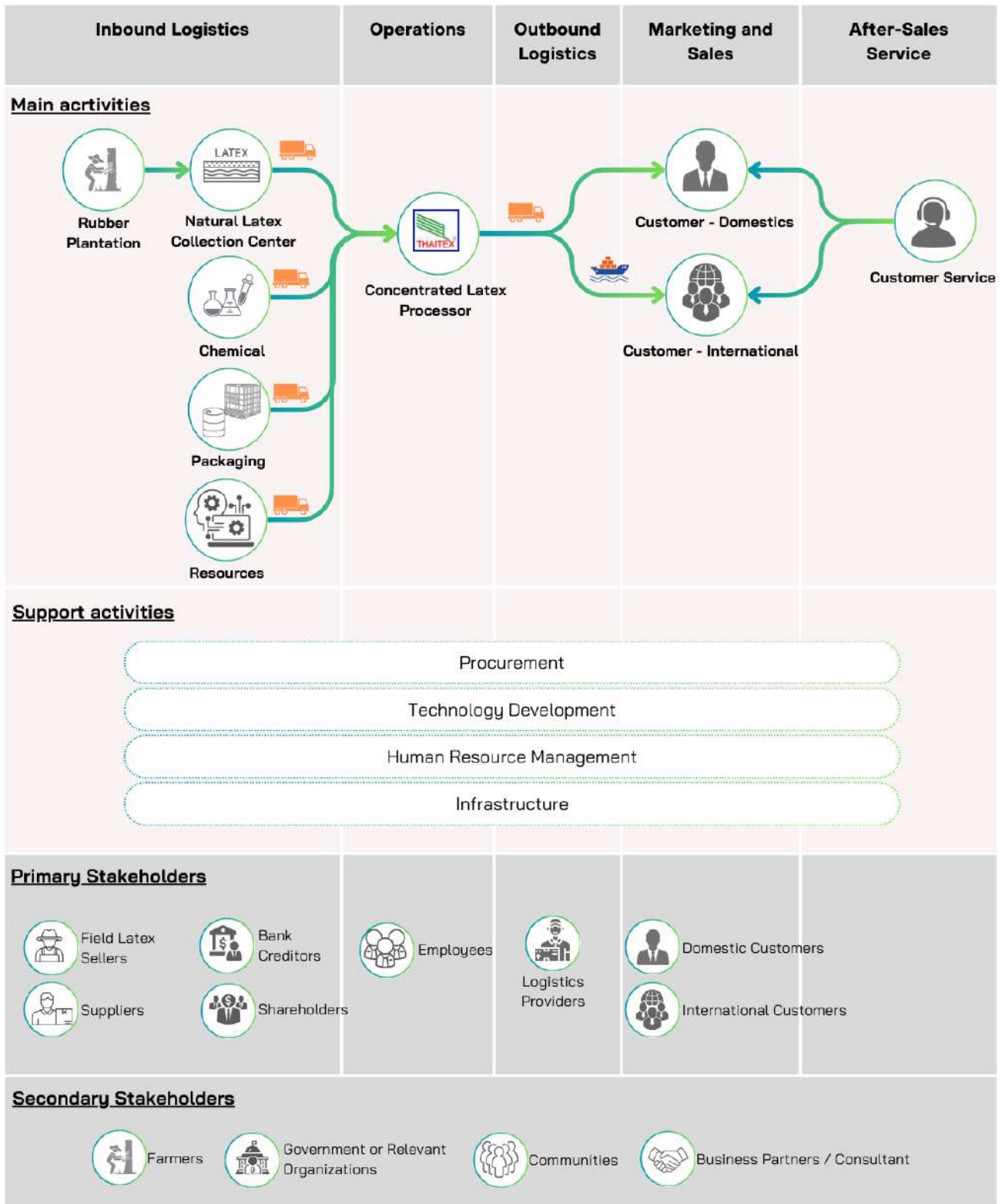
2.1.1 Value Chain Mapping

| Core Activities | | | | |
|------------------|------------|------------------------------|---------------------|---------------------|
| Input Management | Operations | Logistics and Transportation | Marketing and Sales | After-Sales Service |

| | | | | |
|---|--|---|---|--|
| <ul style="list-style-type: none"> - Implement responsible procurement and raw material sourcing practices - Establish sustainable rubber plantation standards - Organic rubber plantations certified by International Federation of Organic Agriculture Movements (IFOAM) - Organic rubber plantations certified by United States Department of Agriculture (USDA) - Sustainable rubber plantation management under Forest Stewardship Council Forest Management (FSC-FM) - Global Organics Standard Latex - Sourcing fresh latex from deforestation-free supply chains | <ul style="list-style-type: none"> - Process raw materials and utilize environmentally friendly packaging - Maintain production quality management in accordance with international standards, including: <ul style="list-style-type: none"> - Forest Stewardship Council - Chain of Custody (FSC-COC) - Global Organics Standard Latex - ISO9001 - ISO14001 - ISO17025 - Implement sustainable environmental management practices - Address climate change and manage greenhouse gas emissions - Manage waste effectively - Manage water resources responsibly - Manage energy consumption efficiently | <ul style="list-style-type: none"> - Manage product delivery in accordance with customer-specified timelines - Optimize transportation route planning for maximum efficiency - Manage environmental and social impacts arising from transportation processes | <ul style="list-style-type: none"> - Establish appropriate and fair pricing strategies - Deliver products that meet established quality standards - Develop distribution channels to effectively reach customers both domestically and internationally | <ul style="list-style-type: none"> - Product warranty and customer satisfaction assurance - Continuous development of strong customer relationships, with dedicated departments and personnel responsible for customer care - Direct channels for customer feedback and product-related suggestions |
| Support activities | | | | |
| Procurement | Technology management | Human resource management | Infrastructure | |

| | | | |
|---|--|--|--|
| <ul style="list-style-type: none"> - Establish fair procurement regulations and procedures - Announce and enforce a Supplier Code of Conduct - Implement sustainable supply chain management by integrating ESG assessment criteria into procurement processes | <ul style="list-style-type: none"> - Implement research and development (R&D) and innovation projects to enhance product value in alignment with the Bio-Circular-Green (BCG) Economy Model - Manage intellectual property rights effectively - Apply Artificial Intelligence (AI) technologies in management and operational processes | <ul style="list-style-type: none"> - Ensure fair labor practices in accordance with human rights principles - Promote employee capability development - Conduct fair recruitment, selection, and compensation management - Safeguard employee well-being, occupational health, and workplace safety - Provide appropriate employee welfare and benefits - Conduct comprehensive Human Rights Due Diligence assessments | <ul style="list-style-type: none"> - The organization has the necessary structure and resources to achieve its goals. |
|---|--|--|--|

2.1.2 Identifying the Value Chain



2.1.3 Value Chain Prioritization

Operations: The processing of fresh latex into standardized concentrated latex (e.g., DRC ≥ 60%) requires strict quality control at every stage, including impurity separation, tank cleanliness, and contamination prevention. This process represents the core of the business and directly affects productivity, product quality, and cost efficiency.

Input Management: The quality of raw latex sourced from rubber plantations significantly determines production costs and final product quality. Supporting smallholder farmers (e.g., through cooperatives) and sourcing latex through transparent procurement channels help reduce supply risks. As the starting point of the value chain, this activity directly impacts farmers and overall value creation.

Human Resource Management: Labor plays a critical role in both production and quality control processes. Employing local workers and providing appropriate welfare benefits help reduce employee turnover, enhance corporate reputation, and promote local community development. This contributes to workforce stability, corporate image, and long-term sustainability.

Procurement: Sourcing raw materials from certified and responsible sources, such as those certified by the Forest Stewardship Council (FSC) or from deforestation-free supply chains, strengthens the Company's ESG positioning and builds customer confidence, particularly in export markets. This directly impacts sustainable sourcing practices and supply chain management.

Technology Management: The adoption of automated machinery (e.g., centrifugal separation systems) and real-time monitoring systems enhances quality control, reduces waste, and improves energy efficiency. This strengthens operational efficiency and competitiveness.

Marketing and Sales: The concentrated latex market is highly competitive and primarily operates under a B2B model. Building long-term relationships with buyers, such as rubber glove manufacturers, and emphasizing sustainability as a value proposition enhance differentiation. This activity directly connects business operations with revenue generation and customer retention.

Logistics and Transportation: Latex is a perishable product requiring strict control of temperature and delivery timelines. Efficient logistics systems help reduce costs and product losses while ensuring effective and timely delivery performance.

After-Sales Service: Although not a primary value driver, responsive handling of product quality concerns and service-related complaints strengthens long-term customer relationships and supports customer retention, thereby generating added value through customer satisfaction.

Infrastructure: Factory systems, backup energy supply, ERP systems, environmental management systems, and internal control mechanisms form the foundation supporting all value chain activities. These elements ensure that operations are carried out efficiently, reliably, and in alignment with sustainability objectives.

| Business Importance | Effect | | |
|---------------------|---------------|---|-----------------------|
| | High | Medium | Low |
| High | ● Operations | ● Production Research Management ● Human resource management | ● Marketing and Sales |
| Medium | ● Procurement | ● Technology management ● Logistics and Transportation | ● After-Sales Service |
| Low | | ● Infrastructure | |

2.1.4 Identifying stakeholder groups

| Stakeholders | Environment | Labor | Other important human rights |
|---|-------------|-------|---|
| Fresh latex seller | / | | Right to fair income; right to equal access to markets; community rights/right to livelihood. |
| Suppliers / transportation providers and others | / | / | Workers rights to safe working conditions; non-discrimination; right to communication and grievance mechanisms; environmental rights and transportation safety. |
| Bank creditor | | | Right to transparent information; risk of indirect human rights impacts through investment. |
| Shareholders/Investors | | | Right to access information; right to transparent returns; and non-involvement in human rights violations by the company. |
| Employee | / | / | Right to safe working conditions; right to fair wages; rights to welfare, health, freedom of association, and privacy. |
| Customer | / | | Right to accurate product information; product safety; consumer rights. |
| Farmer | / | / | Right to fair sale of products; protection from exploitation through contractual systems; access to transparent markets and pricing. |
| Government sector / Other agencies | / | / | Right to participation; right to information; and environmental and labor governance in accordance with the law. |
| Community/Society | / | | Right to a safe environment; access to local resources; transparency in the event of impacts from factory operations. |
| Business partners / consultants | | | Right to equitable agreements; non-discrimination; access to the companys policy information. |

2.2 Identification of Relevant Human Rights Issues

The Company has conducted a review and assessment of potential human rights issues that may arise throughout its value chain, covering both the Companys core business activities and activities carried out by business partners, such as suppliers, contractors, and joint venture partners. The objective is to identify risks that may directly or indirectly result in human rights violations. Relevant departments are assigned to jointly assess such risks and report the findings to the ESG Working Committee or the relevant governance committee in accordance with the established reporting hierarchy.

In addition, the Company applies the Human Rights Due Diligence guidelines for listed companies issued by the Securities and Exchange Commission Thailand (SEC Thailand) as the foundation for developing its Human Rights Impact Assessment (HRIA) checklist. The HRIA is conducted annually to identify material human rights issues through a risk prioritization process, taking into account both the likelihood and severity of impacts, as well as the Companys current mitigation measures. Under this framework, risk levels refer to risks to the Company arising from human rights issues. Human rights risks affecting the Company are categorized into four levels.

| Level | Risk type | Meaning |
|-------|-----------------------|--|
| 4 | Highest level of risk | The risk that the company may become a violator of applicable Thai laws already binding on the company, such as the use of forced labor or emissions exceeding legal limits. |
| 3 | High level of risk | The risk that the companys operations may not align with international standards within the industry in which it operates standards that business partners prioritize without necessarily constituting a violation of Thai law, such as marketing communications containing content inappropriate for children or content that undermines the dignity of certain groups, or failure to respect the rights of minority stakeholders within the value chain. |
| 2 | Medium Level risk | The risk that the company may suffer reputational and image damage as a result of operations that negatively impact human rights within the value chain, leading to reduced acceptance by society or the communities in which the company operates. |
| 1 | Low level of risk | The risk that the company may lose opportunities to build and further enhance its positive corporate image due to failure to take additional actions to create added value and demonstrate its commitment to sustainability. |

In 2025, the Company conducted its Human Rights Impact Assessment (HRIA) in accordance with the SEC Thailand guidelines and identified the following human rights risk issues for prioritization:

2.2.1 Comprehensive Environmental Due Diligence

| Code | Issue | Issues that remain unresolved and lack clear action |
|--------|--------------------------------|--|
| EN 1-1 | Water management | No systemic impact assessment of water usage has been conducted. |
| EN 1-2 | Waste and refuse management | No Zero Waste target has been established for the production process, nor has a comprehensive environmental assessment been carried out. |
| EN 1-3 | Energy Management | There is no clean energy policy or energy reduction initiative in the production process. |
| EN 1-5 | Hazardous Materials Management | There is no emergency response plan or public risk reporting. |
| EN 2-1 | Impact on Biodiversity | There has been no assessment of impacts on plant and animal species. |
| EN 2-2 | Impact from Climate Change | There is no GHG inventory or climate adaptation plan addressing the companys employees, communities, and other stakeholders. |

Remarks: * Significant

2.2.2 Comprehensive labor rights due diligence

| Code | Section | Issues that remain unresolved and lack clear action |
|--------|--|--|
| LA 1-1 | Freedom of Association and Collective Bargaining | There is no labor union or formal collective bargaining mechanism. |
| LA 1-2 | Elimination of Forced Labor | There is no supplier monitoring system regarding forced labor. |
| LA 1-3 | Abolition of Child Labor | There is no surveillance plan in cases involving outsourced/subcontracted labor. |
| LA 1-4 | Elimination of Discrimination | No activities or mechanisms have been identified to monitor workplace discrimination. |
| LA 2-1 | Occupational Health and Safety | There are no accident reduction targets, activities to reduce work-related accidents, or clear KPI tracking. |
| LA 2-2 | Welfare and Social Security | There is a lack of continuous communication activities regarding labor rights. |
| LA 2-3 | Participation and Transparency | There is no disclosure of the level of utilization of the grievance mechanism. |

Remarks: * Significant

2.2.3 Comprehensive Human Rights Due Diligence (Other Aspects)

| Code | Section | Issues that remain unresolved and lack clear action |
|--------|--|---|
| HR 1-1 | Gender Equality | There are no concrete outcome measurements or D&I KPIs in place. |
| HR 1-2 | Health and Safety Rights | No data yet on risk reduction targets from partners or follow-up results. |
| HR 1-3 | Personal Data Protection Rights (PDPA) | There is no clearly designated DPO or internal audit system regarding PDPA. |
| HR 2-1 | Rights of local communities | There is no impact assessment system for new projects on communities. |
| HR 2-2 | Rights of minorities | There is no assessment of the specific needs of vulnerable groups. |
| HR 2-3 | Intellectual property rights | There is no partner audit system or ownership verification for jointly developed innovations. |
| HR 2-4 | Childrens rights (beyond child labor) | There is no collaboration plan with local authorities regarding childrens rights. |
| HR 2-5 | Rights of persons with disabilities | There are no workplace accommodations or mechanisms to receive feedback from persons with disabilities. |

Remarks: * Significant

2.3 Prioritizing risk issues

Based on the Companys assessment of material human rights issues, the Company will use the results in accordance with the guideline manual to prioritize significant human rights risk issues. The prioritization is determined by considering two key factors: (1) the likelihood of occurrence, and (2) the severity of impact in the event that an actual human rights violation occurs. Such risks are classified into five levels: Very Low, Low, Medium, High, and Very High. This prioritization enables the company to appropriately define risk management guidelines and mitigation measures, consistent with the nature and magnitude of the risks, and to continuously monitor and evaluate their effectiveness.

Likelihood refers to the assessment of the frequency or probability that a risk may occur, It is classified into five levels:

| Likelihood Level | Description |
|------------------------------|---|
| Level 5 Very High Likelihood | The incident occurs frequently within the operational area (more than 6 times per year). |
| Level 4 High Likelihood | The incident occurs several times per year within the operational area (46 times per year). |
| Level 3 Moderate Likelihood | The incident occurs occasionally within the operational area (23 times per year). |
| Level 2 Low Likelihood | The incident rarely occurs within the operational area but remains possible (once per year). |
| Level 1 Very Low Likelihood | The incident occurs in the same industry type as the operational area, but it is unlikely to occur within the operational area (once every 23 years). |

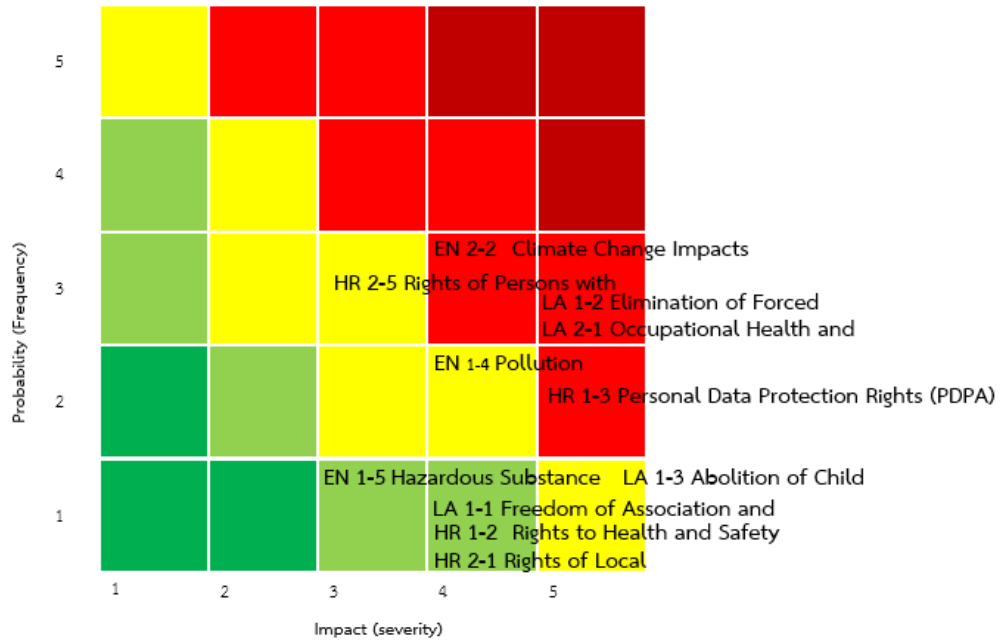
Impact refers to the assessment of the severity of damage that may occur if the risk materializes. It is classified into five levels:

| Impact Level | Description |
|--------------------------|---|
| Level 5 Very High Impact | <ul style="list-style-type: none"> ● Irreparable impact, such as affecting the life or liberty of vulnerable groups. ● The Company has no control over or awareness of the impact. ● Severe impact on reputation, credibility, and business operations. |
| Level 4 High Impact | <ul style="list-style-type: none"> ● Legal risks such as lawsuits or legal proceedings (Legal Complicity). ● The Company is directly or indirectly involved in significant human rights violations. ● Severe impact on corporate reputation or public trust. |
| Level 3 Moderate Impact | <ul style="list-style-type: none"> ● Unintentional human rights violations or indirect/unaware involvement (Non-Legal Complicity). ● Partial impact on vulnerable groups. ● Remediable within the organization or through certain external mechanisms. |
| Level 2 Low Impact | <ul style="list-style-type: none"> ● Case-specific impacts that can be remedied at the company level. ● No lawsuits or legal consequences. ● The Company has preliminary preventive measures, though not yet fully comprehensive. |
| Level 1 Very Low Impact | <ul style="list-style-type: none"> ● Limited individual impact that can be easily resolved. ● The Company has sufficient and effective preventive and remediation measures in place. |

Risk Severity Assessment

The overall severity of each risk factor is determined by combining the likelihood and impact dimensions. The severity score of each risk factor is calculated as the product of the likelihood level and the impact level.

Risk Score = Impact Level × Likelihood Level



Very High (2025 points)

The company must immediately suspend the activity if the risk involves severe human rights violations, while promptly implementing impact mitigation measures and stringent control measures.

High (1020 points)

The company must implement proactive risk control measures and closely monitor impacts to prevent the risk from escalating to a severe level.

Medium (59 points)

The company must establish risk control measures and regularly monitor the situation. The risk may occur but remains at a manageable impact level.

Low (34 points)

The company should implement standard risk control measures and collect data for monitoring and reviewing risk situations.

Very Low (12 points)

The risk is at an acceptable level. The company already has control or preventive measures in place, and there is no tendency for the risk to become more severe.

Human rights issues that have been assessed for importance

| Code | Section | Impact (Severity) | Impact (Severity) | Risk Score |
|--------|--|-------------------|-------------------|------------|
| EN 1-4 | Pollution Management | 4 | 2 | 8 |
| EN 1-5 | Hazardous Substance Management | 3 | 1 | 3 |
| EN 2-2 | Climate Change Impacts | 4 | 3 | 12* |
| LA 1-1 | Freedom of Association and Collective Bargaining | 4 | 1 | 4 |
| LA 1-2 | Elimination of Forced Labor | 5 | 3 | 15* |
| LA 1-3 | Abolition of Child Labor | 5 | 1 | 5 |
| LA 2-1 | Occupational Health and Safety | 5 | 3 | 15* |
| HR 1-2 | Rights to Health and Safety | 4 | 1 | 4 |
| HR 1-3 | Personal Data Protection Rights (PDPA) | 5 | 2 | 10* |
| HR 2-1 | Rights of Local Communities | 4 | 1 | 4 |
| HR 2-5 | Rights of Persons with Disabilities | 3 | 3 | 9 |

3. Mitigation and Preventive Measures

Upon completing the assessment and prioritization of human rights risks, Thai Rubber Latex Group Public Company Limited determines appropriate control, mitigation, and preventive measures to address risks that may arise from its operations or supply chain activities. Particular attention is given to risks categorized as high or very high. In such cases, the Company develops suitable management approaches, including improvements to systems, processes, and operational practices, in order to reduce the likelihood of human rights violations and to minimize potential adverse impacts should they occur.

The company also prioritizes proactive measures to strengthen effective risk management systems and reduce potential economic and social damage to stakeholders.

Mitigation and Preventive Measures for Human Rights Risks

| Risk Issue | Human Rights Prevention and Mitigation Measures |
|---|---|
| EN 1-4 Pollution Management | <ul style="list-style-type: none"> ● Organize regular community engagement forums ● Install air, odor, and water monitoring and control systems ● Disclose environmental impact information through accessible communication channels |
| EN 1-5 Hazardous Substance Management | <ul style="list-style-type: none"> ● Provide training on hazardous substance storage and transportation for employees ● Install warning signs and safety equipment in high-risk areas ● Establish emergency response plans for leakage incidents with notification systems |
| EN 2-2 Climate Change Impacts | <ul style="list-style-type: none"> ● Set GHG reduction targets with clear action plans (e.g., renewable energy, EV systems) ● Assess disaster-related risks affecting communities and develop response plans ● Communicate climate adaptation approaches with surrounding communities |
| LA 1-1 Freedom of Association and Collective Bargaining | <ul style="list-style-type: none"> ● Develop labor rights manuals and organize dialogue platforms with management ● Promote independent grievance mechanisms without discrimination ● Establish clear policies supporting workers right to organize |
| LA 1-2 Elimination of Forced Labor | <ul style="list-style-type: none"> ● Ensure transparent employment contracts and avoid brokers violating labor rights ● Review the retention of personal documents and return them to workers ● Provide multilingual training on workers rights |
| LA 1-3 Abolition of Child Labor | <ul style="list-style-type: none"> ● Verify workers age thoroughly prior to employment ● Implement age screening and maintain records in the HRM system ● Communicate a Zero Tolerance policy on child labor to suppliers |
| LA 2-1 Occupational Health and Safety | <ul style="list-style-type: none"> ● Provide appropriate PPE and enforce mandatory usage ● Conduct annual safety training and emergency drills ● Install warning signs and fire extinguishing equipment in high-risk areas |
| HR 1-2 Health and Safety Rights | <ul style="list-style-type: none"> ● Provide health insurance and fundamental rights to all employees ● Arrange annual health check-ups ● Develop and regularly communicate health and safety manuals |
| HR 1-3 Personal Data Protection Rights (PDPA) | <ul style="list-style-type: none"> ● Appoint a DPO and establish a clear PDPA policy ● Train relevant employees on proper data collection and usage ● Establish complaint mechanisms for data breach incidents |
| HR 2-1 Local Community Rights | <ul style="list-style-type: none"> ● Conduct EIA/ESIA assessments and publicly disclose information ● Organize community consultation forums around operational areas ● Collaborate with local leaders and authorities for sustainable development |
| HR 2-5 Rights of Persons with Disabilities | <ul style="list-style-type: none"> ● Improve workplace accessibility (ramps, restrooms, etc.) ● Support employment of persons with disabilities in compliance with the law and ensure non-discrimination <ul style="list-style-type: none"> ● Promote awareness of DEI (Diversity, Equity, Inclusion) among employees at all levels |

4. Monitoring and Review of Human Rights Performance

The Company recognizes that human rights risks are dynamic and may evolve in response to changes in business context, new activities, technological advancements, or domestic and international regulations. Therefore, the Company has established a systematic and continuous monitoring and review process for human rights performance,

guided by the PDCA (PlanDoCheckAct) framework. This approach ensures that implemented measures remain effective and appropriate in addressing emerging risks and changing circumstances. The monitoring and review process is carried out as follows:

4.1 Internal Monitoring

The Company conducts regular internal audits across all functions related to human rights operations, including raw material sourcing, production, labor management, and product delivery. The process includes:

- Establishing an annual internal audit plan based on risk levels and the effectiveness of implemented measures
- Reviewing compliance with human rights policies and related guidelines across all business processes
- Preparing audit reports and evaluating performance against established requirements

4.2 Stakeholder Engagement

The Company gathers feedback and concerns from both internal and external stakeholders, including employees, farmers, raw material suppliers, customers, and local communities. The process includes:

- Conducting surveys or stakeholder interviews
- Summarizing and analyzing feedback to improve operational processes
- Addressing concerns while respecting the rights of each stakeholder group

4.3 Annual Policy Review

The Human Rights Policy is reviewed annually to ensure alignment with applicable laws, international standards, and industry expectations. The review process includes:

- Updating and improving the Human Rights Policy on an annual basis
- Ensuring the policy adequately addresses risks arising from legal or technological changes
- Considering emerging trends and new factors that may affect human rights practices

4.4 Board Oversight

The Company reports the results of human rights monitoring and review to the Board of Directors at least once a year. This includes:

- Preparing reports on audit findings and human rights performance assessments
- Presenting relevant information to support the Boards strategic direction and decision-making
- Seeking the Boards consideration and approval of improvement plans or necessary strategies related to human rights management

5. Disclosure

The Company places great importance on transparent and verifiable disclosure of its human rights performance to build trust among all stakeholders. Disclosure practices are aligned with the guidelines of the SEC Thailand and the principles of the United Nations Global Compact (UNGC), which emphasize transparency and accountability in human rights. The Company undertakes the following actions:

- Preparing the Sustainability Report and/or the 56-1 One Report, which include information related to human rights performance, such as compliance with laws and international standards, implementation of Human Rights Due Diligence across the value chain, and the Companys efforts to mitigate risks and manage impacts arising from human rights violations
- Disclosing information through appropriate channels, including the Companys website and public communication platforms, to ensure accessibility for all stakeholder groups
- Reporting human rights performance in a transparent and verifiable manner, presenting objective and non-misleading information, particularly regarding impacts arising from value chain operations and the remediation processes provided to affected parties
- Ensuring that disclosure adheres to principles of clarity, completeness, accountability, and transparency, reflecting responsible human rights practices

This disclosure forms part of the Companys Human Rights Due Diligence (HRDD) process, which has been established to assess and manage risks of human rights violations across all business operations.

Through transparent disclosure, the Company is able to monitor compliance with human rights principles,

enhance the effectiveness of its management practices, and ensure alignment with the expectations of all stakeholder groups.

6. Remediation and Remedy

The Company places great importance on protecting the human rights of all stakeholder groups and recognizes its responsibility in the event that human rights violations arise from its operations or from the activities of business partners within the supply chain. The Company has therefore established safe, transparent, impartial, and accessible grievance channels to enable stakeholders to conveniently report incidents or concerns related to human rights violations without fear of retaliation.

This is implemented under the Companys Whistleblowing and Whistleblower Protection System, in accordance with the Companys Code of Conduct. In the event that a complaint is received, the Company will proceed as follows:

6.1 Fair and Prompt Fact-Finding Investigation

The Company conducts transparent and timely investigations while respecting the privacy rights of complainants and all related parties. The process ensures fairness and non-discrimination. This mechanism is intended to prevent human rights violations throughout all stages of concentrated latex production, including safeguarding the rights of farmers supplying fresh latex and factory workers. Investigations are conducted with due consideration of potential risks that may affect the Companys reputation and long-term sustainability.

6.2 Appropriate Remediation for Affected Parties

If a human rights violation is confirmed, the company will immediately provide appropriate and fair remedies to those affected, including suitable compensation such as rights restoration, apologies, or income compensation. Should violations occur against farmers, supply chain participants, or laborers in the concentrated latex production process, this remediation will ensure that affected parties receive justice and appropriate support in the given situation.

6.3 Prevention of Recurrence

The Company undertakes corrective actions to improve policies, processes, or behaviors that may give rise to future human rights violations. Strengthened control measures are implemented to ensure that all processes throughout the value chain including latex procurement from farmers, concentrated latex production in factories, and product delivery to customers comply with established human rights and sustainability standards. Preventive measures include employee training programs and supply chain monitoring to ensure ongoing compliance and continuous improvement.

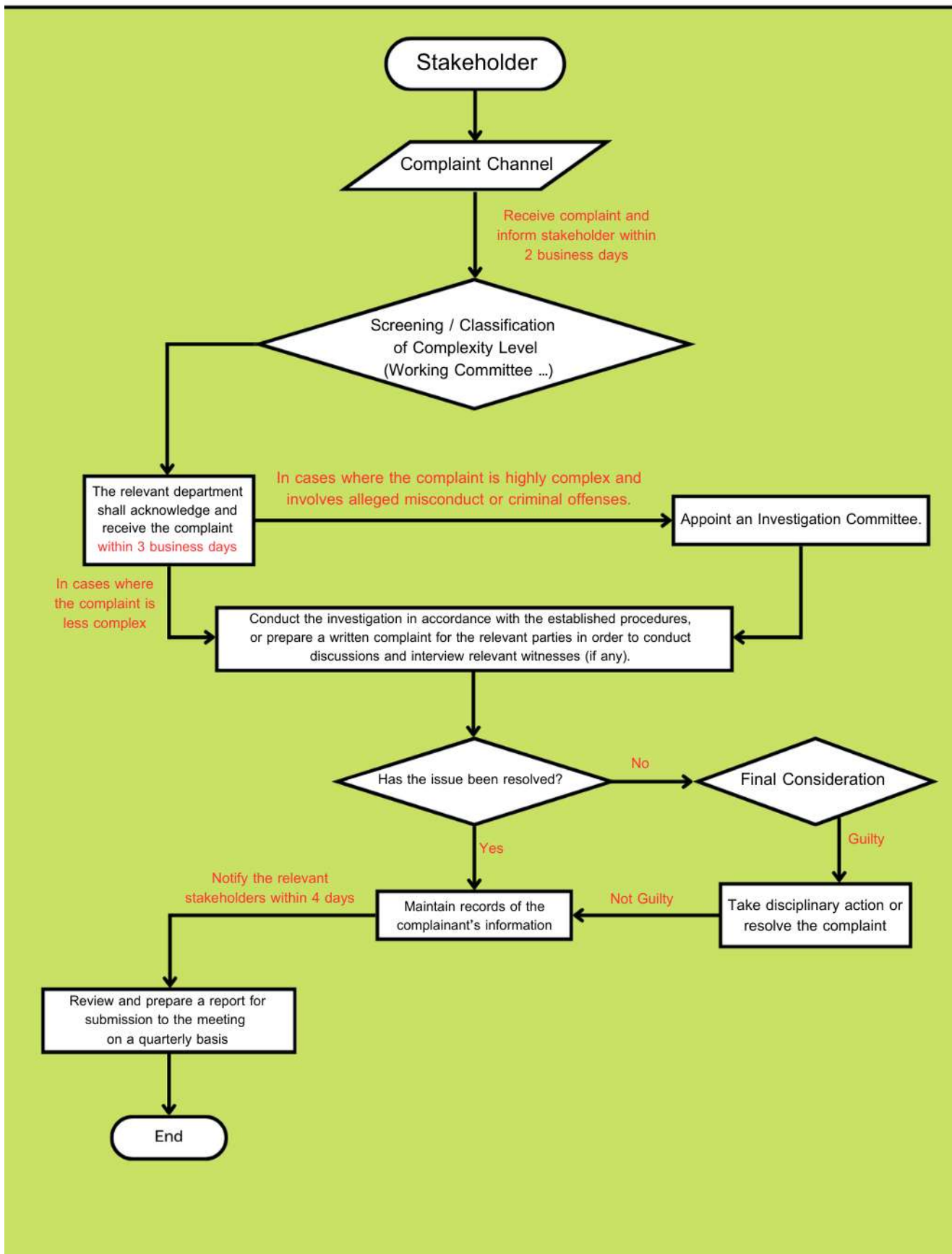
6.4 Reporting Progress to the Complainant

The Company regularly communicates progress updates to complainants regarding actions taken in response to reported human rights concerns. This ensures confidence in a fair and transparent process. Information obtained from investigations and corrective actions is incorporated into the continuous review and improvement of the Companys human rights strategy. This approach ensures that all concentrated latex value chain operations are consistently enhanced in terms of accountability and adherence to human rights principles.

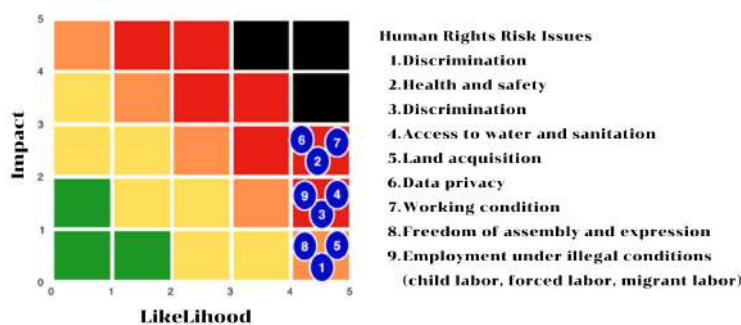
The Companys remediation approach is guided by the principles of being effective, accessible, equitable, and transparent, as outlined in Principle 31 of the United Nations Guiding Principles on Business and Human Rights (UNGPs). This enables stakeholders to utilize the mechanism with confidence and reinforces the Companys commitment to conducting business with genuine respect for human rights.

Complaint handling and redress process

Complaint Handling Process



Results from Human Rights Risk Assessment



Results from Human Rights Risk Assessment

Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of cases or incidents of significant legal or social and human rights violations (cases) | 0 | 0 | 0 |
| Total number of cases or incidents leading to significant labor disputes (cases) | 0 | 0 | 0 |
| Total number of incidents or complaints related to consumer rights violations (cases) | 0 | 0 | 0 |
| Total number of incidents or complaints related to business partners rights violations (cases) | 0 | 0 | 0 |
| Total number of cases or incidents leading to disputes with the community/society (cases) | 0 | 0 | 0 |
| Total number of cases or incidents related to cybersecurity or customer data breaches (cases) | 0 | 0 | 0 |
| Total number of cases or incidents related to workplace safety and occupational health (cases) | 0 | 0 | 0 |

Fair labor practice

Disclosure boundary in fair labor practice in the past years

| | | |
|--|---|---------|
| Boundary type | : | Company |
| Total number of disclosure boundaries | : | 5 |
| Actual number of disclosure boundaries | : | 5 |
| Data disclosure coverage (%) | : | 100.00 |

Information on employees and labor management plan

Employees and labor management plan

| | | |
|--|---|---|
| The company's employee and labor management plan | : | Yes |
| Employee and labor management plan implemented by the Company in the past year | : | Fair employee compensation, Employee training and development, Promoting employee relations and participation, Migrant/foreign labor, Child labor, Safety and occupational health at work |

Employees and Labor

Adhere to human rights principles and comply with labor laws and other labor-related laws, from employment to employee and personnel care, to foster a sense of belonging among all employees and personnel as part of the organizational family. In 2025, the company undertook the following significant employee-related operations:

Quality, Environmental, Occupational Health, and Safety Policy

Thai Rubber Latex Group Public Company Limited (TRUBB) operates a business producing concentrated latex and skim block rubber, focusing on manufacturing products and services that meet customer needs and maximize satisfaction for customers and stakeholders. Simultaneously, the company recognizes the importance of environmental impacts arising from its activities, products, and services, as well as potential hazards that could lead to injury or illness among personnel or stakeholders.

The company is committed to continuously establishing, implementing, maintaining, and improving its Quality, Environmental, Occupational Health, and Safety Management System, based on the following commitments:

1. Committed to complying with relevant laws and obligations
2. Improve production efficiency and product quality to meet standards.
3. Prevent pollution and protect against environmental impacts, including preventing injuries and illnesses that may arise from work activities.
4. Provide support in essential resources to maintain and continuously improve the management system.

Provide training on occupational safety, health, and working environment

The health and safety of employees and workers are among the issues that the company highly prioritizes, as they significantly impact stakeholders, including labor loss, and can affect production volume. Therefore, the company sets strict standards and monitors all operations to ensure occupational health and safety meet international standards. Employee safety, occupational health, and working environment, as follows:

Total working hours of all employees

- Year 2023: 1,524,240 hours
- Year 2024: 1,511,744 hours
- Year 2025: 1,301,528 hours

Number of work-related injuries or accidents resulting in lost time for employees

- Year 2023: 23 times
- Year 2024: 13 times
- Year 2025: 7 times

Total number of employees who sustained work-related injuries resulting in lost time of 1 day or more

- Year 2023: 17 people
- Year 2024: 13 people
- Year 2025: 7 people

Percentage of employees who sustained work-related injuries resulting in lost time of 1 day or more

- Year 2023: 2.50%
- Year 2024: 2.06%
- Year 2025: 1.23%

Number of employees who died from work-related incidents

- Year 2023: 0 people
- Year 2024: 0 people
- Year 2025: 0 people

Percentage of employees who died from work-related incidents

- Year 2023: 0%
- Year 2024: 0%
- Year 2025: 0%

The company has set occupational health and safety development goals related to employees/workers for the year 2025, with the desired outcome of reducing work-related accidents (accidents resulting in more than 3 days of lost time) to zero.

Annual health check-up

To employees to inform them about their health or work-related impacts, and to provide annual accident statistics or health impacts from work across various issues, such as location, nature of occurrence (vehicles, confined spaces, height, chemicals, electricity, odors/vapors, slippery or uneven surfaces, etc.), type of occurrence (personal error/negligence, incomplete area or equipment, failure to wear protective gear), and severity level.

Provision of personal protective equipment

The company continuously develops and improves the efficiency of its safety operations to reduce the risk of illness, injury, or death, and to appropriately care for the quality of life of employees or workers. The number of work-related fatalities was zero in 2025. Additionally, the company procured PPE sets and equipment such as safety glasses, face shields, rubber gloves, and safety shoes for employees to replace damaged equipment and to supplement areas where it was deemed to help prevent accidents.

Employee Engagement

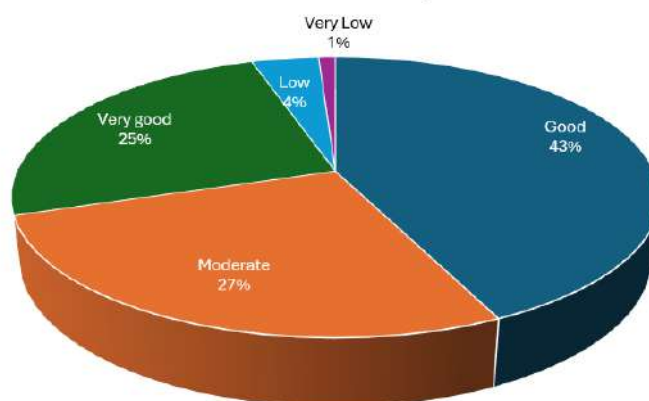
The company conducts an annual employee satisfaction survey to utilize the collected data for developing improvement plans in subsequent years. The survey covers the following aspects of employee satisfaction:

1. Duties performed
2. Work System
3. Morale and encouragement
4. Incentive System
5. Supervisors
6. Subordinates
7. Workplace Environment
8. Information and Communication
9. Sense of pride in the company
10. Internal cooperation and coordination
11. Company Rules and Regulations

12. Overall satisfaction with working for the company

13. Production Management/Product Quality

Overall Summary



Employee Attitude Survey Project in the Concentrated Latex Group

Summary of Overall Satisfaction Level for Year 2025

| Affiliation | Satisfaction Level 2025 (%) | | | | | Average Satisfaction Score |
|------------------------|-----------------------------|--------------|--------------|-------------|-------------|----------------------------|
| | 5 | 4 | 3 | 2 | 1 | |
| HO | 30.45 | 43.99 | 22.77 | 2.32 | 0.47 | 4.02 |
| Factory | 22.33 | 42.15 | 29.68 | 4.57 | 1.27 | 3.80 |
| Overall Summary | 25.08 | 42.77 | 27.34 | 3.81 | 1.00 | 3.87 |

Summary of Overall Satisfaction Level for Year 2024

| Affiliation | Satisfaction Level 2024 (%) | | | | | Average Satisfaction Score |
|------------------------|-----------------------------|--------------|--------------|-------------|-------------|----------------------------|
| | 5 | 4 | 3 | 2 | 1 | |
| HO | 28.83 | 41.34 | 24.71 | 4.49 | 0.63 | 3.93 |
| Factory | 20.46 | 50.46 | 24.03 | 4.09 | 0.96 | 3.85 |
| Overall Summary | 23.25 | 47.43 | 24.26 | 4.22 | 0.85 | 3.88 |

| Indicators | Year 2024 | Year 2025 | Changes |
|----------------------------------|-----------|-----------|-------------------------|
| Overall Average Satisfaction | 3.88 | 3.87 | Slight decrease (-0.01) |
| % Highest Satisfaction Level (5) | 23.25% | 25.08% | Increased (+1.83%) |
| % Low Satisfaction Level (1-2) | 5.07% | 4.81% | Decreased (Improved) |

From the summarized overall satisfaction levels for both years (2024 and 2025), we can compare the satisfaction levels as follows:

Head Office (HO) - Clear improvement in development

- Average: Increased from 3.93 to 4.02
- Proportion: There is a clear shift from groups that previously scored 2-4 to scoring 5 (level 5 increased from 28.83% to 30.45%).
- Summary: Employees in the office showed increased satisfaction across all dimensions.

Factory - There are warning signs to monitor

- Average: Decreased from 3.85 to 3.80
- Volatility:
 - The most satisfied group (level 5) increased (20.46% -> 22.33%).
 - However, the group with low scores (levels 1-2) also increased (5.05% -> 5.84%).
 - Furthermore, the group with level 3 scores (moderate) increased from 24.03% to 29.68%, while level 4 significantly decreased.
- **Summary: Satisfaction in the factory is starting to show "polarization" of opinions, with both a group that is highly satisfied increasing and a group that is becoming dissatisfied also increasing.**

Conclusion and Recommendations

Strengths:

- The organization successfully increased the highest satisfaction level (level 5) overall (from 23.25% to 25.08%), reflecting that certain projects or benefits effectively met the needs of the majority.

Areas for Improvement (Pain Points):

- **Factory Group:** The decreased average score and increased Group 3 scores reflect "hesitation" or uncertainty regarding certain policies. Focus groups should be conducted to determine why the group that previously scored level 4 (good) has now dropped to level 3 (moderate).
- **Score levels 1-2 in the factory:** Although a small percentage, there is an increasing trend (contrary to the Head Office, where it decreased). Attention must be paid to relationships or the working environment at the factory.

Foreign Labor Employment Policy

As Thai Rubber Latex Group Public Company Limited (TRUBB) has established its human rights policy and practices, it has a clear policy not to engage in or support the illegal employment of foreign labor, and to oppose exploitation, abuse of power, or forced labor in any form against the company's employees or workers, including foreign workers.

To ensure that the company's foreign labor management process aligns with and supports the company's human rights and labor policies and practices, as well as complies with international standards, including the Universal Declaration of Human Rights and the UN Guiding Principles on Business and Human Rights. Appropriate management of foreign labor is crucial for conducting business without violating human rights and labor rights within the company's operations.

Objective

The objective of this policy is to ensure that labor recruitment and employment operations maintain professionalism, fairness, and transparency. This policy aims to promote safe migration and reduce the risk of labor exploitation, including the risks of child labor, human trafficking, and to elevate ethical labor recruitment standards. The policy is designed to ensure fairness regarding equitable and appropriate costs between workers and the company throughout the labor recruitment process.

Scope

This policy covers the entire process of recruiting and employing foreign labor for the company, including its subsidiaries. The definition of labor recruitment under this policy is "recruitment and employment when there is a demand for labor."

(1) Engagement of labor recruitment agencies and employment of foreign labor

Foreign workers must be recruited from properly registered and licensed labor recruitment agencies, or be employees who apply directly to Thai Rubber Latex Group Public Company Limited (TRUBB), including its subsidiaries. The company endeavors to recruit labor directly as much as possible without using recruitment agencies. In the event that Thai Rubber Latex Group Public Company Limited (TRUBB), including its subsidiaries, has an agreement regarding the use of labor recruitment agencies, all labor must be recruited only through the company's authorized channels.

The use of labor recruitment agencies must be approved by the country of origin and comply with the contract until renegotiated or terminated.

Thai Rubber Latex Group Public Company Limited (TRUBB) requires its business partners to comply with the company's business ethics and labor practices, in accordance with national legal standards and international standards across 4 areas: 1) Labor Standards, 2) Health and Safety, 3) Environmental Policy, and 4) Business Ethics. This applies to Thai Rubber Latex Group Public Company Limited (TRUBB) and its subsidiaries.

Operational Procedures

- Thai Rubber Latex Group Public Company Limited (TRUBB) or its subsidiaries must inform approved labor recruitment agencies about job descriptions, working conditions, and various compensations, including recruitment expenses to be paid by employees and by TRUBB. The fees paid by TRUBB to the labor recruitment agency must be in accordance with mutually agreed terms.
- Labor recruitment agencies will conduct initial screening interviews for applicants based on the screening criteria of Thai Rubber Latex Group Public Company Limited (TRUBB) or its subsidiaries.
- Applicants who pass the initial interview complete an application form and undergo skill testing.
- Thai Rubber Latex Group Public Company Limited (TRUBB) will conduct the final selection round from applications and a list of candidates who passed the initial interview.
- Labor recruitment agencies must ensure that selected employees are informed of the terms and conditions of employment in their primary language (or another language they understand), and that employees understand and voluntarily accept these terms and conditions from the outset of their application. Selected employees must receive and sign an employment contract.
- Employees must receive a copy of their employment contract in a language they understand.
- Training will be provided for hired employees and will cover employment terms, culture, safety, grievance channels, and labor laws in Thailand. Thai Rubber Latex Group Public Company Limited (TRUBB), including its subsidiaries, will cover all training fees and expenses incurred from the training, excluding travel costs to the training venue.

(2) Labor recruitment service fees

Thai Rubber Latex Group Public Company Limited (TRUBB) adheres to the principle of not collecting labor recruitment service fees from foreign workers. TRUBB and its subsidiaries are responsible for paying labor recruitment fees. The company will terminate services with any labor recruitment agency found to be charging fees or recruitment service fees from employees that violate the law or exceed the scope agreed upon with TRUBB, including its subsidiaries, whether such charges to employees occur directly or indirectly through sub-agents. In such cases, the labor recruitment agency must refund these improper payments to the employees. TRUBB pays the following expenses:

1. All recruitment fees, including
 - Contract fees or signing ceremony expenses incurred
 - Certificates and Approved Documents
2. Pre-departure training fees, including accommodation and meal costs during the training.
3. Food and drinking water during travel from the meeting point to the Thai border and to the factory of Thai Rubber Latex Group Public Company Limited (TRUBB) or its subsidiaries.
4. Travel expenses from the Thai border or pre-departure training location to the factory of Thai Rubber Latex Group Public Company Limited (TRUBB).
5. Uniform and safety equipment costs

Employees pay the following expenses:

1. Legally mandated expenses for foreign nationals, such as health check-up fees, passport fees, work permit fees, 90-day reporting fees to the Immigration Bureau, and visa fees.
2. Expenses incurred in the country of origin

Expenses

Labor recruitment agencies must disclose all costs and other details when doing business with Thai Rubber Latex Group Public Company Limited (TRUBB) and its subsidiaries to ensure transparency regarding expenses related to documentation and recruitment services.

(3) Compensation and Benefits

The company pays compensation and provides various benefits to all foreign workers at the same job level, according to the same criteria, equally and fairly.

(4) Grievance and Remedy

The company will operate to ensure that foreign workers can safely and effectively file grievances or raise concerns related to the foreign labor employment process under this policy and can access appropriate remedies in a timely and transparent manner if there is non-compliance with this policy and guidelines. Effective from August 14, 2025, onwards.

Information on setting employee and labor management goals

Setting employee and labor management goals

Does the company set employee : Yes
and labor management goals?

Details of setting goals for employee and labor management

| Target(s) | Indicator(s) | Base year(s) | Target year(s) |
|-------------------------------------|--|--------------|--|
| • Fair employee compensation | - Compensation structure aligned with the labor market and employee skills - Rate of reduction in compensation-related complaints | 2023: - | 2032: - Compensation structure aligned with the labor market and employee skills, covering 100% of employees at all levels. - The complaint rate regarding compensation payment is 0 cases. |
| • Employee training and development | - Average training hours per employee per year - Number of learning programs offered, such as online training or knowledge-sharing activities | 2023: - | 2032: - Average training hours per employee: 12 hours/year - Number of learning programs provided, such as online training or knowledge-sharing activities, covering 100% of employees at all levels. |

| Target(s) | Indicator(s) | Base year(s) | Target year(s) |
|--|---|--------------|---|
| <ul style="list-style-type: none"> Promoting employee relations and participation | <ul style="list-style-type: none"> Employee satisfaction score regarding engagement. Number of activities promoting internal collaboration. | 2023: - | 2032: - Average overall employee satisfaction is 4.00. <ul style="list-style-type: none"> Number of activities promoting internal collaboration: 3 main activities per year. |
| <ul style="list-style-type: none"> Migrant/foreign labor | <ul style="list-style-type: none"> Number of migrant workers who received training on labor rights and company regulations. Increased awareness of rights among migrant workers. | 2023: - | 2032: - The proportion of migrant workers who received training or information on labor rights and company regulations was 100%. |
| <ul style="list-style-type: none"> Child labor | <ul style="list-style-type: none"> Number of detected child labor cases (must be zero) Rate of inspection and monitoring of child labor rights violations in the value chain. | 2023: - | 2032: - Zero cases of child labor were identified. <ul style="list-style-type: none"> Inspections and monitoring of child labor rights violations in the value chain are conducted with 100% coverage. |
| <ul style="list-style-type: none"> Safety and occupational health at work | <ul style="list-style-type: none"> Workplace accident rate (decreased) Rate of complete use of personal protective equipment (PPE) Number of safety and occupational health training activities provided | 2023: - | 2032: - 100% Personal Protective Equipment (PPE) utilization rate (within operational areas and high-risk activities). <ul style="list-style-type: none"> 100% completion of safety and occupational health training as per legal and regulatory requirements, and organization of 3 activities per year to promote knowledge and awareness of occupational safety. |

Information on performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor : No
management

Information on employment

Employment

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Total Employment (Person) | 689 | 646 | 580 |
| Percentage of employees to total employment (%) | 98.40 | 97.83 | 97.59 |
| Percentage of non-employee workers to total employment (%) | 1.60 | 2.17 | 2.41 |
| Total employees (persons) | 678 | 632 | 566 |
| Male employees (persons) | 383 | 360 | 308 |
| Percentage of male employees (%) | 56.49 | 56.96 | 54.42 |
| Female employees (persons) | 295 | 272 | 258 |
| Percentage of female employees (%) | 43.51 | 43.04 | 45.58 |
| Total of workers who are not employees (Person) | 11 | 14 | 14 |
| Male workers who are not employees (Person) | 4 | 5 | 6 |
| Percentage of male non-employee workers (%) | 36.36 | 35.71 | 42.86 |
| Female workers who are not employees (Person) | 7 | 9 | 8 |
| Percentage of female non-employee workers (%) | 63.64 | 64.29 | 57.14 |

Number of employees categorized by age

| | 2023 | 2024 | 2025 |
|--|------|------|------|
|--|------|------|------|

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Total number of employees under 30 years old (Persons) | 203 | 187 | 142 |
| Percentage of employees under 30 years old (%) | 29.94 | 29.59 | 25.09 |
| Total number of employees 30-50 years old (Persons) | 381 | 358 | 333 |
| Percentage of employees 30-50 years old (%) | 56.19 | 56.65 | 58.83 |
| Total number of employees over 50 years old (Persons) | 94 | 87 | 91 |
| Percentage of employees over 50 years old (%) | 13.86 | 13.77 | 16.08 |

Number of male employees categorized by age

| | 2023 | 2024 | 2025 |
|---|-------|-------|-------|
| Total number of male employees under 30 years old (Persons) | 130 | 119 | 83 |
| Percentage of male employees under 30 years old (%) | 33.94 | 33.06 | 26.95 |
| Total number of male employees 30-50 years old (Persons) | 212 | 207 | 192 |
| Percentage of male employees 30-50 years old (%) | 55.35 | 57.50 | 62.34 |
| Total number of male employees over 50 years old (Persons) | 41 | 34 | 33 |
| Percentage of male employees over 50 years old (%) | 10.70 | 9.44 | 10.71 |

Number of female employees categorized by age

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of female employees under 30 years old (Persons) | 73 | 68 | 59 |

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Percentage of female employees under 30 years old (%) | 24.75 | 25.00 | 22.87 |
| Total number of female employees 30-50 years old (Persons) | 169 | 151 | 141 |
| Percentage of female employees 30-50 years old (%) | 57.29 | 55.51 | 54.65 |
| Total number of female employees over 50 years old (Persons) | 53 | 53 | 58 |
| Percentage of female employees over 50 years old (%) | 17.97 | 19.49 | 22.48 |

Number of employees categorized by position

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Total number of employees in operational level (Persons) | 643 | 601 | 543 |
| Percentage of employees in operational level (%) | 94.84 | 95.09 | 95.94 |
| Total number of employees in management level (Persons) | 28 | 25 | 16 |
| Percentage of employees in management level (%) | 4.13 | 3.96 | 2.83 |
| Total number of employees in executive level (Persons) | 7 | 6 | 7 |
| Percentage of employees in executive level (%) | 1.03 | 0.95 | 1.24 |

Number of male employees categorized by position

| | 2023 | 2024 | 2025 |
|---|-------|-------|-------|
| Total number of male employees in operational level (1) (Persons) | 366 | 346 | 296 |
| Percentage of male employees in operational level (%) | 95.56 | 96.11 | 96.10 |

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of male employees in management level (Persons) ⁽²⁾ | 11 | 9 | 6 |
| Percentage of male employees in management level (%) | 2.87 | 2.50 | 1.95 |
| Total number of male employees in executive level (Persons) ⁽³⁾ | 6 | 5 | 6 |
| Percentage of male employees in executive level (%) | 1.57 | 1.39 | 1.95 |

Remark: ⁽¹⁾ Accounts for 96.10%

⁽²⁾ Accounts for 1.95%

⁽³⁾ Accounts for 1.95%

Number of female employees categorized by position

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Total number of female employees in operational level (Persons) ⁽⁴⁾ | 277 | 255 | 247 |
| Percentage of female employees in operational level (%) | 93.90 | 93.75 | 95.74 |
| Total number of female employees in management level (Persons) ⁽⁵⁾ | 17 | 16 | 10 |
| Percentage of female employees in management level (%) | 5.76 | 5.88 | 3.88 |
| Total number of female employees in executive level (Persons) ⁽⁶⁾ | 1 | 1 | 1 |
| Percentage of female employees in executive level (%) | 0.34 | 0.37 | 0.39 |

Remark: ⁽⁴⁾ Accounts for 95.74%

⁽⁵⁾ Accounts for 3.88%

⁽⁶⁾ Accounts for 0.39%

Significant changes in the number of employees

Significant changes in number of employees over the : No
past 3 Years

Number of male employees working in Thailand

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total male employees working in Thailand (Person) | 383 | 360 | 308 |
| Bangkok Metropolitan (Person) | 36 | 40 | 35 |
| Northern (Person) | 20 | 29 | 17 |
| Central (Person) | 3 | 4 | 3 |
| Northeastern (Person) | 25 | 14 | 10 |
| Southern (Person) | 217 | 189 | 170 |
| Eastern (Person) | 82 | 84 | 73 |

Number of female employees working in Thailand

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total female employees working in Thailand (Person) | 295 | 272 | 258 |
| Bangkok Metropolitan (Person) | 34 | 38 | 34 |
| Northern (Person) | 39 | 36 | 32 |
| Central (Person) | 2 | 2 | 2 |
| Northeastern (Person) | 19 | 23 | 21 |
| Southern (Person) | 125 | 120 | 119 |
| Eastern (Person) | 76 | 53 | 50 |

Number of employees working abroad

| | 2023 | 2024 | 2025 |
|--|------|------|------|
|--|------|------|------|

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Total employees working abroad (Person) | 0 | 0 | 0 |
| Total male employees working abroad (Person) | 0 | 0 | 0 |
| Total female employees working abroad (Person) | 0 | 0 | 0 |

Employment of workers with disabilities

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Total employment of workers with disabilities ((7) persons) | 6 | 6 | 6 |
| Percentage of disabled workers to total employment (%) | 0.87 | 0.93 | 1.03 |
| Total number of employees with disabilities (Persons) | 4 | 4 | 4 |
| Total male employees with disabilities (persons) | 3 | 3 | 3 |
| Total female employees with disabilities (persons) | 1 | 1 | 1 |
| Percentage of disabled employees to total employees (%) | 0.59 | 0.63 | 0.71 |
| Total number of workers who are not employees with disabilities (persons) | 2 | 2 | 2 |
| Percentage of disabled non-employee workers to total non-employee workers (%) | 18.18 | 14.29 | 14.29 |
| Contributions to empowerment for persons with disabilities fund | No | Yes | Yes |

Remark: (7) Data as of October 2025

Information on compensation of employees

Employee remuneration by gender

| | 2023 | 2024 | 2025 |
|---|----------------|----------------|----------------|
| Total employee remuneration (baht) | 233,412,869.00 | 177,052,240.67 | 181,869,874.00 |
| Total male employee remuneration (baht) | 147,501,917.00 | 101,084,225.30 | 102,984,061.00 |
| Percentage of remuneration for male employees (%) | 63.19 | 57.09 | 56.63 |
| Total female employee remuneration (baht) | 85,910,952.00 | 75,968,015.37 | 78,885,813.00 |
| Percentage of remuneration for female employees (%) | 36.81 | 42.91 | 43.37 |
| Average of remuneration of employees (Baht/persons) | 344,266.77 | 280,145.95 | 321,324.87 |
| Average of remuneration for male employees (Baht/persons) | 385,122.50 | 280,789.51 | 334,363.83 |
| Average of remuneration for female employees (Baht/persons) | 291,223.57 | 279,294.17 | 305,758.97 |
| Rate of average of remuneration between female employees and male employees | 0.76 | 0.99 | 0.91 |

Information on provident fund management

Provident fund management policy and guidelines

Provident fund management policy and guidelines : Yes

1. Support the implementation of diverse investment policies to enable members to select plans appropriate for their risk tolerance and age.
2. Encourage fund directors to complete at least one training course annually.

Overview of methods for determining employee and employer contribution Rates

| Year Experience | Employee Contribution | Employer Contribution |
|-------------------|-----------------------|-----------------------|
| Less than 5 years | 3, 5, 10, 15% | 3% |
| 5 years or more | | 3-5% |

Employees are permitted to request a change in their contribution rate (%) once annually (every February) by obtaining the relevant form from the Human Resources Department.

Implementation of Investment Governance Code for : Yes

Institutional Investors ("I Code") by Company's

Participation in provident fund membership

Details of provident fund participation

Number of employees joining in PVD (persons)

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Number of employees eligible to participate in PVD (persons) | 655 | 615 | 560 |
| Number of employees joining in PVD (persons) | 203 | 189 | 187 |
| Number of PVD members / Total employees (%) | 29.94 | 29.91 | 33.04 |
| Number of PVD members / Total eligible employees (%) | 30.99 | 30.73 | 33.39 |

Amount of provident fund

| | 2023 | 2024 | 2025 |
|---|--------------|--------------|--------------|
| Total amount of provident fund contributed by employer (baht) | 3,891,056.00 | 3,770,387.00 | 3,789,852.00 |
| Total amount of provident fund contributed by employee (baht) | 3,891,056.00 | 3,770,387.00 | 4,949,661.00 |

Summary of employee PVD participation over the past year

| Company name | Employees participating in PVD (Yes/No) | Total number of employees (persons) | Number of employees eligible to participate in PVD (persons) | Number of employees joining in PVD (persons) | Number of PVD members / Total employees (%) | Number of PVD members / Total eligible employees (%) |
|--|---|-------------------------------------|--|--|---|--|
| THAI RUBBER LATEX GROUP PUBLIC COMPANY LIMITED | Yes | 566 | 560 | 187 | 33.04 | 33.39 |

Policy and guidelines on promoting savings through the provident fund for non-participating employees

Policy and guidelines on promoting savings through the provident fund for : Providing education or information on selecting appropriate investment policies

non-participating employees (PVD)

Providing education or information on selecting appropriate investment policies

Communicate appropriate investment policies to employees through various channels such as the company's E-mail and Line groups.

Information on employee development

Employee training and development

| | 2023 | 2024 | 2025 |
|--|------------|------------|------------|
| Employee development plans as part of annual performance reviews | No | No | No |
| Average employee training hours (Hours / Person / Year) | 8.95 | 11.92 | 16.78 |
| Total amount spent on employee training and development (Baht) | 195,875.00 | 420,222.50 | 525,419.00 |
| Percentage of training and development expenses to total expenses (%) ^(*) | 0.000028 | 0.000054 | 0.000082 |
| Percentage of training and development expenses to total revenue (%) ^(*) | 0.000029 | 0.000054 | 0.000082 |

Additional explanation : ^(*) Total revenues and expenses from consolidated financial statement

Information on safety, occupational health, and work environment

Number of working hours

| | 2023 | 2024 | 2025 |
|---|--------------|--------------|--------------|
| Total number of hours work (Hours) | 1,524,542.00 | 1,512,182.00 | 1,301,966.00 |
| Total number of hours worked by employees (Hours) | 1,524,240.00 | 1,511,744.00 | 1,301,528.00 |

| | 2023 | 2024 | 2025 |
|--|--------|--------|--------|
| Total number of hours work by non-employee (Hours) | 302.00 | 438.00 | 438.00 |

Statistic of accident and injuries of employees from work

| | 2023 | 2024 | 2025 |
|--|-------|------|------|
| Total number of lost time injury incidents by employees (Cases) | 23 | 13 | 7 |
| Total number of employees that lost time injuries for 1 day or more (Persons) | 17 | 13 | 7 |
| Percentage of employees that lost time injuries for 1 day or more (%) | 2.51 | 2.06 | 1.24 |
| Total number of employees that fatalities as a result of work-related injury (Persons) | 0 | 0 | 0 |
| Percentage of employees that fatalities as a result of work-related injury (%) | 0.00 | 0.00 | 0.00 |
| Lost time injury frequency rate (LTIFR) (Persons / 1 million-manhours) ^(*) | 11.15 | 8.60 | 5.38 |
| Lost time injury frequency rate (LTIFR) (Persons / 200,000 manhours) ^(**) | 2.23 | 1.72 | 1.08 |

Additional explanation : ^(*) The company with the total number of employees over 100 or more

^(**) The company with the total number of employees less than or equal to 100

Information on promoting employee relations and participation

Employee engagement

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of employee turnover leaving the company voluntarily (persons) | 130 | 51 | 75 |

| | 2023 | 2024 | 2025 |
|--|-------|-------|-------|
| Total number of male employee turnover leaving (8) the company voluntarily (persons) | 89 | 33 | 51 |
| Total number of female employee turnover leaving (9) the company voluntarily (persons) | 41 | 18 | 24 |
| Proportion of voluntary resignations (%) | 19.17 | 8.07 | 13.25 |
| Percentage of male employee turnover leaving the Company voluntarily (%) | 68.46 | 64.71 | 68.00 |
| Percentage of female employee turnover leaving the Company voluntarily (%) | 31.54 | 35.29 | 32.00 |

Remark: (8) Accounts for 68%

(9) Accounts for 32%

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| Evaluation result of employee engagement | Yes | Yes | Yes |

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Welfare Committee

Appointment of the Welfare Committee in the Establishment

As Thai Rubber Latex Group Public Company Limited has proceeded to establish The welfare committee in the establishment according to Section 96 of the Labor Protection Act B.E. 2541, on August 29, 2024, was established to replace the previous committee whose term had expired. As a result of the election, 8 candidates were appointed to serve on the committee.

The committee has the following duties:

1. Collaborate with the employer to arrange welfare for employees at least once every 3 months.
2. Provide consultation and recommendations to the employer regarding the provision of welfare for employees.
3. Monitor, control, and oversee the welfare arrangements provided by the employer to employees.
4. Propose opinions and guidelines for providing beneficial welfare for employees to the Labor Welfare Committee.

They shall have rights and duties as welfare committee members in the establishment from September 1, 2024, to August 31, 2026, as announced on September 30, 2024.

Responsibility to customers/ consumers

Information on responsibility to customers/consumers policy

Consumer data privacy and protection policy and guidelines

Consumer data privacy and protection policy and guidelines : Yes

Consumer data privacy and protection guidelines : Collection of personal data, Use or disclosure of data, Rights of data owners, Retention and storage duration of personal data, Company's measures for third parties' use of customer data, Security measures of personal data

Responsible sales and marketing policy and guidelines

Responsible sales and marketing policy and guidelines : No

Reference link for responsible sales and marketing policy and guidelines :

Page number of the reference link :

Policy and guidelines on communicating the impact of products and services to customers / consumers

Policy and guidelines on communicating the impact of products and services to customers / consumers : No

Information on customer management plan

Customer management plan

Company's customer management plan : Yes

Customer management plan implemented by the company in the past year : Development of customer satisfaction and customer relationship

Creating customer satisfaction with products and services is a crucial factor impacting the Company's performance, especially in the current market situation where volatility persists due to an imbalance between market supply and demand, coupled with increasing trade regulations and rising trade competition. This could lead to the Company losing its ability to retain its core customer base. Therefore, the Company focuses on closely building customer satisfaction with products and services, while also developing products and services, as well as various company standards, to meet customer needs and align with circular economy principles, reducing pollution and greenhouse gas emissions throughout the product lifecycle, including trade regulations. This enables the Company to appropriately adjust its sales plans and retain existing customers while expanding its new customer base.

For this reason, the Company conducts annual customer satisfaction surveys to improve operations. These surveys cover three aspects: satisfaction with product quality, company personnel service, product delivery process, and complaint issues, all of which are used for improvement to achieve operational goals.

Objective

To achieve maximum customer satisfaction and build continuous customer relationships.

Methods for Conducting Opinion Surveys to Develop Customer Relationships

1. Plan operations to continuously build customer satisfaction.
2. Conduct annual customer satisfaction surveys.
3. Once customer feedback is received, the Company will use the data to measure and evaluate customer satisfaction to identify strengths and weaknesses in operations.
4. The Company will use these issues to develop and improve operations to achieve the annual targets.

Customer Relationship Development Guidelines

1. Product Quality

- 1.1 The factory produces goods in accordance with company and customer specifications.
- 1.2 Regularly review customer requirements to make necessary adjustments and meet customer needs.
- 1.3 Implement quality control procedures for products in accordance with specifications before every customer delivery.

1.4 Continuously improve and develop new products to meet customer needs, carried out by the Research and Development (R&D) team.

2. Company Personnel Service and Quality

Service is the most crucial factor affecting service quality, as service providers directly interact with service recipients. Therefore, it is important to manage personnel to possess suitable characteristics for service provision, as follows:

- 2.1 Personality: Dress neatly, be polite and courteous, and show respect to customers.
- 2.2 Organize staff training to enhance knowledge of product quality and sales techniques to advance employee skills.
- 2.3 Regularly provide customers with market information, rubber situation, and prices.
- 2.4 Provide initial technical consultation regarding product usage in case customers encounter problems.
- 2.5 Experts are available to provide advice and resolve usage-related issues.

3. Product Delivery Process

- 3.1 Train delivery staff to dress neatly and speak politely to customers.
- 3.2 Confirm the product delivery schedule with the customer before dispatching goods.
- 3.3 Verify products and documents for accuracy before delivery.
- 3.4 Deliver products on time.
- 3.5 Schedule work and prepare transport vehicles.
- 3.6 Prepare sufficient transport vehicles for each delivery round.

4. Complaint Management

- 4.1 Upon receiving a customer complaint, the Marketing and Sales Department reviews the issue.
- 4.2 Process customer complaint forms, specifying various details.
- 4.3 Send customer complaint forms to relevant departments to investigate the cause of the problem, including preventing recurrence, and specify this in the customer complaint form.
- 4.4 Relevant departments return customer complaint forms to the Marketing and Sales Department for completion within 5 working days.
- 4.5 The Marketing and Sales Department immediately informs the customer of the resolution.

Customer Complaints

There were a total of 3 customer complaints in 2025.

| Complaints | Quality Issues | Problem Resolution Process |
|------------|--|--|
| 1 | Mold on SKIM BLOCK rubber. | The problem has been resolved, and preventive measures have been identified. |
| 2 | MST value below customer-specified standard. | The problem has been resolved, and preventive measures have been identified. |
| 3 | DRC value below customer-specified standard. | The problem has been resolved, and preventive measures have been identified. |

The Company has set the following customer relationship/satisfaction development targets for 2026:

- Customer satisfaction survey results for domestic and international customers not less than 80% and 90%, respectively.
- No quality complaints from domestic and international customers.

Information on setting customer management goals

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

| Target(s) | Indicator(s) | Base year(s) | Target year(s) |
|--|--|--------------|---|
| • Development of customer satisfaction and customer relationship | Customer Satisfaction in 2025 - Domestic Customers 80% - International Customers 90% | - | 2025: - Achieve customer satisfaction by 2025 according to the defined indicators, as follows: - Domestic customers: 80% - International customers: 90% |

Information on performance and results of customer management

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Summary of the 2025 Annual Satisfaction Survey

- In 2025, customers cooperated in responding to the survey at a rate of 90.90 percent for domestic customers and 50.00 percent for international customers. These rates are reliable and the data can be used for further operational improvements.

- Domestic customer satisfaction in 2025 was 91 percent, exceeding the target of 80 percent. Customers were satisfied with product quality (Product Quality), sales staff service (Sale Service) regarding the attentiveness, assistance, and problem-solving by sales staff, and delivery processes (Delivery Services).

- International customer satisfaction in 2025 was 90 percent, in line with the target of 90 percent. Customers were satisfied with product quality (Product Quality), sales staff service (Sale Service), and logistics processes (Logistics).

Customer satisfaction

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Evaluation results of customer satisfaction | Yes | Yes | Yes |

Channels for receiving complaints from customers/consumers

Company's channels for receiving complaints from : Yes
customers/consumers

Telephone : 020332333

Fax : 020332391-92

Email : whistleblower@thaitex.com

Company's website : <https://www.thaitex.com/contactus>

Address : 99/1-3 Moo 13 Bangna-Trad Road Km.7, Bang Kaeo Sub-district, Bang Phli district, Samut Prakarn, 10540
10540

Responsibility to community/ society

Information on community development and engagement policies

Community development and engagement policies

Community development and engagement policies : No

Information on community and social management plan

Community and social management plan

Company's community and social management plan : Yes

Community and social management plan implemented by the company over the past year : Employment and professional skill development, Education, Religion and culture, Forests and natural resources, Sports and recreation, Occupational health, safety, health, and quality of life, Disadvantaged and vulnerable groups, Reducing inequality

- Community Survey Project: The Company has planned to conduct community surveys in the field annually, starting from 2023 onwards.
- EUDR Traceability Project: Surveying rubber farmer areas and publicizing the EUDR rubber operational plan to establish agricultural standards and enhance trade, thereby increasing trade opportunities for the community.
- Thai Rubber for Poverty Alleviation, Happy Society, and Bright Environment Project: Focusing on creating sustainable benefits for the community.
- CSR Project: Supporting regular sub-district/district/provincial activities by providing personnel/resources/and equipment for various activities within the communities surrounding the factory annually.

Information on setting of community and social management goals

Setting of community and social management goals

Does the company set community and social management goals : Yes

Details of community and social management goal setting

| Target(s) | Indicators(s) | Base year(s) | Target year(s) |
|-----------|---------------|--------------|----------------|
|-----------|---------------|--------------|----------------|

| Target(s) | Indicators(s) | Base year(s) | Target year(s) |
|---|--|--|---|
| <ul style="list-style-type: none"> • Employment and professional skill development • Education • Religion and culture • Forests and natural resources • Sports and recreation • Occupational health, safety, health, and quality of life • Disadvantaged and vulnerable groups | <ul style="list-style-type: none"> - Level of impact from the company's operations on the community over the past year - Number of complaints from the community | <p>2023: - The community is not affected by the company's operations in terms of both environmental and social aspects.</p> <p>- Fewer than 3 complaints from the community.</p> | <p>2030: - The community is not affected by the company's operations, both environmentally and socially.</p> <p>- There are no complaints from the community.</p> |

Information on outcomes and results of community and social management

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

- Community Survey Project: Operational Results. The survey of impacts, concerns, expectations, and additional suggestions from communities surrounding 5 factories in 2025 revealed that there were no harmful impacts on health.
- EUDR Traceability Project: Operational Results. The company has monitored the accuracy and completeness of deforestation-free data and has engaged with farmer communities to explain the regulations and necessary actions across all sectors, in order to prepare Thai rubber for export to the European Union.
- CSR Project: Operational Results. In the past year 2025, the company carried out CSR activities, providing budget, equipment, and personnel for various festive events at the sub-district/district/provincial levels, totaling 45 projects. These were divided into: Head Office 7 projects, Chiang Rai Factory 2 projects, Rayong Factory 3 projects, Surat Thani Factory 16 projects, and Hat Yai Factory 17 projects. Examples include: collecting essential items and delivering them to foundations for disabled children; the "Love the Earth" mangrove reforestation project for sustainability; the "San Khong Ngam Village Route Vision Adjustment" project, providing financial and equipment/machinery support to the community; the "Together We Help Big Cleaning" project after floods; the flood relief donation project; the "Walk, Run, Cycle for the Mother of the Land Fund, Ban Rai Marathon" project; the groundwater bank activity project; the project to donate 15 sacks of Chang cement for villagers' access roads; the project to support and participate in road accident prevention during the New Year festival 2025; and the workshop project to raise awareness of the traceability process for rubber products throughout the supply chain, ensuring compliance with the European Union Deforestation-Free Regulation (EUDR), among others.

Benefit from implementing social development project

Financial benefits

Does the company measure the financial benefits : No
from social development?

Non-financial benefits

Does the company measure the non-financial : Yes
benefits from social development?

| | 2023 | 2024 | 2025 |
|---|--------|----------|-----------|
| Beneficiaries of the company's community development projects (Persons) | 450.00 | 8,769.00 | 20,115.00 |

Expenses from social and environmental development project ⁽¹⁰⁾

| | 2023 | 2024 | 2025 |
|--|----------|----------|----------|
| Total financial contribution to community/social development projects or activities (Bath) | 0.00 | 0.00 | 0.00 |
| Percentage of financial contribution for community/social development projects or activities to total expense (%) ^(*) | 0.000000 | 0.000000 | 0.000000 |
| Percentage of financial contribution for community/social development projects or activities to total revenue (%) ^(*) | 0.000000 | 0.000000 | 0.000000 |

Additional explanation : ^(*) Total revenues and total expenses from total financial statement

Remark: ⁽¹⁰⁾ The aforementioned expenses have not yet been calculated

Remarks - This document is automatically generated based on information processed as received from the listed company on as is basis. The Stock Exchange of Thailand (SET) does not make any representations regarding accuracy, completeness, appropriateness, recency or reliability of the information contained in this document, nor does it make any guarantee of a result of the use of the information contained in this document. In no event shall SET be responsible for any loss or damage resulting from the use of this document or the information contained herein.

ESG Performance

Company Name : THAI RUBBER LATEX GROUP PUBLIC COMPANY LIMITED Symbol : TRUBB

Market : SET Industry Group : Agro & Food Industry Sector : Agribusiness

Corporate Governance Policy

Information on overview of the policy and guidelines

Corporate governance policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors performs its duties in accordance with the principles of good corporate governance for listed companies under the Corporate Governance Code (CG Code) and promotes and supports the adoption of the CG Code at all levels of the organization. The Board is firmly committed to and confident that good corporate governance, transparency, and effective practices will enhance the Company's performance and serve the best interests of shareholders.

The Board of Directors participates in determining the Company's vision, strategies, and key policies and has established a written corporate governance policy. The Board also monitors the implementation of such strategies, with operational performance being reported at every Board meeting to ensure the achievement of the Company's objectives. In addition, the Company regularly reviews and updates its corporate governance policy to ensure that its practices remain aligned with the Company's goals and evolving circumstances.

The Board of Directors has delegated to the Executive Committee the responsibility to oversee and monitor management to ensure that resources are adequately allocated for business operations and that management is carried out in accordance with the approved plans and objectives. In addition, the Board's subcommittees, namely the Audit Committee, are responsible for overseeing the adequacy of the internal control system, while the Risk Management Committee is responsible for overseeing the Company's risk management and control systems across various operational areas.

Reference link for the full version of corporate governance policy and guidelines : https://www.thaitex.com/corporate_governance

Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of directors : Yes

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies

Nomination of directors

The company's recruitment of directors and independent directors must be individuals with appropriate qualifications and without prohibited characteristics as stipulated in the Public Limited Company Act B.E. 2535 (as amended), the Securities and Exchange Act B.E. 2535 (as amended), or as specified by the Securities and Exchange Commission. The company adheres to the CG Code's principles in determining qualifications that are consistent and appropriate for the Board's structure in various aspects, including skills, knowledge, ability to

perform duties with responsibility, prudence, honesty, and integrity towards the organization, business ethics, and experience in the company's business to protect the best interests of the company. The company has established a Board Skill Matrix to be used as a criterion in considering and determining the qualifications of directors to be recruited, the necessary skills that are still lacking in the organization's management, and to avoid using gender, race, ethnicity, nationality, or origin as limitations. This includes consideration of overall diversity and expertise, with a target of having at least two (2) female directors.

The company has independent directors in number and qualifications as specified by the Capital Market Supervisory Board. These independent directors are independent from management and major shareholders. The company has formally scheduled Board of Directors meetings in advance throughout the year at least once every 3 months, with additional special meetings as needed. The agenda is clearly defined and includes regular agenda items for monitoring operational performance. The company secretary will prepare and send meeting invitations, along with the meeting procedures, agenda, and supporting documents to each director at least 3 days prior to the meeting to allow the Board sufficient time to review the information before attending the meeting. At Board meetings, directors can express their opinions freely. Meeting minutes are recorded in writing, and meeting reports approved by the Board of Directors are kept for review by the Board and relevant individuals. Typically, each meeting lasts approximately 3 hours. In addition, the company has a company secretary and legal counsel to provide advice on relevant laws and regulations, as well as to coordinate the implementation of Board resolutions.

Determination of director remuneration

In accordance with good practice, the Board of Directors has assigned the Remuneration Committee to consider and determine the remuneration, director meeting attendance fees, and director bonuses for the Board of Directors and subcommittees by taking into account the appropriateness of the type of business, the Company's growth rate, as well as the duties and responsibilities of the directors. As it has been screened by the Remuneration Committee, the Board of Directors will propose to the Annual General Meeting of Shareholders for approval of the budget for directors' remuneration and subcommittees.

Independence of the board of directors from the management

The Board of Directors has segregated its responsibilities into subcommittees, consisting of the Audit Committee, Risk Management Committee, Remuneration Committee, and Executive Committee. There is a clear segregation of roles and responsibilities between the Board of Directors and management to promote a system of checks and balances. The Board of Directors is responsible for setting the vision, strategies, and major policies of the company. The Board of Directors assigns the Executive Committee to monitor and ensure that management allocates sufficient resources for business operations and manages the business to achieve the goals set forth in the plans in various areas in accordance with the policies set with honesty, transparency, efficiency, and effectiveness, and reports to the Board of Directors periodically as appropriate. The Board can exercise its discretion fairly and independently from management and other interest groups. Directors may hold directorships in other companies, but such directorships must not hinder the performance of their duties as directors of the company and must be in accordance with the guidelines set by the SEC and the Stock Exchange of Thailand. All directors of the company may hold directorships in other listed companies, but not exceeding 5 companies. For Board meetings, the Company allocates an appropriate amount of time for consideration of each agenda item.

Director development

The Board of Directors has a policy to promote and facilitate the development of directors by encouraging training or participation in seminars in courses that are beneficial to the performance of their duties, in order to provide guidelines for continuous work development, Directors are encouraged to regularly attend training or seminars related to their roles and responsibilities, as well as good corporate governance principles, to enhance their knowledge and effectiveness in overseeing the Company. Examples include training programs offered by the Thai Institute of Directors Association (IOD).

Board performance evaluation

The principles of good corporate governance for listed companies recommend that the Board of Directors and Board committees conduct regular annual self-assessments. These assessments enable the Board to jointly review its performance, improve its duties and responsibilities, and enhance the Company's overall effectiveness and efficiency. The self-assessment practices serve as a guideline for reviewing the Board's performance in accordance with established corporate governance policies, as well as for identifying issues and obstacles encountered during the past year. The evaluation should be conducted as follows:

1. The Board of Directors approves and reviews the self-assessment forms for the Board and subcommittees.
2. The Board and subcommittees conduct both collective and individual self-assessments at least once a year to support continuous improvement in performance.
3. The scoring method is standardized to allow comparison across assessment items and across different years, as follows:

- 0 = Strongly disagree or no action taken on the matter
- 1 = Disagree or minimal action taken
- 2 = Agree or moderate action taken
- 3 = Mostly agree or good level of action taken
- 4 = Strongly agree or excellent action taken

For the Board's self-assessment, both collective and individual assessments are conducted. The collective assessment is divided into two categories: the collective self-assessment of the Board of Directors and the collective self-assessment of subcommittees (Audit Committee / Risk Management Committee / Remuneration Committee).

The assessment results are evaluated as a percentage of the total possible score for each item, based on the following criteria:

- 85% and above = Excellent.
- 75% - 84% = Very Good.
- 65% - 74% = Good.
- 50% - 64% = Fair.
- Below 50% = Needs Improvement.

Corporate governance of subsidiaries and associated companies

The Company has a systematic approach to overseeing the operations of its subsidiaries and associated companies, as follows:

1. The Board of Directors has appointed qualified persons to be directors of the Company, who hold positions as directors of each subsidiary and associated company, to oversee the business operations, which must be reported and discussed with the Company's Board of Directors. For other executive positions, there will be periodic joint meetings to ensure systematic management and supervision, and to protect the best interests of the Company.

2. The Company monitors its operating performance by requiring subsidiaries to submit monthly financial statements, which are consolidated with the parent company's financial statements on a monthly basis. This enables the Company to analyze and monitor the monthly performance of each subsidiary. The Company discloses complete, accurate, and timely information regarding financial position and operating results, and oversees related-party transactions, as well as acquisitions or disposals of assets and other material transactions, in accordance with the Company's established criteria.

3. The company ensures that subsidiaries have appropriate and adequate internal control systems in place. The company also ensures that the internal audit unit reports on the adequacy of the internal control system and compliance with relevant laws and regulations to the Audit Committee for acknowledgement.

Policy and guidelines related to shareholders and stakeholders

Policy and guidelines related to shareholders and stakeholders : Yes

Guidelines and measures related to shareholders and stakeholders : Shareholder, Employee, Customer, Business competitor, Business partner, Creditor, Government agencies, Community and society, Other guidelines regarding shareholders and stakeholders

Shareholder

Shareholders' Rights

1. The company will hold a general meeting of shareholders at least once a year. Such a meeting is referred to as the "Annual General Meeting." The Annual General Meeting shall be held within four months after the end of the company's fiscal year. Other shareholders' meetings are referred to as "Extraordinary General Meetings." Shareholders' meetings may be held through electronic means, and notices of meeting may be sent to shareholders electronically in accordance with the methods and procedures prescribed by law, if the shareholder has expressed their wish or consented to receive notices electronically to the company or the Board of Directors. The company provides opportunities for shareholders to participate in overseeing the business and provide opinions on business operations.

2. The Company will send the notice of the Annual General Meeting of Shareholders in both Thai and English, along with the agenda and the opinion of the Board of Directors, along with supporting documents for the meeting, the annual report, financial statements, a list of documents that attendees must bring for identification, and a proxy form. The meeting documents submitted to shareholders along with the notice of the meeting will contain complete information for shareholders to use in making decisions on various agenda items. The Company has also provided shareholders with the option of having an independent director receive a proxy from shareholders in the event that the shareholder is unable to attend the meeting to the Stock Exchange of Thailand within the time period prescribed by law, sending it to shareholders and the registrar at least seven days prior to the meeting, and ensuring that it is published on the Company's website at least thirty days prior to the shareholder meeting, unless there are justifiable reasons. The Company has assigned Thailand Securities Depository Co., Ltd. (Securities Registrar) to act as the Company's registrar in sending documents, including various information, to the Company's shareholders. The notice calling the shareholders' meeting shall be advertised in a newspaper for 3 consecutive days and at least 3 days before the meeting date, or by electronic means in accordance with the criteria set by the registrar.

3. At the shareholders' meeting, the company defines the rights of shareholders in various matters as follows:

- Every shareholder has the right to attend and vote at every meeting and can attend and vote on every agenda item, except for agenda items in which any shareholder has a conflict of interest and legal requirements prohibit voting on such agenda items.
- The company will ensure that information relevant to the business is adequately disclosed to shareholders for decision-making at each meeting, in accordance with relevant laws and guidelines set by the Stock Exchange of Thailand and the Securities and Exchange Commission.
- The right to appoint and remove directors individually as prescribed by law.
- The right to appoint auditors.
- Shareholders may grant a proxy to another person to represent the shareholder in attending the meeting and voting and execute a proxy form as prescribed by law. The proxy may be executed by electronic means instead, using a method that is secure and reliable that the proxy has been executed by the shareholder in accordance with the criteria set by the registrar.
- Shareholders can check their shareholding information as of the record date at the company or the Thailand Securities Depository Co., Ltd.

4. The company has a policy that all directors are required to attend all shareholders' meetings, except in cases of necessity as appropriate. The company secretary is assigned to ensure that the shareholders' meeting is conducted

in an orderly, transparent, and efficient manner, facilitating shareholders in all meetings, including enabling shareholders to exercise their rights as follows:

-Date, Time, and Place of the Meeting

- For each meeting, the date, time, and place of the meeting will be held at the location of the Company's head office or a nearby province, or at any other place as determined by the Board of Directors.
- In the case where the Board of Directors arranges a shareholders' meeting through electronic means, the location of the company's head office shall be deemed to be the meeting venue.

-Voting

- Notify the voting and vote counting procedures prior to the shareholders' meeting and the use of voting cards, whereby each shareholder has one vote per share.
- The company will arrange for voting on each agenda item separately and on each individual item if there are multiple items within that agenda item. For example, the agenda for the appointment of directors, any voting, or approval of any business at the general meeting must receive an affirmative vote from a majority of the shareholders present and entitled to vote, except in the following cases, which require a vote of not less than 3 out of 4 of the total votes of the shareholders present and entitled to vote:
 - a. The sale or transfer of all or a significant portion of the company's business to another person.
 - b. The acquisition or transfer of the business of other public companies or private companies to become the property of the company.
 - c. Making, amending, or canceling agreements regarding the lease of all or a significant portion of the company's business, assigning another person to manage the company's business, or merging with another person for the purpose of profit and loss sharing.

- The Company requires the use of technology in shareholders' meetings, including shareholder registration, vote counting, and display, to ensure that the meeting proceedings can be conducted quickly, accurately, and precisely.
- The chairman of the meeting or a person assigned by the chairman of the meeting shall report the results of the vote count from the proxies submitted prior to the meeting, together with the votes at the meeting, and inform the meeting.

-Meeting Agenda

- The company requires an explanation and justification for each agenda item or resolution requested as specified in the notice of the Annual General Meeting and/or Extraordinary General Meeting of Shareholders or in the accompanying documents. Refrain from any action that limits the opportunity for shareholders to study the company's information.
- The chairman conducted the meeting in accordance with the agenda specified in the notice of meeting. The Board also provided an opportunity for all attendees to express their opinions and ask questions on each agenda item, as well as provide additional comments and suggestions. Key points were recorded in the minutes of the meeting.
- The company does not add agenda items or change important information without prior notice to shareholders.
- The shareholders' meeting was conducted by treating all shareholders equally, providing equal facilities at the meeting, giving equal opportunities to ask questions to the meeting and express opinions on each agenda item. The chairman gave importance to and answered questions on all issues. The minutes of the meeting were recorded accurately and completely.

-Preparation of the Shareholders' Meeting Report

- The company will prepare minutes of the meeting after the conclusion of each meeting, recording the number of shareholders attending the meeting in person and those who have granted proxies to others to attend the meeting, both in terms of the number of shareholders and the number of shares, as well as the proportion of shares represented at the meeting compared to the total number of shares sold.
- The minutes of the meeting will be completed within 14 days from the date of the shareholders' meeting, with at least the following information: the names of the directors and executives attending the meeting and the

proportion of directors attending and not attending the meeting, the voting and vote counting procedures, the resolutions of the meeting, the voting results (approve/disapprove/abstain/invalid votes/total) for each agenda item, and the issues raised and answers given at the meeting, including the names of the questioners and respondents. Shareholders can read the details of the minutes of the shareholders' meeting and download them from the Company's website.

- The company will disclose to the public the voting results of each agenda item of the Annual General Meeting and/or Extraordinary General Meeting of Shareholders on the following business day in accordance with the regulations.

-Equal Treatment of Shareholders

The company treats each shareholder equally, even though they may hold different numbers of shares and have different voting rights, or may have different genders, ages, races, nationalities, religions, beliefs, or social statuses. All shareholders have equal rights as follows:

1. Disseminate information on the date and time of the company's shareholders' meeting, along with the agenda, the Board of Directors' opinions, supporting documents for the meeting, the annual report, financial statements, a list of documents that attendees must bring for identification, and proxy forms. The supporting documents for the meeting submitted to shareholders along with the notice of meeting will contain complete information, clearly stating whether the matter is proposed for acknowledgement, approval, or consideration, as shareholders use this information to make decisions on voting on various agenda items. The company has provided shareholders with an additional option by allowing independent directors to be appointed as proxies by shareholders in the event that shareholders are unable to attend the meeting. This information is submitted to the Stock Exchange of Thailand within the timeframe stipulated by law, sent to shareholders and the registrar at least seven days prior to the meeting, and disseminated through the company's website at least thirty days prior to the shareholders' meeting, except in cases of necessity as appropriate. In the notice of the shareholders' meeting, the Board of Directors will prepare a notice of meeting stating the place, date, time, agenda, and matters to be proposed to the meeting, along with appropriate details.

2. The Company will ensure that shareholders have equal rights to attend meetings. The Company informs shareholders of the rules and procedures applicable to the meetings, including voting rights according to each class of shares, voting procedures, and the procedures for expressing opinions.

3. At shareholders' meetings, the Company will consider and vote on the agenda as set, without adding or changing the agenda without prior notice to shareholders unless necessary.

4. In the event that a shareholder is unable to attend the meeting in person, they may grant a proxy to another person to attend and vote on their behalf. The proxy must be in writing, signed by the shareholder granting the proxy, and made in accordance with the form prescribed by the Registrar of Public Limited Companies.

5. Every shareholder has one vote per share. In the event that a shareholder has a conflict of interest in any matter, the shareholder may not vote on that matter, except for voting to elect directors.

6. To safeguard and prevent the use of inside information, the Company has established written guidelines and communicates them to employees, executives, and the Board of Directors to adhere to equally.

7. The Company has established a requirement that all directors and executives who are legally obligated to report their securities holdings must submit such reports to the Board of Directors.

8. The company has a policy that all directors are required to attend all shareholders' meetings, except in cases of necessity as appropriate. The company secretary is assigned to ensure that the shareholders' meeting is conducted in an orderly, transparent, and efficient manner, facilitating shareholders in all meetings, including enabling shareholders to exercise their rights.

Employee

The company recognizes that all employees are the most valuable resources of the company and are a factor in the success of achieving the company's goals. The company therefore provides fair care and treatment in terms of opportunities, compensation, career growth, skills development, and participation in organizational development. The company adheres to the following principles:

1. Committed to recruiting qualified personnel based on merit, without discrimination, regardless of origin, race, religion, status, educational institution, or any other status not related to work performance.
2. Determine fair compensation and benefits for employees based on market conditions, business competition, job characteristics, performance results, and the company's capabilities.
3. The appointment, transfer, reward, and punishment of employees shall be made in good faith, appropriate to their knowledge, abilities, responsibilities, and work performance, and avoid any unfair actions that may affect the job security of employees.
4. Develop skills, enhance knowledge, abilities, instill ethics, and raise awareness among employees to perform their duties with honesty, integrity, transparency, fairness, discipline, and adherence to company regulations through various activities such as training, seminars, and participation in various activities.
5. The company aims to be socially responsible, supporting the community, and participating in promoting social and community development.
6. Treat employees with courtesy, respect for personal rights, fundamental rights, and do not disclose or transmit confidential information or personal data to outsiders or unrelated persons, unless written consent is obtained from the employee.
7. Treat employees within the framework of laws and regulations regarding the Company's work.
8. Provide necessary facilities for work performance, including maintaining a safe and healthy work environment for the life, health, and property of employees, in order to promote and enhance the quality of life of employees.
9. Develop an employee handbook to ensure smooth work operations.
10. Encourage employee participation in setting the direction of operations and the development of the company.
11. Provide employees with channels to communicate, suggest, or complain about work. Such suggestions or complaints will be seriously considered by supervisors, management, or assignees to determine solutions for the benefit of all parties and to build good working relationships.
12. Support and cooperate in the company's operations consistently and perform assigned duties to the best of one's ability for the benefit and progress of the company and employees.
13. Comply with laws, policies, work regulations, and relevant announcements.
14. Comply with lawful orders from supervisors.
15. Perform duties with dedication, honesty, integrity, and do not seek undue benefits for oneself or others by taking advantage of one's position in the company.
16. Perform duties with responsibility, caution, and without negligence that may cause damage to the work or property of the company.
17. Maintain trade secrets and do not disclose the company's internal information to outsiders.
18. Adhere to teamwork, mutual assistance, unity, and respect for the benefit of the company and employees.
19. Treat visitors with courtesy, good manners, and excellent service, maintaining the image and reputation of the company.
20. Treat colleagues with kindness and good interpersonal relationships. Do not slander others with falsehoods, and do not claim the work of others as one's own.
21. Act as a good citizen in accordance with the Constitution and relevant laws by exercising civil rights appropriately and avoiding participation in activities that are unlawful or contrary to public peace and good morals.
22. Prohibited from borrowing money from customers, those related to customers, or those who do business with the company, except for borrowing money from banks or financial institutions.

Customer

1. Committed to producing quality products to create satisfaction with products and services, along with timely delivery of products as scheduled.
2. Listen to problems/complaints from customers and take action to resolve them so that customers receive a prompt response. There is also an assessment of customer satisfaction in order to improve/develop products and services to be even better.

3. Strictly comply with the terms and conditions of customers. In the event that any condition cannot be complied with, the customer must be notified immediately in order to jointly consider a solution or remedy.
4. Contact, meet, and coordinate with customers politely.
5. Maintain the confidentiality of customer information and refrain from using customer information for personal gain or for the benefit of other related parties without authorization.

Business competitor

The Company has a policy to support fair competition that treats competitors in accordance with international principles, within the framework of laws on the principles of fair trade practices, and does not violate or infringe upon the trade secrets of competitors by fraudulent means. The guidelines for directors, executives, and employees are as follows:

1. Avoid any action that constitutes a demonstration of trade monopolization or unfair competition, such as price fixing between the company and other operators, agreements to set production volumes, agreements to divide markets geographically, agreements to divide customer groups, or coercion to purchase or pay for services unfairly, etc.
2. Avoid behaviors that demonstrate market dominance or collusion in any form, such as discrimination between businesses and price fixing to eliminate competitors.
3. Avoid collusion between two or more entrepreneurs to create a monopoly, reduce competition, or limit competition in any particular product market, such as price fixing, bid rigging, and market allocation.
4. Avoid unfair trade practices or the use of bargaining power to impose trading conditions that limit the trading opportunities or choices of trading partners.
5. In any acquisition or joint venture, it is necessary to consider that there is no market monopoly or creation of unfair competition.
6. Consult with the company's legal department or relevant parties if there are concerns that any action may violate competition law or antitrust law.

Business partner

1. Refrain from accepting or paying any dishonest benefits in business contacts or negotiations with trading partners. Treat trading partners transparently, fairly, and equally, based on receiving fair returns for both parties.
2. Establish clear and fair procurement and hiring policies in selecting business partners with the potential for sustainable business operations. Strictly adhere to contracts/trade terms agreed upon with business partners. In the event that the conditions cannot be met, the company will promptly notify the business partner to jointly consider solutions using reasonable principles.
3. Provide opportunities for business partners who conduct business legally and do not engage in or support corruption in any form, both directly and indirectly.
4. The company places importance on building good relationships and jointly developing the potential for sustainable supply chain management by communicating effectively with business partners about integrated supply chain management, planning potential development, promoting, supporting, and encouraging business partners to have good joint management. This includes enhancing the capabilities of business partners through social and environmental sustainability assessments to maximize operational efficiency.

Creditor

The company adheres to the practice of disclosing information accurately and clearly to creditors to demonstrate responsibility to the company's stakeholders, as well as fair practices to align with the company's sustainable business operations. The company is committed to maintaining a sustainable relationship with creditors based on mutual trust.

Policy for Creditors

The company is committed to strictly complying with contracts, conditions, agreements, obligations, and liabilities that may arise or have arisen to creditors. The company adheres to conducting business with integrity and fairness to build confidence among creditors by disclosing information transparently to prevent damage to creditors.

Practices

- The company shall comply with the conditions stipulated in the rules and regulations for conducting business together strictly. In the event that the company is unable to comply with the conditions, the company must notify the creditor and consider solutions together using reasonable principles.
- The Company avoids accepting or paying any dishonest benefits in conducting business with creditors, except for benefits under the business agreement of both parties.
- The Company reports its liabilities, financial information, or relevant information that creditors should be aware of accurately, completely, and promptly to creditors upon request.
- The company places importance on capital management, cash flow management, and debt repayment by having a structure suitable for the company's business operations to maintain creditor confidence.
- The company acts fairly and equitably based on receiving fair and equitable returns for both parties.
- The company does not participate in any creditor activities that conflict with the company's interests or are fraudulent, which may cause damage to the company.

Government agencies

Practices and Responsibilities toward Government Authorities

In conducting business with the government sector, actions that may induce the state or state officials to act inappropriately must be avoided. However, getting to know and building good relationships within appropriate limits can be done, such as meeting and talking in various public places, expressing congratulations on special occasions, festivals, or according to traditional practices, etc. The Board of Directors, executives, and employees shall strictly adhere to the following guidelines:

1. Act correctly and honestly when dealing with government officials or agencies.
2. Strictly comply with laws related to business operations.
3. Directors, executives, and employees must cooperate with regulatory agencies and report information regarding violations or non-compliance with laws or regulations to those agencies.
4. The Company encourages directors, executives, and employees to exercise their rights as good citizens under the Constitution and other relevant laws.

Community and society

The Company believes that the business will be able to progress continuously and stably when society is peaceful and the environment is sustainable. The Company therefore recognizes its role as a good member of society and is responsible for the environment through the process of promoting, developing, supporting, and fostering various projects that demonstrate responsibility for sustainable development to the best of the Company's ability.

1. Participate in promoting and preserving good traditions and culture, as well as conducting oneself as a good religious person in regularly supporting religious activities.
2. Cultivate awareness of social responsibility in the use of resources, including raw materials, capital, personnel, and energy, etc., in an intelligent and efficient manner. Promote and campaign for the conservation of natural resources among employees at all levels on an ongoing basis.
3. Encourage the Company to conduct business with consideration for environmental conservation, natural resources, and energy, with regulatory agencies, establishing good management standards, in accordance with the provisions of the law or other regulations related to the Company's operations.
4. Build good relationships between the Company and the community and society on the basis of correctness, transparency, and fairness.

Policies for Facilitating and Promoting Shareholder Participation in Meetings

1. Shareholder Rights

The Board of Directors recognizes and prioritizes the rights of shareholders. The Board is committed to encouraging shareholders to exercise their rights and ensures that no action is taken to violate or infringe upon those rights. This includes fundamental rights such as receiving appropriate, sufficient, and timely information, as well as the right to attend meetings, vote, and express opinions freely. The Board of Directors has established a Good Corporate Governance Policy in accordance with the principles of the Stock Exchange of Thailand, taking into account shareholder

rights beyond those prescribed by law. Further details can be found on the company website: https://www.thaitex.com/corporate_governance

2. Shareholder Meetings

In addition to the fundamental rights provided to shareholders, in 2025, the Company has undertaken various actions to promote the exercise of shareholder rights as follows:

1. Meeting Frequency and Format: The Company shall hold at least one general meeting of shareholders, referred to as the "Annual General Meeting" (AGM). This meeting must be held within four months following the end of the Company's fiscal year. Any other shareholder meetings shall be called "Extraordinary General Meetings" (EGM). Meetings may be conducted via electronic media. Notice of the meeting may be sent to shareholders via electronic means, provided it complies with the procedures and methods prescribed by law, and the shareholder has notified their intent or given consent to the Company or the Board to receive notices electronically. The Company provides opportunities for shareholders to participate in corporate oversight and offer opinions regarding business operations.

2. Date, Time, and Venue: For each meeting, the Company determines a date, time, and venue situated near the Company's head office, adjacent provinces, or any other location as designated by the Board of Directors.

In 2025, the company took steps to promote and facilitate the exercise of rights by all shareholder groups, including institutional investors, at shareholder meetings, and these were held under the resolution of The Board of Directors Meeting No. 1/2025 of Thai Rubber Latex Group Public Company Limited held on February 28, 2025 has resolved to hold the Annual General Meeting of Shareholders 2025 on Thursday, April 24, 2025 between 9:00 a.m. - 12:00 p.m. at the TANA room of Novotel Bangkok-Bangna Hotel, 333 Srinakarin Road, Nongbon, Prayet, Bangkok 10250, Thailand., the company set the record date to determining the shareholders entitled to attend the Annual General Meeting of Shareholders according to the Securities and Exchange Act B.E. 2535 on March 17, 2025 and reported the attendees that Upon the constitution of the quorum, Shareholders attending the meeting in person and shareholders who are the Board of Directors in this meeting, 15 persons, 164,081,081 shares, and 20 proxies, 172,856,627 shares (i.e. the independent directors or any assigned participants to represent the votes made by the relevant shareholders), The total number of shareholders was 35 persons, 336,937,708 shares, which represented shares or 41.2017 percent of total paid-up shares of the Company, There were 11 directors attended the Meeting is equivalent to 100 percent of all directors. In selecting the venue, the Company prioritized both travel convenience and the health and safety of all attendees. Given the ongoing awareness of health safety, the Company provided a meeting room with appropriate capacity to ensure social distancing. All hygiene protocols and preventive measures were strictly implemented to ensure a safe environment for all participants.

Information on business code of conduct

Business code of conduct

Business code of conduct : Yes

Message from the Chief Executive Officer

Thai Rubber Latex Group Public Company Limited is committed to sustainable business growth under good corporate governance, effective risk management, and social and environmental responsibility. This is in line with the principles of corporate governance for listed companies as announced by the Securities and Exchange Commission.

The Company has established this Business Code of Conduct and Best Practices as guidelines for directors, executives, and employees at all levels to perform their duties with honesty, integrity, transparency, and ethical conduct. Additionally, the Company has adopted AI to enhance text composition, improve work efficiency, and strengthen data management, ensuring accuracy, transparency, and the highest standards in its operations.

Business Philosophy

Thai Rubber Latex Group Public Company Limited operates its business under a firm commitment to resource optimization to manufacture products that are environmentally friendly, with quality exceeding internationally recognized standards, including the adoption of new innovations in production to meet consumer needs and align with sustainable global market development.

Vision

To create environmentally friendly products, to provide products of the best quality, and to create sustainability for our shareholders.

Mission

1. Produce environmentally friendly products with quality exceeding international standards to meet the needs and satisfaction of customers.
2. Create quality products that are socially and environmentally responsible.
3. Develop new innovations to create sustainable development value for all stakeholders.
4. Develop personnel to have maximum efficiency and an ESG mindset.

Values

T : Trustworthy

Upholding honesty, keeping promises, delivering quality products on time as agreed.

H : High Quality

Produce products with higher quality than the specified standards to achieve maximum customer satisfaction.

A : Accountability

Employees know their duties, are responsible, work diligently, pay attention to their work, deliver work correctly and on time, and dare to face obstacles to ensure that the work is completed according to the goals.

I : Innovation

Initiate new things, think outside the box, be open to new things, continuously improve and develop, dare to try and make mistakes, be curious, and be creative.

T : Teamwork

Employees cooperate with each other in all departments, willingly help each other in all tasks, work together to solve problems with the same goal, accept the opinions of others, and are ready to make corrections and improvements.

E : ESG (Environmental, Social, and Governance)

Drive operations by taking into account the key sustainability issues of the organization and the impact on relevant stakeholders in the areas of responsibility, in line with international best practices in terms of environmental care, social responsibility, and good corporate governance.

X : Excellence

Focusing on performing duties to excellent standards, being a market leader, developing potential to be prepared in all aspects to create financial and business stability.

Interpretation of Doubts

Supervisors are responsible for advising their subordinates to ensure their understanding and compliance with the established Code of Conduct. In cases not covered by the Code of Conduct, or if there are any doubts or uncertainties regarding actions or decisions, consult with higher-level supervisors accordingly. In the event of a conflict, the decision of the Managing Director, Chief Executive Officer, or the Board of Directors shall be final.

Overseeing Compliance with the Business Code of Conduct

The Company designates it as the duty and responsibility of all directors, executives, and employees to acknowledge, understand, and strictly comply with the policies and practices stipulated in this Code of Conduct, and they cannot claim ignorance of these established guidelines. All levels of management in the Company must be responsible for and consider it important to ensure that all employees under their supervision are aware of, understand, and strictly adhere to this Code of Ethics in order to achieve business goals while upholding business ethics for the benefit of shareholders, stakeholders, the Company, and society.

The Company does not condone any actions that are illegal or contrary to good ethical principles. If any director, executive, or employee violates the stipulated Code of Conduct, they will be subject to disciplinary action as determined by the Company. If the action is deemed to be a violation of laws, regulations, rules, or government regulations, the Company will promptly report the matter to the relevant government authorities without delay.

The Board of Directors and the Audit Committee require an annual review of the Code of Business Conduct. Issues arising from whistleblowing, complaints, or risk assessments are used as topics for review to prevent recurrence or potential problems in the future.

Penalties

Individuals who engage in fraud and corruption will be subject to disciplinary action in accordance with the Company's regulations. If such acts are illegal, they will also be prosecuted under the law. The Company has established the following penalties for those who violate the Code of Business Conduct:

1. Verbal warning and recording.
2. Written warning.
3. Suspension without pay for a period not exceeding 30 days, along with a written warning.
4. Termination without severance pay.

The Company will consider penalties based on the severity of the offense committed, taking into account the history, conduct, and intent of the offender. The Company may impose penalties under one or more of the following clauses at the same time without having to follow the order mentioned:

Dissemination of the Code of Business Conduct Dissemination

1. The Company communicates and disseminates the Code of Business Ethics to all employees in the organization. Employees are required to acknowledge receipt of the Code in writing. The Company also provides training on the Code of Business Ethics.

2. Post the Business Code of Conduct on notice boards in prominent locations where it is accessible to all personnel.

3. The Code of Business Ethics is disseminated through various communication channels of the Company, such as circulars, bulletin board postings, intranet, company website, and annual disclosure reports.

4. The Company will regularly review and update its Business Code of Conduct to ensure that its guidelines are up-to-date, ethical, and meet recognized standards.

Epilogue

This Code of Business Conduct of Thai Rubber Latex Group Public Company Limited serves as a disciplinary guideline that directors, executives, and employees must understand, adhere to, and not violate. If there is any ambiguity or any other issue arises beyond what is stipulated in practice, directors, executives, and employees should consult with their supervisors accordingly to jointly find solutions or discuss appropriate practices.

Reference link for the full version of business code of conduct : https://www.thaitex.com/business_ethics

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of Conflicts of Interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Prevention of Misuse of Inside Information, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management,

Prevention of Conflicts of Interest

The Company considers it a crucial policy that directors, executives, and employees do not exploit their positions for personal gain or engage in businesses that compete or are related to the Company. Therefore, the following guidelines are established for directors, executives, and employees of the Company:

Practices

The Company requires that directors, directors on subcommittees, executives, and employees must not seek personal gain that conflicts with the interests of the Company. Business operations must be for the purpose of maximizing the benefit of the Company. If any conflict arises, those involved or interested in the transaction under consideration must notify the Company of their relationship or interest in such transaction and must not participate in the consideration, including not having the authority to approve such transaction. In this regard, actions that may give rise to a conflict of interest shall include the following:

1. Competition with the Company

Directors, directors of subcommittees, executives, and employees shall not engage in, conduct, or invest in any activities that compete or may compete with the business of the Company and its subsidiaries, whether for personal gain or for the benefit of others, which may be detrimental to the Company, either directly or indirectly. They shall not become partners, shareholders with decision-making power, or executives in businesses that compete or are similar to the Company or its subsidiaries, unless it can be demonstrated that there are mechanisms to ensure that such actions will not adversely affect the Company and that measures are in place to serve the best interests of the Company and its shareholders as a whole.

2. Seeking personal gain from the Company.

Directors, members of subcommittees, executives, and all employees should disclose any business or activities conducted personally, with family members, relatives, or dependents that may create a conflict of interest with the Company or its subsidiaries. They should also prepare an annual disclosure of their interests, both direct and indirect, or any significant changes to previously disclosed information. Examples include:

- Jointly invest or have interests with vendors that do business with the Company or subsidiaries.
- Holding any position or acting as a consultant to vendors that do business with the Company, its customers, or subsidiaries.
- Engaging in the trading of products or services with the Company or its subsidiaries, either directly or through intermediaries, and the review and revision of relevant policies.

3. Holding shares or being a director in other businesses.

In the event that directors, directors on subcommittees, executives, or employees hold shares, partnerships, or a significant number of shares, or serve as directors or advisors in other companies, such positions must not lead them to act or refrain from acting in a manner that conflicts with their duties or affects their performance in the Company. If directors, directors on subcommittees, executives, or employees acquired such shares or held directorships in those companies before becoming directors, directors on subcommittees, executives, or employees of the Company, or before the Company engaged in such businesses, or acquired them through inheritance, they must report such holdings to the Company immediately or as soon as possible (as the case may be). In the case of directors, directors on subcommittees, or executives of the Company, they must report to the Company Secretary, who will then report to the Board of Directors and/or shareholders' meeting (as the case may be). In the case of employees, they must report to their direct supervisors.

Directors, executives, and employees who have a conflict of interest in any agenda item must abstain from voting or not attend the meeting during the consideration of the matter in which they have a conflict of interest.

4. Entering into and Monitoring Transactions with Potential Conflicts of Interest

The Board of Directors must establish measures to monitor transactions that may involve conflicts of interest. The Board must carefully and independently consider the appropriateness of such transactions within the framework of good corporate governance, prioritizing the best interests of the Company as if dealing with external parties. In cases where directors, directors on subcommittees, executives, or employees need to engage in or are involved in transactions where they have a conflict of interest, they must recuse themselves from the consideration of such transactions.

Directors, directors on subcommittees, executives, and employees should avoid transactions that may be considered connected transactions under the regulations of the Capital Market Supervisory Board, the Securities and Exchange Commission, or the Stock Exchange of Thailand ("connected transactions"), which may result in conflicts of interest with the Company.

In conducting transactions by directors, directors on subcommittees, executives, and employees, or connected persons as defined by the notifications of the Capital Market Supervisory Board, regulations, announcements, orders, or requirements of the SEC Office or the Stock Exchange of Thailand, which fall under the category of connected transactions, directors, directors on subcommittees, executives, and employees must conduct themselves in accordance with the principles, procedures, and regulations regarding the disclosure of connected transactions, the acquisition or disposal of assets of the Company and its subsidiaries, the guidelines stipulated in the Connected Transaction Policy and/or other policies and procedures of the Company, as well as strictly adhere to the accounting standards prescribed by the Federation of Accounting Professions.

In the event that the connected transactions do not comply with the general commercial terms as approved by the Board of Directors, or the nature and size of the transactions are not within the scope of their consideration, the Audit Committee shall consider and provide their opinion before submitting it for approval from the Board of Directors or shareholders, as the case may be, in accordance with the guidelines specified in the Connected Transaction Policy and/or other regulations of the Company.

The Company will disclose transactions involving conflicts of interest and related party transactions in the notes to the financial statements audited by the Company's certified auditors, the annual report, and the Annual Information Form (Form 56-1 One Report) annually.

Anti-corruption

The Company places importance on conducting business with integrity by adhering to the principles of good corporate governance with honesty, transparency, accountability, responsibility, and caution towards stakeholders, society, and the environment under good corporate governance and the Company's Code of Business Conduct. The Company has established an "Anti-Fraud and Anti-Corruption Policy" to serve as a clear guideline for conducting business and developing a sustainable organization. The Company has good practices in accordance with the established policies and requires directors, executives, employees, contractors, and any other person acting for the benefit of the Company to comply with them.

Definitions

Corruption means bribery in any form by offering, promising to give, giving, pledging to give, demanding, or accepting (in the form of money/assets) or any other benefit to government officials, government agencies, private agencies, business partners, customers, and all stakeholders, whether directly or indirectly, in order for such persons to act or refrain from performing their duties in order to obtain or maintain business or recommend business to the company in particular, or to obtain or maintain any other benefit that is inappropriate for the business, except in cases where it is permitted by law, regulations, announcements, rules, local customs, or business practices.

Responsibilities

1. The Board of Directors has the duty and responsibility to establish policies, oversee, and support the anti-fraud and corruption system to be effective, appropriate, and up-to-date. This includes having a process for receiving complaints, whistleblowing, and fact-checking, prioritizing anti-fraud and corruption efforts, and promoting it as an organizational culture.

2. The Audit Committee has the duty and responsibility to review the financial reporting and accounting system, internal control system, and risk management system, as well as to receive whistleblowing reports, investigate the facts, and submit them to the Board of Directors. The Audit Committee also provides advice and monitors compliance with the Anti-Corruption Policy.

3. The Risk Management Committee has the duty and responsibility to oversee, provide recommendations, and support the assessment of risks related to fraud and corruption, as well as to review and monitor related measures appropriately.

4. The Chief Executive Officer and management have the duty and responsibility to establish a system and support the anti-fraud and anti-corruption policy, as well as communicate and create understanding among executives and employees, and promote the implementation of the policy throughout the organization. They are also responsible for ensuring that the system is reviewed to be current and consistent with business operations to ensure that anti-fraud and anti-corruption efforts are carried out effectively.

5. The Internal Audit Department has the duty and responsibility to assess and evaluate risks, provide recommendations on risk mitigation measures and safeguards to the Audit Committee, and be responsible for inspecting and reviewing compliance with policies, procedures, authorities, regulations, and laws to ensure that appropriate control systems are in place.

Practices

1. The Company's directors, executives, and employees must comply with the Anti-Fraud and Corruption Policy and Code of Conduct and must not engage in any act of fraud or corruption, directly or indirectly.

2. Employees and executives of the Company must not ignore or disregard any acts of corruption related to the Company. They must report such acts to their supervisors or responsible individuals and cooperate in the fact-finding process. If there are any doubts or questions, consult with supervisors or designated individuals responsible for monitoring compliance with the Company's Code of Conduct through the designated channels.

3. The Company establishes channels for reporting corruption. It will ensure fairness and protection for employees who refuse to participate in or report corruption related to the Company, using the whistleblower protection measures outlined in the Company's Complaint and Suggestion Policy.

4. The Company must create and maintain a corporate culture that upholds the belief that corruption is unacceptable in both government and private sector transactions.

5. The Company has a risk management committee to assess corruption risks, an internal audit department, and appropriate and effective internal audit processes and internal control systems, including financial processes, accounting, record keeping, and others.

6. The Company regularly reviews its policies, practices, and operations to ensure they are consistent with laws, regulations, or rules relevant to conducting business, including anti-fraud and anti-corruption.

7. Those who commit fraud and corruption are in violation of the Company's Code of Conduct and will be subject to disciplinary action in accordance with the Company's regulations and legal penalties if the act is illegal.

8. The Company places importance on disseminating and promoting knowledge and understanding of anti-corruption to other persons who have to perform duties related to the Company and the Company's stakeholders in order to create good awareness.

Implementation Requirements

1. The Anti-Corruption Policy shall cover the human resource management process from recruitment or selection, promotion, training, employee performance evaluation, and compensation. It shall require supervisors at all levels to communicate and ensure understanding with employees.

2. Any action taken under the Anti-Corruption Policy shall be in accordance with the practices set forth in the Code of Business Ethics, including the Company's relevant regulations and operating manuals, as well as the practices that the Company may establish in the future.

3. For clarity in addressing risks related to fraud and corruption, directors, executives, and employees of the Company at all levels must perform their duties with caution. The following are the guidelines:

3.1 Acceptance or giving of gifts, assets, entertainment, services, expenses, or other benefits, including donations and use of support funds must be conducted transparently and in accordance with the Company's guidelines, relevant laws, and regulations. It must be ensured that such actions are not used for bribery or lead to conflicts of interest

3.2 The giving or receiving of charitable donations or support funds must be transparent and in accordance with the law. It must be ensured that such donations or funds are not used as a pretext for bribery.

3.3 The Company has no policy concerning facilitation payments to government officials to expedite processes.

3.4 The Company maintains political neutrality by refraining from any actions that demonstrate favoritism or support, including the provision of money, assets, benefits, or facilities to political parties, politicians, or politically affiliated individuals. The Company is an organization committed to political neutrality, upholding the law, and the democratic system of government. Furthermore, the Company has no policy of providing political contributions to any political party, either directly or indirectly.

3.5 The Company has established a policy governing the employment of public sector employees to serve as directors, executives, employees, or permanent staff of the Company. Such employment must undergo a formal selection process, approval procedures, remuneration determination, and control mechanisms to ensure that the employment of public sector employees is not used as consideration for obtaining any improper benefits that may favor the Company or compromise the impartiality of duty performance, which could give rise to risks of corruption.

3.5.1 There must be a process for verifying the background of individuals whom the Company will recruit to serve as directors, advisors, executives, or employees of the Company to check for potential conflicts of interest before appointment.

3.5.2 The selection, approval of employment, and determination of remuneration for the hiring of government officials for positions at the department manager level and below must be considered for necessity by the President before hiring such government officials.

3.5.3 The selection, approval of employment, and determination of remuneration for the hiring of government officials for positions at the director and manager level and above must be carefully considered by the Nomination and Remuneration Committee and submitted to the Executive Committee for approval.

Disseminate the Anti-Corruption Policy

Anti-fraud and corruption efforts are an integral part of our business operations and are the responsibility of the Board of Directors, executives, employees at all levels, and related parties to comply with this Anti-Fraud and Corruption Policy. The Company provides training, consultation, and understanding to directors, executives, personnel within the organization, and related parties regarding anti-fraud and corruption to ensure that personnel and related parties comply with this Anti-Fraud and Corruption Policy. The Company will take the following actions:

1. Communicate and disseminate the Anti-Corruption Policy to personnel through various channels, such as new employee orientation, training or seminars, publicity within the workplace and through electronic systems, and communicate the Anti-Corruption Policy to everyone in the company.

2. Disseminate the Anti-Fraud and Corruption Policy through the Company's communication channels, including the Annual Information Form/Annual Report, the Company's website, and email.

Whistle Blowing Center

The Company encourages employees and relevant stakeholders to report any actions that may be suspected of fraud or corruption directly to the Chairman of the Audit Committee for further review. Reports or complaints can be submitted through the following channels:

1. Chairman of the Audit Committee

E-mail: whistleblower@thaitex.com

2. Reports may also be submitted by post or delivered to the Chairman of the Audit Committee

Mailing Address: Thai Rubber Latex Group Public Company Limited 99/1-3, Moo 13, Bang Na-Trad Road, Km. 7, Bang Kaeo Sub-district, Bang Phli District, Samut Prakan 10540, Thailand

In cases where the whistleblower wishes to file a complaint against the Board of Directors, the report must be submitted directly to the Chairman of the Audit Committee. Individuals may report information or lodge complaints related to fraud or corruption, and all information, complaints, and supporting documents will be kept strictly confidential.

Non-compliance with the Anti-Corruption Policy

If directors, executives, and employees fail to comply with the Company's Anti-Fraud and Corruption Policy, they will be subject to disciplinary action in accordance with the Company's regulations. If the act of fraud and corruption is illegal, the offender may be subject to legal penalties

Review, Monitoring, and Improvement

The Company requires that its Anti-Corruption Policy and other related policies be reviewed, monitored, and updated every two years. In the event of any material changes, the policies may be revised and improved immediately.

Whistleblowing and Protection of Whistleblowers

Thai Rubber Latex Group Public Company Limited is committed to conducting business with transparency, accountability, and in accordance with the principles of good corporate governance, business ethics, and relevant laws. We prioritize stakeholders, both internal and external to the organization, who play a vital role in our business operations, such as customers, suppliers, local communities, and those affected by our operations. The Company has therefore established a Whistleblower Policy to provide a mechanism for stakeholders to report complaints related to fraud, legal violations, or inappropriate conduct. This policy aims to facilitate and build confidence among stakeholders while preventing potential damage to the organization.

Definitions

The Company has a comprehensive system in place, from receiving complaints and conducting fact-finding to concluding the investigation, along with measures to protect complainants and related individuals. This ensures that whistleblowing can be done safely and without pressure or retaliation. Therefore, the following definitions have been established for clarity in the process:

1. "Misconduct" means any act or omission of any person of the Company which is a violation of the law, rules and ethics, including the Company's regulations and rules.
2. "Complaint Reviewer" refers to the Audit Committee or any person or unit assigned by the Audit Committee to investigate complaints received. The Complaint Reviewer is responsible for gathering information, analyzing facts, and conducting investigations in accordance with laws, regulations, rules, and the Company's Code of Conduct.
3. "Company Personnel" refers to directors, executives, and employees of the Company.
4. "Subsidiary" refers to a subsidiary as defined in the consolidated financial statements of Thai Rubber Latex Group Public Company Limited.
5. "Complainant" means any person of the Company, including stakeholders, who have filed a complaint or reported any misconduct that occurs within the Company (Whistleblower).

1. Matters for which whistleblowing or complaints are received

1.1 Witnessing fraudulent acts related to the organization, directly or indirectly, such as witnessing bribery or acceptance of bribes by government or private sector agencies or officials.

1.2 Witnessing actions that violate the Company's regulations or procedures or affect the Company's internal control system, leading to suspicion that it may be a channel for fraud and corruption.

1.3 Witnessing actions that cause damage or harm to the Company's reputation.

1.4 Witnessing illegal or unethical acts, violations of the Company's Code of Business Conduct, as well as other matters such as human rights violations, discrimination, sexual harassment, grievances, or impacts arising from the Company's operations that affect all stakeholders, including vulnerable groups such as children, people with disabilities, women, indigenous peoples, local communities, LGBTQ+, the elderly, and pregnant women.

1.5 Except in the case of complaints that the Board of Directors, the Audit Committee, or the Chief Executive Officer has resolved, decided, or issued a final ruling on, including matters that are being litigated in court or for which the court has issued a final judgment.

Personnel, relevant officials, or external parties who witness or become aware of any information, including those affected by the Company's business operations or by the performance of duties of directors, executives, and employees of the Company that violate or fail to comply with the law or good corporate governance principles, the Code of Business Conduct, policies, and various regulations of the Company, including actions that may indicate fraud.

Complaints must be made in polite language. The complainant may choose to remain anonymous. However, if the complainant chooses to remain anonymous, the complaint should include sufficient factual details or evidence to indicate wrongdoing and corruption to enable further investigation. However, disclosing the complainant's identity will enhance the credibility of the complaint and facilitate communication and the provision of additional information useful for fact-checking. It will also enable the Company to inform the complainant of the outcome of the investigation. The Company will keep the complainant's information confidential. The complaint should contain at least the following details:

(1) Name, address, telephone number, and email address of the complainant for the purpose of notifying the outcome, or the complainant may choose to remain anonymous.

(2) Name and Surname of the accused.

(3) Date of complaint

(4) Date, month, year, and location where the complainant witnessed the misconduct or incident.

(5) Facts or circumstances of the accused that the complainant wishes to report.

(6) Supporting documents for the complaint (if any)

2. Complaint and Whistleblowing Process

Upon witnessing an incident that violates or fails to comply with the law, corporate governance principles, business ethics, policies, or regulations of the Company, including actions that may indicate fraud by directors, executives, and employees of the Company, the complainant may report the matter through the channels for complaints and whistleblowing. In the case of employees, if such an incident is witnessed, they should first inquire or consult with their supervisor. If they are unsure or uncomfortable doing so, they should report the matter through the channels for complaints and whistleblowing. In the case of employees, if such an incident is witnessed, they should first inquire or consult with their supervisor. If they are unsure or uncomfortable doing so, they should report the matter through the channels for complaints and whistleblowing. The guidelines are as follows:

2.1 If the complaint involves an act that violates or fails to comply with the policies and procedures for personnel, including acts that violate human rights, it shall be submitted to the Human Resources and Head Office Administration Manager.

2.2 If the complaint involves an act that violates or fails to comply with the law, policies, corporate governance principles, the Company's Code of Business Conduct, and regulations, it shall be submitted to the Company Secretary.

2.3 If the complaint is an act that may indicate fraud, which means any act to seek an unlawful benefit for oneself or others, such as embezzlement, corruption, deception, etc., it shall be submitted to the Audit Committee.

Upon receiving a whistleblowing or complaint, there will be a process for collecting and considering such complaints by the Internal Audit Director to screen the complaint topics for the person responsible for conducting the investigation. The responsible person will register the complaint, specifying the name of the complainant, date, type of complaint, and relevant information, and set a date to inform the complainant of the progress.

3. Whistleblowing Channels

The Company assigns the Audit Committee to consider and receive whistleblowing reports, complaints regarding actions that may raise suspicions of illegal activities, violations of the Code of Business Conduct, or behaviors that may indicate fraud and corruption. The following channels have been established for reporting:

3.1 Notify via email at : Chairman of the Audit Committee

E-Mail: whistleblower@thaitex.com

3.2 Notify by mail, addressed to or submitted directly to : Chairman of the Audit Committee,

Address : Thai Rubber Latex Group Public Company Limited 99/1-3 Moo 13, Bang Na-Trad Road, Km.

7, Bang Kaeo Sub-district, Bangphli District, Samut Prakan 10540, Thailand

3.3 Whistleblower channel on the website of Thai Rubber Latex Group Public Company Limited.

Link: [https:// www.thaitex.com/contactus](https://www.thaitex.com/contactus)

3.4 Complaint boxes to receive complaints within the company and factories.

4. Investigation Procedures

4.1 Upon receiving a whistleblowing report, the Complaint Review Committee will screen and investigate the facts.

4.2 During the fact-finding investigation, the complaint investigator will inform the whistleblower or complainant of the progress periodically. The timeframe for the fact-finding investigation until the completion of the consideration is within 30 days, which can be extended for another 30 days.

4.3 If, upon investigation, the available information or evidence provides reasonable grounds to believe that the accused has indeed committed corruption, the Company will inform the accused of the allegations and grant them the right to defend themselves by providing additional information or evidence demonstrating their non-involvement in the alleged corrupt acts.

4.4 If the accused person has actually committed corruption, such corruption is considered a violation of the Company's Anti-Corruption Policy. The accused person must be subject to disciplinary action and legal proceedings in accordance with applicable laws.

5. Reporting False Information

In the event that the reported information is proven to be false due to the intent to distort the truth or defame others, the complainant who reported the information shall be deemed at fault. If the complainant is an employee, disciplinary action and penalties will be considered in accordance with the Company's regulations and/or relevant legal provisions. If the complainant is an external party and the Company suffers damages, legal action against the complainant may be considered.

6. Disclosure and Reporting

The Company has disclosed channels for whistleblowing or complaints through the Company's website, annual report, and annual information form to enable all stakeholders to contact/complain about any wrongdoing.

Notification of the outcome and reporting of the complaint summary: The complaint investigator will notify the complainant of the outcome, and the Internal Audit Director will report the complaint to the Audit Committee on a quarterly basis.

7. Measures to Protect Complainants and Whistleblowers

Complainants, whistleblowers, or those who cooperate in verifying information will receive the following protection:

7.1 Whistleblowers, informants, or those cooperating in the investigation are not required to disclose their identities if they believe that doing so may jeopardize their safety or have any adverse effects on themselves or their close associates.

7.2 Any information that could identify the complainant, whistleblower, or individual cooperating in the investigation will be kept confidential. The Company will exercise caution as necessary for the purpose of fact-finding, taking into account the safety and impact on the complainant, whistleblower, cooperating individual, and related parties.

7.3 Complainants, whistleblowers, and those who cooperate in verifying information or providing information in good faith will not be subject to disciplinary action and will be protected from actions that cause them to be affected or unsafe, such as intimidation, harassment, detention, work interference, or acts of unfair treatment.

7.4 In the event that the complainant, informant, or person cooperating in the information verification believes that they have been threatened, intimidated, harassed, interfered with their work, or subjected to bullying or

unfair treatment, they shall report to the Chairman of the Audit Committee, their immediate supervisor, or the Human Resources Manager immediately. The complainant, informant, or person cooperating in the information verification may request that the Company provide any appropriate additional protection measures.

8. Preventive Measures to Avoid Recurrence

Upon completion of the fact-finding investigation, the Company shall conduct a root cause analysis of the incident and establish preventive measures to avoid recurrence. Such measures may include improving work procedures, enhancing internal control levels, and communicating relevant information to the responsible departments. The Internal Audit Department shall monitor the corrective and preventive actions and report the monitoring results to the Audit Committee at least once a year.

9. Disclosure and Retention of Personal Data

The handling of complaints and whistleblowing reports shall comply with the Personal Data Protection Act B.E. 2562 (2019) (PDPA). Appropriate security measures shall be implemented in accordance with the Notification of the Personal Data Protection Committee on Security Measures for Data Controllers B.E. 2565 (2022). Personal data must not be used for personal benefit.

10. Review, Monitoring, and Improvement

The Company requires that whistleblowing and complaint-handling policies and procedures, as well as other related policies, be reviewed, monitored, and improved every two years, or updated immediately if there are material changes.

Prevention of Misuse of Inside Information

Directors, executives, and employees shall not seek benefits for themselves or others by using the Company's inside information, such as plans, operating results, resolutions, business projections, results from experiments and research, price quotations, etc. They must also strictly comply with the Company's policies and procedures regarding the use of inside information.

Definition:

"Company" means Thai Rubber Latex Group Public Company Limited and its subsidiaries.

"Directors, Executives, Employees, Personnel" means directors, executives, and personnel as defined in the Company's regulations on the Board of Directors and the Company's regulations on Human Resources Management.

"Inside information" means information that has not been disclosed to the public and is considered important information that may affect the price of the Company's securities, including operating results, earnings forecasts, dividend payments, new securities issuances, borrowings, liabilities, liquidity, the Company's financial position, acquisitions, investments, mergers, material lawsuits, resolutions of the Board of Directors, dividend announcements, capital increases, capital reductions, and significant changes in accounting policies.

"Impact on the price of securities" means an impact that causes the price of securities to increase, decrease, remain stable, or support the price of securities. There are guidelines, procedures, and monitoring for compliance with the policy as follows:

1. The Board of Directors has established a strict policy to prevent insider trading as follows: "Directors, executives, and employees of the Company who have inside information (including related persons such as spouses or cohabitants and minor children) shall not trade in the Company's securities for their own benefit or the benefit of related persons using the Company's information that has not yet been disclosed to the public from one month prior to the public disclosure of financial statements and should wait at least 24 hours after the public disclosure of information before making such transactions. They must also notify the Company at least one day in advance before buying/selling securities through the Company Secretary or the Secretary of the Board of Directors. The Secretary of the Board of Directors will notify the Board of Directors at least one day in advance. Whenever directors, executives, and employees of the Company who have inside information (including related persons such as spouses or cohabitants and

minor children) must buy or sell the Company's securities, they must report the transaction to the Securities and Exchange Commission (within three days) in accordance with Section 59 of the Securities and Exchange Act and other applicable laws and regulations. A copy of such report must also be submitted to the Company Secretary.

2. The Company will educate the Company's directors and executives about their duties to prepare and disclose reports on the holding and changes in the holding of securities of (a) themselves, (b) their spouses or cohabitants, (c) their minor children, and (d) juristic persons in which they, their spouses or cohabitants, and their minor children hold shares totaling more than 30% of the total voting rights of such juristic person and such shareholding is the largest proportion in that juristic person to the Securities and Exchange Commission in accordance with Section 59 of the Securities and Exchange Act and the relevant regulations of the Securities and Exchange Commission. The Company will also provide education on reporting the acquisition or disposal of assets in accordance with Section 246 of the Securities and Exchange Act and the relevant Notifications of the Capital Market Supervisory Board. Directors and executives are required to submit a copy of such reports to the Company Secretary on the same day that the report is submitted to the SEC. The preparation, timeline, and method of submitting reports on the holding and changes in the holding of securities, as well as the acquisition or disposal of securities, must comply with the requirements prescribed in the Securities and Exchange Act and related SEC Notifications. The Company compiles these reports and provides them to the Board of Directors on a quarterly basis.

3. The Company requires directors, executives, and employees of the Company and its affiliates to maintain the confidentiality of the Company's and its affiliates' confidential information and/or inside information, as well as the confidential information of the Company's and its affiliates' business partners that they become aware of in the performance of their duties. They are prohibited from using the confidential information and/or inside information of the Company's affiliates, as well as the confidential information of the Company's and its affiliates' business partners that they become aware of in the performance of their duties, for any benefit, even if the disclosure of such information does not cause damage to the Company, its affiliates, or the Company's business partners.

4. The Company prohibits directors, executives, and employees of the Company and its affiliates from disclosing inside information of the Company and its affiliates. The Company also prohibits such persons from using their positions in the Company and/or its affiliates to take inside information or material information about the Company's operations that they have learned or become aware of during their employment with the Company and/or its subsidiaries, which has not yet been disclosed to the public, for their own benefit or for the benefit of others, either directly or indirectly, whether or not such persons receive any benefit in return.

5. The Company shall establish a disciplinary process for personnel who fail to comply with the Insider Trading Policy. Any person who violates this policy by using inside information for personal gain or for the benefit of others, whether directly or indirectly, and whether or not they receive any benefit, directly or indirectly, shall be subject to disciplinary action in accordance with the Company's regulations or applicable laws. The penalty will be determined based on the intent of the act and the severity of the offense.

6. The Company will monitor compliance with the policy, and the results of such monitoring will be disclosed in the Annual Information Form (Form 56-1 One Report).

Money laundering prevention

The Company adheres to the principles and laws related to the prevention of money laundering. The Company has established practices to prevent its directors, executives, and employees, as well as those of its subsidiaries, from engaging in money laundering or other financial crimes.

Practices

1. Before conducting any transactions with counterparties, it should be ensured that the source of funds is legally obtained.

2. Verify account numbers before making any transfers. Do not transfer funds to unknown accounts or accept transfers with unusual payment patterns.

3. In the event of any unusual transactions, the supervisor must be notified immediately.

Gift giving or receiving, entertainment, or business hospitality

The Company aspires to conduct its business fairly and competitively. However, entertainment, gift-giving, and gift-receiving, in accordance with customary practices, are deemed appropriate to maintain good relationships. The following guidelines are established:

1. Directors, advisors, executives, and employees of the Company are prohibited from soliciting gifts, assets, entertainment, or any benefits from customers, business partners, contractors, suppliers, and those involved in the Company's business that may create an incentive or lead to improper business decisions.

2. Directors, advisors, executives, and employees of the Company are prohibited from offering gifts, assets, entertainment, or any benefits to government officials, customers, business partners, and external parties doing business or dealing with the Company in order to induce improper conduct or to agree to concessions in inappropriate business agreements that may violate relevant laws and customs.

3. Directors, advisors, executives, and employees of the Company are prohibited from accepting gifts, assets, items, souvenirs in the form of cash, checks, bonds, shares, gold, jewelry, real estate, any gratuity, or any benefit personally as an inducement to neglect their duties. Before accepting any souvenir, it should be ensured that it is in compliance with the law, regulations, and the Company's Code of Business Ethics. The value of assets, gifts, or souvenirs given in the course of business should be as specified in the authority manual. Evidence of verifiable expenses should also be provide.

4. Directors, advisors, executives, and employees of the Company are prohibited from giving gifts, assets, items, souvenirs in the form of cash, checks, bonds, shares, gold, jewelry, real estate, any gifts, or any benefits personally to induce decision-making or to cause the recipient to not comply with the same business practices as other trading partners or those with whom the Company does business or related parties with whom they have contacted, except during festivals, in an appropriate value, and not related to business commitments, and given on behalf of the Company openly and not secretly. Giving gifts on occasions or special occasions must not be excessive in value.

5. In the event that agents, counterparties, partners, or any other person wishes to give gifts, souvenirs, or business entertainment on behalf of the Company, approval must be obtained from the Company in advance.

6. If an employee receives a gift on a customary occasion that is of unusually high value from a business associate of the Company, the employee shall report it to their supervisor and deliver such gift to the Human Resources and Administration Department.

7. Refrain from acting as an intermediary in offering money, assets, items, or any other benefits to individuals associated with the business, government agencies, or any organizations in exchange for undue privileges or to induce government officials to neglect their duties or violate established laws, regulations, rules, and legal practices.

8. Giving gifts, assets, items, or spending on business entertainment and other expenses related to compliance with business contracts can be done if done transparently, reasonably, and disclosed. It must not be done with the intention of dominating or rewarding any person in order to gain any advantage and must be in accordance with the authority manual.

9. Sales promotion remuneration must not be a bribe to secure a business agreement and must not be received for the benefit of any individual. It can only be received in cases where it is given and received between companies.

Compliance with laws, regulations, and rules

The Company places great importance on complying with laws, regulations, and rules related to business operations. It also studies, monitors, and understands current and future laws that impact the Company's operations. The Company has established the following guidelines:

1. Executives and employees must perform their duties responsibly, cautiously, honestly, and with integrity by complying with policies, regulations, rules, and relevant laws in conducting the Company's business.

2. The Company will comply with the regulations, announcements, and rules of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC).

3. The Company will comply with the principles of good corporate governance as set forth by the Stock Exchange of Thailand (SET).

4. All executives and employees must strictly comply with the regulations, rules, announcements, and lawful orders issued by their supervisors within the scope of their duties.

Information and assets usage and protection

1. Protection of Company Assets

The Company encourages directors, executives, and employees to use the Company's resources and assets most efficiently to enhance competitiveness and provide good service to customers. The following practices are established:

- The Company's assets and resources must be used economically and for maximum benefit, and not for personal gain or for the benefit of outsiders.
- Must work together to take care of any company assets to prevent deterioration, damage, or loss, or use them for the wrong purposes, seeking unfair benefits, both directly and indirectly.

2. Document Preparation

- All documents must be prepared honestly, carefully, and in accordance with established standards.
- Forgery of company documents, reports, or records is strictly prohibited.
- Ensure that important company documents are kept complete and in accordance with the time periods specified by law or relevant regulations. When the retention period has expired, the relevant employees must ensure that the documents are destroyed appropriately.

Anti-unfair competitiveness

The Fair Competition and Anti-Unfair Competition Policy of Thai Rubber Latex Group Public Company Limited focuses on conducting business with transparency, ethics, and supporting free competition in the natural rubber market. The Company is committed to strictly complying with trade laws and opposing all forms of unfair practices. The main policy is to compete freely, fairly, and not seek an advantage through illegal or unethical means. Guidelines for dealing with competitors have been established as follows:

1. This includes avoiding collusion with competitors that could lead to unfair agreements that restrict market competition. Such actions often harm consumers and the overall economy.
2. Not abusing market power unfairly and improperly to create unfair advantages, such as setting unreasonably high prices or predatory pricing, and obstructing competitors by refusing to trade.
3. Providing accurate and fair information, communicating information without distortion, and not creating misunderstandings with competitors to maintain good relationships and promote fair competition.
4. Respect for intellectual property by protecting intellectual property such as patents, trademarks, copyrights, and trade secrets, which helps build credibility, mitigate legal risks, promote innovation, and support fair competition in the market.
5. Having a system for reporting unfair practices. The Company places importance on communicating this policy to employees and business partners, as well as providing regular training to create understanding and drive fair competition in the rubber industry sustainably.

Information and IT system security

1. Information Security Management

The Company places great importance on safeguarding information security to protect the data of the organization, customers, and business partners from unauthorized access, data leakage, and data breaches. All employees are required to adhere to ethical standards and fair practices to ensure secure and reliable business operations.

2. Use of Computers and Information Technology in the Organization

- Computers and information technology resources are Company property and must be used strictly for work-related purposes; personal use is prohibited.
- Passwords and confidential information must not be disclosed to any individual, including colleagues or supervisors.
- Internal organizational data must not be disclosed or duplicated without proper authorization.
- The installation of unauthorized software or devices without approval from the IT Department is prohibited.

- E-mail and internet systems must not be used for illegal activities or practices inconsistent with business ethics.

3. Information Security Measures

- Comply with ISO/IEC 27001 standards and continuously improve related processes.
- Provide regular employee training on information security.
- Unauthorized use of internal Company data in external AI systems is strictly prohibited.
- Conduct information security assessments and evaluations at least once per year.

4. Cybersecurity Threat Response and Security Incident Management

- Implement Security Awareness Programs, such as phishing drills and deepfake awareness initiatives.
- Maintain cybersecurity threat alerts and monitoring systems, including alerts regarding misuse of AI.
- Test security systems and conduct at least one simulated cyberattack annually.

5. Code of Conduct for Information Security

- Employees must maintain confidentiality and handle information ethically.
- The use of automated tools or AI to extract data without authorization is prohibited.
- Employees must report any behaviors or incidents that may pose risks to information security to the department responsible.

Environmental management

Corporate Social Responsibility and Environmental Guidelines and Practices

1. Conduct business with good governance and transparency, comply with relevant laws, regulations, and international standards, promote ethical business conduct, integrity, and prevent corruption, disclose business information transparently and verifiably, and establish a good corporate governance system to ensure fairness to stakeholders.

2. Environmental care and conservation by utilizing natural resources efficiently, minimizing waste from production processes, reducing greenhouse gas emissions, adopting environmentally friendly technologies, properly managing waste and wastewater in accordance with environmental standards, promoting recycling, and using environmentally friendly raw materials.

3. Social and community development by supporting projects that help improve the quality of life of surrounding communities, providing education on the environment and sustainable business practices to communities, building partnerships with government agencies and other organizations to develop the community's economy, supporting volunteerism and employee participation in social projects, and supporting the hiring of local labor to promote the local economy and create job opportunities for people in the area.

4. Employee and labor care through providing a safe, hygienic, and discrimination-free work environment, providing appropriate benefits and welfare to employees, supporting employee development, comply with international labor standards, prohibiting the use of child labor and forced labor, and fostering an organizational culture that supports teamwork and equality.

5. The Company listens to the views of stakeholders and incorporates such feedback into the development of its business practices. It communicates information on social and environmental responsibility in a transparent manner and provides opportunities for stakeholders to participate in social and environmental activities.

Human rights

Non-infringement of human rights and non-discrimination

The Board of Directors respects human rights by establishing the following guidelines:

- The Company and employees will treat each other with courtesy and respect. Regardless of where an employee works or in what position, they must be treated equally. Everyone has the opportunity to learn and develop their potential to the fullest. They have the freedom to express their opinions as long as they do not violate the freedom of others under the law.
- Promote, protect, and encourage respect for the right to protect, uphold, and respect fundamental human rights at all levels. No person shall be subjected to unfair or discriminatory treatment, whether on the grounds of

race, religion, ethnicity, skin color, gender, age, physical appearance, language, political opinion, property, or any other characteristic protected by law.

- Directors, executives, and employees have the duty and responsibility to promote social and international norms in all locations where the Company operates, ensuring that such operations do not involve or omit actions that violate human rights or constitute discrimination.

Safety and occupational health at work

The Board of Directors places importance on safety, occupational health, and the work environment. The following guidelines have been established:

- Conduct business in accordance with laws, regulations, and policies related to safety, occupational health, and the working environment, taking into account the safety of life and property and the impact on the health of employees, partners, and stakeholders. This includes ongoing monitoring and evaluation.
- Support workplace safety by establishing safe work regulations, procedures, and standards, as well as improving working conditions and the environment to ensure safety at all times.
- Employees must comply with safety, occupational health and safety, and environmental laws and other relevant regulations by applying them to their work in each department to ensure that various risks are controlled and have minimal impact on employees or workers within the company.
- Establish preventive measures and operational manuals to prevent failures and damages from various activities within the Company, with an emphasis on upgrading the management system for continuous development.
- Implement an emergency management system by developing contingency plans and conducting regular drills to ensure the safety of employees or personnel within the Company, as well as the community and society.
- Encourage employee development and support occupational safety, health, and environmental activities in the workplace to raise awareness among employees at all levels to perform their duties correctly and safely.
- Promote and support employee or worker participation in safety, occupational health, and environmental activities in the workplace.

Disclosure of Information

The Company is committed to conducting business with transparency, responsibility, and maintaining financial credibility, including disclosing information accurately and completely so that all stakeholders receive accurate information and can make informed decisions.

1. The Board of Directors is responsible for ensuring that the Company has a system in place for preparing financial reports and disclosing material information accurately, adequately, timely, and in accordance with financial reporting standards and relevant regulations.

Practices

1. The Board of Directors ensures that there are personnel involved in the preparation and disclosure of information who have the knowledge, skills, and experience appropriate to their duties and responsibilities and are sufficient in number. Such personnel include the Chief Executive Officer, the Chief Financial Officer, the preparers of the financial statements, internal auditors, the company secretary, investor relations, and related parties.
2. The Board of Directors approves the disclosure of information in the financial statements by preparing a report on the Board of Directors' responsibility for the financial statements, which is presented in conjunction with the auditor's report in the company's annual report.
3. The Board of Directors ensures that information disclosure, including financial statements, annual reports, and Form 56-1, adequately reflects the financial position and operating results, accompanied by Management Discussion and Analysis (MD&A) to support the disclosure of quarterly or annual financial statements.
4. Disclosure of the Company's financial and material information must comply with the criteria of regulatory agencies such as the Stock Exchange of Thailand (SET), the Securities and Exchange Commission (SEC), and relevant laws.

2. The Board of Directors monitors the adequacy of financial liquidity and the ability to repay debts.

Practices

1. The Board of Directors ensures that management monitors and assesses the Company's financial position and reports to the Board regularly. This ensures that the Company has sufficient liquidity to operate. If there are any indications of financial liquidity problems or debt repayment ability, the Board of Directors will work with management to find appropriate solutions.
2. Approval of any transaction or recommendation for shareholder approval: The Board of Directors is confident that such transaction will not affect the continuity of business operations, financial liquidity, or the ability to repay debts.

3. In a situation where the Company is facing financial liquidity problems, the Board of Directors is confident that the Company has a plan or other mechanisms to resolve the problems, taking into account the rights of stakeholders.

Practices

1. The Board of Directors ensures that management establishes risk mitigation measures for liquidity, such as efficient cash flow management and securing backup funding sources in case of emergencies.
2. The Company has taken steps to resolve the problems, taking into account the rights of shareholders, creditors, trading partners, and other stakeholders to minimize the impact.
3. The Company discloses information regarding solutions to financial problems to stakeholders in a transparent and fair manner.
4. The Board of Directors ensures that the decision-making process in resolving problems is reasonable.

4. The Board of Directors considers preparing a sustainability report as deemed appropriate.

Practices

1. The Board of Directors considers the appropriateness of preparing a sustainability report to demonstrate the Company's commitment to environmental, social, and governance (ESG) responsibilities. The report's content aligns with international standards or guidelines set by the Stock Exchange of Thailand.
2. The Board of Directors considers the appropriateness of disclosing information on compliance with laws, business ethics and the Code of Conduct for Directors, Executives, and Employees, the Anti-Corruption Policy, treatment of employees and stakeholders, including fair treatment and respect for human rights, social and environmental responsibility, taking into account reporting frameworks accepted domestically or internationally. Such information may be disclosed in the annual report.
3. The Board of Directors ensures that the information disclosed is material and reflects practices that will lead to sustainable value creation for the business.

5. The Board of Directors shall ensure that the management establishes an investor relations unit or designates a responsible person to communicate with shareholders, stakeholders, investors, analysts, or the media appropriately, equitably, and in a timely manner.

Practices

1. The Board of Directors oversees the establishment of an investor relations unit or personnel responsible for communicating with shareholders, investors, analysts, and the media.
2. The Board of Directors has established policies and practices to treat all shareholders and investors equally and not to provide inside information to any individual before public disclosure.

6. The Board of Directors encourages the use of information technology to disseminate information.

Practices

1. The Board of Directors promotes the use of information technology to enhance the efficiency of information disclosure in both Thai and English languages through the channels of the Stock Exchange of Thailand and the Company's website.
2. The Board of Directors has established measures to prevent unauthorized access to information in order to maintain the security of the Company's financial and important information.
3. The Board of Directors encourages the development of the Company's website as an easily accessible source of information and ensures regular updates.

Trade Secret Protection and Intellectual Property Protection

The Company considers it the responsibility of directors, executives, and employees to strictly maintain the confidentiality of the Company's information, especially inside information that has not yet been disclosed to the public and that has an impact on the business or the price of securities. Directors, executives, and related persons, including employees, shall not use inside information for their own benefit in trading the Company's securities and shall not disclose the Company's confidential information to business competitors, even after they cease to be directors, executives, or employees of the Company. The Company has methods to prevent the use of the Company's inside information for personal gain or for the benefit of others as follows:

1. The Board of Directors requires that directors, executives, and employees of the Company who have inside information, including related persons such as spouses and minor children, who have changes in the number of shares held, are obligated to report changes in their shareholdings in the Company pursuant to Section 59 of the Securities and Exchange Act and other applicable laws and regulations within three business days from the date of purchase, sale, transfer, or receipt of transfer.
2. Limit access to inside information to directors, executives, employees, or relevant internal personnel on a need-to-know basis. Clearly define the authority and responsibility for disclosing company information to authorized personnel.
3. Send messages via Line Application or E-Mail to all directors, executives, and employees who possess inside information, notifying them of the prohibited period for trading in the Company's securities and prohibiting the disclosure of inside and financial information during the one-month period prior to the public disclosure of financial statements.
4. Establish strict regulations for maintaining the security of the Company's computer systems and information.
5. Refrain from using company information for personal gain or for the benefit of others.
6. No disclosing of the Company's information that should not yet be disclosed, except for information that authorized persons have approved for disclosure or information that has already been made public.
7. No disclosing of business information to competitors even after ceasing to be a director, executive, and employee of the Company.
8. The Board of Directors has a policy of not infringing on intellectual property by establishing the following guidelines:

8.1 Conduct business in accordance with laws, regulations, and contractual obligations related to intellectual property rights.

8.2 Safeguard the work that is the intellectual property of the Company and not use or allow others to use such intellectual property without permission.

8.3 Respect the intellectual property of others. Do not infringe upon or use the work of others for personal gain, unless permitted or compensated to the owner of the work.

8.4 Works created or derived from the performance of duties by employees are considered the intellectual property of the Company. Upon termination of employment, employees must return such intellectual property to the Company, regardless of the format in which it is stored.

8.5 The Company will provide training and education on confidentiality and intellectual property to employees at all levels. Such training and education will cover proper conduct and the consequences of violating such policies.

8.6 The policy document on confidentiality and intellectual property protection will be disseminated through the Company's internal communication channels, such as email, website, and internal newsletters.

8.7 Supervisors are responsible for explaining the guidelines to employees within their teams to ensure that everyone understands and can comply correctly.

8.8 Acknowledgment and Confirmation of Compliance

- All employees must sign in writing or through the Company's electronic system the "Consent and Cooperation Letter for Compliance with the Code of Business Ethics of Thai Rubber Latex Group Public Company Limited" and must acknowledge the updated policy every year.
- A copy of the agreement will be kept in the employee's personnel file and can be used as evidence in case of violation of such provisions.

Guidelines for Confidentiality and Intellectual Property Protection

1. Employees must not use the Company's internal information or information that has not been authorized for disclosure for personal gain or disclose it to external parties without permission.
2. Employees must not disclose or use customers, business partners, or related party information without their consent.
3. Do not reproduce, copy, or use information received from the Company without permission, except within the scope of the assigned work.
4. Employees must immediately inform their supervisors if they witness any violations of policies and guidelines regarding the use of inside information, confidentiality, and intellectual property rights outlined in the Business Code of Conduct or report such violations through the channels specified in the Company's Whistleblower Policy.

Penalty Measures for Violations

1. Violations of the Confidentiality and Intellectual Property Policy will be considered disciplinary offenses and may be subject to penalties under the Company's regulations, including but not limited to written warnings, suspension, or termination of employment.
2. In the event that such violation causes damage to the Company, the Company may take legal action to claim damages and prosecute according to relevant laws.

Policy Monitoring and Review

1. The Company will regularly review and monitor compliance with the Confidentiality and Intellectual Property Protection Guidelines.
2. This policy will be reviewed and updated periodically to align with changing circumstances and laws.

Supervision of Subsidiaries and Affiliates

The Company has a systematic approach to overseeing the operations of its subsidiaries and joint ventures as follows:

1. The Board of Directors has appointed qualified individuals to serve on the Board of Directors, including those who serve on the boards of directors of each subsidiary and associated company, to oversee the business operations. These individuals are required to report and attend meetings with the Company's executive directors. Other executive officers will hold regular joint meetings to ensure systematic management and supervision, and to safeguard the best interests of the Company.
2. The Company monitors the operating results, with subsidiaries submitting monthly financial statements for consolidation with the parent company. This allows for the analysis of monthly operating results of each subsidiary, disclosing financial position and performance, as well as overseeing connected transactions, asset acquisitions or disposals, and other significant transactions to ensure completeness, accuracy, and timeliness in accordance with the Company's principles.
3. The Company ensures that subsidiaries have appropriate and adequate internal control systems, including having the internal audit unit report on the adequacy of the internal control system, compliance with relevant laws and regulations to the Audit Committee.

Key Sustainability Issues

The Company reviews key sustainability issues annually by comparing the key issues identified in the previous year with those that have emerged during the year. This involves analyzing the impacts of the Company's business operations throughout the value chain on the environment, society, and economy to develop a sustainability plan for the business. The goal is to minimize negative impacts and maximize positive impacts for the benefit of all

stakeholders. This enables the Company to manage expectations and respond to the expectations of all stakeholders. Materiality Assessment is crucial in setting the direction and planning the organization's sustainability strategy. The main steps are as follows:

1. Identifying sustainability issues by considering information from various sources such as the Global Reporting Initiative (GRI) Standards, the SET ESG Rating criteria for businesses, industry benchmarks, relevant laws and regulations, and stakeholder expectations throughout the value chain to identify sustainability issues that impact the business and stakeholders.

2. Assess materiality by analyzing the significance of each issue based on the impact of operations on the environment, society, and economy, as well as the impact on stakeholders. A five-level scale is used: 1=Low, 2=Relatively Low, 3=Moderate, 4=Relatively High, 5=High.

3. Prioritizing issues using the Materiality Matrix tool to identify the most important issues by considering their impact on the environment, society, and economy, as well as their impact on the business.

4. Defining material issues by selecting significant issues from the Materiality Matrix to develop the organization's sustainability plan, setting objectives, strategies, indicators, and measurement methods.

5. Review and improvement is to be conducted annually to keep abreast of changes in the current business environment, meet stakeholder expectations, and set the direction for the organization's sustainability development.

The review of the organization's sustainability issues is scheduled to be carried out annually and approved by the Sustainability Committee.

Political Rights and Other Activities

- The Company encourages directors, executives, and employees to exercise their rights under the law and the Constitution. However, the Company does not have a policy of providing political support, both directly and indirectly.
- Supervisors are prohibited from acting, ordering, or persuading subordinates to participate in any type of political activity.
- Participation in political activities is a personal right, not a right on behalf of the Company. However, such participation must not affect the Company's operations.
- Directors, executives, or employees are prohibited from misrepresenting the Company's reputation or using the Company's assets for activities that are not the Company's business.

Guidelines and Procedures Regarding Shareholders

1. Committed to operating the business to achieve good operating results, enabling profits to grow continuously and sustainably to enhance competitiveness and create long-term value for shareholders.
2. Perform duties with honesty, integrity, and fairness to all shareholders for the best overall benefit.
3. Manage the business by applying knowledge and management skills to the fullest extent in all cases. All decisions and actions will be made transparently, cautiously, and thoughtfully.
4. Report the Company's financial position, operating results, and non-financial information to shareholders equally, consistently, completely, and truthfully.
5. Refrain from seeking benefits for oneself or related parties using any company information that has not been publicly disclosed. Do not engage in any actions that may create conflicts of interest.
6. Ensuring that shareholders have equal rights to receive information regarding the Company's financial status and operating results.
7. Ensure that shareholders have the right to receive dividends equally.
8. Ensure that shareholders have equal rights to participate in the meeting. The Company will inform shareholders of the rules of the meeting, voting rights for each class of shares, voting procedures, and the right to express opinions.
9. The Company shall hold a general meeting of shareholders at least once a year. Such meeting shall be called the "Annual General Meeting". The Annual General Meeting shall be held within four months after the end of the Company's fiscal year. Other shareholders' meetings shall be called "Extraordinary General Meetings".

Shareholders' meetings may be held through electronic means, and notices of meetings may be sent to shareholders electronically, in accordance with the methods and procedures prescribed by law, if the shareholders have notified the Company or the Board of Directors of their wish or consent to receive notices electronically.

10. Prior to the shareholders' meeting, the Company will send out a notice of meeting in both Thai and English, along with the agenda, the Board of Directors' opinions, meeting materials, the annual report, financial statements, documents that attendees must bring for identification, and proxy forms. The meeting materials sent to shareholders along with the notice of meeting will contain complete information for shareholders to use in making their voting decisions on various agenda items. It will be clearly stated whether the matter is proposed for acknowledgement, approval, or consideration. The Company has provided shareholders with the option of appointing an independent director to act as their proxy in the event that they are unable to attend the meeting. The Company will submit the information to the Stock Exchange of Thailand within the time period prescribed by law, send it to shareholders and the registrar at least seven days before the meeting, and ensure that it is published on the Company's website at least thirty days before the shareholders' meeting, except in cases of necessity as appropriate. The Company appoints Thailand Securities Depository Co., Ltd. (the share registrar) to act as the Company's registrar in sending documents and various information to the Company's shareholders. The notice of the shareholders' meeting shall be advertised in a newspaper for three consecutive days and at least three days before the meeting date, or by electronic means in accordance with the regulations prescribed by the registrar.

11. At the shareholders' meeting, the Company defines the rights of shareholders in various matters as follows:

- All shareholders have the right to attend and vote at every meeting. They can participate in the meeting and vote on every agenda item, except for agenda items where a particular shareholder has a conflict of interest and legal requirements prohibit them from voting on those specific items.
- The Company will ensure adequate disclosure of information relevant to the business to shareholders for their decision-making at each meeting. This information will be prepared in accordance with relevant laws and guidelines set by the Stock Exchange of Thailand and the Securities and Exchange Commission.
- The right to appoint and remove individual directors as prescribed by law.
- The right to appoint auditors
- Shareholders may grant proxies to other individuals to represent them at meetings and vote on their behalf. Proxy forms must comply with the format prescribed by law. Proxy voting may be conducted electronically using secure and reliable methods to ensure that the proxy is granted by the shareholder in accordance with the registrar's regulations.
- Shareholders can check their shareholding information as of the share registration closing date at the Company or Thailand Securities Depository Co., Ltd.

12. The Company has a policy requiring all directors to attend every shareholders' meeting, except in cases of justifiable reasons. The Company Secretary is responsible for ensuring the smooth, transparent, and efficient conduct of shareholders' meetings, facilitating shareholder participation and the exercise of their rights, including:

Date, time, and place of the meeting.

- For each meeting, the date, time, and venue will be determined by the Company and held at the Company's head office, a nearby province, or any other location as determined by the Board of Directors.
- In the event that the Board of Directors arranges for a shareholders' meeting to be held through electronic means, the location of the Company's head office shall be deemed to be the venue of the meeting.

Voting

- Announce the voting and vote counting procedures before the shareholders' meeting. Ballot papers will be used, with one shareholder having one vote per share.
- The Company provides for voting on each agenda item and voting on each sub-item if there are multiple sub-items under that agenda item, such as the appointment of directors.

- Any resolution or approval of any matter at the general meeting must receive an affirmative vote from a majority of the votes of the shareholders present and entitled to vote, except in the following cases, which require an affirmative vote of not less than 3/4 of the total votes of the shareholders present and entitled to vote:

- a. Selling or transferring all or a significant portion of the Company's business to another party.

- b. The acquisition or transfer of the business of another public company or private company to become the Company's business.

- c. Entering into, amending, or terminating agreements related to the lease of all or a significant portion of the Company's business, assigning others to manage the Company's business, or merging the business with others for the purpose of profit and loss sharing.

- The Company requires the use of technology in shareholders' meetings, including shareholder registration, vote counting, and display, to ensure that the meeting proceedings can be conducted quickly, correctly, and accurately.

- The chairman of the meeting or a person designated by the chairman of the meeting will report the results of the vote count from the proxies submitted before the meeting, together with the votes cast at the meeting, and inform the meeting accordingly.

Meeting Agenda

- The Company requires an explanation and supporting reasons for each agenda item or resolution requested as specified in the notice of meeting for the Annual General Meeting and/or Extraordinary General Meeting of Shareholders or in the accompanying documents. Refrain from any action that limits the opportunity for shareholders to access the Company's information.

- The chairman of the meeting conducted the meeting in accordance with the agenda specified in the notice of meeting. The Board of Directors also provided an opportunity for all attendees to express their opinions and ask questions on each agenda item, as well as provide additional comments and suggestions. The key points were recorded in the minutes of the meeting.

- The Company did not add any agenda items or change any important information without prior notice to shareholders.

- The shareholders' meeting was held by treating all shareholders equally, providing equal access to meeting facilities, giving equal opportunities to ask questions to the meeting and express opinions on each agenda item. The chairman of the meeting will give importance to and answer all questions. The minutes of the meeting are recorded accurately and completely.

Preparation of minutes of shareholders' meetings

- The Company will prepare minutes of the meeting after every meeting, recording the number of shareholders attending the meeting in person and those who have granted proxies, including the number of shareholders and the number of shares, as well as the proportion of shares represented at the meeting compared to the total number of issued shares.

- The minutes of the meeting will be completed within 14 days from the date of the shareholders' meeting, including at least the following information: names of directors and executives attending the meeting, and the proportion of directors attending and not attending the meeting, voting and counting methods, resolutions of the meeting, and voting results (approve/disapprove/abstain/invalid votes/total) for each agenda item, questions and answers raised during the meeting, including the names of the questioners and respondents. Shareholders can read the details of the minutes of the shareholders' meeting and download them from the Company's website.

- The Company will disclose to the public the voting results of each agenda item of the Annual General Meeting and/or Extraordinary General Meeting of Shareholders on the following business day in accordance with the criteria prescribed by law.

Practices and Measures for Dealing with Government Agencies or State Enterprises

In conducting business with the government sector, actions that may induce the government or government officials to act inappropriately must be avoided. However, it is acceptable to build good relationships within

appropriate limits, such as meeting and talking in public places, expressing congratulations on special occasions, festivals, or according to traditional practices. The Board of Directors, executives, and employees will strictly adhere to the following guidelines:

1. Act with integrity and transparency when dealing with government officials or agencies.
2. Comply with all applicable laws and regulations.
3. Directors, executives, and employees shall cooperate with regulatory authorities and report any violations or non-compliance with laws or regulations to such authorities.
4. The Company supports directors, executives, and employees in exercising their rights as good citizens under the Constitution and other relevant laws.

Practices and Procedures for Employees

The Company recognizes that its employees are its most valuable asset and a key factor in achieving its goals. The Company is committed to treating its employees fairly in terms of opportunities, compensation, career growth, skills development, and participation in organizational development. The Company adheres to the following principles:

1. Committed to recruiting qualified personnel under a merit system, without discrimination, regardless of origin, race, religion, status, educational institution, or any other status not related to work performance.
2. Determine compensation and benefits for employees fairly, in accordance with market conditions, business competition, the nature of the work, work performance, and the Company's capabilities.
3. The appointment, transfer, reward, and punishment of employees shall be done in good faith, appropriate to their knowledge, abilities, responsibilities, and work performance, and shall avoid any unfair actions that may affect the job security of employees.
4. Develop skills, enhance knowledge and abilities, instill ethical values, and raise awareness among employees to perform their duties with honesty, integrity, transparency, fairness, discipline, and adherence to company regulations through various activities such as training, seminars, and participation in various programs.
5. The Company is committed to social responsibility and community engagement, providing support and participating in social and community development initiatives.
6. Treat employees with courtesy and respect for their personal rights and fundamental freedoms. Do not disclose or transmit confidential information or personal data to external parties or unrelated individuals unless written consent has been obtained from the employee.
7. Treat employees within the framework of laws and regulations regarding the Company's operations.
8. Provide necessary amenities for performing duties, including maintaining a safe working environment for the life, well-being, and property of employees at all times to promote and enhance the quality of life of employees.
9. Develop an employee manual to ensure smooth work operations.
10. Encourage employees to participate in setting the direction of operations and the development of the Company.
11. Provide employees with channels for communication, suggestions, or complaints regarding their work. Such suggestions or complaints will be seriously considered by supervisors, executives, or those who are assigned to determine solutions for the benefit of all parties and build good working relationships.
12. Support and cooperate in the operations of the Company on a regular basis and perform the assigned duties to the best of their ability to bring about good results and progress for the Company and employees.
13. Comply with laws, policies, work regulations, and relevant announcements.
14. Comply with lawful orders from supervisors.
15. Perform duties with diligence, honesty, and integrity. Do not seek improper benefits for oneself or others by taking advantage of one's position in the Company.
16. Perform duties responsibly, carefully, and without negligence that may cause damage to the work or property of the Company.
17. Maintaining trade secrets and not disclosing the Company's internal information to external parties.
18. Adhere to teamwork, mutual assistance, unity, and respect for the benefit of the Company and employees.

19. Treat visitors with courtesy, good manners, and excellent service. Maintain the image and reputation of the Company.
20. Treat colleagues with courtesy and good human relations. Do not slander others without truth. Do not claim the work of others as one's own.
21. Conduct oneself as a good citizen in accordance with the Constitution and relevant laws by exercising political rights appropriately and avoiding participation in activities that are illegal or contrary to public order and good morals.
22. Do not borrow money from customers, persons related to customers, or persons doing business with the Company, except for borrowing money from banks or financial institutions.

Practices and Measures for Dealing with Business Partners

1. Refrain from accepting or giving any improper benefits in business dealings or negotiations with business partners. Treat business partners with transparency, fairness, and equality, based on the principle of mutual benefit.
2. Establish clear and fair procurement policies, selecting suppliers with the potential for sustainable business operations, and strictly adhering to contracts and trade terms agreed upon with suppliers. In the event of any inability to comply with the conditions, suppliers will be promptly notified to jointly consider solutions based on reasonable grounds.
3. Provide opportunities for business partners who operate ethically and in compliance with the law. Do not engage in or support corruption in any form, both directly and indirectly.
4. Establish policy/guidelines for promoting potential and sustainability with business partners. The Company prioritizes building strong relationships and jointly developing capabilities for sustainable supply chain management. This includes effective communication with business partners regarding integrated supply chain management, capacity building plans, support, and encouragement for good governance practices. The Company aims to enhance the capabilities of its business partners through sustainability assessments in social and environmental aspects to maximize operational efficiency.

Practices and Procedures for Customers

1. Committed to producing quality products to ensure customer satisfaction with products and services, along with prompt and timely delivery.
2. Listen to problems/complaints from customers and take action to ensure that customers receive a prompt response. Conduct customer satisfaction assessments to improve/develop products and services.
3. Strictly adhere to the terms and conditions agreed upon with customers. In the event of any inability to comply with any conditions, customers must be promptly notified to jointly consider solutions or remedies.
4. Communicate and coordinate with customers politely.
5. Maintain the confidentiality of customer information and not use customer information for personal gain or for the benefit of other related parties improperly.

Guidelines and Procedures Regarding Creditors

The Company adheres to the practice of disclosing information accurately and clearly to creditors to demonstrate responsibility to the Company's stakeholders, as well as fair practices to align with the Company's sustainable business operations. The Company is committed to maintaining a sustainable relationship with creditors based on mutual trust.

Creditor Policy

The Company shall be responsible for complying with the agreements, conditions, terms, obligations, and any existing or potential future liabilities to its creditors. Adhering to the principles of fairness and good faith in conducting business to build confidence among creditors by disclosing information transparently so as not to cause damage to creditors.

Practices

- The Company shall comply with the conditions set forth in the rules for conducting joint business strictly. In the event that it is not possible to comply with the conditions, the creditor must be notified and solutions must be considered jointly using reasonable judgment.

- The Company avoids receiving or paying any dishonest benefits in conducting business with creditors, except for benefits under the business agreement between the two parties.
- The Company reports debt obligations, financial information, or other relevant information that creditors should be aware of accurately, completely, and promptly to creditors upon request.
- The Company places importance on capital management, cash flow management, and debt repayment by having a structure suitable for the Company's business operations to maintain creditor confidence.
- The Company acts fairly and equitably based on the principle of receiving equal and fair returns for both parties.
- The Company does not participate in any activities of creditors that are contrary to the interests of or fraudulent to the Company, which may cause damage to the Company.

Practices and Procedures for Competitors

The Company has a policy to support fair trade competition that will treat competitors in accordance with international principles, within the framework of laws regarding fair trade practices, and not violate or infringe upon the trade secrets of competitors by fraudulent means. The guidelines for directors, executives, and employees are as follows:

1. Avoid any act that constitutes a trade monopoly or unfair competition, such as price fixing between the Company and other operators, agreements to fix production volumes, agreements to divide markets geographically, agreements to divide customer groups, and coercion to buy or pay for services unfairly.
2. Avoid behaviors that constitute abuse of market power, behaviors that indicate collusion in any form, such as discrimination between business operators, and setting product prices to eliminate competitors.
3. Avoid agreements between two or more entrepreneurs to create a monopoly, reduce competition, or restrict competition in any particular product market, such as price fixing, bid rigging, and market sharing agreements.
4. Avoid unfair trade practices or the use of bargaining power to impose trading conditions that restrict trading opportunities or choices for trading partners.
5. When considering any acquisition or joint venture, it is necessary to assess whether it will result in a monopoly in the market or create unfair competition.
6. Consult with the Company's legal or relevant departments if there are considerations that any action may violate competition law or antitrust law.

Practices and Measures Related to Community, Society, and Environment

The Company believes that business will prosper continuously and sustainably when society is peaceful and the environment is sustainable. The Company therefore recognizes its role as a good member of society and is responsible for the environment through the process of promoting, developing, supporting, and fostering various projects that demonstrate responsibility for sustainable development to the best of the Company's ability.

1. Participate in promoting and preserving good traditions and culture, as well as conducting oneself as a good religious person by regularly supporting religious activities.
2. Cultivate awareness of social responsibility in the efficient use of resources, including raw materials, capital, personnel, and energy, etc. Promote and campaign for the conservation of natural resources among employees at all levels on an ongoing basis.
3. Encourage the Company to conduct business with consideration for environmental conservation, natural resources, and energy. Have a supervisory unit, establish good management standards, and comply with legal requirements or other requirements related to the Company's operations.
4. Build good relationships between the Company and the community and society based on fairness, transparency, and justice.

Practices and Procedures for Directors and Executives

1. Perform duties responsibly, diligently, honestly, and with integrity, complying with policies, regulations, rules, and relevant laws governing the Company's business operations.

2. Perform duties to the best of their ability for the maximum benefit of the Company, including attending all meetings unless there is a justifiable reason.
3. Perform duties with impartiality. In meetings where there are matters to be considered, directors with a conflict of interest must leave the meeting and refrain from participating in any decision-making on such matters.
4. Perform duties by handling conflicts of interest with prudence and reason, prioritizing the Company's interests and avoiding personal conflicts of interest, for transparency and effective management.
5. Refrain from disclosing the Company's confidential business information to unrelated parties, especially competitors, which could harm the organization or stakeholders, except as required by law, even after ceasing to be a director or executive of the Company.
6. Do not exploit opportunities or information obtained from being a director or executive for personal gain, engage in competing businesses, or engage in transactions involving the purchase or sale of securities of the director, their spouse, minor children and related persons. Comply with the Notification of the Stock Exchange of Thailand regarding the Acquisition or Disposal of Securities by Directors and Employees and report such transactions to the Board of Directors at the next meeting.
7. Directors, executives, and employees of the Company who possess inside information (including related persons such as spouses or cohabiting partners and minor children) shall not trade in the Company's securities for their own benefit or the benefit of related persons using the Company's information that has not yet been disclosed to the public, starting from one month prior to the public disclosure of financial statements. They should wait at least 24 hours after the public disclosure of information before engaging in such transactions. They must also notify the Company at least one day in advance before buying/selling securities through the Company Secretary or the Secretary of the Board of Directors. The Secretary of the Board of Directors will notify the Board of Directors at least one day in advance whenever a director, executive, or employee of the Company possesses inside information (including related persons such as spouses or cohabiting partners and minor children) needs to buy or sell the Company's securities. They must also report the transaction to the Securities and Exchange Commission (within three days) in accordance with Section 59 of the Securities and Exchange Act, the relevant laws and announcements. A copy of such report must also be submitted to the Company Secretary.
8. Directors of the Company, as defined by the Securities and Exchange Commission (SEC), must disclose their conflicts of interest upon assuming office for the first time and report any changes in their conflicts of interest to the Chairman of the Audit Committee immediately upon being notified. This is to comply with the Securities and Exchange Act B.E. 2535 and to enable the use of such information for monitoring and preventing conflicts of interest.
9. The performance of the Board of Directors shall be evaluated annually.

Ethical Use of Data and Artificial Intelligence

The Company is committed to the ethical, transparent, and responsible use of digital technologies and artificial intelligence (AI), guided by the following principles:

1. Ethical Principles for the Use of Artificial Intelligence (AI)
 - AI usage must respect personal rights, fairness, and transparency.
 - AI must not be used to disseminate false information or cause negative impacts on individuals or society.
 - Ethical risk assessments must be conducted prior to deploying AI systems that involve personal data.
2. Ethical Data Practices (Data Ethics)
 - Data shall be used only for authorized and intended purposes.
 - Data must not be collected, used, or disclosed beyond what is necessary.
 - Consent from data owners must be obtained before analyzing or utilizing data with AI systems.
 - The Company respects individuals' privacy rights in accordance with the PDPA.
3. Responsible Use of AI (AI Ethics)
 - AI systems must be transparent, auditable, and capable of explaining their outputs (Explainable AI).
 - AI must not be used in ways that lead to discrimination or create bias.
 - The use of AI for purposes that violate laws or ethical standards is strictly prohibited.

- Employees are trained annually to understand AI and data ethics.

4. Policy Development and Review

The Company will continuously review and update its data ethics and AI usage policies to ensure alignment with evolving technologies and applicable laws. The Company also assigns the data governance and information technology function to monitor compliance in accordance with international standards.

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and employees to comply with the business code of conduct : Yes

Directors and Executives

1. Perform duties responsibly, diligently, honestly, and with integrity, complying with policies, regulations, rules, and relevant laws governing the Company's business operations.
2. Perform duties to the best of their ability for the maximum benefit of the Company, including attending all meetings unless there is a justifiable reason.
3. Perform duties with impartiality. In meetings where there are matters to be considered, directors with a conflict of interest must leave the meeting and refrain from participating in any decision-making on such matters.
4. Perform duties by handling conflicts of interest with prudence and reason, prioritizing the Company's interests and avoiding personal conflicts of interest, for transparency and effective management.
5. Refrain from disclosing the Company's confidential business information to unrelated parties, especially competitors, which could harm the organization or stakeholders, except as required by law, even after ceasing to be a director or executive of the Company.
6. Do not exploit opportunities or information obtained from being a director or executive for personal gain, engage in competing businesses, or engage in transactions involving the purchase or sale of securities of the director, their spouse, minor children and related persons. Comply with the Notification of the Stock Exchange of Thailand regarding the Acquisition or Disposal of Securities by Directors and Employees and report such transactions to the Board of Directors at the next meeting.
7. Directors, executives, and employees of the Company who possess inside information (including related persons such as spouses or cohabiting partners and minor children) shall not trade in the Company's securities for their own benefit or the benefit of related persons using the Company's information that has not yet been disclosed to the public, starting from one month prior to the public disclosure of financial statements. They should wait at least 24 hours after the public disclosure of information before engaging in such transactions. They must also notify the Company at least one day in advance before buying/selling securities through the Company Secretary or the Secretary of the Board of Directors. The Secretary of the Board of Directors will notify the Board of Directors at least one day in advance whenever a director, executive, or employee of the Company possesses inside information (including related persons such as spouses or cohabiting partners and minor children) needs to buy or sell the Company's securities. They must also report the transaction to the Securities and Exchange Commission (within three days) in accordance with Section 59 of the Securities and Exchange Act, the relevant laws and announcements. A copy of such report must also be submitted to the Company Secretary.
8. Directors of the Company, as defined by the Securities and Exchange Commission (SEC), must disclose their conflicts of interest upon assuming office for the first time and report any changes in their conflicts of interest to the Chairman of the Audit Committee immediately upon being notified. This is to comply with the Securities and Exchange Act B.E. 2535 and to enable the use of such information for monitoring and preventing conflicts of interest.
9. The performance of the Board of Directors shall be evaluated annually.

Employees

The Company recognizes that its employees are its most valuable asset and a key factor in achieving its goals. The Company is committed to treating its employees fairly in terms of opportunities, compensation, career growth, skills development, and participation in organizational development. The Company adheres to the following principles:

1. Committed to recruiting qualified personnel under a merit system, without discrimination, regardless of origin, race, religion, status, educational institution, or any other status not related to work performance.
2. Determine compensation and benefits for employees fairly, in accordance with market conditions, business competition, the nature of the work, work performance, and the Company's capabilities.
3. The appointment, transfer, reward, and punishment of employees shall be done in good faith, appropriate to their knowledge, abilities, responsibilities, and work performance, and shall avoid any unfair actions that may affect the job security of employees.
4. Develop skills, enhance knowledge and abilities, instill ethical values, and raise awareness among employees to perform their duties with honesty, integrity, transparency, fairness, discipline, and adherence to company regulations through various activities such as training, seminars, and participation in various programs.
5. The Company is committed to social responsibility and community engagement, providing support and participating in social and community development initiatives.
6. Treat employees with courtesy and respect for their personal rights and fundamental freedoms. Do not disclose or transmit confidential information or personal data to external parties or unrelated individuals unless written consent has been obtained from the employee.
7. Treat employees within the framework of laws and regulations regarding the Company's operations.
8. Provide necessary amenities for performing duties, including maintaining a safe working environment for the life, well-being, and property of employees at all times to promote and enhance the quality of life of employees.
9. Develop an employee manual to ensure smooth work operations.
10. Encourage employees to participate in setting the direction of operations and the development of the Company.
11. Provide employees with channels for communication, suggestions, or complaints regarding their work. Such suggestions or complaints will be seriously considered by supervisors, executives, or those who are assigned to determine solutions for the benefit of all parties and build good working relationships.
12. Support and cooperate in the operations of the Company on a regular basis and perform the assigned duties to the best of their ability to bring about good results and progress for the Company and employees.
13. Comply with laws, policies, work regulations, and relevant announcements.
14. Comply with lawful orders from supervisors.
15. Perform duties with diligence, honesty, and integrity. Do not seek improper benefits for oneself or others by taking advantage of one's position in the Company.
16. Perform duties responsibly, carefully, and without negligence that may cause damage to the work or property of the Company.
17. Maintaining trade secrets and not disclosing the Company's internal information to external parties.
18. Adhere to teamwork, mutual assistance, unity, and respect for the benefit of the Company and employees.
19. Treat visitors with courtesy, good manners, and excellent service. Maintain the image and reputation of the Company.
20. Treat colleagues with courtesy and good human relations. Do not slander others without truth. Do not claim the work of others as one's own.
21. Conduct oneself as a good citizen in accordance with the Constitution and relevant laws by exercising political rights appropriately and avoiding participation in activities that are illegal or contrary to public order and good morals.
22. Do not borrow money from customers, persons related to customers, or persons doing business with the Company, except for borrowing money from banks or financial institutions.

Participation in anti-corruption networks

Participation or declaration of intent to join anti- : No
corruption networks

Information on material changes and developments in policy and corporate governance system over the past year

Material changes and developments related to the review of policy and guidelines in corporate governance system or board of directors charter

In the past year, did the company review the : Yes
corporate governance policy and guidelines, or
board of directors charter

Material changes and developments in policy and : Yes
guidelines over the past year

Following the 1/2025 and 4/2025 meetings of the Audit Committee, the Audit Committee reviewed the Whistleblowing and Complaint Handling Policy, proposing to add a section titled "Guidelines for Preventing Recurrence" and to revise the section titled "Disclosure and Retention of Personal Data."

In 2025, the Board of Directors further developed and amended the content of the Corporate Governance Policy and Guidelines, the Board of Directors' Charter, and the Business Ethics Code to align with the best practices for the Board of Directors, employees, and stakeholders, in accordance with the principles of good corporate governance for listed companies set forth by the Securities and Exchange Commission (SEC) and in accordance with the guidelines of the Stock Exchange of Thailand (SET). Furthermore, the Company has established a policy in accordance with the Notification of the Capital Market Supervisory Board No. TorJor. 2/2552 Re: Reporting of Interests of Directors and Related Persons. The Company Secretary has reported the interests of the directors to the Chairman of the Audit Committee. Such information can be utilized for auditing purposes and to prevent potential conflicts of interest.

Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the : Mostly used in practice
SEC

The company places importance on developing operational guidelines and has adopted the Principles of Good Corporate Governance for Listed Companies 2017 (CG Code) from the Securities and Exchange Commission, adapting them to suit its business context. The Board of Directors therefore promotes continuous adherence to good corporate governance principles and reviews the 8 topics of the CG Code, which are:

Principle 1: Recognize the role and responsibility of the Board of Directors as an organizational leader that creates sustainable value for the business.

The Board of Directors understands its role and recognizes its responsibility as a leader to oversee the organization's good governance, which includes setting objectives and goals, strategies, operational policies, as well as allocating key resources to achieve these objectives and goals. It creates sustainable value for the business, conducts business ethically, respects rights, and is responsible to shareholders and stakeholders. All directors and executives perform their

duties with responsibility, prudence, and integrity towards the organization, and ensure that operations comply with laws, regulations, and resolutions of shareholder meetings, while also understanding the scope of duties and responsibilities of the Board of Directors and defining the scope of delegation of duties and responsibilities to the Chief Executive Officer.

Principle 2: Define the main objectives and goals of the business for sustainability.

The Board of Directors defines and ensures that objectives and goals are geared towards sustainability and align with creating value for the business, customers, stakeholders, and society as a whole, and that innovation and technology are utilized appropriately and safely.

Principle 3: Strengthen an effective board of directors.

The Board of Directors is responsible for defining and reviewing the board structure, including its size, composition, and the appropriate and necessary proportion of independent directors. All directors are responsible for performing their duties and allocating sufficient time. Annual performance evaluations are conducted. A company secretary with the necessary and appropriate knowledge and experience to support the Board's operations is in place. Furthermore, the proposed remuneration for the Board of Directors for shareholder approval and the remuneration rates are commensurate with their responsibilities.

Principle 4: Recruit and develop senior executives and manage personnel.

The Board of Directors ensures that the recruitment of senior executives is based on their knowledge, skills, experience, and necessary attributes to drive the organization towards its goals.

Principle 5: Promote innovation and responsible business conduct.

The Board of Directors prioritizes and supports the creation of innovations that generate value for the business, alongside creating benefits for customers or relevant parties, and demonstrating responsibility towards society and the environment.

Principle 6: Ensure appropriate risk management and internal control systems are in place.

The company has an effective risk management and internal control system, operates in compliance with relevant laws and standards, has established an audit committee that can perform its duties efficiently and independently, and has mechanisms for receiving complaints and handling whistleblowing cases.

Principle 7: Maintain financial credibility and information disclosure.

The Board of Directors is responsible for overseeing the preparation of financial reports and the disclosure of important information, ensuring they are accurate, sufficient, timely, and in accordance with relevant rules, standards, and practices. Sustainability reports are prepared, investor relations personnel are assigned to communicate with shareholders and other stakeholders, and information technology is utilized for information dissemination.

Principle 8: Support shareholder engagement and communication.

The Board of Directors ensures that the proceedings of the shareholder meeting are orderly, transparent, efficient, and facilitate shareholders' exercise of their rights, while also disclosing meeting resolutions and preparing accurate and complete meeting minutes.

Other corporate governance performance and outcomes

In 2025, the Company received a 5-star (Excellent) rating from the assessment of the 2025 Corporate Governance Report of Thai Listed Companies (CGR 2025) survey project.

Corporate Governance Structure

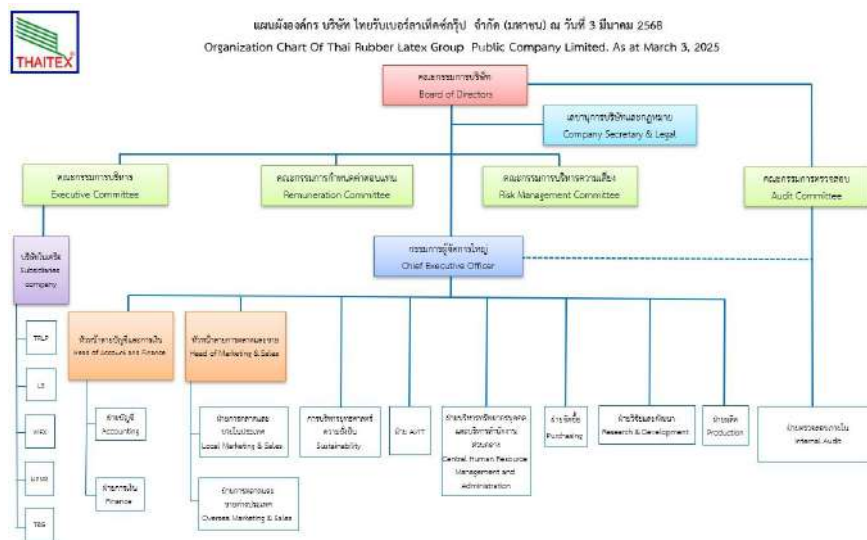
Information on corporate governance structure

Corporate governance structure

Corporate governance structure diagram

Corporate governance structure as of date : 3 Mar 2025

Corporate governance structure diagram



Information on the board of directors

Information on the board of directors

Composition of the board of directors

| | 2023 | | 2024 | | 2025 | |
|---|-------------------|---------------------|-------------------|---------------------|-------------------|---------------------|
| | Male (persons) | Female (persons) | Male (persons) | Female (persons) | Male (persons) | Female (persons) |
| Total directors | 11 | | 11 | | 11 | |
| | 9 | 2 | 9 | 2 | 9 | 2 |
| Executive directors | 5 | | 4 | | 4 | |
| | 4 | 1 | 3 | 1 | 3 | 1 |
| Non-executive directors | 6 | | 7 | | 7 | |
| | 5 | 1 | 6 | 1 | 6 | 1 |
| Independent directors | 5 | | 5 | | 5 | |
| | 4 | 1 | 4 | 1 | 4 | 1 |
| Non-executive directors who have no position in independent directors | 1 | | 2 | | 2 | |
| | 1 | 0 | 2 | 0 | 2 | 0 |

| | 2023 | | 2024 | | 2025 | |
|---|----------|------------|----------|------------|----------|------------|
| | Male (%) | Female (%) | Male (%) | Female (%) | Male (%) | Female (%) |
| Total directors | 100.00 | | 100.00 | | 100.00 | |
| | 81.82 | 18.18 | 81.82 | 18.18 | 81.82 | 18.18 |
| Executive directors | 45.45 | | 36.36 | | 36.36 | |
| | 36.36 | 9.09 | 27.27 | 9.09 | 27.27 | 9.09 |
| Non-executive directors | 54.55 | | 63.64 | | 63.64 | |
| | 45.45 | 9.09 | 54.55 | 9.09 | 54.55 | 9.09 |
| Independent directors | 45.45 | | 45.45 | | 45.45 | |
| | 36.36 | 9.09 | 36.36 | 9.09 | 36.36 | 9.09 |
| Non-executive directors who have no position in independent directors | 9.09 | | 18.18 | | 18.18 | |
| | 9.09 | 0.00 | 18.18 | 0.00 | 18.18 | 0.00 |

Additional explanation : Displayed % (percentage) from proportion of total board of directors

| | 2023 | | 2024 | | 2025 | |
|-----------------------------------|--------------|----------------|--------------|----------------|--------------|----------------|
| | Male (years) | Female (years) | Male (years) | Female (years) | Male (years) | Female (years) |
| Average age of board of directors | 65 | | 66 | | 67 | |
| | 66 | 60 | 67 | 61 | 68 | 62 |

The information on each director and controlling person

List of the board of directors

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|------------------------------------|---|
| <p>1. Mr. VORATHEP WONGSASUTHIKUL Gender: Male Age : 76 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 57,402,708 Shares (7.019370 %) | <p>Chairman of the board of directors (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p> | <p>25 Apr 2008</p> | <p>Agribusiness, Economics, Business Administration, Marketing, Finance</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|--|------------------------------------|---|
| <p>2. Mr. PAIBOON WARAPRATEEP Gender: Male Age : 86 years Highest level of education : Bachelor's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 12,351,661 Shares (1.510397 %) | <p>Vice-chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 25 Apr 2008 | Agribusiness, Business Administration, Marketing, Strategic Management, Risk Management |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|--|------------------------------------|--|
| <p>3. Mr. YANYONG TAWARORIT Gender: Male Age : 86 years Highest level of education : Bachelor's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : No</p> | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 1 Mar 2010 | Internal Control, Audit, Accounting, Finance, Budgeting |
| <p>4. Mrs. SUCHADA SODTHIBHAPKUL Gender: Female Age : 71 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p> | 24 Apr 2015 | Risk Management, Finance & Securities, Business Administration, Data Analysis, Economics |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|---|------------------------------------|---|
| <p>5. Ms. CHALONGKWAN WONGSASUTHIKUL</p> <p>Gender: Female</p> <p>Age : 53 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years^(*) : Doesnt Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 4,460,621 Shares (0.545458 %) | <p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 13 Dec 2017 | <p>Economics, Human Resource Management, Business Administration, Strategic Management, Marketing</p> |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|--|------------------------------------|--|
| <p>6. Mr. PATTARAPOL WONGSASUTHIKUL Gender: Male Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 2,774,601 Shares (0.339286 %) | <p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 13 Dec 2017 | Agribusiness, Marketing, Business Administration, Sustainability, Leadership |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|--|------------------------------------|--|
| <p>7. Mr. PRAWIT WARAPRATEEP Gender: Male Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Have Legal offenses in the past 5 years ^(*) : Doesnt Have DAP course : No DCP course : Yes</p> <p>Shareholding in the company</p> <ul style="list-style-type: none"> • Direct shareholding : 40,860,000 Shares (4.996480 %) | <p>Director (Executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 13 Dec 2017 | Finance, Agribusiness, Business Administration, Accounting, Internal Control |

| List of directors | Position | First appointment date of director | Skills and expertise |
|---|---|------------------------------------|--|
| <p>8. Mr. SURABHON KWUNCHAITHUNYA Gender: Male Age : 74 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : Yes DCP course : Yes</p> | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Existing director</p> | 1 Sep 2018 | Finance & Securities, Business Administration, Property Fund & REITs, Finance, Banking |
| <p>9. Mr. SOMPOP RANGUBTOOK Gender: Male Age : 74 years Highest level of education : Doctoral degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesnt Have Legal offenses in the past 5 years^(*) : Doesnt Have DAP course : No DCP course : No</p> | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 1 Sep 2018 | Law, Audit, Business Administration, Corporate Management |

| List of directors | Position | First appointment date of director | Skills and expertise |
|--|---|------------------------------------|--|
| <p>10. Mr. PASITHPHOL TEMRITIKULCHAI</p> <p>Gender: Male</p> <p>Age : 45 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p> | <p>Director (Non-executive directors)</p> <p>Authorized directors as per the companys certificate of registration : Yes</p> <p>Type of director : Existing director</p> | 12 Nov 2019 | Petrochemicals & Chemicals, Business Administration, Accounting, Leadership, Data Analysis |
| <p>11. Mr. WONGSAKUL KITTIPROMWONG</p> <p>Gender: Male</p> <p>Age : 70 years</p> <p>Highest level of education : Honorary degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesnt Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesnt Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p> | <p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the companys certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 22 Feb 2024 | Law, Finance & Securities, Audit, Internal Control, Banking |

Additional explanation:

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

List of board of directors who resigned / vacated their position during the year

List of the board of directors by position

| List of the board of directors | Position | Executive directors | Non-executive directors | Independent directors | Non-executive directors who have no position in independent directors | Authorized directors as per the companys certificate of registration |
|-----------------------------------|---|---------------------|-------------------------|-----------------------|---|--|
| 1. Mr. VORATHEP WONGSASUTHIKUL | Chairman of the board of directors | ✓ | | | | ✓ |
| 2. Mr. PAIBOON WARAPRATEEP | Vice-chairman of the board of directors | | ✓ | | ✓ | ✓ |
| 3. Mr. YANYONG TAWARORIT | Director | | ✓ | ✓ | | |
| 4. Mrs. SUCHADA SODTHIBHAPKUL | Director | | ✓ | ✓ | | |
| 5. Ms. CHALONGKWAN WONGSASUTHIKUL | Director | ✓ | | | | ✓ |
| 6. Mr. PATTARAPOL WONGSASUTHIKUL | Director | ✓ | | | | ✓ |
| 7. Mr. PRAWIT WARAPRATEEP | Director | ✓ | | | | ✓ |
| 8. Mr. SURABHON KWUNCHAITHUNYA | Director | | ✓ | ✓ | | |
| 9. Mr. SOMPOP RANGUBTOOK | Director | | ✓ | ✓ | | |
| Total (persons) | | 4 | 7 | 5 | 2 | 6 |

| List of the board of directors | Position | Executive directors | Non-executive directors | Independent directors | Non-executive directors who have no position in independent directors | Authorized directors as per the companys certificate of registration |
|-----------------------------------|----------|---------------------|-------------------------|-----------------------|---|--|
| 10. Mr. PASITHPHOL TEMRITIKULCHAI | Director | | ✓ | | ✓ | ✓ |
| 11. Mr. WONGSAKUL KITTIPROMWONG | Director | | ✓ | ✓ | | |
| Total (persons) | | 4 | 7 | 5 | 2 | 6 |

Overview of director skills and expertise

| Skills and expertise | Number (persons) | Percent (%) |
|-------------------------------|------------------|-------------|
| 1. Economics | 3 | 27.27 |
| 2. Agribusiness | 4 | 36.36 |
| 3. Banking | 2 | 18.18 |
| 4. Finance & Securities | 3 | 27.27 |
| 5. Petrochemicals & Chemicals | 1 | 9.09 |
| 6. Property Fund & REITs | 1 | 9.09 |
| 7. Law | 2 | 18.18 |
| 8. Marketing | 4 | 36.36 |
| 9. Accounting | 3 | 27.27 |
| 10. Finance | 4 | 36.36 |
| 11. Human Resource Management | 1 | 9.09 |
| 12. Sustainability | 1 | 9.09 |

| Skills and expertise | Number (persons) | Percent (%) |
|-----------------------------|------------------|-------------|
| 13. Data Analysis | 2 | 18.18 |
| 14. Corporate Management | 1 | 9.09 |
| 15. Leadership | 2 | 18.18 |
| 16. Strategic Management | 2 | 18.18 |
| 17. Risk Management | 2 | 18.18 |
| 18. Audit | 3 | 27.27 |
| 19. Internal Control | 3 | 27.27 |
| 20. Budgeting | 1 | 9.09 |
| 21. Business Administration | 9 | 81.82 |

Information about the other directors ^{(*)(**)}

| | 2023 | 2024 | 2025 |
|--|------|------|------|
| The chairman of the board and the highest-ranking executive are from the same person | - | Yes | No |
| The chairman of the board is an independent director | - | No | No |
| The chairman of the board and the highest-ranking executive are from the same family | Yes | Yes | Yes |
| Chairman is a member of the executive board or taskforce | - | Yes | Yes |
| The company appoints at least one independent director to determine the agenda of the board of directors meeting | No | No | No |

Additional explanation :

(*) Composition of the Board of Directors is calculated from the Board of Directors data in the year 2022 onwards

(**) If a remark is specified, the remark from the most recent year will be displayed

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the : Have

board of directors and the Management

Methods of balancing power between the board of directors and Management : Others : Define the roles and responsibilities between the Board of Directors and management.

The Company clearly separates the roles, duties, and responsibilities between the Board of Directors and management in order to promote an effective system of checks and balances. The Board of Directors is responsible for determining the Company's vision, strategies, and key policies. The Board assigns the Executive Committee to oversee and monitor management in ensuring that resources are adequately allocated for business operations and that management is conducted in accordance with the approved plans and objectives across various areas, in compliance with the established policies, and in an honest, transparent, efficient, and effective manner. The Executive Committee is required to report to the Board of Directors periodically as appropriate and to exercise independent and objective judgment, free from influence by management or any other groups with vested interests.

Reference link for the measures for balancing the power between the board of directors and the management : https://www.thaitex.com/corporate_governance

Information on the roles and duties of the board of directors

Board charter : Have

1. Objective

The Board of Directors is established to perform the duty of overseeing and supervising the Company's operations and activities in accordance with the Company's policies, applicable laws, objectives, Articles of Association, resolutions of the Board of Directors, and resolutions of the shareholders meetings. In carrying out its duties, the Board adheres to principles of responsibility and integrity, and acts to protect the best interests of the Company, its shareholders, and other stakeholders. In addition, the Board of Directors is responsible for proposing, reviewing, and approving the Company's policies, operational directions, and business strategies to ensure that the Company and its subsidiaries operate in a manner that serves the best interests of shareholders. The Board also promotes the integration of environmental, social, and governance (ESG) considerations into the Company's operations in order to achieve sustainable organizational growth.

2. Composition and Term of Office of the Board of Directors

2.1 The Company has a Board of Directors comprising at least 5 members. The Board of Directors shall elect each other to be the Chairman of the Board and may elect a Vice-Chairman, Managing Director and other positions as deemed appropriate, and not less than half of the total number of directors must reside in the Kingdom.

2.2 The Board of Directors must consist of independent directors at least one-third of the total number of directors but not less than three persons.

2.3 Directors of the Company are not necessarily shareholders of the company.

2.4 Voting for the election of directors shall be made by a majority vote of all the votes of the shareholders attending the meeting and having the right to vote, assuming that every shareholder has a vote equal to one share per one vote.

2.5 At every annual general meeting, one-third (1/3) of the number of directors must retire from office. If the number of directors cannot be divided into three parts, the number closest to one-third shall be retired. (1/3).

Directors who must retire from office in the first and second years after the registration of that company shall draw lots to determine who will retire. In subsequent years, the director who has been in office for the longest time shall retire.

Directors who retire from office may be re-elected to serve as directors.

2.6 In addition to the termination of office by rotation, the director may vacate office upon

- Death
- Resignation
- Lack of qualifications or having prohibited characteristics under the law of a public limited company
- Resolution of the resignation of the shareholders meeting
- Order issued by the court

2.7 A director who will retire from office must submit a resignation letter to the Company.

The resignation is effective from the date the resignation letter reaches the Company.

A member who resigns under paragraph one may also notify the Registrar of his resignation.

2.8 If a directors position is vacant for reasons other than the expiration of the term, the Board of Directors shall elect a person who has qualifications and does not have any prohibited characteristics under the law of a public limited company to replace the director at the next Board Meeting, unless the remaining term of the director is fewer than two months.

The person who is the replacement director will be able to hold office for only the remaining term of the director he replaces.

The resolution of the Board under paragraph one must consist of votes of not less than three-fourths of the number of the remaining members.

2.9 The shareholders meeting may pass a resolution to remove any director from office before the expiration of his or her term, provided that such resolution is approved by a vote of not less than three-fourths of the shareholders present at the meeting and entitled to vote, and representing not less than half of the total number of shares held by the shareholders present at the meeting and entitled to vote.

3. Qualifications of persons to be appointed as directors

The person to be appointed as a director must have the following qualifications:

3.1 A director must be a person who has appropriate qualifications and does not have any prohibited characteristics under the Public Limited Companies Act B.E. 2535 (including any amendments), Securities and Exchange Act B.E. 2535 (including any amendments), or in accordance with the rules prescribed by the Securities and Exchange Commission.

3.2 A director must have knowledge and capability, integrity and honesty, ethical standards in conducting business, and experience relevant to the Companys business operations.

3.3 A director must be able to exercise independent and objective judgment, free from influence by management or any other groups with vested interests.

3.4 A director is able to devote enough time to the Company where he or she is a director and pay attention to the performance of their duties according to their responsibilities.

3.5 Directors may hold directorships in other companies; however, such positions must not interfere with the performance of duties as a director of the Company and must comply with the guidelines prescribed by the Securities and Exchange Commission and the Stock Exchange.

All directors of the Company can hold directorship positions in other listed companies, but not exceeding 5 companies.

3.6 A director cannot operate businesses of the same nature and in competition with the business of the Company and its subsidiaries, or become a partner or a director in other juristic persons with the same nature and in competition with the business of the Company and its subsidiaries, whether for own benefit or the benefit of others unless notified to the shareholders meeting prior to the resolution of appointment.

4. The criteria for selecting persons to be the directors

4.1 The persons selected and appointed as the directors are required to have the qualifications according to the Public Limited Companies Act and other laws related to the listed companies.

4.2 Independent directors must meet all qualification requirements prescribed by the Office of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET).

4.3 The Company has prepared a Board Skill Matrix that has been approved by the Board in order to be used as a criteria for the consideration and determination of the qualifications of the directors to be recruited, the matrix ensures appropriate diversity in skills, experience, and gender. The determination of qualifications to be in consistent with and appropriate to the committee structure.

5. Roles and Responsibilities of the Board of Directors

The Chairman of the Board plays a vital role in ensuring effective, transparent, and fair corporate governance. The principal duties of the Chairman include the following:

5.1 Overseeing Board Performance and Supporting Business Operations

- Ensure that the Board operates effectively, transparently, and fairly to achieve the Company's objectives and comply with the Corporate Governance Code (CG Code) of the Stock Exchange of Thailand.

- Ensure that the Board complies with applicable laws, the Company's articles of association, and resolutions of shareholders meetings.

- Serve as a role model in upholding good corporate governance practices.

- Oversee the Company's commitment to creating value for all stakeholders, including society and the environment, in support of sustainable growth.

- Promote appropriate and regular performance evaluations of individual directors and the Board as a whole and present the results to the Board for approval.

5.2 Serving as the leader of the Board of Directors

- Define the company's direction and strategy.

- Oversee the work of the Executive Committee and provide policy-level guidance.

- Assist, advise, monitor, and support management in driving business operations.

- Represent the Board in communications with stakeholders.

5.3 Determining Board Structure, Size, and Composition

- Ensure that the Board has an appropriate size and a balanced composition between executive and independent directors, with consideration of diversity in skills, experience, and gender.

- Appoint independent directors who meet the required qualifications.

- Establish subcommittees as necessary.

5.4 Convening and Presiding Over Board Meetings

- Preside over Board meetings.

- Set meeting agendas in consultation with the Board.

- Ensure that meetings are conducted efficiently.

- Encourage full participation of all directors.

- In urgent circumstances, call special meetings and notify directors of the agenda within an appropriate timeframe.

5.5 Ensuring Effective Communication Channels

- Establish communication channels between the Board, management, and shareholders.

- Provide opportunities for shareholders to express opinions and make recommendations to the Board.

5.6 Ensuring Adequate Information for the Board

- Ensure that the Board receives adequate, timely, and complete information for meetings.

- Allow directors to ask questions and exchange views regarding the information provided.

5.7 Casting a deciding vote in the event of a tie vote at a Board meeting

- Perform other duties as required by law or the Company's Articles of Association, including any additional

duties assigned in writing by the Board of Directors.

6. Duties and Responsibilities of the Board of Directors

6.1 Establish the Company's policies and operational directions in alignment with applicable laws, the Company's objectives, its Articles of Association, and the resolutions of the Shareholders Meeting.

6.2 Establish policies and oversee business operations to ensure consideration of Environmental, Social, and Governance (ESG) factors, with the aim of creating sustainable value for shareholders, stakeholders, and society as a whole.

6.3 Supervise and monitor management to ensure effective and efficient implementation of established policies in order to protect the interests of the Company, shareholders, and other stakeholders.

6.4 Coordinate between shareholders and management to prevent conflicts of interest between the Company and its executives.

6.5 Oversee investments, business expansions, acquisitions, disposals, or transfers of assets that have material impacts on the Company.

6.6 Participate in Board meetings concerning the appointment and removal of senior executives, as well as the selection and nomination of candidates for election as Company directors by shareholders.

6.7 Propose the appointment of the external auditor for shareholders approval and ensure accurate disclosure of information in accordance with legal requirements.

6.8 Exercise any powers as specified in the Companys Memorandum of Association, Articles of Association, and applicable laws.

6.9 To enhance the Boards efficiency and effectiveness, and to ensure compliance with relevant requirements, the Board has established the following subcommittees:

- 1) Executive Committee
- 2) Audit Committee
- 3) Risk Management Committee
- 4) Remuneration Committee

Except for the following matters, which require approval from the Shareholders Meeting before execution:

1. Any matter for which the law requires a resolution of the Shareholders Meeting.
2. Connected transactions valued at 20 million baht or more, or at 3% or more of NTA, whichever is higher.
3. Acquisition or disposal of significant assets valued at 50% or more of the total assets of the listed company.
4. Financial assistance to related parties valued at 100 million baht or more, or at 3% or more of NTA, whichever is lower.

Note: NTA (Net Tangible Assets) = Total Assets - Total Liabilities - Intangible Assets - Non-controlling Interests (if any).

6.10 Directors must disclose any conflicts of interest in accordance with the Notification of the Capital Market Supervisory Board No. TorJor. 2/2552 regarding the reporting of interests of directors, executives, and related persons.

6.11 Directors shall regularly attend training or seminars related to their roles, duties, and good corporate governance to enhance their knowledge and effectiveness in governing the Company.

7. Measures to Balance Power Between the Board of Directors and Management

The Company clearly separates the roles, duties, and responsibilities between the Board of Directors and management in order to promote an effective system of checks and balances. The Board of Directors is responsible for determining the Companys vision, strategies, and key policies. The Board assigns the Executive Committee to oversee and monitor management in ensuring that resources are adequately allocated for business operations and that management is conducted in accordance with the approved plans and objectives across various areas, in compliance with the established policies, and in an honest, transparent, efficient, and effective manner. The Executive Committee is required to report to the Board of Directors periodically as appropriate and to exercise independent and objective judgment, free from influence by management or any other groups with vested interests.

8. Board Meetings

8.1 The Board of Directors meeting has set the date and time in advance throughout the year so that the directors can allocate time to attend every meeting.

8.2 The Company's Board of Directors shall meet at least once every three months. The Chairman of the Board may call the additional special meetings as it deems necessary.

8.3 In holding a meeting of the Board, the chairman or a person entrusted to summon the meeting shall be summoned by sending a meeting notice to the Board no less than three days prior to the date of the meeting, except in case of urgency to preserve rights or benefits of the Company. Meetings can be called by via electronic or other methods and an earlier meeting date may be scheduled in the event that any Board of Directors meeting is a meeting via electronic media. The delivery of meeting documents can be carried out by electronic mail, which must be delivered within the period specified in this Article, and copies of the invitation to the meeting and meeting documents must be kept as evidence. It may also be stored in electronic form.

8.4 When there is an appropriate reason or in order to preserve the rights or benefits of the Company, two or more directors jointly request to have a Committees meeting, by specifying the matters and reasons to be proposed to the meeting for consideration. The Chairman shall determine the meeting date within fourteen days from the date of receipt of such request.

In cases where the Chairman of the Board does not proceed according to the first paragraph, the directors who request it may jointly set and determine a meeting date of the Committee to consider the requested matters within fourteen days from the expiration of the period under the first paragraph.

8.5 The quorum of the meeting of the Board of Directors must consist of not less than half of the total number of members.

In the event that the Chairman of the Board is absent from the meeting or is unable to perform his or her duties, the Vice Chairman shall act as the Chairman of the meeting. If there is no Vice Chairman, or if the Vice Chairman is unable to perform such duties, the directors present at the meeting shall elect one director to act as Chairman of the meeting.

8.6 All resolutions of the Board meeting shall be decided by a majority vote of the directors present at the meeting.

One director has one vote, except the director who has interest in any matter has no right to vote in that matter.

In case of equal votes, the chairman of the meeting shall have an additional vote as a casting vote.

8.7 The meeting of the Board of Directors shall be held at the locality where the Companys head office is located, or in nearby provinces, or at any other place as determined by the Board of Directors.

In case of the meeting via electronic media, it shall be deemed that the headquarter of the Company is the location of the meeting.

8.8 The Company has established a policy specifying that, at the time the Board of Directors passes a resolution at a meeting, a quorum must consist of not less than two-thirds of the total number of directors.

8.9 Allow free expression of opinions at the meetings.

8.10 Allocate adequate time for each agenda to allow for debate and careful expression of opinions.

8.11 Supervise to ensure that the management has been done in line with good governance policy and to prevent any conflicts of interest.

8.12 To arrange the shareholders meeting as an annual general meeting within 4 months from the end of the accounting period of the Company. In case of urgent necessity to preserve the rights and interests of the Company, the extraordinary meeting may be held accordingly.

8.13 The Company will record the minutes of the Board of Directors meeting and collect certified documents for reference and examination. In every meeting of the Board of Directors, the Company will arrange for executives and related persons to attend the meeting to provide accurate and timely information and details for decision-making.

9. Evaluation of the Board of Directors Performance

The principles of good corporate governance for listed companies recommend that the Board of Directors and Board committees conduct regular annual self-assessments. These assessments enable the Board to jointly review its performance, improve its duties and responsibilities, and enhance the Companys overall effectiveness and efficiency. The self-assessment practices serve as a guideline for reviewing the Boards performance in accordance with established corporate governance policies, as well as for identifying issues and obstacles encountered during the past year. The evaluation should be conducted as follows:

9.1 The Board of Directors approves and reviews the self-assessment forms for the Board and subcommittees.

9.2 The Board and subcommittees conduct both collective and individual self-assessments at least once a year to support continuous improvement in performance.

9.3 The scoring method is standardized to allow comparison across assessment items and across different years, as follows:

- 0 = Strongly disagree or no action taken on the matter
- 1 = Disagree or minimal action taken
- 2 = Agree or moderate action taken
- 3 = Mostly agree or good level of action taken
- 4 = Strongly agree or excellent action taken

For the Boards self-assessment, both collective and individual assessments are conducted. The collective assessment is divided into two categories: the collective self-assessment of the Board of Directors and the collective self-assessment of subcommittees (Audit Committee / Risk Management Committee / Remuneration Committee).

The assessment results are evaluated as a percentage of the total possible score for each item, based on the following criteria:

- 85% and above = Excellent
- 75% - 84% = Very Good
- 65% - 74% = Good
- 50% - 64% = Fair/Below
- 50% = Needs Improvement

10. Remuneration Director's

Pension and remuneration as determined by the shareholders' meeting, taking into consideration the workload, responsibilities, and the Company's performance.

11. Charter Review

The Board of Directors shall review and assess the adequacy and appropriateness of the Charter at least once a year, or whenever there are significant changes, to ensure that it remains appropriate and consistent with applicable laws and the good practices of the Stock Exchange of Thailand. The Board shall disclose such review in the Company's annual report and on the Company's website.

Reference link for the board charter : <https://www.thaitex.com/public/upload/GROPOEATE/CHARTERS/ChartrBoard/E1125-BoardDirectors.pdf>

Information on subcommittees

Information on subcommittees

Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Others
- To ensure the company's compliance with relevant regulations and laws. The company has also established various principles and projects to govern its operations in accordance with applicable laws and regulations.

Scope of authorities, role, and duties

1. Review to ensure the company's financial reporting is accurate, complete, reliable, and adequately disclosed.
2. Review to ensure the company has adequate, appropriate, and effective internal control systems, risk management systems, and internal audit systems, and consider the independence of the internal audit unit, as well as approve the appointment, transfer, or dismissal of the head of the internal audit unit.
3. Review to ensure appropriate and effective compliance with corporate governance policies and business ethics.
4. Review to ensure the company complies with securities and exchange laws, stock exchange regulations, or laws related to the company's business.
5. Consider proposing the appointment and dismissal of the company's auditor and propose the auditor's remuneration.
6. Consider related party transactions or transactions that may have conflicts of interest, ensuring compliance with laws and regulations of the Stock Exchange of Thailand, to ensure such transactions are reasonable and beneficial to the company.
7. Oversee the operations of the internal audit department at the policy level and internal audit work, by considering and approving the charter, independence, scope, and audit plan of the internal audit department.
8. Review compliance with the anti-corruption policy, as well as practices and processes related to whistleblowing and handling complaints of the company.
9. Consider and review the audit results and recommendations from both the auditor and the internal audit department, and follow up to ensure that management takes adequate, efficient, and timely action on such recommendations.
10. The Audit Committee may invite relevant executives or employees of the company to report or present information, attend meetings, or submit documents as deemed relevant and necessary.
11. In necessary cases, the Audit Committee may seek advice from external consultants or professional experts regarding audit operations, with the company being responsible for expenses in accordance with company regulations.
12. Review and amend the Audit Committee Charter at least once a year or as necessary to keep it current and appropriate for the organizational environment, and submit it to the Board of Directors for consideration and approval.
13. Prepare the Audit Committee's report, which includes information and opinions of the Audit Committee on various aspects, to be disclosed in the company's annual report, and such report must be signed by the Chairman of the Audit Committee.
14. Perform any other duties assigned by the Board of Directors with the approval of the Audit Committee. Management is responsible for reporting or presenting relevant information and documents to the Audit Committee to support the Audit Committee's performance of its

Reference link for the charter

https://www.thaitex.com/public/upload/GROPOEATE/CHARTERS/CharterAudit/E_Audit_Committee.pdf

Executive Committee

Role

- Others
- determine annual goals, policies, plans, and budget allocations
- Overseeing corporate sustainability development

Scope of authorities, role, and duties

The company has established work regulations and operational authorities as a framework for management

according to its duties, as follows:

1. Consider and determine annual goals, policies, plans, and budget allocations as proposed by management, before submitting them to the Board of Directors for approval. This includes considering and approving changes and additions to the annual expenditure budget during periods when there is no Board of Directors meeting, and presenting them to the Board of Directors for acknowledgment at the next meeting.
2. Require executives of various departments responsible for operations in different businesses to report their performance to the Executive Committee monthly.
3. Approve expenditures in accordance with established company regulations.
4. Approve capital expenditures as specified in the annual budget, or as approved by the Board of Directors in the annual budget, or as approved in principle by the Board of Directors.
5. Approve in principle investments in business expansion, as well as joint ventures with other operators, and present them to the Board of Directors for approval at the next meeting.
6. Approve the appointment of authorized signatories for company checks or payment documents.
7. Serve as an advisory committee to management on policies related to production, marketing, finance, human resources, and other operational matters.
8. Oversee corporate sustainability development and the management of impacts, risks, or opportunities arising from climate change.
9. Approve the appointment, transfer, and termination of employees.
10. Perform any other duties as assigned by the Board of Directors.

Reference link for the charter

-

Remuneration Committee

Role

- Remuneration

Scope of authorities, role, and duties

1. Establish policies, criteria, and procedures for the selection of directors and senior executives for submission to the Board of Directors for consideration and approval.
2. Establish policies for the remuneration and other benefits, including the amount of remuneration and other benefits provided to directors and senior executives, which must be based on clear and transparent criteria, for submission to the Board of Directors for consideration, and to provide such policies to relevant regulatory bodies upon request.
3. Establish guidelines for the performance evaluation of directors and senior executives for the purpose of considering annual remuneration adjustments, which must take into account duties, responsibilities, and associated risks, and also prioritize the long-term enhancement of shareholder value in the evaluation process.
4. Perform any other duties as assigned by the company's Board of Directors.

Reference link for the charter

www.thaitex.com/public/upload/GROPOEATE/CHARTERS/CharterRemeration/E-TRUBB-171225.pdf

Risk Management Committee

Role

- Others
- Establish policies and strategies in accordance with the company's risk management policy framework.

- Assess the overall risk of the company
- Coordinate with management to ensure that the company has appropriate internal control systems for risk management.
- Consider and review risk management approaches and tools.

Scope of authorities, role, and duties

1. Establish policies and strategies in accordance with the company's risk management policy framework, which includes the risk governance structure, acceptable risk levels, risk management methodologies, as well as Information Security Policies and Practices.
2. Consider the company's overall risks, covering various risk areas as follows:
 - 1) Market Risk in terms of position and foreign exchange (FX).
 - 2) Credit Risk.
 - 3) Operational Risk.
 - 4) Liquidity and Funding Risk.
 - 5) Legal and Regulatory Risk or reputational risk, including investor relations or corruption risk.
 - 6) ESG (Environmental, Social, and Governance) Risk and Emerging Risk.
3. Coordinate with management to ensure that the company has appropriate internal control systems for risk management, as well as the proper implementation of risk management systems and their application throughout the organization.
4. Consider and review risk management approaches and tools to ensure their effectiveness and suitability for the nature and magnitude of each risk aspect of the transactions undertaken by the company.

Reference link for the charter

https://www.thaitex.com/public/upload/GROPOEATE/CHARTERS/CharterRisk/E_Risk_Management_Committee.pdf

Sustainability Committee

Role

- Others
- Strategic Direction for Sustainability
- Oversight of Sustainability Issues according to the FTSE Russell Framework
- Oversight of Sustainability Risks and Opportunities
- Oversight of Performance, Targets, and Indicators
- Disclosure and Communication
- Reporting to the Board of Directors

Scope of authorities, role, and duties

1. Strategic Direction for Sustainability
 - 1.1 Define and review the company's sustainability vision, policies, and strategies to align with corporate strategy and international sustainability trends.
 - 1.2 Oversee the integration of Environmental, Social, and Governance (ESG) issues into the company's strategic planning, business decisions, and management processes.
 - 1.3 Consider and provide strategic opinions and recommendations to the Board of Directors on sustainability issues significant to the organization's growth and competitiveness.
2. Oversight of Sustainability Issues according to the FTSE Russell Framework
 - 2.1 Oversee sustainability operations to cover key issues according to the FTSE Russell framework, such as Climate Change, Biodiversity & No Deforestation, Water Security, Supply Chain: Environmental & Social management, labor standards, human rights, occupational health and safety, and corporate governance.

2.2 Continuously monitor and assess the company's readiness to respond to FTSE Russell's assessment criteria and rankings.

3. Oversight of Sustainability Risks and Opportunities

3.1 Oversee the identification, assessment, and management of significant sustainability risks and opportunities, particularly risks related to climate change, biodiversity, water resource security, supply chain, and labor.

3.2 Consider and provide opinions on linking sustainability risks with the company's strategic and financial risks.

3.3 Oversee the development and review of risk management plans and transition plans related to sustainability issues.

4. Oversight of Performance, Targets, and Indicators

4.1 Consider and provide opinions and recommendations on significant sustainability performance targets and indicators (ESG KPIs).

4.2 Monitor and evaluate the company's sustainability performance against short-term, medium-term, and long-term targets.

4.3 Recommend approaches for improving sustainability performance to the Board of Directors.

5. Disclosure and Communication

5.1 Oversee the disclosure of the company's sustainability information to ensure accuracy, completeness, transparency, and compliance with international standards.

5.2 Consider and provide opinions on sustainability reports, annual reports, and significant sustainability disclosures before submission to the Board of Directors.

5.3 Promote appropriate communication and engagement with stakeholders on sustainability issues.

6. Reporting to the Board of Directors

The Sustainability Committee must report on sustainability performance, progress, key issues, and strategic recommendations to the Board of Directors at least once a year, or when there are significant issues that require consideration and decision.

Reference link for the charter

www.thaitex.com/public/upload/GROPOEATE/CHARTERS/CharterSustainabilityCommittee/E_SustainabilityCommittee.pdf

Information on each subcommittee

List of audit committee

| List of directors | Position | Appointment date of audit committee member | Skills and expertise |
|-------------------|----------|--|----------------------|
|-------------------|----------|--|----------------------|

| List of directors | Position | Appointment date of audit committee member | Skills and expertise |
|--|---|--|--|
| <p>1. Mr. YANYONG TAWARORIT^(*) Gender: Male Age : 86 years Highest level of education : Bachelor's degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : Yes</p> | <p>Chairman of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p> | 24 Apr 2015 | Internal Control, Audit, Accounting, Finance, Budgeting |
| <p>2. Mr. SURABHON KWUNCHAITHUNYA Gender: Male Age : 74 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p> | <p>Member of the audit committee (Non-executive directors, Independent director) Director type : Existing director</p> | 1 Sep 2018 | Finance & Securities, Business Administration, Property Fund & REITs, Finance, Banking |
| <p>3. Mr. SOMPOP RANGUBTOOK Gender: Male Age : 74 years Highest level of education : Doctoral degree Study field of the highest level of education : Political Science Thai nationality : Yes Residence in Thailand : Yes Expertise in accounting information review : No</p> | <p>Member of the audit committee (Non-executive directors, Independent director) Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p> | 14 May 2019 | Law, Audit, Business Administration, Corporate Management |

Additional explanation :

List of audit committee members who resigned / vacated their position during the year

List of executive committee members

| List of committee members | Position | Appointment date of executive committee member |
|--|---|--|
| <p>1. Mr. VORATHEP WONGSASUTHIKUL Gender: Male Age : 76 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes</p> | The chairman of the executive committee | 1 Mar 2018 |
| <p>2. Mr. PATTARAPOL WONGSASUTHIKUL Gender: Male Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p> | Member of the executive committee | 1 Mar 2018 |
| <p>3. Ms. CHALONGKWAN WONGSASUTHIKUL Gender: Female Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes</p> | Member of the executive committee | 1 Mar 2018 |

| List of committee members | Position | Appointment date of executive committee member |
|---|-----------------------------------|--|
| 4. Mr. PRAWIT WARAPRATEEP Gender: Male Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residence in Thailand : Yes | Member of the executive committee | 1 Mar 2018 |

List of executive committee members who resigned / vacated their position during the year

Other Subcommittees

List of subcommittees who resigned / vacated their position during the year

Information on the executives

Information on the executives

List and positions of the executive

List of the highest-ranking executive and the next four executives⁽¹⁾

| List of executives | Position | First appointment date | Skills and expertise |
|--------------------|----------|------------------------|----------------------|
|--------------------|----------|------------------------|----------------------|

| List of executives | Position | First appointment date | Skills and expertise |
|--|-----------------------------|------------------------|--|
| <p>1. Mr. PATTARAPOL WONGSASUTHIKUL</p> <p>Gender: Male</p> <p>Age : 51 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p> | Board of Directors | 1 Mar 2018 | Agribusiness, Marketing, Business Administration, Sustainability, Leadership |
| <p>2. Mr. Dhirapong Hirunprasurtwutti ^{(**)(**)}</p> <p>Gender: Male</p> <p>Age : 55 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Accounting and Finance</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : Yes</p> | Head of Account and Finance | 3 Mar 2025 | Accounting, Finance |

| List of executives | Position | First appointment date | Skills and expertise |
|---|---------------------------|------------------------|---|
| <p>3. Mr. Suvasitthi Dewan</p> <p>Gender: Male</p> <p>Age : 76 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Administrative Sciences (business)</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p> | Head of Marketing & Sale | 3 Mar 2025 | Agribusiness, Business Administration |
| <p>4. Ms. Thunyatip Siriphongwalai^(**)</p> <p>Gender: Female</p> <p>Age : 36 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Law</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : Yes</p> | Senior Accounting Manager | 2 Jan 2025 | Agribusiness, Law, Accounting, Audit, Budgeting |

| List of executives | Position | First appointment date | Skills and expertise |
|--|---------------------------------|------------------------|--|
| <p>5. Mr. Weerasak Sopitpraditphon Gender: Male Age : 36 years Highest level of education : Bachelor's degree Study field of the highest level of education : Management Accounting Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p> | Accounting Manager | 2 Jan 2025 | Accounting, Data Analysis, Leadership, Audit, Finance & Securities |
| <p>6. Mr. Mongkonchai Wongsasuthikul Gender: Male Age : 43 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p> | Local Marketing & Sales Manager | 1 Aug 2013 | Agribusiness, Transportation & Logistics, Marketing, Business Administration |

| List of executives | Position | First appointment date | Skills and expertise |
|--|---|------------------------|--|
| <p>7. Mr. CHEN JIT WEE</p> <p>Gender: Male</p> <p>Age : 52 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : No</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p> | <p>Oversea Marketing & Sales Manager</p> | <p>1 Jan 2008</p> | <p>Business Administration</p> |
| <p>8. Ms. Karnmanee Ratanaphan</p> <p>Gender: Female</p> <p>Age : 57 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Sustainability Science and Management</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p> | <p>Sustainability Development Project Manager</p> | <p>15 Feb 2023</p> | <p>Economics, Human Resource Management, Project Management, Business Administration, Sustainability</p> |

| List of executives | Position | First appointment date | Skills and expertise |
|---|--|------------------------|---|
| <p>9. Mrs. Urairat Surasen Gender: Female Age : 51 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p> | AI/IT Manager | 19 Mar 2018 | Information & Communication Technology, IT Management, Data Management, Business Administration |
| <p>10. Ms. Jitta Seliew Gender: Female Age : 55 years Highest level of education : Bachelor's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p> | Central Human Resource Management and Administration Manager | 6 Jun 2023 | Corporate Social Responsibility, Human Resource Management, Negotiation, Law |
| <p>11. Ms. CHALONGKWAN WONGSASUTHIKUL Gender: Female Age : 53 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p> | Acting Purchasing Manager | 4 Jan 2005 | Economics, Human Resource Management, Business Administration, Strategic Management, Marketing |

| List of executives | Position | First appointment date | Skills and expertise |
|--|---|------------------------|--|
| <p>12. Mr. LIM CHIN HOCK</p> <p>Gender: Male</p> <p>Age : 78 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Agricultural Engineering</p> <p>Thai nationality : No</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p> | <p>Research & Development Manager</p> | <p>1 Mar 1998</p> | <p>Industrial Materials & Machinery, Engineering</p> |
| <p>13. Mr. Sakda Phongphanbandit</p> <p>Gender: Male</p> <p>Age : 58 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p> | <p>Head of Production</p> | <p>3 Mar 2025</p> | <p>Agribusiness, Industrial Materials & Machinery, Corporate Social Responsibility, Human Resource Management, Change Management</p> |

| List of executives | Position | First appointment date | Skills and expertise |
|---|------------------------|------------------------|--|
| 14. Ms. Pornmanee Kaewjairuk Gender: Female Age : 36 years Highest level of education : Master's degree Study field of the highest level of education : Business Law Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No | Internal Audit Manager | 4 Jan 2024 | Accounting, Procurement, Data Analysis, Internal Control, Business Administration |

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

(***) Appointed after the fiscal year end of the reporting year

Remark: ⁽¹⁾ The Accounting Department has two management positions: Senior Accounting Manager and Accounting Manager.

Organization structure diagram of the highest-ranking executive and the next four executives

Organization structure diagram of the highest-ranking executive and the next four executives from the top executive

Remuneration policy for executive directors and executives

According to the resolution of the Remuneration Committee Meeting of Thai Rubber Latex Group Public Company Limited No. 2/2025, held on Tuesday, December 16, 2025, the committee considered the determination of directors' remuneration, meeting allowances, and bonuses for the Board of Directors and Sub-committees. The meeting unanimously resolved to maintain the budget at the existing rate, not exceeding 8 million Baht, and to propose this matter to the Shareholders' Meeting for further consideration and approval.

Does the board of directors or the remuneration committee have : Have
an opinion on the remuneration policy for executive directors and
executives

According to the resolution of the Remuneration Committee Meeting of Thai Rubber Latex Group Public Company Limited No. 2/2025, held on Tuesday, December 16, 2025, the committee considered the determination of directors' remuneration, meeting allowances, and bonuses for the Board of Directors and Sub-committees. The meeting unanimously resolved to maintain the budget at the existing rate, not exceeding 8 million Baht, and to propose this matter to the Shareholders' Meeting for further consideration and approval.

Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

| | 2023 | 2024 | 2025 |
|--|--------------|--------------|--------------|
| Total remuneration of executive directors and executives (baht) | 4,245,000.00 | 3,930,000.00 | 3,790,000.00 |
| Total remuneration of executives (baht) | 4,245,000.00 | 3,930,000.00 | 3,790,000.00 |

Other remunerations of executive directors and executives

| | 2023 | 2024 | 2025 |
|---|------------|------------|------------|
| Companys contribution to provident fund for executive directors and executives (Baht) | 963,696.00 | 963,696.00 | 961,377.00 |
| Employee Stock Ownership Plan (ESOP) | No | No | No |
| Employee Joint Investment Program (EJIP) | No | No | No |

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive directors and executives in the past year : 0.00

Estimated remuneration of executive directors and executives in the current year : 0.00

Other significant information

Other significant information

Assigned person

List of persons assigned for accounting oversight

| General information | Email | Telephone number |
|---------------------|-------|------------------|
| | | |

| General information | Email | Telephone number |
|------------------------------------|-----------------------|--------------------|
| 1. Mr. Dhirapong Hirunprasurtwutti | dhirapong@thaitex.com | 02-0332333 Ext 222 |

List of the company secretary

| General information | Email | Telephone number |
|-----------------------------------|-------------------------|-------------------------|
| 1. Ms. Chalengkwan Wongsasuthikul | chalongkwan@thaitex.com | 02-0332333 Ext 585, 413 |

List of the head of internal audit or outsourced internal auditor

| General information | Email | Telephone number |
|-----------------------------|-----------------------|--------------------|
| 1. Ms. Pornmanee Kaewjairuk | pornmanee@thaitex.com | 02-0332333 Ext 401 |

List of the head of the compliance unit

| General information | Email | Telephone number |
|--------------------------|--------------------|--------------------|
| 1. Ms. Nattha kamlang-ek | nattha@thaitex.com | 02-0332333 ต่อ 418 |

Head of investor relations

Does the Company have an appointed head of : Have
investor relations

List of the head of investor relations

| General information | Email | Telephone number |
|-------------------------------|-----------------------|--------------------|
| 1. Ms. phanwadee Kietsirianan | phanwadee@thaitex.com | 02-0332333 Ext 170 |
| 2. Ms. Supapon Chansawang | ir@thaitex.com | 02-0332333 ต่อ 103 |

Company's auditor

Details of the companys auditor

| Audit firms | Audit fee (Baht) | Other service fees | Names and general information of auditors |
|-------------|------------------|--------------------|---|
|-------------|------------------|--------------------|---|

| Audit firms | Audit fee (Baht) | Other service fees | Names and general information of auditors |
|---|------------------|---|--|
| KPMG PHOOMCHAI AUDIT COMPANY LIMITED Yan Nawa Sathon Bangkok 10120 Telephone number - | 2,485,000.00 | Types of non-audit service : 1. Service fee for compliance review of the Investment Promotion Certificate 2. Legal advisory service fee Details of non-audit service : 1. Service fee for compliance review of the Investment Promotion Certificate amounting to Baht 240,000, which has been fully recognized as an accounting expense during the year. 2. Legal advisory service fee amounting to Baht 300,000, which has been fully recognized as an accounting expense during the year. Total non-audit fee 540,000.00 baht | 1. Mr. WATCHARA PATTARAPITAK Email: watchara@kpmg.co.th License number: 6669 2. Mr. BUNYARIT THANORMCHAROEN Email: bunyarit@kpmg.co.th License number: 7900 3. Mr. KRIT DHAMMATHATTO Email: Kritt@kpmg.co.th License number: 11915 |

Details of the auditors of the subsidiaries

| Audit fee (Baht) | Other service fees | | |
|------------------|--------------------|--|--|
| 2,660,000.00 | - | | |

Assigned personnel in case of a foreign company

Does the company have any individual assigned to : No
be representatives in Thailand

List of designated individuals as representatives in Thailand

Performance Report on Corporate Governance

Information about the summary of duty performance of the board of directors over the past year

Summary of duty performance of the board of directors over the past year

In 2025, Thai Rubber Latex Group Public Company Limited held a total of five Board of Directors meetings. All 11 directors attended, constituting a full quorum. The meetings were presided over by Mr. Vorathep Wongsasuthikul, Chairman of the Board. The Board performed its duties by overseeing the company's policies and strategic directions in accordance with the law, the company's objectives, the Articles of Association, and shareholder resolutions. The Board ensured that business operations integrated Environmental, Social, and Governance (ESG) principles to create sustainable value for shareholders, stakeholders, and society as a whole. Furthermore, the Board supervised the management team to ensure the effective and efficient execution of established policies, safeguarding the interests of the company, shareholders, and other stakeholders. To enhance corporate governance standards, the Board encouraged directors to participate in training sessions and seminars. Additionally, the Board conducted annual performance evaluations both for the committee as a whole and for individual members to ensure the continued efficiency and effectiveness of the Board's performance.

Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

List of directors whose terms have ended and have been reappointed

| List of directors | Position | First appointment date of director | Skills and expertise |
|-----------------------------|------------------------------------|------------------------------------|--|
| Mr. VORATHEP WONGSASUTHIKUL | Chairman of the board of directors | 25 Apr 2008 | Agribusiness, Economics, Business Administration, Marketing, Finance |
| Mr. YANYONG TAWARORIT | Director | 1 Mar 2010 | Internal Control, Audit, Accounting, Finance, Budgeting |
| Mr. SOMPOP RANGUBTOOK | Director | 1 Sep 2018 | Law, Audit, Business Administration, Corporate Management |

| List of directors | Position | First appointment date of director | Skills and expertise |
|-----------------------------|----------|------------------------------------|---|
| Mr. WONGSAKUL KITTIPROMWONG | Director | 22 Feb 2024 | Law, Finance & Securities, Audit, Internal Control, Banking |

List of newly appointed director to replace the ex-director

List of newly appointed director not being replaced the ex-director

Selection of independent directors

Criteria for selecting independent directors

Qualifications of Independent Directors

The Board of Directors has established the qualifications for Independent Directors in accordance with the regulations of the Stock Exchange of Thailand and the definition of independence prescribed by the Securities and Exchange Commission, as follows:

1. Shareholding: Must hold no more than 1% of the total voting shares of the Company*. This includes shares held by related persons of the individual Independent Director.
2. Management Involvement: Must not be, or have been, a director involved in management, an employee, staff member, a consultant receiving a regular salary, or a controlling person of the Company*, unless they have held such a status for at least 2 years.
3. Family Relations: Must not be a person related by blood or legal registration as a parent, spouse, sibling, child, or spouse of a child of other directors, executives, major shareholders, controlling persons, or individuals nominated as directors, executives, or controlling persons of the Company or its subsidiaries.
4. Business Relationships: Must not have, or have had, a business relationship with the Company* in a manner that may interfere with their independent judgment. This includes not being, or having been, a significant shareholder or a controlling person of any entity having a business relationship with the Company*, unless they have held such a status for at least 2 years.
5. Auditors: Must not be, or have been, an auditor of the Company*, and must not be a significant shareholder, controlling person, or partner of an audit firm which employs the auditors of the Company*, unless they have held such a status for at least 2 years.
6. Professional Service Providers: Must not be, or have been, a provider of any professional services, including legal or financial advisory services, receiving fees exceeding 2 million Baht per year from the Company*. They must also not be a significant shareholder, controlling person, or partner of such professional service provider, unless they have held such a status for at least 2 years.
7. Representative Status: Must not be a director appointed as a representative of the Company's directors, major shareholders, or shareholders related to major shareholders.
8. Competitive Business: Must not operate a business of the same nature and in significant competition with the business of the Company or its subsidiaries. Must not be a significant partner in a partnership, or a director

involved in management, an employee, staff member, or consultant receiving a regular salary, nor hold more than 1% of the total voting shares of another company operating a business of the same nature and in significant competition with the Company or its subsidiaries.

9. General Independence: Must not possess any other characteristics that prevent them from expressing independent opinions regarding the Company's operations.

Note : * "Company" includes the parent company, subsidiaries, associate companies, major shareholders, or controlling persons of the Company.

10. Exceptional Appointments: The Company may appoint a person who has, or once had, a business relationship or professional service fee exceeding the limits specified in items (4) or (6) as an Independent Director if the Board of Directors has carefully considered and determined that the appointment does not affect the performance of duties and the ability to provide independent opinions. The Company must disclose the following information in the Notice to the Shareholders' Meeting for the agenda item concerning the appointment of such Independent Director:

10.1 The nature of the business relationship or professional services that causes the person to be unqualified under the specified criteria.

10.2 The reasons and necessity for retaining or appointing the person as an Independent Director.

10.3 The opinion of the Board of Directors in proposing the appointment of the said person as an Independent Director.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent directors over the past year : No

Reasons and Necessity for the Re-appointment or Retention of the Independent Director (In case of exceeding a 9-year tenure)

Reasons and Necessity for the Re-appointment or Retention of the Independent Director (In case of exceeding a 9-year tenure)

The Board of Directors has collectively performed a screening and review process in accordance with the Company's established procedures and concluded that the Independent Director whose tenure exceeds 9 years continues to possess all the qualifications of an Independent Director as prescribed by the regulations of the Stock Exchange of Thailand and the definition of independence by the Securities and Exchange Commission. The individual possesses the knowledge, capabilities, experience, and expertise that are beneficial to the Company's operations. Furthermore, the Director maintains high standards of integrity and ethics, and has effectively fulfilled the responsibilities assigned within the sub-committees while consistently providing independent opinions regarding the Company's operations.

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors through the nomination committee : No

Method for selecting persons to be appointed as the highest-ranking executive through the nomination : No

Number of directors from major shareholders⁽²⁾

Number of directors from each group of major : 4
shareholders over the past year (persons)

Remark: ⁽²⁾ Overview As of 29 May 2025 (Top 20)

Rights of minority shareholders on director appointment

1. Every shareholder has the right to attend and vote at every meeting and can attend and vote on every agenda item, except for agenda items in which any shareholder has a conflict of interest and legal requirements prohibit voting on such agenda items.

2. The company will ensure that information relevant to the business is adequately disclosed to shareholders for decision-making at each meeting, in accordance with relevant laws and guidelines set by the Stock Exchange of Thailand and the Securities and Exchange Commission such as The right to appoint and remove directors individually as prescribed by law.

3. Shareholders may grant a proxy to another person to represent the shareholder in attending the meeting and voting and execute a proxy form as prescribed by law. The proxy may be executed by electronic means instead, using a method that is secure and reliable that the proxy has been executed by the shareholder in accordance with the criteria set by the registrar.

4. Shareholders can check their shareholding information as of the record date at the company or the Thailand Securities Depository Co., Ltd.

5. Notify the voting and vote counting procedures prior to the shareholders' meeting and the use of voting cards, whereby each shareholder has one vote per share.

6. The company will arrange for voting on each agenda item separately and on each individual item if there are multiple items within that agenda item. For example, the agenda for the appointment of directors, any voting, or approval of any business at the general meeting must receive an affirmative vote from a majority of the shareholders present and entitled to vote, except in the following cases, which require a vote of not less than 3 out of 4 of the total votes of the shareholders present and entitled to vote:

Method of director appointment : Method whereby each director requires approval votes more than half of the votes of attending shareholders and casting votes

Setting qualifications for the selection of directors

Details of qualifications for the selection of directors

Development of directors over the past year

Details of the development of directors over the past year

| List of directors | Participation in training in the past financial year | History of training participation |
|---|--|---|
| 1. Mr. VORATHEP WONGSASUTHIKUL (Chairman of the board of directors) | Participating | Other • 2025: Business Continuity Plan (BCP) |
| 2. Mr. PAIBOON WARAPRATEEP (Vice-chairman of the board of directors) | Participating | Other • 2025: Business Continuity Plan (BCP) |
| 3. Mr. YANYONG TAWARORIT (Director, Independent director) | Non-participating | - |
| 4. Mrs. SUCHADA SODTHIBHAPKUL (Director, Independent director) | Participating | Other • 2025: Insight in SET : ID & AC Focus |
| 5. Ms. CHALONGKWAN WONGSASUTHIKUL (Director) | Participating | Other • 2025: Best Practices for Determining Directors Remuneration • 2025: Board Reporting Program (BRP) 53/2025 • 2025: Business Continuity Plan (BCP) |
| 6. Mr. PATTARAPOL WONGSASUTHIKUL (Director) | Participating | Other • 2025: Business Continuity Plan (BCP) • 2025: The Senior Executive Program of the Capital Market Academy (CMA) |
| 7. Mr. PRAWIT WARAPRATEEP (Director) | Participating | Other • 2025: Business Continuity Plan (BCP) |

| List of directors | Participation in training in the past financial year | History of training participation |
|---|--|---|
| 8. Mr. SURABHON KWUNCHAITHUNYA (Director, Independent director) | Non-participating | - |
| 9. Mr. SOMPOP RANGUBTOOK (Director, Independent director) | Participating | Other • 2025: Advancing Audit Committee Roles for Transparency and Trust |
| 10. Mr. PASITPHOL TEMRITIKULCHAI (Director) | Non-participating | - |
| 11. Mr. WONGSAKUL KITTIPROMWONG (Director, Independent director) | Non-participating | - |

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

The principles of good corporate governance for listed companies recommend that the Board of Directors and Board committees conduct regular annual self-assessments. These assessments enable the Board to jointly review its performance, improve its duties and responsibilities, and enhance the Company's overall effectiveness and efficiency. The self-assessment practices serve as a guideline for reviewing the Board's performance in accordance with established corporate governance policies, as well as for identifying issues and obstacles encountered during the past year. The evaluation should be conducted as follows:

1. The Board of Directors approves and reviews the self-assessment forms for the Board and subcommittees.
2. The Board and subcommittees conduct both collective and individual self-assessments at least once a year to support continuous improvement in performance.
3. The scoring method is standardized to allow comparison across assessment items and across different years, as follows:

0 = Strongly disagree or no action taken on the matter

1 = Disagree or minimal action taken

2 = Agree or moderate action taken

3 = Mostly agree or good level of action taken

4 = Strongly agree or excellent action taken

For the Board's self-assessment, both collective and individual assessments are conducted. The collective assessment is divided into two categories: the collective self-assessment of the Board of Directors and the collective

self-assessment of subcommittees (Audit Committee / Risk Management Committee / Remuneration Committee). The assessment results are evaluated as a percentage of the total possible score for each item, based on the following criteria:

- 85% and above = Excellent.
- 75% - 84% = Very Good.
- 65% - 74% = Good.
- 50% - 64% = Fair.
- Below 50% = Needs Improvement.

Evaluation of the duty performance of the board of directors over the past year

The 2025 self-assessment for the Board of Directors of the listed company consists of both group-based (as a whole) and individual assessments. The group-based assessment is further divided into two categories: the Board of Directors' self-assessment and the Sub-Committees' self-assessment (Audit Committee, Risk Management Committee, and Remuneration Committee).

1. Board of Directors Self-Assessment (Collective): The assessment covers 6 key areas: Board structure and qualifications; roles, duties, and responsibilities; Board meetings; Board dynamics; relationship with management; and Director self-development.

Summary: The overall performance across all 6 areas was rated as "Excellent," with an average score of 87.26%.

2. Sub-Committees Self-Assessment (Collective): This assessment covers 4 key areas: Board structure and qualifications; Sub-committee meetings (efficiency of proceedings); roles, duties, and responsibilities (sufficiency of time spent on consideration and review); and Sub-committee reporting.

Audit Committee: The overall performance across 4 areas was rated as "Excellent," with an average score of 84.64% (falling within the "Very Good" criteria).

Risk Management Committee: The overall performance across 4 areas was rated as "Excellent," with an average score of 81.69% (falling within the "Very Good" criteria).

Remuneration Committee: The overall performance across 4 areas was rated as "Very Good," with an average score of 89.52% (falling within the "Excellent" criteria).

3. Individual Self-Assessment The individual assessment covers 5 key areas: personal qualifications of the directors/readiness for duty; participation in meetings; roles, duties, and responsibilities; and relationships with other Board members and management.

Summary: The overall individual assessment across 5 areas was rated as "Excellent," with an average score of 84.42% (falling within the "Very Good" criteria).

Details of the evaluation of the duty performance of the board of directors

| List of directors | Assessment form | Grade / Average score received | Grade / Full score |
|--------------------|------------------|--------------------------------|--------------------|
| Board of Directors | Group assessment | 87.26% | 100% |

| List of directors | Assessment form | Grade / Average score received | Grade / Full score |
|---------------------------|--|--------------------------------|--------------------|
| | Self-assessment | 84.42% | 100% |
| | Cross-assessment (assessment of another director) | None | None |
| | | | |
| Audit Committee | Group assessment | 84.64% | 100% |
| | Self-assessment | None | None |
| | Cross-assessment (assessment of another director) | None | None |
| Risk Management Committee | Group assessment | 81.69% | 100% |
| | Self-assessment | None | None |
| | Cross-assessment (assessment of another director) | None | None |
| Remuneration Committee | Group assessment | 89.52% | 100% |
| | Self-assessment | None | None |
| | Cross-assessment (assessment of another director) | None | None |

Performance evaluation criteria for the executives

Performance evaluation criteria for the executives : No

Information on meeting attendance and remuneration payment to each board member

Meeting attendance and remuneration payment to each board member

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the : 5

past year (times)

Date of AGM meeting : 24 Apr 2025

EGM meeting : No

Details of the board of directors' meeting attendance

| Names of Board members | Meeting attendance of the board of directors | | | AGM meeting attendance | | | EGM meeting attendance | | |
|---|--|---|------------------------|------------------------|---|------------------------|------------------------|---|------------------------|
| | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) |
| 1. Mr. VORATHEP WONGSASUTHIKUL (Chairman of the board of directors) | 5 | / | 5 | 1 | / | 1 | | / | |
| 2. Mr. PAIBOON WARAPRATEEP (Vice-chairman of the board of directors) | 5 | / | 5 | 1 | / | 1 | | / | |
| 3. Mr. YANYONG TAWARORIT (Director, Independent director) | 5 | / | 5 | 1 | / | 1 | | / | |
| 4. Mrs. SUCHADA SODTHIBHAPKUL (Director, Independent director) | 5 | / | 5 | 1 | / | 1 | | / | |
| 5. Ms. CHALONGKWAN WONGSASUTHIKUL (Director) | 5 | / | 5 | 1 | / | 1 | | / | |
| 6. Mr. PATTARAPOL WONGSASUTHIKUL (Director) | 5 | / | 5 | 1 | / | 1 | | / | |

| Names of Board members | Meeting attendance of the board of directors | | | AGM meeting attendance | | | EGM meeting attendance | | |
|---|--|---|------------------------|------------------------|---|------------------------|------------------------|---|------------------------|
| | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) | Attendance (times) | / | Meeting rights (times) |
| 7. Mr. PRAWIT WARAPRATEEP (Director) | 5 | / | 5 | 1 | / | 1 | | / | |
| 8. Mr. SURABHON KWUNCHAITHUNYA (Director, Independent director) | 5 | / | 5 | 1 | / | 1 | | / | |
| 9. Mr. SOMPOP RANGUBTOOK (Director, Independent director) | 5 | / | 5 | 1 | / | 1 | | / | |
| 10. Mr. PASITPHOL TEMRITIKULCHAI (Director) | 5 | / | 5 | 1 | / | 1 | | / | |
| 11. Mr. WONGSAKUL KITTIPROMWONG (Director, Independent director) | 5 | / | 5 | 1 | / | 1 | | / | |

Summary of the board of directors meeting attendance rate

| Names of directors | Board of directors meeting attendance rate | AGM meeting attendance rate | EGM meeting attendance rate |
|--|--|-----------------------------|-----------------------------|
| 1. Mr. VORATHEP WONGSASUTHIKUL (Chairman of the board of directors) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |

| Names of directors | Board of directors meeting attendance rate | AGM meeting attendance rate | EGM meeting attendance rate |
|---|--|-----------------------------|-----------------------------|
| 2. Mr. PAIBOON WARAPRATEEP (Vice-chairman of the board of directors) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 3. Mr. YANYONG TAWARORIT (Director) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 4. Mrs. SUCHADA SODTHIBHAPKUL (Director) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 5. Ms. CHALONGKWAN WONGSASUTHIKUL (Director) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 6. Mr. PATTARAPOL WONGSASUTHIKUL (Director) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 7. Mr. PRAWIT WARAPRATEEP (Director) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 8. Mr. SURABHON KWUNCHAITHUNYA (Director) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 9. Mr. SOMPOP RANGUBTOOK (Director) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 10. Mr. PASITPHOL TEMRITIKULCHAI (Director) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| 11. Mr. WONGSAKUL KITTIPROMWONG (Director) | 5/5 (100.00%) | 1/1 (100.00%) | N/A |
| Average meeting attendance rate | 100.00% | 100.00% | N/A |

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

Remuneration of the board of directors

Types of remuneration of the board of directors

Monetary compensation is paid in the form of monthly fees and attendance fees (per meeting), as approved by the shareholders.

Remuneration of the board of directors

Details of the remuneration of each director over the past year

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|---|----------------------|-----------------------------------|-------------------|------------------------------|---|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| 1. Mr. VORATHEP WONGSASUTHIKUL (Chairman of the board of directors) | | | 380,000.00 | | N/A |
| Board of Directors (Chairman of the board of directors) | 60,000.00 | 260,000.00 | 320,000.00 | No | |
| Executive Committee (The chairman of the executive committee) | N/A | N/A | N/A | No | |
| Remuneration Committee (Member of the subcommittee) | 20,000.00 | N/A | 20,000.00 | No | |
| Risk Management Committee (Member of the subcommittee) | 40,000.00 | N/A | 40,000.00 | No | |
| 2. Mr. PAIBOON WARAPRATEEP (Vice-chairman of the board of directors) | | | 340,000.00 | | N/A |
| Board of Directors (Vice-chairman of the board of directors) | 40,000.00 | 260,000.00 | 300,000.00 | No | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|---|-------------------|-----------------------------|-------------------|---------------------------|--|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Risk Management Committee (Member of the subcommittee) | 40,000.00 | 0.00 | 40,000.00 | No | |
| 3. Mr. YANYONG TAWARORIT (Director, Independent director) | | | 372,000.00 | | N/A |
| Board of Directors (Director) | 40,000.00 | 260,000.00 | 300,000.00 | No | |
| Audit Committee (Chairman of the audit committee) | 72,000.00 | 0.00 | 72,000.00 | No | |
| 4. Mrs. SUCHADA SODTHIBHAPKUL (Director, Independent director) | | | 352,000.00 | | N/A |
| Board of Directors (Director) | 40,000.00 | 260,000.00 | 300,000.00 | No | |
| Risk Management Committee (The chairman of the subcommittee) | 52,000.00 | 0.00 | 52,000.00 | No | |
| 5. Ms. CHALONGKWAN WONGSASUTHIKUL (Director) | | | 300,000.00 | | N/A |
| Board of Directors (Director) | 40,000.00 | 260,000.00 | 300,000.00 | No | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|--|----------------------|-----------------------------------|-------------------|------------------------------|---|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Executive Committee (Member of the executive committee) | 0.00 | 0.00 | 0.00 | No | |
| Sustainability Committee (Member of the subcommittee) | 0.00 | 0.00 | 0.00 | No | |
| 6. Mr. PATTARAPOL WONGSASUTHIKUL (Director) | | | 340,000.00 | | N/A |
| Board of Directors (Director) | 40,000.00 | 260,000.00 | 300,000.00 | No | |
| Executive Committee (Member of the executive committee) | 0.00 | 0.00 | 0.00 | No | |
| Sustainability Committee (The chairman of the subcommittee) | 0.00 | 0.00 | 0.00 | No | |
| Risk Management Committee (Member of the subcommittee) | 40,000.00 | 0.00 | 40,000.00 | No | |
| 7. Mr. PRAWIT WARAPRATEEP (Director) | | | 340,000.00 | | N/A |
| Board of Directors (Director) | 40,000.00 | 260,000.00 | 300,000.00 | No | |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|--|----------------------|-----------------------------------|-------------------|------------------------------|---|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Executive Committee (Member of the executive committee) | 0.00 | 0.00 | 0.00 | No | |
| Sustainability Committee (Member of the subcommittee) | 0.00 | 0.00 | 0.00 | No | |
| Risk Management Committee (Member of the subcommittee) | 40,000.00 | 0.00 | 40,000.00 | No | |
| 8. Mr. SURABHON KWUNCHAITHUNYA (Director, Independent director) | | | 386,000.00 | | N/A |
| Board of Directors (Director) | 40,000.00 | 260,000.00 | 300,000.00 | No | |
| Audit Committee (Member of the audit committee) | 60,000.00 | 0.00 | 60,000.00 | No | |
| Remuneration Committee (The chairman of the subcommittee) | 26,000.00 | 0.00 | 26,000.00 | No | |
| 9. Mr. SOMPOP RANGUBTOOK (Director, Independent director) | | | 360,000.00 | | N/A |

| Names of directors / Board of directors | Company | | | | Total monetary remuneration from subsidiaries (Baht) |
|--|----------------------|-----------------------------------|-------------------|------------------------------|---|
| | Meeting allowance | Other monetary remuneration | Total (Baht) | Non-monetary remuneration | |
| Board of Directors (Director) | 40,000.00 | 260,000.00 | 300,000.00 | No | |
| Audit Committee (Member of the audit committee) | 60,000.00 | 0.00 | 60,000.00 | No | |
| 10. Mr. PASITHPHOL TEMRITIKULCHAI (Director) | | | 300,000.00 | | N/A |
| Board of Directors (Director) | 40,000.00 | 260,000.00 | 300,000.00 | No | |
| 11. Mr. WONGSAKUL KITTI PROMWONG (Director, Independent director) | | | 320,000.00 | | N/A |
| Board of Directors (Director) | 40,000.00 | 260,000.00 | 300,000.00 | No | |
| Remuneration Committee (Member of the subcommittee) | 20,000.00 | 0.00 | 20,000.00 | No | |
| 12. Mr. Dhirapong Hirunprasurtwutti (Member of the subcommittee) | | | 0.00 | | N/A |
| Risk Management Committee (Member of the subcommittee) | 0.00 | 0.00 | 0.00 | No | |

Summary of the remuneration of each committee over the past year

| Names of board members | Meeting allowance | Other monetary remuneration | Total (Baht) |
|------------------------------|-------------------|-----------------------------|--------------|
| 1. Board of Directors | 460,000.00 | 2,860,000.00 | 3,320,000.00 |
| 2. Audit Committee | 192,000.00 | 0.00 | 192,000.00 |
| 3. Executive Committee | 0.00 | 0.00 | 0.00 |
| 4. Remuneration Committee | 66,000.00 | 0.00 | 66,000.00 |
| 5. Risk Management Committee | 212,000.00 | 0.00 | 212,000.00 |
| 6. Sustainability Committee | 0.00 | 0.00 | 0.00 |

Summary of the remuneration of the board of directors

| | 2023 | 2024 | 2025 |
|------------------------------------|--------------|--------------|--------------|
| Meeting allowance (Baht) | 3,090,000.00 | 3,710,000.00 | 930,000.00 |
| Other monetary remuneration (Baht) | 660,000.00 | 0.00 | 2,860,000.00 |
| Total (Baht) | 3,750,000.00 | 3,710,000.00 | 3,790,000.00 |

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the : 0.00
board of directors over the past year
(Baht)

Information on corporate governance of subsidiaries and associated companies

Corporate governance of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and : Yes
associated companies

Mechanism for overseeing management and taking : Disclosure of financial condition and operating results,
responsibility for operations in subsidiaries and Internal control system of the subsidiary operating the core
associated companies approved by the board of business is appropriate and sufficient in the subsidiary
directors operating the core business

The Company has a systematic approach to overseeing the operations of its subsidiaries and joint ventures as follows:

1. The Board of Directors has appointed qualified individuals to serve on the Board of Directors, including those who serve on the boards of directors of each subsidiary and associated company, to oversee the business operations. These individuals are required to report and attend meetings with the Company's executive directors. Other executive officers will hold regular joint meetings to ensure systematic management and supervision, and to safeguard the best interests of the Company.

2. The Company monitors the operating results, with subsidiaries submitting monthly financial statements for consolidation with the parent company. This allows for the analysis of monthly operating results of each subsidiary, disclosing financial position and performance, as well as overseeing connected transactions, asset acquisitions or disposals, and other significant transactions to ensure completeness, accuracy, and timeliness in accordance with the Company's principles.

3. The Company ensures that subsidiaries have appropriate and adequate internal control systems, including having the internal audit unit report on the adequacy of the internal control system, compliance with relevant laws and regulations to the Audit Committee.

Information on the monitoring of compliance with corporate governance policy and guidelines

The monitoring of compliance with corporate governance policy and guidelines

Prevention of conflicts of interest

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of interest over the past year : Yes

The Company considers it a crucial policy that directors, executives, and employees do not exploit their positions for personal gain or engage in businesses that compete or are related to the Company. Therefore, the following guidelines are established for directors, executives, and employees of the Company:

Practices

The Company requires that directors, directors on subcommittees, executives, and employees must not seek personal gain that conflicts with the interests of the Company. Business operations must be for the purpose of maximizing the benefit of the Company. If any conflict arises, those involved or interested in the transaction under consideration must notify the Company of their relationship or interest in such transaction and must not participate in the consideration, including not having the authority to approve such transaction. In this regard, actions that may give rise to a conflict of interest shall include the following:

1. Competition with the Company

Directors, directors of subcommittees, executives, and employees shall not engage in, conduct, or invest in any activities that compete or may compete with the business of the Company and its subsidiaries, whether for personal gain or for the benefit of others, which may be detrimental to the Company, either directly or indirectly. They shall not become partners, shareholders with decision-making power, or executives in businesses that compete or are similar to

the Company or its subsidiaries, unless it can be demonstrated that there are mechanisms to ensure that such actions will not adversely affect the Company and that measures are in place to serve the best interests of the Company and its shareholders as a whole.

2. Seeking personal gain from the Company.

Directors, members of subcommittees, executives, and all employees should disclose any business or activities conducted personally, with family members, relatives, or dependents that may create a conflict of interest with the Company or its subsidiaries. They should also prepare an annual disclosure of their interests, both direct and indirect, or any significant changes to previously disclosed information. Examples include:

- Jointly invest or have interests with vendors that do business with the Company or subsidiaries.
- Holding any position or acting as a consultant to vendors that do business with the Company, its customers, or subsidiaries.
- Engaging in the trading of products or services with the Company or its subsidiaries, either directly or through intermediaries, and the review and revision of relevant policies.

3. Holding shares or being a director in other businesses.

In the event that directors, directors on subcommittees, executives, or employees hold shares, partnerships, or a significant number of shares, or serve as directors or advisors in other companies, such positions must not lead them to act or refrain from acting in a manner that conflicts with their duties or affects their performance in the Company. If directors, directors on subcommittees, executives, or employees acquired such shares or held directorships in those companies before becoming directors, directors on subcommittees, executives, or employees of the Company, or before the Company engaged in such businesses, or acquired them through inheritance, they must report such holdings to the Company immediately or as soon as possible (as the case may be). In the case of directors, directors on subcommittees, or executives of the Company, they must report to the Company Secretary, who will then report to the Board of Directors and/or shareholders' meeting (as the case may be). In the case of employees, they must report to their direct supervisors. Directors, executives, and employees who have a conflict of interest in any agenda item must abstain from voting or not attend the meeting during the consideration of the matter in which they have a conflict of interest.

4. Entering into and Monitoring Transactions with Potential Conflicts of Interest

The Board of Directors must establish measures to monitor transactions that may involve conflicts of interest. The Board must carefully and independently consider the appropriateness of such transactions within the framework of good corporate governance, prioritizing the best interests of the Company as if dealing with external parties. In cases where directors, directors on subcommittees, executives, or employees need to engage in or are involved in transactions where they have a conflict of interest, they must recuse themselves from the consideration of such transactions.

Directors, directors on subcommittees, executives, and employees should avoid transactions that may be considered connected transactions under the regulations of the Capital Market Supervisory Board, the Securities and Exchange Commission, or the Stock Exchange of Thailand ("connected transactions"), which may result in conflicts of interest with the Company.

In conducting transactions by directors, directors on subcommittees, executives, and employees, or connected persons as defined by the notifications of the Capital Market Supervisory Board, regulations, announcements, orders, or requirements of the SEC Office or the Stock Exchange of Thailand, which fall under the category of connected transactions, directors, directors on subcommittees, executives, and employees must conduct themselves in accordance with the principles, procedures, and regulations regarding the disclosure of connected transactions, the acquisition or disposal of assets of the Company and its subsidiaries, the guidelines stipulated in the Connected Transaction Policy and/or other policies and procedures of the Company, as well as strictly adhere to the accounting standards prescribed by the Federation of Accounting Professions.

In the event that the connected transactions do not comply with the general commercial terms as approved by the Board of Directors, or the nature and size of the transactions are not within the scope of their consideration, the

Audit Committee shall consider and provide their opinion before submitting it for approval from the Board of Directors or shareholders, as the case may be, in accordance with the guidelines specified in the Connected Transaction Policy and/or other regulations of the Company.

The Company will disclose transactions involving conflicts of interest and related party transactions in the notes to the financial statements audited by the Company's certified auditors, the annual report, and the Annual Information Form (Form 56-1 One Report) annually.

Report on Conflict of Interest Policy and Guidelines

2025 Report on Conflict of Interest Policy and Guidelines

Thai Rubber Latex Group Public Company Limited is committed to conducting its business with honesty, transparency, fairness, and in accordance with good corporate governance principles. To prevent and avoid conflicts of interest in its business operations, the Company has established a Policy and Guidelines on Conflict of Interest Prevention to serve as a framework for governing the conduct of directors, executives, and employees at all levels in a consistent manner, and in compliance with applicable laws, regulatory requirements, and the Company's Code of Conduct.

The Company requires directors, members of sub-committees, executives, and employees to perform their duties with the best interests of the Company as a priority, and not to seek personal benefits or benefits for related persons that may give rise to a conflict of interest with the Company. They are also required to fully, accurately, and timely disclose any information or relationships that may potentially result in a conflict of interest.

In cases where directors, executives, or employees have an interest in, or are connected with, a transaction of the Company, whether directly or indirectly, such persons must notify the Company and abstain from participating in the consideration, expressing opinions, or voting on matters relating to such transaction to ensure that decisions are made independently, transparently, and fairly.

The Company has established guidelines to prevent the pursuit of personal business interests that may conflict with the Company's interests. Directors, executives, and employees are required to disclose any personal business activities, investments, positions held, or involvement in other entities that may affect the Company, and must promptly report any significant changes to such information.

Furthermore, directors, executives, and employees are prohibited from using inside information or confidential information of the Company for personal gain or for the benefit of others, and must strictly comply with the Company's policies and guidelines regarding the use and safeguarding of inside information.

In the event that directors, executives, or employees hold positions as directors or executives, or play roles in other entities, or have shareholdings in other businesses in a manner that may affect their performance of duties, they must report such information to the Company in accordance with the prescribed procedures and must not use their position within the Company to benefit such entities.

The Company places importance on the oversight of transactions that may involve conflicts of interest. Appropriate measures have been established to ensure that such transactions are carefully reviewed, conducted fairly, and in compliance with applicable laws, regulatory requirements, and the Company's policies. Persons with an interest in such transactions are not permitted to participate in the consideration or decision-making process.

The Company continuously monitors and oversees compliance with its Conflict of Interest Prevention Policy. Transactions that may involve conflicts of interest, as well as connected transactions, are disclosed in the Annual Report and the Annual Registration Statement (Form 56-1 One Report) to ensure transparent access to information for stakeholders.

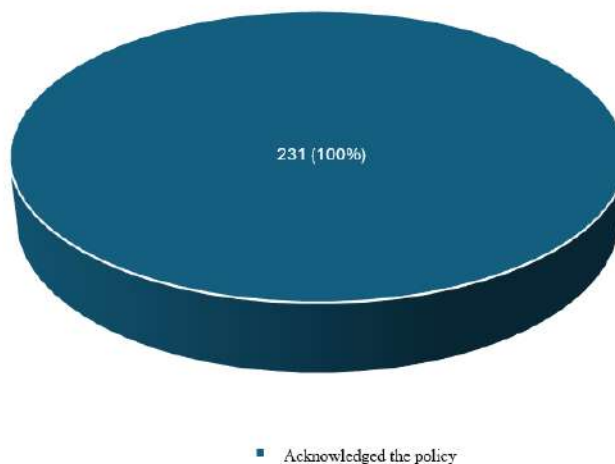
Public Communication, Disclosure, and Written Acknowledgement of Compliance with the Conflict of Interest Policy and Guidelines



Summary of the number of people who have acknowledged the information (Online system).

| Acknowledged group | Amount | Acknowledged the policy | Pending acknowledgement |
|-----------------------------|------------|-------------------------|-------------------------|
| Monthly Employees / Workers | 220 | 220 | 0 |
| Directors / Executives | 11 | 11 | 0 |
| Total | 231 | 231 | 0 |

Number of Personnel and Acknowledgement Status of the Conflict of Interest Policy



Employee Training

The Human Resources Department organized employee training sessions to provide knowledge on the Company's policy and guidelines regarding conflict of interest under the course titled Business Ethics: Policy and Guidelines on Conflict of Interest. The training program was conducted in two batches.

Batch 1: Held on 16 December 2025, with a total of 118 employees in attendance

Batch 2: Held on 18 December 2025, with a total of 122 employees in attendance



Sample pictures of training arrangements

In 2025, following the monitoring and evaluation conducted after the dissemination of the policy and the employee training program on Business Ethics: Policy and Guidelines on Conflict of Interest

- The Company found no cases of non-compliance

Number of cases or issues related to conflict of interest

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of cases or issues related to conflict of interest (cases) | 0 | 0 | 0 |

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of inside information to seek benefits over the past year : Yes

Directors, executives, and employees shall not seek benefits for themselves or others by using the Company's inside information, such as plans, operating results, resolutions, business projections, results from experiments and research, price quotations, etc. They must also strictly comply with the Company's policies and procedures regarding the use of inside information.

Definition:

"Company" means Thai Rubber Latex Group Public Company Limited and its subsidiaries.

"Directors, Executives, Employees, Personnel" means directors, executives, and personnel as defined in the Company's regulations on the Board of Directors and the Company's regulations on Human Resources Management.

"Inside information" means information that has not been disclosed to the public and is considered important information that may affect the price of the Company's securities, including operating results, earnings forecasts, dividend payments, new securities issuances, borrowings, liabilities, liquidity, the Company's financial position, acquisitions, investments, mergers, material lawsuits, resolutions of the Board of Directors, dividend announcements, capital increases, capital reductions, and significant changes in accounting policies.

"Impact on the price of securities" means an impact that causes the price of securities to increase, decrease, remain stable, or support the price of securities. There are guidelines, procedures, and monitoring for compliance with the policy as follows:

1. The Board of Directors has established a strict policy to prevent insider trading as follows: "Directors, executives, and employees of the Company who have inside information (including related persons such as spouses or cohabitants and minor children) shall not trade in the Company's securities for their own benefit or the benefit of related persons using the Company's information that has not yet been disclosed to the public from one month prior to the public disclosure of financial statements and should wait at least 24 hours after the public disclosure of information before making such transactions. They must also notify the Company at least one day in advance before buying/selling securities through the Company Secretary or the Secretary of the Board of Directors. The Secretary of the Board of Directors will notify the Board of Directors at least one day in advance. Whenever directors, executives, and employees of the Company who have inside information (including related persons such as spouses or cohabitants and minor children) must buy or sell the Company's securities, they must report the transaction to the Securities and Exchange Commission (within three days) in accordance with Section 59 of the Securities and Exchange Act and other applicable laws and regulations. A copy of such report must also be submitted to the Company Secretary.

2. The Company will educate the Company's directors and executives about their duties to prepare and disclose reports on the holding and changes in the holding of securities of (a) themselves, (b) their spouses or cohabitants, (c) their minor children, and (d) juristic persons in which they, their spouses or cohabitants, and their minor children hold shares totaling more than 30% of the total voting rights of such juristic person and such shareholding is the largest proportion in that juristic person to the Securities and Exchange Commission in accordance with Section 59 of the Securities and Exchange Act and the relevant regulations of the Securities and Exchange Commission. The Company will also provide education on reporting the acquisition or disposal of assets in accordance with Section 246 of the Securities and Exchange Act and the relevant Notifications of the Capital Market Supervisory Board. Directors and executives are required to submit a copy of such reports to the Company Secretary on the same day that the report is submitted to the SEC. The preparation, timeline, and method of submitting reports on the holding and changes in the holding of securities, as well as the acquisition or disposal of securities, must comply with the requirements prescribed in the Securities and Exchange Act and related SEC Notifications. The Company compiles these reports and provides them to the Board of Directors on a quarterly basis.

3. The Company requires directors, executives, and employees of the Company and its affiliates to maintain the confidentiality of the Company's and its affiliates' confidential information and/or inside information, as well as the confidential information of the Company's and its affiliates' business partners that they become aware of in the performance of their duties. They are prohibited from using the confidential information and/or inside information of the Company's affiliates, as well as the confidential information of the Company's and its affiliates' business partners that they become aware of in the performance of their duties, for any benefit, even if the disclosure of such information does not cause damage to the Company, its affiliates, or the Company's business partners.

4. The Company prohibits directors, executives, and employees of the Company and its affiliates from disclosing inside information of the Company and its affiliates. The Company also prohibits such persons from using their

positions in the Company and/or its affiliates to take inside information or material information about the Company's operations that they have learned or become aware of during their employment with the Company and/or its subsidiaries, which has not yet been disclosed to the public, for their own benefit or for the benefit of others, either directly or indirectly, whether or not such persons receive any benefit in return.

5. The Company shall establish a disciplinary process for personnel who fail to comply with the Insider Trading Policy. Any person who violates this policy by using inside information for personal gain or for the benefit of others, whether directly or indirectly, and whether or not they receive any benefit, directly or indirectly, shall be subject to disciplinary action in accordance with the Company's regulations or applicable laws. The penalty will be determined based on the intent of the act and the severity of the offense.

6. The Company will monitor compliance with the policy, and the results of such monitoring will be disclosed in the Annual Information Form (Form 56-1 One Report).

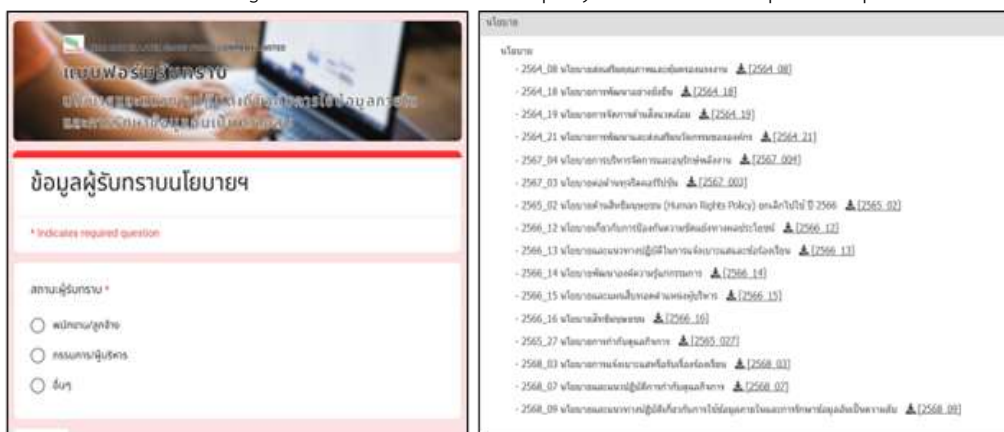
Prevention of the use of inside information to seek benefits report

Prevention of the use of inside information to seek benefits report 2025

The Company has established guidelines to prevent the misuse of inside information for personal gain, as set out in its Code of Conduct and Good Corporate Governance Practices. These guidelines serve as a framework for directors, executives, and employees at all levels to perform their duties with honesty, integrity, transparency, and ethical responsibility. The Company also provides education and guidance to its directors and executives regarding their statutory duties and reporting obligations. Such information is communicated through the Company's Code of Conduct and Good Corporate Governance Practices, and disseminated to directors, executives, and employees via the internal information system (Intranet), as well as disclosed on the Company's website. Furthermore, the Company regularly monitors compliance with the aforementioned policies and discloses the implementation and compliance status in the Form 56-1 One Report.

Public relations, disclosure, and obtaining signed acknowledgment and agreement to comply with measures to prevent the use of inside information for personal gain.

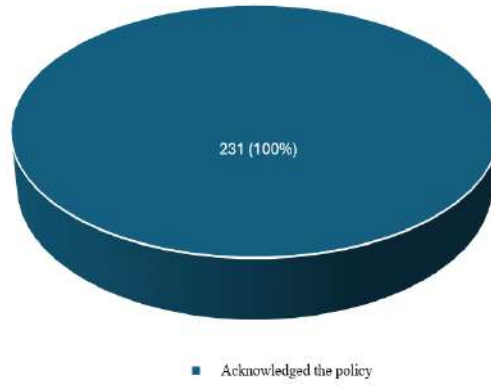
The Human Resources Department communicates the Company's policy on the prevention of insider trading (as stipulated in the Code of Conduct and Good Corporate Governance Practices) through various channels, including email, the Company's LINE group, and the MyHR program, which serves as the internal information system. Such information is also disclosed via Google Forms and on the Company's website. Examples are provided as follows:



Summary of the number of people who have acknowledged the information (Online system).

| Acknowledged group | Amount | Acknowledged the policy | Pending acknowledgement |
|-----------------------------|------------|-------------------------|-------------------------|
| Monthly Employees / Workers | 220 | 220 | 0 |
| Directors / Executives | 11 | 11 | 0 |
| Total | 231 | 231 | 0 |

Number of Personnel and Acknowledgement Status of the Insider Trading Prevention Policy

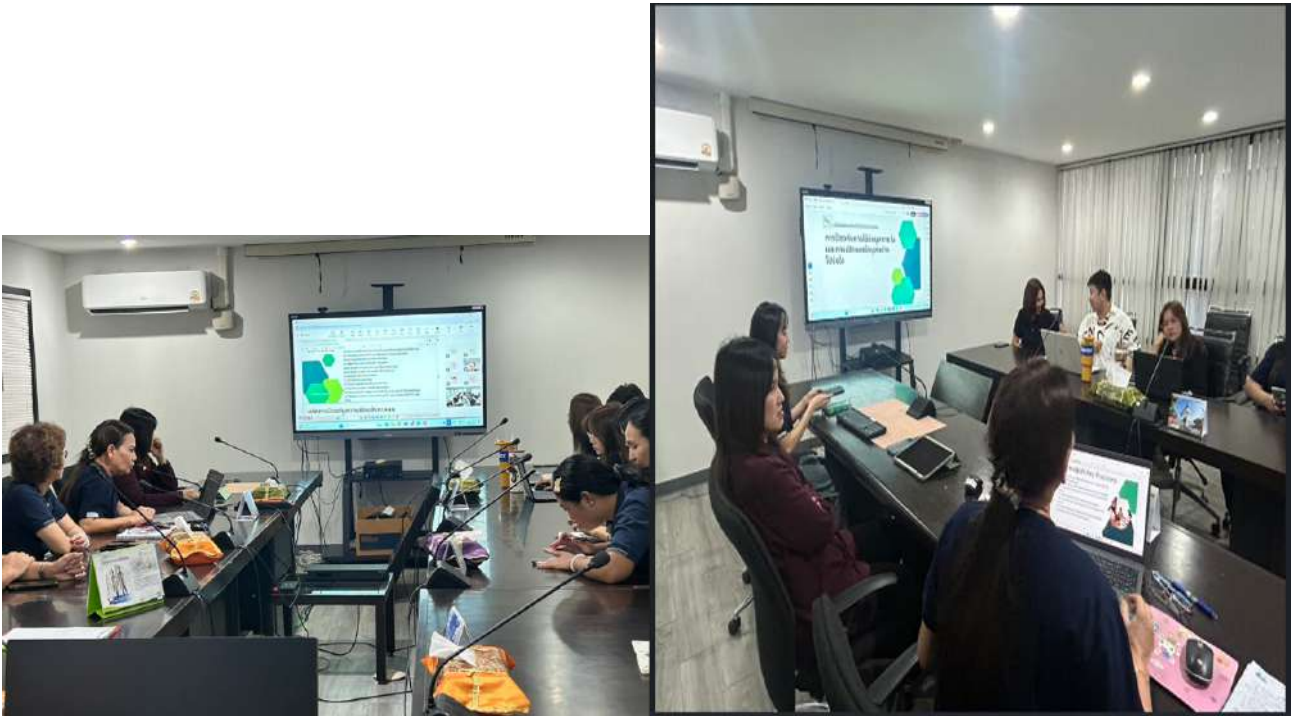


Employee Training

The Human Resources Department organized employee training sessions to provide knowledge on the prevention of insider trading under the course titled Business Ethics: Prevention of Insider Trading. The training was conducted in two batches as follows:

Batch 1: Held on 16 December 2025, with a total of 118 employees in attendance.

Batch 2: Held on 18 December 2025, with a total of 122 employees in attendance.



Sample pictures of training arrangements

In 2025, following the monitoring and evaluation conducted after the dissemination of the policy and the employee training program on Business Ethics: Prevention of Insider Trading

- The Company found no cases of non-compliance.

Number of cases or issues related to the use of inside information to seek benefits

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of cases or issues related to the use of inside information to seek benefits (cases) | 0 | 0 | 0 |

Anti-corruption action

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the past year : Yes

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy

The Company places importance on conducting business with integrity by adhering to the principles of good corporate governance with honesty, transparency, accountability, responsibility, and caution towards stakeholders, society, and the environment under good corporate governance and the Company's Code of Business Conduct. The Company has established an "Anti-Fraud and Anti-Corruption Policy" to serve as a clear guideline for conducting business and developing a sustainable organization. The Company has good practices in accordance with the established policies and requires directors, executives, employees, contractors, and any other person acting for the benefit of the Company to comply with them.

Definitions

Corruption means bribery in any form by offering, promising to give, giving, pledging to give, demanding, or accepting (in the form of money/assets) or any other benefit to government officials, government agencies, private agencies, business partners, customers, and all stakeholders, whether directly or indirectly, in order for such persons to act or refrain from performing their duties in order to obtain or maintain business or recommend business to the company in particular, or to obtain or maintain any other benefit that is inappropriate for the business, except in cases where it is permitted by law, regulations, announcements, rules, local customs, or business practices.

Responsibilities

1. The Board of Directors has the duty and responsibility to establish policies, oversee, and support the anti-fraud and corruption system to be effective, appropriate, and up-to-date. This includes having a process for receiving complaints, whistleblowing, and fact-checking, prioritizing anti-fraud and corruption efforts, and promoting it as an organizational culture.

2. The Audit Committee has the duty and responsibility to review the financial reporting and accounting system, internal control system, and risk management system, as well as to receive whistleblowing reports, investigate the facts, and submit them to the Board of Directors. The Audit Committee also provides advice and monitors compliance with the Anti-Corruption Policy.

3. The Risk Management Committee has the duty and responsibility to oversee, provide recommendations, and support the assessment of risks related to fraud and corruption, as well as to review and monitor related measures appropriately.

4. The Chief Executive Officer and management have the duty and responsibility to establish a system and support the anti-fraud and anti-corruption policy, as well as communicate and create understanding among executives and employees, and promote the implementation of the policy throughout the organization. They are also responsible for ensuring that the system is reviewed to be current and consistent with business operations to ensure that anti-fraud and anti-corruption efforts are carried out effectively.

5. The Internal Audit Department has the duty and responsibility to assess and evaluate risks, provide recommendations on risk mitigation measures and safeguards to the Audit Committee, and be responsible for inspecting and reviewing compliance with policies, procedures, authorities, regulations, and laws to ensure that appropriate control systems are in place.

Practices

1. The Company's directors, executives, and employees must comply with the Anti-Fraud and Corruption Policy and Code of Conduct and must not engage in any act of fraud or corruption, directly or indirectly.

2. Employees and executives of the Company must not ignore or disregard any acts of corruption related to the Company. They must report such acts to their supervisors or responsible individuals and cooperate in the fact-finding process. If there are any doubts or questions, consult with supervisors or designated individuals responsible for monitoring compliance with the Company's Code of Conduct through the designated channels.

3. The Company establishes channels for reporting corruption. It will ensure fairness and protection for employees who refuse to participate in or report corruption related to the Company, using the whistleblower protection measures outlined in the Company's Complaint and Suggestion Policy.

4. The Company must create and maintain a corporate culture that upholds the belief that corruption is unacceptable in both government and private sector transactions.

5. The Company has a risk management committee to assess corruption risks, an internal audit department, and appropriate and effective internal audit processes and internal control systems, including financial processes, accounting, record keeping, and others.

6. The Company regularly reviews its policies, practices, and operations to ensure they are consistent with laws, regulations, or rules relevant to conducting business, including anti-fraud and anti-corruption.

7. Those who commit fraud and corruption are in violation of the Company's Code of Conduct and will be subject to disciplinary action in accordance with the Company's regulations and legal penalties if the act is illegal.

8. The Company places importance on disseminating and promoting knowledge and understanding of anti-corruption to other persons who have to perform duties related to the Company and the Company's stakeholders in order to create good awareness.

Implementation Requirements

1. The Anti-Corruption Policy shall cover the human resource management process from recruitment or selection, promotion, training, employee performance evaluation, and compensation. It shall require supervisors at all levels to communicate and ensure understanding with employees.

2. Any action taken under the Anti-Corruption Policy shall be in accordance with the practices set forth in the Code of Business Ethics, including the Company's relevant regulations and operating manuals, as well as the practices that the Company may establish in the future.

3. For clarity in addressing risks related to fraud and corruption, directors, executives, and employees of the Company at all levels must perform their duties with caution. The following are the guidelines:

3.1 Acceptance or giving of gifts, assets, entertainment, services, expenses, or other benefits, including donations and use of support funds must be conducted transparently and in accordance with the Company's guidelines, relevant laws, and regulations. It must be ensured that such actions are not used for bribery or lead to conflicts of interest

3.2 The giving or receiving of charitable donations or support funds must be transparent and in accordance with the law. It must be ensured that such donations or funds are not used as a pretext for bribery.

3.3 The Company has no policy concerning facilitation payments to government officials to expedite processes.

3.4 The Company maintains political neutrality by refraining from any actions that demonstrate favoritism or support, including the provision of money, assets, benefits, or facilities to political parties, politicians, or politically affiliated individuals. The Company is an organization committed to political neutrality, upholding the law, and the democratic system of government. Furthermore, the Company has no policy of providing political contributions to any political party, either directly or indirectly.

3.5 The Company has established a policy governing the employment of public sector employees to serve as directors, executives, employees, or permanent staff of the Company. Such employment must undergo a formal selection process, approval procedures, remuneration determination, and control mechanisms to ensure that the employment of public sector employees is not used as consideration for obtaining any improper benefits that may favor the Company or compromise the impartiality of duty performance, which could give rise to risks of corruption.

3.5.1 There must be a process for verifying the background of individuals whom the Company will recruit to serve as directors, advisors, executives, or employees of the Company to check for potential conflicts of interest before appointment.

3.5.2 The selection, approval of employment, and determination of remuneration for the hiring of government officials for positions at the department manager level and below must be considered for necessity by the President before hiring such government officials.

3.5.3 The selection, approval of employment, and determination of remuneration for the hiring of government officials for positions at the director and manager level and above must be carefully considered by the Nomination and Remuneration Committee and submitted to the Executive Committee for approval.

Disseminate the Anti-Corruption Policy

Anti-fraud and corruption efforts are an integral part of our business operations and are the responsibility of the Board of Directors, executives, employees at all levels, and related parties to comply with this Anti-Fraud and Corruption Policy. The Company provides training, consultation, and understanding to directors, executives, personnel within the organization, and related parties regarding anti-fraud and corruption to ensure that personnel and related parties comply with this Anti-Fraud and Corruption Policy. The Company will take the following actions:

1. Communicate and disseminate the Anti-Corruption Policy to personnel through various channels, such as new employee orientation, training or seminars, publicity within the workplace and through electronic systems, and communicate the Anti-Corruption Policy to everyone in the company.

2. Disseminate the Anti-Fraud and Corruption Policy through the Company's communication channels, including the Annual Information Form/Annual Report, the Company's website, and email.

Whistle Blowing Center

The Company encourages employees and relevant stakeholders to report any actions that may be suspected of fraud or corruption directly to the Chairman of the Audit Committee for further review. Reports or complaints can be submitted through the following channels:

1. Chairman of the Audit Committee

E-mail: whistleblower@thaitex.com

Reports may also be submitted by post or delivered to the Chairman of the Audit Committee

Mailing Address: Thai Rubber Latex Group Public Company Limited 99/1-3, Moo 13, Bang Na-Trad Road, Km.

7, Bang Kaeo Sub-district, Bang Phli District, Samut Prakan 10540, Thailand

In cases where the whistleblower wishes to file a complaint against the Board of Directors, the report must be submitted directly to the Chairman of the Audit Committee. Individuals may report information or lodge complaints related to fraud or corruption, and all information, complaints, and supporting documents will be kept strictly confidential.

Non-compliance with the Anti-Corruption Policy

If directors, executives, and employees fail to comply with the Company's Anti-Fraud and Corruption Policy, they will be subject to disciplinary action in accordance with the Company's regulations. If the act of fraud and corruption is illegal, the offender may be subject to legal penalties

Review, Monitoring, and Improvement

The Company requires that its Anti-Corruption Policy and other related policies be reviewed, monitored, and updated every two years. In the event of any material changes, the policies may be revised and improved immediately.

Anti-Corruption Policy Report

Anti-Corruption Policy Report 2025, Thai Rubber Latex Group Public Company Limited.

Thai Rubber Latex Group Public Company Limited is committed to conducting its business with honesty, transparency, and fairness in accordance with good corporate governance principles and the Company's Code of Conduct, in order to build confidence among shareholders, investors, and all stakeholder groups. The Company has therefore established an Anti-Corruption Policy as a guideline for directors, executives, and employees at all levels, as well as a framework for collaboration with business partners, contractors, and representatives.

The Board of Directors places great importance on and actively participates in the formulation of this policy, adhering to applicable laws, the Corporate Governance Principles of the Stock Exchange of Thailand, and recognized anti-corruption practices. This is to promote an organizational culture grounded in integrity and accountability.

The Company requires all directors, executives, and employees to refrain from engaging in any form of corruption, whether directly or indirectly. They must not give, accept, or solicit any assets, benefits, gifts, or hospitality that may improperly influence business decisions. All business operations must be conducted with transparency, fairness, and accountability.

To ensure effective implementation, the Company has established appropriate internal control systems and risk management processes to prevent, detect, and mitigate corruption risks. The Anti-Corruption Policy is communicated comprehensively to directors, executives, employees, and relevant stakeholders.

The Company provides channels for employees and stakeholders to report or file complaints regarding corruption through designated whistleblowing mechanisms. The Company adheres to principles of fairness and ensures appropriate protection for whistleblowers. If any act of corruption is detected, the Company will conduct a thorough investigation and take disciplinary action in accordance with the Company's regulations, as well as strictly enforce applicable laws.

The Company monitors, reviews, and reports the implementation of its Anti-Corruption Policy on an annual basis through the Sustainability Report, the Annual Report, and other disclosure channels to ensure transparency and accountability.

Employee Training

The Human Resources Department organized employee training sessions to provide knowledge on anti-corruption under the course titled Business Ethics: Anti-Corruption. The training program was conducted in two batches as follows:

Batch 1: Held on 16 December 2025, with a total of 118 employees in attendance.

Batch 2: Held on 18 December 2025, with a total of 122 employees in attendance.



Sample pictures of training arrangements

In 2025, following the post-training monitoring and evaluation of the program on Business Ethics: Anti-Corruption, no incidents or violations related to corruption were reported.

Number of cases or issues related to corruption

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of cases or issues related to corruption (cases) | 0 | 0 | 0 |

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes
procedures over the past year

Thai Rubber Latex Group Public Company Limited is committed to conducting business with transparency, accountability, and in accordance with the principles of good corporate governance, business ethics, and relevant laws. We prioritize stakeholders, both internal and external to the organization, who play a vital role in our business operations, such as customers, suppliers, local communities, and those affected by our operations. The Company has therefore established a Whistleblower Policy to provide a mechanism for stakeholders to report complaints related to fraud, legal violations, or inappropriate conduct. This policy aims to facilitate and build confidence among stakeholders while preventing potential damage to the organization.

Definitions

The Company has a comprehensive system in place, from receiving complaints and conducting fact-finding to concluding the investigation, along with measures to protect complainants and related individuals. This ensures that whistleblowing can be done safely and without pressure or retaliation. Therefore, the following definitions have been established for clarity in the process:

1. "Misconduct" means any act or omission of any person of the Company which is a violation of the law, rules and ethics, including the Company's regulations and rules.
2. "Complaint Reviewer" refers to the Audit Committee or any person or unit assigned by the Audit Committee to investigate complaints received. The Complaint Reviewer is responsible for gathering information, analyzing facts, and conducting investigations in accordance with laws, regulations, rules, and the Company's Code of Conduct.
3. "Company Personnel" refers to directors, executives, and employees of the Company.
4. "Subsidiary" refers to a subsidiary as defined in the consolidated financial statements of Thai Rubber Latex Group Public Company Limited.
5. "Complainant" means any person of the Company, including stakeholders, who have filed a complaint or reported any misconduct that occurs within the Company (Whistleblower).

Matters for which whistleblowing or complaints are received

1. Witnessing fraudulent acts related to the organization, directly or indirectly, such as witnessing bribery or acceptance of bribes by government or private sector agencies or officials.
2. Witnessing actions that violate the Company's regulations or procedures or affect the Company's internal control system, leading to suspicion that it may be a channel for fraud and corruption.
3. Witnessing actions that cause damage or harm to the Company's reputation.
4. Witnessing illegal or unethical acts, violations of the Company's Code of Business Conduct, as well as other matters such as human rights violations, discrimination, sexual harassment, grievances, or impacts arising from the Company's operations that affect all stakeholders, including vulnerable groups such as children, people with disabilities, women, indigenous peoples, local communities, LGBTQ+, the elderly, and pregnant women.
5. Except in the case of complaints that the Board of Directors, the Audit Committee, or the Chief Executive Officer has resolved, decided, or issued a final ruling on, including matters that are being litigated in court or for which the court has issued a final judgment.

Personnel, relevant officials, or external parties who witness or become aware of any information, including those affected by the Company's business operations or by the performance of duties of directors, executives, and employees of the Company that violate or fail to comply with the law or good corporate governance principles, the Code of Business Conduct, policies, and various regulations of the Company, including actions that may indicate fraud.

Complaints must be made in polite language. The complainant may choose to remain anonymous. However, if the complainant chooses to remain anonymous, the complaint should include sufficient factual details or evidence to indicate wrongdoing and corruption to enable further investigation. However, disclosing the complainant's identity will enhance the credibility of the complaint and facilitate communication and the provision of additional information useful for fact-checking. It will also enable the Company to inform the complainant of the outcome of the investigation. The Company will keep the complainant's information confidential. The complaint should contain at least the following details:

- (1) Name, address, telephone number, and email address of the complainant for the purpose of notifying the outcome, or the complainant may choose to remain anonymous.
- (2) Name and Surname of the accused.
- (3) Date of complaint
- (4) Date, month, year, and location where the complainant witnessed the misconduct or incident.
- (5) Facts or circumstances of the accused that the complainant wishes to report.
- (6) Supporting documents for the complaint (if any)

Complaint and Whistleblowing Process

Upon witnessing an incident that violates or fails to comply with the law, corporate governance principles, business ethics, policies, or regulations of the Company, including actions that may indicate fraud by directors, executives, and employees of the Company, the complainant may report the matter through the channels for complaints and whistleblowing. In the case of employees, if such an incident is witnessed, they should first inquire or consult with their supervisor. If they are unsure or uncomfortable doing so, they should report the complainant may report the matter through the channels for complaints and whistleblowing. In the case of employees, if such an incident is witnessed, they should first inquire or consult with their supervisor. If they are unsure or uncomfortable doing so, they should report the matter through the channels for complaints and whistleblowing. The guidelines are as follows:

1. If the complaint involves an act that violates or fails to comply with the policies and procedures for personnel, including acts that violate human rights, it shall be submitted to the Human Resources and Head Office Administration Manager.
2. If the complaint involves an act that violates or fails to comply with the law, policies, corporate governance principles, the Company's Code of Business Conduct, and regulations, it shall be submitted to the Company Secretary.
3. If the complaint is an act that may indicate fraud, which means any act to seek an unlawful benefit for oneself or others, such as embezzlement, corruption, deception, etc., it shall be submitted to the Audit Committee.

Upon receiving a whistleblowing or complaint, there will be a process for collecting and considering such complaints by the Internal Audit Director to screen the complaint topics for the person responsible for conducting the investigation. The responsible person will register the complaint, specifying the name of the complainant, date, type of complaint, and relevant information, and set a date to inform the complainant of the progress.

Whistleblowing Channels

The Company assigns the Audit Committee to consider and receive whistleblowing reports, complaints regarding actions that may raise suspicions of illegal activities, violations of the Code of Business Conduct, or behaviors that may indicate fraud and corruption. The following channels have been established for reporting:

1. Notify via email at: Chairman of the Audit Committee
E-Mail: whistleblower@thaitex.com
2. Notify by mail, addressed to or submitted directly to: Chairman of the Audit Committee,
Address: Thai Rubber Latex Group Public Company Limited 99/1-3 Moo 13, Bang Na-Trad Road, Km.7, Bang Kaeo Sub-district, Bang Phli District, Samut Prakan 10540, Thailand
3. Whistleblower channel on the website of Thai Rubber Latex Group Public Company Limited.
Link: [https:// www.thaitex.com/contactus](https://www.thaitex.com/contactus)

4. Complaint boxes to receive complaints within the company and factories.

Investigation Procedures

1. Upon receiving a whistleblowing report, the Complaint Review Committee will screen and investigate the facts. 2. During the fact-finding investigation, the complaint investigator will inform the whistleblower or complainant of the progress periodically. The timeframe for the fact-finding investigation until the completion of the consideration is within 30 days, which can be extended for another 30 days.

3. If, upon investigation, the available information or evidence provides reasonable grounds to believe that the accused has indeed committed corruption, the Company will inform the accused of the allegations and grant them the right to defend themselves by providing additional information or evidence demonstrating their non-involvement in the alleged corrupt acts.

4. If the accused person has actually committed corruption, such corruption is considered a violation of the Company's Anti-Corruption Policy. The accused person must be subject to disciplinary action and legal proceedings in accordance with applicable laws.

Reporting False Information

In the event that the reported information is proven to be false due to the intent to distort the truth or defame others, the complainant who reported the information shall be deemed at fault. If the complainant is an employee, disciplinary action and penalties will be considered in accordance with the Company's regulations and/or relevant legal provisions. If the complainant is an external party and the Company suffers damages, legal action against the complainant may be considered.

Disclosure and Reporting

The Company has disclosed channels for whistleblowing or complaints through the Company's website, annual report, and annual information form to enable all stakeholders to contact/complain about any wrongdoing. Notification of the outcome and reporting of the complaint summary: The complaint investigator will notify the complainant of the outcome, and the Internal Audit Director will report the complaint to the Audit Committee on a quarterly basis.

Measures to Protect Complainants and Whistleblowers

Complainants, whistleblowers, or those who cooperate in verifying information will receive the following protection:

1. Whistleblowers, informants, or those cooperating in the investigation are not required to disclose their identities if they believe that doing so may jeopardize their safety or have any adverse effects on themselves or their close associates.

2. Any information that could identify the complainant, whistleblower, or individual cooperating in the investigation will be kept confidential. The Company will exercise caution as necessary for the purpose of fact-finding, taking into account the safety and impact on the complainant, whistleblower, cooperating individual, and related parties.

3. Complainants, whistleblowers, and those who cooperate in verifying information or providing information in good faith will not be subject to disciplinary action and will be protected from actions that cause them to be affected or unsafe, such as intimidation, harassment, detention, work interference, or acts of unfair treatment.

4. In the event that the complainant, informant, or person cooperating in the information verification believes that they have been threatened, intimidated, harassed, interfered with their work, or subjected to bullying or unfair treatment, they shall report to the Chairman of the Audit Committee, their immediate supervisor, or the Human Resources Manager immediately. The complainant, informant, or person cooperating in the information verification may request that the Company provide any appropriate additional protection measures.

Preventive Measures to Avoid Recurrence

Upon completion of the fact-finding investigation, the Company shall conduct a root cause analysis of the incident and establish preventive measures to avoid recurrence. Such measures may include improving work

procedures, enhancing internal control levels, and communicating relevant information to the responsible departments. The Internal Audit Department shall monitor the corrective and preventive actions and report the monitoring results to the Audit Committee at least once a year.

Disclosure and Retention of Personal Data

The handling of complaints and whistleblowing reports shall comply with the Personal Data Protection Act B.E. 2562 (2019) (PDPA). Appropriate security measures shall be implemented in accordance with the Notification of the Personal Data Protection Committee on Security Measures for Data Controllers B.E. 2565 (2022). Personal data must not be used for personal benefit.

Review, Monitoring, and Improvement

The Company requires that whistleblowing and complaint-handling policies and procedures, as well as other related policies, be reviewed, monitored, and improved every two years, or updated immediately if there are material changes.

Number of cases or issues related to whistleblowing

| | 2023 | 2024 | 2025 |
|---|------|------|------|
| Total number of cases or issues received through whistleblowing channels (cases) ⁽³⁾ | 0 | 0 | 0 |

Remark: ⁽³⁾ In 2025, the Company received no reports or grievances through its whistleblowing channels.

Information on report on the results of duty performance of the audit committee in the past year

Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 4

| List of Directors | Meeting attendance of audit committee | | | Average meeting attendance |
|-------------------|---------------------------------------|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| | | | | |

| List of Directors | Meeting attendance of audit committee | | | Average meeting attendance |
|--|---------------------------------------|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 1 Mr. YANYONG TAWARORIT (Chairman of the audit committee) | 4 | / | 4 | 4/4 (100.00%) |
| 2 Mr. SURABHON KWUNCHAITHUNYA (Member of the audit committee) | 4 | / | 4 | 4/4 (100.00%) |
| 3 Mr. SOMPOP RANGUBTOOK (Member of the audit committee) | 4 | / | 4 | 4/4 (100.00%) |
| Average meeting attendance rate | | | | (100.00%) |

The results of duty performance of the audit committee

The Audit Committee of Thai Rubber Latex Group Public Company Limited was appointed by the Board of Directors' Meeting No. 1/2025 on February 28, 2025. It comprises 3 independent directors who possess the qualifications and independence as stipulated by the regulations of the Stock Exchange of Thailand, as follows:

1. Mr. Yanyong Thawornrotrit, Chairman of the Audit Committee
2. Mr. Surapol Kwanjaithanya, Audit Committee Member
3. Asst. Prof. Dr. Sompop Rangubtuk, Audit Committee Member

In 2025, the Audit Committee held 4 meetings with the certified public accountant and the Internal Audit Department. Duties were performed in accordance with the company's board policy and responsibilities, in compliance with the regulations and requirements of the Stock Exchange of Thailand. The significant operations of the Audit Committee can be summarized as follows:

1. Review of Financial Statements: The Audit Committee reviewed the company's consolidated and separate financial statements quarterly and annually, in conjunction with management and the auditor. The review focused on the appropriateness and consistency of accounting policies and practices, as well as the suitability of assumptions, management's judgment, and various estimates used in preparing the financial statements. It also covered significant audit matters reported by the auditor, clarity of disclosures, and compliance with financial reporting standards. Furthermore, the Committee also verified that financial transactions, including connected transactions between the company and related parties or entities, were disclosed accurately and reliably with material information. This information was then presented to the Board of Directors for consideration and approval. The Committee is of the opinion that the company's financial statements for the year 2025, prepared in accordance with financial reporting standards, are materially correct.
2. Oversight of Internal Audit: The Audit Committee approved the annual audit plan for 2025 by reviewing the adequacy and appropriateness of the internal control system. Performance results and corrective actions from management were reported quarterly, with consistent follow-up. The Audit Committee is of the opinion that the company's internal control system is appropriate for its business operations.
3. Review of connected transactions or transactions that may have conflicts of interest: The Audit Committee considered ensuring that information on connected transactions or transactions that may have conflicts of interest

is disclosed accurately and completely, in compliance with the laws and regulations of the Stock Exchange of Thailand.

4. Review of compliance with relevant regulations and laws: The Audit Committee strictly and consistently oversaw the company's operations and found that the company fully and correctly complied with the Securities and Exchange Act, the regulations of the Stock Exchange, and laws related to the company's business.

5. Consideration of the appointment of auditors and determination of audit fees for the year 2025: After considering the qualifications, independence, expertise, experience, performance, scope, and audit approach, as well as the appropriateness of the remuneration, the Audit Committee proposed to the Board of Directors' Meeting for approval by the Shareholders' Meeting to consider appointing the following auditors:

1. Mr. Watchara Pattarapithak, Certified Public Accountant No. 6669 and/or

2. Mr. Boonyarit Thanomcharoen, Certified Public Accountant No. 7900 and/or

3. Mr. Krit Thamthatto, Certified Public Accountant No. 11915 from KPMG Phoomchai Audit Ltd. (KPMG)

6. Review and oversight of the anti-corruption policy: The Audit Committee reviewed its charter regarding the scope of duties and responsibilities to cover the review and oversight of the company's compliance with its anti-corruption policy, to ensure that the company adheres to established laws and ethics and is fair to all parties. This also included reviewing the company's complaint and whistleblowing processes for corruption through various channels, with appropriate measures to protect informants.

7. Good Corporate Governance: The Audit Committee reviewed the effectiveness and efficiency of good corporate governance and found that the Board of Directors, management, and employees strictly adhered to the established policies. The company is committed to conducting business with honesty, integrity, transparency, and responsibility towards society and the environment. This operation aims to create value for shareholders and generate beneficial value for all stakeholder groups, with the goal of achieving sustainable operations within the ESG framework, under the principles of corporate governance and good business ethics.

8. Performance Evaluation of the Audit Committee: The Audit Committee conducted a performance evaluation of its members individually and as a whole to ensure that its operations are efficient, support, and promote good corporate governance of the company. The committee possesses the necessary composition and qualifications and performs its duties within the scope of its authority and responsibilities as defined in the Audit Committee Charter. The Audit Committee has a complete composition and qualifications and has performed its duties efficiently and in accordance with the scope of duties and responsibilities defined in its charter.

Information on summary of the results of duty performance of subcommittees

Meeting attendance and the results of duty performance of subcommittees

Meeting attendance of Executive Committee

Meeting Executive Committee (times) : 5

| List of Directors | Meeting attendance of Executive Committee | | | Average meeting attendance |
|--|---|---|-----------------------------------|----------------------------|
| | Meeting attendance (times) | / | Meeting attendance rights (times) | |
| 1 Mr. VORATHEP WONGSASUTHIKUL (The chairman of the executive committee) | 5 | / | 5 | 5/5 (100.00%) |
| 2 Mr. PATTARAPOL WONGSASUTHIKUL (Member of the executive committee) | 5 | / | 5 | 5/5 (100.00%) |
| 3 Ms. CHALONGKWAN WONGSASUTHIKUL (Member of the executive committee) | 5 | / | 5 | 5/5 (100.00%) |
| 4 Mr. PRAWIT WARAPRATEEP (Member of the executive committee) | 5 | / | 5 | 5/5 (100.00%) |
| Average meeting attendance rate | | | | (100.00%) |

The results of duty performance of Executive Committee

In 2025, the Executive Committee diligently performed its duties in overseeing and refining management tasks as assigned by the Board of Directors. A total of 5 meetings were held to consider and oversee key issues beneficial to the organization's growth, as follows:

1. Consideration of integrated business policies and strategic plans: Review and refine annual business plans and operational strategies, including setting sustainability goals that encompass environmental, social, and governance (ESG) dimensions. These are presented to the Board of Directors quarterly. The committee also oversees the communication of these plans to executives and employees at all levels to ensure consistent operational direction.
2. Review of organizational structure and scope of authority: Consider the suitability of the organizational structure and the Table of Authority to ensure agility and alignment with economic conditions. This includes reviewing and refining human resource management policies and compensation structures at the policy level to ensure a robust and transparent human resource management system.
3. Systematic monitoring and evaluation of operational performance: Monitor and review performance reports from all business units quarterly to assess achievements against key performance indicators (KPIs). The committee also provides consultation and recommendations to management for resolving various issues and obstacles to ensure business operations align with the strategies and sustainability policies set by the Board of Directors.
4. Review and approval of budget plans and key investment projects: Consider the reasonableness and provide approval for business plans, annual budgets, manpower plans, as well as new investment and business expansion projects. This involves analyzing cost-effectiveness and risks before presenting them to the Board of Directors for consideration and approval.
5. Consideration of employee compensation and welfare policies: Review and refine policies on compensation rates, salary structures, and special adjustments to employee welfare benefits based on proposals from the Human Resources Department. This is to ensure that the company has an appropriate and competitive benefits structure within the industry before presenting them to the Remuneration Committee and the Board of Directors for further consideration.

The Executive Committee is committed to performing its duties with due care (Duty of Care) and loyalty (Duty of Loyalty), prioritizing the best interests of the company, shareholders, and all stakeholders. It also oversees that operations comply with laws and good corporate governance principles to lead the organization towards sustainable success.

Corporate Sustainability Policy

Information on policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

The company implements its sustainability management strategy by setting short-term and long-term goals, developing action plans, and monitoring performance with appropriate indicators. The sustainability performance results are presented to the Board of Directors and senior management for continuous review and improvement of operational guidelines.

Goal Setting Principles

- Short-term (13 years) = System establishment, database creation, risk control.
- Long-term (510 years) = Structural transformation, building competitiveness.

| Sustainability Management Strategy | Short-term Goals (13 years) | Long-term Goals (510 years) |
|---|---|--|
| 1. Climate Change Response and Efficient Resource Utilization | <ul style="list-style-type: none"> ● Develop a comprehensive data system for energy, water, and greenhouse gas across all factories. ● Develop renewable energy projects to reduce the use of fossil fuels in production. ● Utilize Carbon Footprint of Organization data as a basis for management. | <ul style="list-style-type: none"> ● Science-based GHG reduction plan. ● Utilize renewable energy as the primary proportion. ● Enhance capacity to cope with climate change risks. ● Implement international environmental measures. |
| 2. Human Rights and Safe Labor Management | <ul style="list-style-type: none"> ● Standardize compliance with labor and safety laws across all factories. ● Systematically strengthen occupational safety and health care systems. | <ul style="list-style-type: none"> ● Foster a sustainable work culture that respects human rights and safety. ● Maintain the ability to attract and retain personnel in the long term. |
| 3. Sustainable Value Chain Management | <ul style="list-style-type: none"> ● Establish minimum environmental and social criteria for key suppliers. ● Commence assessment of significant sustainability risks in the supply chain. | <ul style="list-style-type: none"> ● Systematically reduce environmental and social risks in the value chain. ● Support the development of a resilient and sustainable value chain in the long term. |
| 4. Responsible Corporate Governance | <ul style="list-style-type: none"> ● Consistently develop mechanisms for sustainability reporting and monitoring. | <ul style="list-style-type: none"> ● Develop reporting in accordance with FTSE Russell standards. |

Performance in 2025

1. The development of a resource utilization database and data for conducting the Carbon Footprint Organization across all 3 Scopes has been completed, and the database is currently being implemented for ongoing environmental management.

2. The development of labor standard policies in line with international standards has been completed.
3. Enhance partner assessment by incorporating environmental and social criteria in line with international standards (in progress).
4. Implement solar cell renewable energy projects at the factories in Chiang Rai and Rayong, and at the office. Two additional factories, Surat Thani and Hat Yai, are currently in progress.
5. Sustainability risks in the supply chain are currently being addressed.
6. Develop disclosure channels for stakeholders to access information conveniently and comprehensively.
7. Develop a database for tracing sustainable natural rubber sources to ensure raw material supply complies with European deforestation-free regulations.

Sustainability management goals

Does the company set sustainability management goals : Yes

Sustainability Governance Structure

The Company has established a sustainability management structure comprising the Executive Committee, advisors, and a working group for organizational sustainability development processes with representatives from all departments, ranging from executive to operational levels, across 3 levels as follows:

| Level | Roles and Responsibilities |
|---|--|
| Board of Directors | <ul style="list-style-type: none"> ● Define and approve policies, strategies, and goals for the organization's sustainable development. ● Oversee that sustainability operations align with business strategies, risk management, and long-term value creation. ● Regularly monitor and review sustainability performance, including progress towards achieving set goals. ● Consider environmental, social, and governance risks and opportunities that may materially impact the organization. ● Promote an organizational culture that considers responsibility towards stakeholders and sustainable business operations. |
| Organizational Sustainability Development Working Group | <ul style="list-style-type: none"> ● Translate sustainability policies and strategies into actionable plans, projects, and practices. ● Integrate environmental, social, and governance issues into operational processes, risk management, and management decision-making. ● Coordinate among various departments to ensure consistent sustainability operations across the entire organization. ● Regularly monitor, evaluate, and report the progress of sustainability operations to the Board of Directors. ● Develop data systems, indicators, and disclosure processes for sustainability information to be accurate, complete, and consistent with relevant guidelines and standards. |
| Departments | <ul style="list-style-type: none"> ● Perform duties in accordance with the organization's established sustainability policies, guidelines, and measures. ● Conduct environmental, safety, social, and governance activities in daily operations responsibly. ● Collaborate in collecting data, monitoring results, and reporting sustainability information as assigned. ● Be aware of the impact of their operations on stakeholders, the environment, and society. ● Participate in proposing ideas or operational improvement approaches to enhance efficiency and reduce sustainability impacts. |

United Nations SDGs that align with the organization's sustainability management goals : Goal 2 Zero Hunger, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 12 Responsible Consumption and Production, Goal 12 Responsible Consumption and Production, Goal 13 Climate Action, Goal 13 Climate Action, Goal 14 Life below Water, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

Information on review of policy and/or goals of sustainable management over the past year




Review of policy and/or goals of sustainable management over the past year






Has the company reviewed the policy and/or goals : Yes
of sustainable management over the past year






Has the company changed and developed the : No
policy and/or goals of sustainable management over
the past year




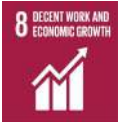
Sustainability Issues

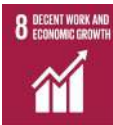


Factors affecting business, stakeholders, and responsiveness to SDG goals

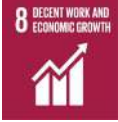
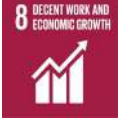



| Key sustainability issues | Factors affecting business | Factors affecting stakeholders | SDGs |
|---------------------------|---|--|--|
| Risks from climate change | <ul style="list-style-type: none"> ● Comprehensive assessment of climate change-related risks, including physical risks (e.g., floods, droughts) and policy change risks (e.g., environmental regulations). | <ul style="list-style-type: none"> ● Shareholders are confident that the company has systematic risk management in place and is prepared to cope with the impacts of climate change. ● Reduce property damage and impacts from climate change. |  |
| Greenhouse gas management | <ul style="list-style-type: none"> ● Seeking certification for the organization's greenhouse gas emissions across all 3 Scopes from the Greenhouse Gas Management Organization. ● Set Net Zero and Carbon Neutral targets for the company and plan actions to achieve them. | <ul style="list-style-type: none"> ● Reduced air pollution, improved quality of life for communities. ● Reduce global warming and maintain ecological balance, promoting the development of environmentally friendly cities and industries in the area. ● Increase product confidence, especially in markets demanding products that prioritize environmental preservation. ● The government achieves greenhouse gas reduction targets in line with the country's sustainable development goals. |   |


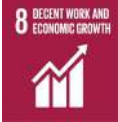


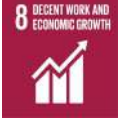

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| <p>Energy management</p> | <ul style="list-style-type: none"> ● Establish energy conservation policies and practices within the organization. ● Evaluating and monitoring energy consumption at every step, installing monitoring systems, and analyzing data to identify waste points for setting targets and improving efficiency. ● Increasing the use of clean solar energy to replace fossil fuels helps reduce greenhouse gas emissions. ● Transitioning to high-efficiency technology, improving production processes, and promoting valuable energy use. ● Increase the ability to reduce costs and enhance business opportunities, thereby reducing. | <ul style="list-style-type: none"> ● Helps reduce air pollution and impacts from natural disasters, positively affecting the health and quality of life of communities. ● Customers trust the products; the market demands products that prioritize environmental preservation. ● The government achieves national clean energy goals, reduces fossil fuel imports, stimulates investment in renewable energy and related infrastructure, and enhances the country's ability to drive long-term sustainability. |  |
| <p>Waste management</p> | <ul style="list-style-type: none"> ● Establish a waste management plan based on the 3R principles (Reduce, Reuse, and Recycle). ● Participate in the "Ting Too Trash" project for systematic waste separation. ● Strictly comply with hazardous waste management laws safely. ● Promote a positive image of the factory, leading to good relationships with the community. | <ul style="list-style-type: none"> ● Reduce impacts from water and soil pollution caused by waste, maintain a good environment, and promote the health of surrounding communities. ● Customers trust the products; the market demands products that prioritize environmental preservation. ● The government reduces the burden of industrial waste management and greenhouse gas emissions from waste disposal. ● Promote a positive image of the factory, leading to good relationships with the community and building trust with environmentally conscious consumers. |     |



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| <p>Water management</p> | <ul style="list-style-type: none"> ● Implementation of 3R measures (Reduce, Reuse, Recycle) to reduce water consumption and reuse treated water. ● Zero Discharge measures: no wastewater from production processes is released into natural water sources. ● Water treatment, monitoring, and control to meet legally mandated quality standards. ● Assessing water resource risks in operational areas and planning responses to droughts and floods. ● Businesses can reduce production costs, lessen environmental impact, and increase market credibility. | <ul style="list-style-type: none"> ● Customers receive environmentally friendly raw materials, trust in purchasing raw materials from the company, and can further produce downstream products for markets demanding products made from sustainable rubber. ● Communities have quality local water sources, sufficient clean water, a balanced local ecosystem, and an improved quality of life for residents. ● Farmers in the area have water security for agriculture. ● The government can address national water scarcity and water pollution issues. |   |
| <p>Biodiversity and ending deforestation</p> | <ul style="list-style-type: none"> ● Assessing the impact of business operations on biodiversity and forest areas. ● Identify risks and opportunities related to biodiversity loss and deforestation. ● Establish clear policies for biodiversity protection and ending deforestation, develop action plans, and monitor regularly. ● Sourcing raw materials from certified sources that do not destroy forests and promote biodiversity. ● Support biodiversity conservation projects in operational areas. | <ul style="list-style-type: none"> ● Surrounding communities have an improved environment and abundant natural resources, benefiting from biodiversity and fostering good relationships with the community. ● Helps generate income and stability for rubber farmers who have transitioned to sustainable agriculture. ● Helps stimulate the local economy while encouraging community participation in developing more environmentally conscious industries. |    |

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| <p>Compliance with environmental management standards</p> | <ul style="list-style-type: none"> ● Establishing environmental management policies and practices that comply with laws and international standards regarding energy management, waste management, water management, greenhouse gas management, etc. ● Seeking international quality standard certifications for environmental operations, such as ISO14001, GI4, FSC-FM, FSC-COC, etc. ● Regularly assess environmental impacts from business operations, identifying environmental risks and opportunities. ● Continuously monitor and improve legal compliance. ● Strict adherence to environmental management standards will help reduce long-term operating costs, increase access to international markets, and enhance organizational credibility. | <ul style="list-style-type: none"> ● Surrounding communities receive clean air and water, enjoy an improved quality of life, and have a balanced local ecosystem, fostering good relationships with the company. ● Customers and partners are confident in the quality and safety of products, especially ESG-conscious customers who are inclined to purchase products from companies operating according to international standards. ● Government oversight becomes easier, reducing the burden of inspection and law enforcement. Knowledge and technology exchange occurs, leading to more efficient environmental management. |    |
| <p>Human rights management</p> | <ul style="list-style-type: none"> ● Establishing human rights policies and guidelines in accordance with international principles, extending their scope to supply chain operations to prevent human rights violations. ● Improve procurement processes to align with human rights principles. ● Conduct Human Rights Due Diligence in raw material and partner procurement processes. ● Conduct annual human rights risk assessments and establish measures to prevent human rights violations from operations throughout the supply chain. ● Establish a complaint and remedy mechanism for affected parties. | <ul style="list-style-type: none"> ● Employees are treated fairly and with respect for human dignity, working in a safe and hygienic environment. |  |

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| <p>Safety, occupational health, and working environment</p> | <ul style="list-style-type: none"> ● Establishing safety, occupational health, and working environment policies in compliance with laws and international standards. ● Assessing risks at every stage of work and establishing appropriate measures for hazard prevention and control. ● Develop an emergency plan to cope with unexpected situations. ● Provide annual health check-ups for employees, categorized by job type. | <ul style="list-style-type: none"> ● Employees receive basic rights in occupational health care, which positively impacts the quality of life for employees and their families. ● Customers are confident that they are purchasing products that do not violate human rights. |  |
| <p>Customer responsibility</p> | <ul style="list-style-type: none"> ● Listening to customer feedback and suggestions through various channels and using that information to continuously and rapidly improve products and services. ● Protecting customer personal data with strict data security measures and strict compliance with personal data protection laws. ● Having a rapid problem-solving mechanism. ● Building good customer relationships provides opportunities for businesses to receive valuable information and feedback for product and service development. | <ul style="list-style-type: none"> ● Prioritizing customer satisfaction also demonstrates respect for consumers. ● Helps build trust and good relationships between the company and customers, which is a crucial factor in doing business together. |  |
| <p>Fair treatment of labor</p> | <ul style="list-style-type: none"> ● Establish fair labor treatment policies in compliance with labor laws and international standards. ● Create a safe and hygienic working environment. ● Respecting employees' rights to organize and bargain is important to allow employees to participate in determining their own working conditions. ● Promoting diversity and equality in the workplace without discrimination. ● Provide easily accessible and fair complaint channels. | <ul style="list-style-type: none"> ● Employees are treated with respect and dignity, fairly and equally, without the use of child labor or forced labor. ● Employees work in a safe and hygienic environment. |  |

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| <p>Employee development</p> | <ul style="list-style-type: none"> ● Develop a systematic human resource development plan based on organizational needs and the potential of each employee. ● Investing in training and developing essential skills for current and future work. ● Promoting knowledge and experience transfer between different generations of employees will help strengthen the organization in the long term. ● Regularly evaluating employee development and using the assessment results to improve human resource development plans will make employee development more efficient and effective. | <ul style="list-style-type: none"> ● Employees have opportunities for growth and self-development, which positively impacts their income and career stability. ● Helps increase satisfaction and commitment to the organization, leading to efficient work and an improved quality of life. |  |
| <p>Responsibility towards community and society</p> | <ul style="list-style-type: none"> ● Create open and transparent communication channels with communities surrounding the factory. ● Sincerely listen to community feedback and concerns and consider them for operational improvements. ● Managing environmental and community impacts, controlling and treating pollution from production processes. ● Promoting local economy, sourcing local agricultural raw materials, supporting social and cultural activities in the community such as sports, education, and merit-making. | <ul style="list-style-type: none"> ● Communities enjoy a normal quality of life, an improved environment, and development in various aspects. ● This builds good relationships between the factory and the community, leading to peace and cooperation in sustainable local development. |    |
| <p>Sustainability risk management</p> | <ul style="list-style-type: none"> ● Identifying and assessing business-related risks, including ESG risks, and prioritizing their management. ● Developing risk management strategies. ● Establish clear indicators to monitor operational progress. ● Integrating sustainability risks into decision-making processes. | <ul style="list-style-type: none"> ● Stakeholders trust and have confidence in the company's management, supporting sustainable development. |  |

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| <p>Responsible sourcing of raw materials</p> | <ul style="list-style-type: none"> ● Establishing a traceability system for the origin of raw rubber latex to ensure that raw materials come from sustainable cultivation. ● Ensuring fairness in the supply chain. ● Fair pricing. ● Conduct regular environmental, social, and governance (ESG) risk assessments in the supply chain, establish appropriate risk management measures, and continuously monitor and evaluate results. ● Building collaboration with stakeholders to promote responsible sourcing of raw materials. | <ul style="list-style-type: none"> ● Helps ensure that products are made from raw materials sourced from sustainable and responsibly managed origins, which positively impacts the environment and society as a whole. ● Supports farmers and communities that adhere to sustainable production principles, which will lead to the sustainable development of both the business and society as a whole. |     |
| <p>Sustainable supply chain management</p> | <ul style="list-style-type: none"> ● Develop a Supplier Code of Conduct, establishing transparent and sustainable procurement criteria. ● Support the procurement of environmentally and socially friendly products and services. ● Promote the use of sustainable packaging and reduce plastic consumption. ● Pursue various standard certifications to elevate the company's operations, such as FSC-FM, FSC-COC, ISO14001, ISO9001, GI4, etc. ● Regularly assess ESG risks in the supply chain, establish appropriate prevention and mitigation measures. | <ul style="list-style-type: none"> ● Helps ensure that products are made from raw materials sourced from sustainable and responsibly managed origins, which positively impacts the environment and society as a whole. ● Having a transparent and verifiable supply chain also builds trust with environmentally and socially conscious customers, which is a crucial factor in purchasing decisions. |   |

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| <p>Innovation development</p> | <ul style="list-style-type: none"> ● Support research and development of new products made from rubber that are environmentally friendly. ● Build collaborations and innovation networks with research institutions, universities, and various organizations to exchange technology. ● Fostering an organizational culture that supports innovation and development from employees. ● Adopting modern technology in work processes enhances operational efficiency, such as AI and traceability systems. | <ul style="list-style-type: none"> ● Innovation can also create new jobs and enhance opportunities for employee skill development, leading to an improved quality of life. ● More environmentally friendly products, which will help reduce impacts on the environment and the health of surrounding communities. |  |
| <p>Corporate governance</p> | <ul style="list-style-type: none"> ● Establishing a strong governance structure with a Board of Directors, a Sustainable Development Committee, and a Risk Management Committee. ● Establishing a clear Business Code of Conduct for employees to adhere to as a guideline for their work. ● Risk management and internal control, regularly monitored and evaluated. ● Strict compliance with laws and regulations, transparent disclosure of operational information. ● Create diverse communication channels to provide stakeholders with convenient access to information. ● Transparent corporate governance helps reduce business risks, build credibility, and foster sustainable growth in the international rubber industry. | <ul style="list-style-type: none"> ● Having a good corporate governance system will promote stakeholder participation in various business-related decisions, leading to good relationships and trust, which are crucial factors for the sustainable development of the business and society as a whole. |  |

Information on impacts on stakeholder management in business value chain

Business value chain

Activities in the value chain of the natural rubber latex processing business into concentrated latex form a system that connects various stakeholder groups, from upstream raw material production to industrial processing in factories, and downstream to product users in both domestic and international markets. These relationships are complex and

directly impact the company's ability to operate continuously. Therefore, the company plans its operations responsibly to meet the expectations of both internal and external stakeholders for mutual maximum benefit.

(1) Input Factor Management

Activities for sourcing fresh latex, which is the main raw material for concentrated latex production. The security of raw material acquisition depends heavily on climatic and environmental factors that significantly impact fresh latex yield. Furthermore, there are sustainability conditions that must adhere to international principles, such as land use, human rights and labor standards, traceability to rubber plantation sources, and obtaining international operational certifications. These are all factors that the company must adapt to and plan its operations carefully. In addition to farmers, TRUBB also has Thai Rubber Land and Plantation Co., Ltd., a subsidiary responsible for delivering fresh latex, which has received FSC-FM certification in Phayao Province and Organic Rubber Plantation Standard certification in Mae Chan District, Chiang Rai Province.

Certifications for input factor management that the company has already implemented include Sustainable Rubber Plantation Standard, Organic Rubber Plantation (IFOAM), Organic Rubber Plantation (USDA), Sustainable Rubber Plantation Management Forest Stewardship Council - Forest Management (FSC-FM), and Global Organics Standard Latex.

Stakeholders in this chain include farmers, latex collectors, local government agencies, and local communities.

Key sustainability issues involved are Climate Change, Labor Rights, Human Rights, Traceability, Biodiversity, Supply Chain: Social, and Supply Chain: Environment.

(2) Product Manufacturing

Processing activities from fresh latex to concentrated latex are carried out through standardized production management. The company has experienced executives and employees in producing quality products. It complies with relevant laws, including environmental laws, labor laws, pollution management laws, and strictly adheres to occupational health and safety principles, etc. The company controls its operations to prevent negative impacts on the environment and local communities concerning air pollution, wastewater, and production waste. Resources are managed judiciously, such as water management based on the 3R principles, planning the use of solar energy in the production process, installing efficient wastewater treatment systems, and strictly adhering to occupational health and safety practices. Environmentally friendly packaging is used.

Certifications for the company's operational management include ISO9001, ISO14001, IEC17025 (Standard Lab), Green Industry, Global Organics Standard, and Forest Stewardship Council - Chain of Custody (FSC-COC).

Relevant stakeholders include employees, contractors, regulatory bodies, and communities surrounding the factory.

(3) Product Delivery and Distribution

TRUBB maintains and delivers quality and valuable products to customers through efficient transportation and distribution systems. Products are delivered according to customer-specified schedules. Transportation routes are planned for maximum effectiveness. Goods are transported both ways (round trip) to reduce empty runs, as well as managing potential impacts on society, the environment, and communities arising from the transportation process.

Relevant stakeholders include transportation service providers.

(4) Marketing and Sales

TRUBB delivers valuable and high-quality products to customers through efficient distribution channels. The company publicizes and communicates its responsibility for products, society, and the environment to customers. It builds good relationships with customers and listens to their opinions or suggestions, as well as cooperates with customers in providing information related to sustainability management, especially concerning Climate Change and Water Security.

Relevant stakeholders include domestic and international customers.

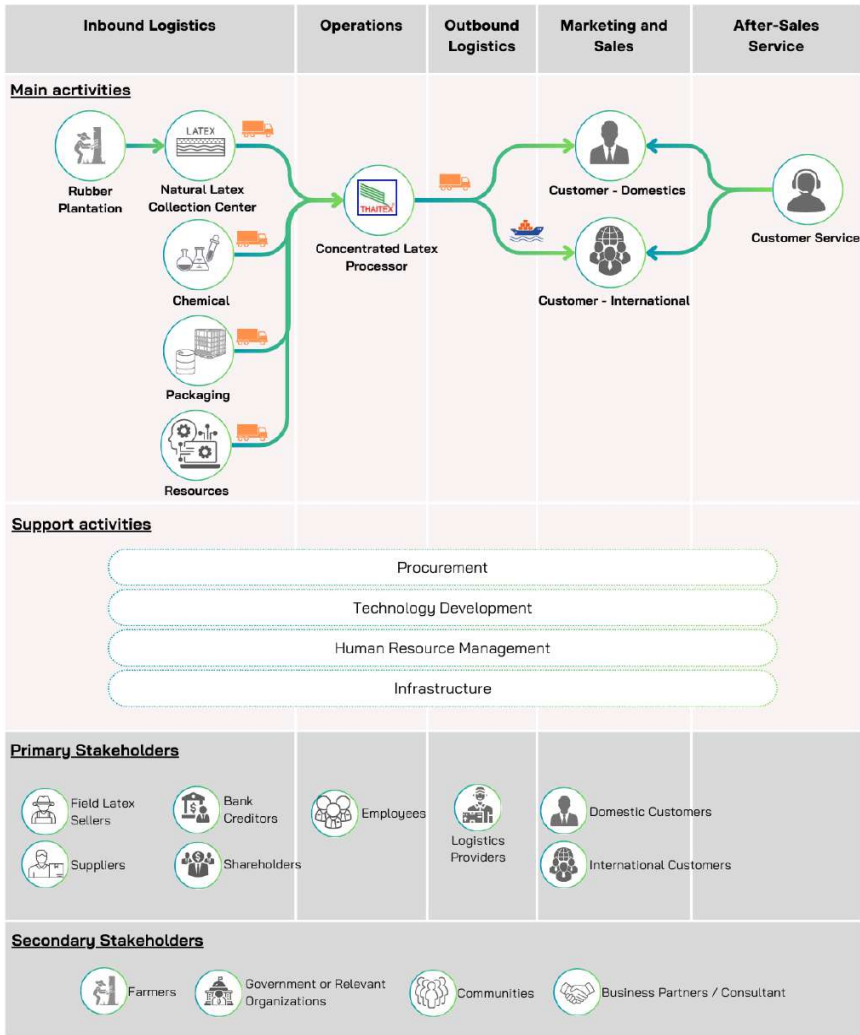
(5) After-Sales Service

TRUBB is responsible for customer and after-sales service by building relationships with customers, listening to and managing complaints and suggestions received from customers, considering appropriateness and feasibility to maintain a balance of expectations from various parties. The company studies and analyzes customer needs for the continuous

development of products and new businesses. It conducts customer satisfaction surveys and manages the protection of customer personal data, as well as builds confidence for customers who choose to use the company's quality and valuable products as raw materials for their own production.

Relevant stakeholders include domestic and international customers.

Business value chain diagram



Analysis of stakeholders in the business value chain

Details of stakeholder analysis in the business value chain

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|-----------------------|---------------------------|---------------------------------------|---|
|-----------------------|---------------------------|---------------------------------------|---|

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|---|---|--|
| <u>Internal stakeholders</u> | | | |
| <ul style="list-style-type: none"> • Employees | <ul style="list-style-type: none"> - Receive fair benefits and compensation. - Receive skill development relevant to their role or as required. - Opportunities for professional growth. - Succession planning and employment stability. - Workplace safety. | <ul style="list-style-type: none"> - Standards for wages and benefits are equivalent to those in the same business group. - Training is provided to develop skills according to job roles or necessity. - Opportunities are provided for capable and prepared individuals to succeed vacant positions. - Provision of personal protective equipment, and management of occupational health and safety, and the working environment. - Development of workplace safety manuals. | <ul style="list-style-type: none"> • Online Communication • Employee Engagement Survey • Others <ul style="list-style-type: none"> • Participation in relationship-building activities through various projects • Opinions or suggestions are expressed through various channels, such as group meetings, suggestion boxes, direct meetings with supervisors, Email, Line, and Facebook. |

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|--|--|--|
| <u>External stakeholders</u> | | | |
| <ul style="list-style-type: none"> • Raw material distributors | <ul style="list-style-type: none"> - Fair and consistent fresh rubber purchasing price - Technological and knowledge support | <ul style="list-style-type: none"> - Trading price is based on daily market price - Relevant educational activities are organized | <ul style="list-style-type: none"> • Online Communication • Others <ul style="list-style-type: none"> • Group discussion at the latex purchasing station |
| <ul style="list-style-type: none"> • Others • Suppliers / Transportation Service Providers and Others | <ul style="list-style-type: none"> - Transparency in partner selection, considering mutual benefits - Strict adherence to the 'Treatment of Partners' policy - Collaborative development of suppliers according to international standards - Appropriate payment terms as per contract | <ul style="list-style-type: none"> - Transparency in partner selection, considering mutual benefits - Strict adherence to the 'Treatment of Partners' policy - Collaborative development of suppliers according to international standards - Appropriate payment terms as per contract | <ul style="list-style-type: none"> • Visit • Complaint Reception • Others <ul style="list-style-type: none"> • Joint Activities |

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|--|--|---|--|
| <ul style="list-style-type: none"> • Creditor | <ul style="list-style-type: none"> - Strict adherence to contractual terms - Ability to fully repay debts as scheduled - Treat all creditors fairly and equally | <ul style="list-style-type: none"> - Strictly comply with contractual terms and conditions - Transparently disclose financial information | <ul style="list-style-type: none"> • Internal Meeting • Others <ul style="list-style-type: none"> • Contact the Finance and Accounting Department Manager directly. |
| <ul style="list-style-type: none"> • Shareholders | <ul style="list-style-type: none"> - Conduct business transparently, in accordance with good corporate governance principles and business ethics. - Able to operate in compliance with the European Union Deforestation Regulation (EUDR). - Receive appropriate and fair returns on investment. - Communicate and publicize the company's operations to the public. | <ul style="list-style-type: none"> - Has various committees and working groups as required by the Public Company Limited. - Able to provide straightforward clarification on queries. - The accuracy of the profit and loss statement is verified and certified by a third party. - Strictly adheres to business ethics. - Invests in new technologies to enhance management capabilities. | <ul style="list-style-type: none"> • Online Communication • Annual General Meeting (AGM) • Others <ul style="list-style-type: none"> • Investor Relations Officer • Online Feedback and Complaint Channels |

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|--|--|--|
| <ul style="list-style-type: none"> • Customers | <ul style="list-style-type: none"> - Deliver products with correct quality, complete, and on time - Respond to and resolve complaints quickly - Operate in accordance with international standards for environmental management and human rights management - Capable of operating in accordance with international trade conditions, such as EUDR | <ul style="list-style-type: none"> - Establish standard systems for production, inspection, and delivery in accordance with customer requirements or international standards. - Participate in problem analysis with customers based on complaints. - Establish a traceability system and comprehensive risk management in accordance with EUDR conditions. | <ul style="list-style-type: none"> • Visit • Satisfaction Survey • Others <ul style="list-style-type: none"> • Invest in new technologies to enhance competitive capability in international markets. |

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|--|--|---|
| <ul style="list-style-type: none"> • Farmers | <ul style="list-style-type: none"> - Fair raw latex purchasing price - Consistency in trading - Receiving knowledge and technological support to apply in rubber production for improved quality that meets market demand - Participation in community development | <ul style="list-style-type: none"> - Purchase and sale prices are referenced to daily market prices. - Relevant educational activities are organized. - A joint committee is established or meetings are held to gather opinions and suggestions. - Training is provided on rubber cultivation techniques. - Maintenance, and yield enhancement. - Support for various community projects. | <ul style="list-style-type: none"> • Complaint Reception • Others <ul style="list-style-type: none"> • Communicate through farmer representatives / latex collection points |

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|--|--|--|--|
| <ul style="list-style-type: none"> • Government agencies and Regulators | <ul style="list-style-type: none"> - Strictly comply with the requirements of laws and various regulations, whether mandated by government, the United Nations, or the community. - Participation in environmental care and community development. | <ul style="list-style-type: none"> - Understand and strictly comply with laws and regulations. - Adhere to the requirements of the corporate code of ethics. | <ul style="list-style-type: none"> • Online Communication • Complaint Reception • Others <ul style="list-style-type: none"> • Participate in meetings with government agencies to discuss and exchange views. |

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|--|--|---|--|
| <ul style="list-style-type: none"> • Community • Society | <ul style="list-style-type: none"> - Conduct business ethically, without creating negative impacts on communities and the environment. - Promote and develop the local economy to enhance well-being, create employment, and foster stability. - Provide care and assistance to communities, schools, temples, and religious institutions as circumstances require. | <ul style="list-style-type: none"> - Assessment of various impacts from business operations - Importing modern machinery for production to reduce environmental impact - Employing local community members as staff - Implementing the "Thai Rubber to Alleviate Poverty" project to generate income for schools in the community - Providing training in rubber tapping and rubber plantation maintenance | <ul style="list-style-type: none"> • Complaint Reception • Others <ul style="list-style-type: none"> • Responsible individuals are assigned to engage in listening to community problems and complaints, and to participate in various activities. |

| Group of stakeholders | Stakeholders expectations | Responses to stakeholder expectations | Channels for engagement and communication |
|---|---|--|---|
| <ul style="list-style-type: none"> Business partners | <ul style="list-style-type: none"> Possesses capital for the research and development of new products. Reputation and achievements are recognized in relevant business/academic circles, enabling the integration of mutual benefits. | <ul style="list-style-type: none"> Allocate budget for new innovative research projects. Showcase achievements or projects through the annual sustainability report and the Company's website. | <ul style="list-style-type: none"> Others <ul style="list-style-type: none"> Research and Development Project for Concentrated Latex Products in collaboration with King Mongkut's University of Technology Thonburi |

Diagram of the stakeholder analysis in the business value chain



Stakeholders in the Business Value Chain

Sustainability Materiality Assessment

Materiality Assessment of Sustainability Issues

The company prioritizes the assessment of material sustainability issues to ensure that sustainability management aligns with the business context, stakeholder expectations, and external factors that may affect business operational capabilities in the short, medium, and long term. This assessment covers the entire value chain, from upstream raw material sourcing and processing to downstream product delivery, as well as organizational-level issues. The process for assessing material sustainability issues considers two main data sources:

Part 1) Results of the analysis of stakeholder expectations, including both internal and external stakeholders, reflecting economic, social, environmental, and governance issues that stakeholders prioritize, and

Part 2) Analysis of external risk factors that may affect the company's ability to operate and create long-term value, coupled with stakeholder expectations. Key risks considered include:

1. Changes in laws and regulations concerning environment, labor, human rights, and supply chain management in export markets
2. Customer demands emphasizing environmental standards, human rights, labor standards, and biodiversity throughout the value chain
3. Addressing climate change and natural resource fluctuations

The company considers information from both parts together, assessing the level of importance in two dimensions: (1) impact on the company's business operations and strategic decision-making, and (2) impact on stakeholders and the environment throughout the value chain. The assessment results will serve as a basis for defining the organization's sustainability development strategies and for disclosing information in accordance with international standard guidelines.

2025 Annual Sustainability Materiality Assessment Report

For 2025, sustainability issues have been reviewed, and it was found that the impacts on the business and on stakeholders remain consistent with those of the previous year.



Key Materiality Topics

| Environmental | Social | Corporate Governance and Economic |
|---|---|---|
| <ul style="list-style-type: none"> Climate Change Risks Management Greenhouse Gas Management Energy Management Waste Management Water Management Biodiversity and Cessation of Deforestation Environmental Standards and Management Compliance | <ul style="list-style-type: none"> Human Rights Management Occupational Health, Safety, and Working Environment Customer Responsibility Fair Labor Practices Employee Development Community and Social Responsibility | <ul style="list-style-type: none"> Corporate Governance Sustainability Risk Management Responsible Sourcing Sustainable Supply Chain Management Innovation Development |

Information on organization's material sustainability topics

Organization's material sustainability topics

The company has identified its sustainability : Yes
 materiality topics

Over the past year, the company has reviewed its : Yes
 sustainability materiality topics

Details of organization's material sustainability topics

| The names of the sustainability materiality topics | Subjects related to the sustainability materiality topics |
|---|---|
| Climate Change Risk | <ul style="list-style-type: none"> • Greenhouse Gas Management • Others : Climate Change Risk |
| GreenHouse Gas Management | <ul style="list-style-type: none"> • Greenhouse Gas Management |
| Energy Management | <ul style="list-style-type: none"> • Energy Management |
| Waste Management | <ul style="list-style-type: none"> • Waste and Waste Management |
| Water Management | <ul style="list-style-type: none"> • Water Management |
| Biodiversity and Deforestation free | <ul style="list-style-type: none"> • Biodiversity Management |
| Environmental Management Standards Compliance | <ul style="list-style-type: none"> • Environmental Management Standards Policy and Compliance |
| Human rights practices | <ul style="list-style-type: none"> • Human Rights |
| Customer Responsibility | <ul style="list-style-type: none"> • Customer / Consumer Responsibility |
| Safety, occupational health and working environment | <ul style="list-style-type: none"> • Others : Safety, occupational health and working environment |
| Fair Labor Practices | <ul style="list-style-type: none"> • Fair Labor Practices |
| Employee Development | <ul style="list-style-type: none"> • Human Rights • Others : Employee Development |
| Community and social responsibility | <ul style="list-style-type: none"> • Community / Social Responsibility |
| Risk Management | <ul style="list-style-type: none"> • Sustainability Risk Management |
| Responsible sourcing of raw materials | <ul style="list-style-type: none"> • Sustainable Supply Chain Management • Others : Responsible sourcing of raw materials |

| The names of the sustainability materiality topics | Subjects related to the sustainability materiality topics |
|--|---|
| Sustainable Supply Chain Management | • Sustainable Supply Chain Management |
| Innovation Development | • Innovation Development |
| Corporate Governance | • Good Governance |

Information on sustainability report

Corporate sustainability report

Corporate sustainability report : Have data
Reference link for corporate sustainability report : <https://www.thaitex.com/en/esg/sustainability-report>

Company sustainability disclosure aligned with standards

Company sustainability disclosure aligned with : GRI Standards, Integrated Report standards or guidelines

Sustainability risk management

Information on risk management policy and plan

Risk management policy and plan⁽⁴⁾

The Company recognizes the importance of risk management under change, both from internal and external factors, including the increasingly complex and rapidly changing business environment, which may affect the Company's operations. The Risk Management Committee has established a risk management policy to be used as a framework and direction for risk management to enable the organization to move towards its sustainability goals as follows:

1. The Company establishes a risk management framework and process that complies with international standards to achieve effective enterprise risk management and align with the Company's vision, mission, objectives, and strategies.
2. The Company defines risk management as the responsibility of all departments, which must be aware of the risks involved in their work. The Company places importance on managing various risks under systematic internal control to ensure they are at an adequate and appropriate level.
3. The Company supports the allocation of resources and promotes various operations to enable risk management to control or mitigate risks to an acceptable level.
4. Encourage risk management operations until it becomes an essential organizational culture and consider risk management a part of normal operating procedures, including supporting training and disseminating knowledge about risk and risk management to personnel at all levels.
5. Have executives and all departments comply with the risk management system and process effectively and monitor and review risk events in line with the constantly changing internal and external environments.

Executives and employees at all levels must be aware of and focus on risk management and comply with the risk management policy to achieve the organization's objectives and core missions.

Risk Management Approach

The Board of Directors has assigned the Risk Management Committee to systematically manage the organization's risks under the ERM (Enterprise Risk Management) framework, along with other relevant standards in conducting business. The committee also establishes policies, controls, oversees, and supports risk management operations that align with business strategies and goals. This must be linked at all levels, including the integration of corporate governance, risk management, and compliance systems. The committee also establishes a risk management policy and communicates it to executives and employees at all levels to adhere to, promote, and encourage employees at all levels to be aware of their responsibilities in joint risk management to create an organizational culture. The committee also rigorously assesses and monitors risks in operations by requiring management-level meetings to assess the situation to ensure that the company's risk management system is effective and efficient.

Operating Results

The Risk Management Committee systematically manages the organization's risks under the ERM (Enterprise Risk Management) framework, in line with business strategies and directions, covering four main risk factors.

1. Strategic Risk

TRUBB has established a strategy to promote innovation that creates value for the business to meet customer needs, retain existing customers, and find new market segments. The company has developed an innovation development plan and driven it to be implemented concretely. There is a department responsible for managing and promoting innovation, researching and developing products, and encouraging employees to develop ideas into innovations in collaboration with researchers.

2. Operational Risk

TRUBB has established measures to develop, control, and maintain machinery/equipment to operate at full efficiency while maintaining production quality standards above standards. The company is prepared to manage problems or impacts that may arise on the environment and surrounding communities, including maintaining good relationships and understanding with the communities.

3. Financial Risk

TRUBB has been monitoring exchange rate movements and events that may affect the money market closely to accommodate the risk of potential losses from exchange rate fluctuations. The company uses a variety of exchange rate risk management tools, such as using financial derivatives to mitigate exchange rate risks that may arise from trading products in currencies other than the Baht, such as forward contracts. These financial derivatives are measured at fair value as of the reporting date in the financial statements.

4. Compliance Risk

TRUBB has legal advisors and departments responsible for monitoring changes in relevant laws and regulations to analyze impacts and factors related to the company. The company also provides knowledge to management and employees on important issues to ensure that the company conducts business in accordance with laws and regulations. The Audit Committee is also responsible for overseeing the company's compliance with relevant regulations and laws.

Remark: ⁽⁴⁾ There is no risk to the investment of the principal and no risk to the investment in foreign securities.

Information on ESG risk factors management standards

ESG risk factors management standards

Standards on ESG risk management : No

Information on ESG risk factors

Risk factors on business operation

Operational risk associated with the Company or the group of companies

Risk 1 Global climate change risks

Related risk factors : Strategic Risk
• Climate change and disasters

ESG risk factors : Yes

Risk characteristics

Climate change, a result of global warming, is a major trend impacting the livelihoods of the general population and the economic situation. The impacts of climate change range from severe events such as massive wildfires and unprecedented storms to moderate effects like shifts in seasonal timing, droughts, excessive rainfall, and unusual temperatures and humidity in various areas.

Risk-related consequences

As a natural rubber is an agricultural commodity, its production volume depends on the season, weather conditions, and adequate rainfall, which are characteristics of agricultural production. Forecasting the quantity of output to be released to the market is thus more difficult when the impact of climate change becomes another factor.

Risk 2 Risks related to the quantity and price of rubber raw materials

Related risk factors :

Operational Risk

- Shortage or fluctuation in pricing of raw materials or productive resources

ESG risk factors : No

Risk characteristics

The quantity of rubber raw materials, an agricultural commodity derived from rubber plantations, is influenced by several factors. The company operates five rubber latex concentrate factories located across various provinces in the South, East, and North regions, sourcing rubber from over 1,000 farmers. However, the actual amount of rubber reaching the market is subject to multiple influencing factors.

Risk-related consequences

1. Rubber yield. Rubber trees have periods of yield and non-yield (during leaf shedding), which on average occur from March to May. However, this period may be shorter or longer depending on the climatic conditions of each region, which will allow the rubber trees to produce new leaves and be strong enough to be tapped. This characteristic results in no rubber raw materials entering the market, affecting the performance during the non-yielding period, which may deteriorate due to reduced production capacity.
2. Climatic conditions, such as severe drought in rubber plantation areas, will reduce yields. In regions with heavy rainfall, yields will also be lower. Natural phenomena that have affected drought and rainfall in recent years are El Nino and La Nina. Whether there is a drought or excessive rainfall, it affects the amount of rubber that can be tapped.
3. Shortage of rubber tappers. During periods of low rubber prices, there is a tendency for farmers and rubber plantation owners to stop tapping rubber or switch to other occupations that provide higher incomes. If rubber prices continue to decline, the shortage of rubber tappers may lead to a shortage of production.

Risk management measures

Due to the risk factor of raw material quantity uncertainty, the company utilizes its factories located in various regions to source raw materials from the areas surrounding the factories, including nearby areas. This has enabled the company to procure and store sufficient raw materials to meet customer demands. The company maintains a safety stock of approximately 1.60-2 months, calculated based on customer orders received each month. This is also subject to the seasonality of natural rubber. As natural rubber is a commodity, its price fluctuates depending on several factors, such as:

1. Supply and demand of natural rubber: The primary use of natural rubber is in the production of tires for cars and other vehicles. While natural rubber is used in various other products, tires remain the primary application. Therefore, demand for tires significantly impacts rubber demand. The supply of natural rubber primarily depends on the area of rubber plantations available for tapping.
2. Competition from substitutes: Substitutes for natural rubber include various types of synthetic rubber. Increased production of synthetic rubber leads to competition in manufacturing products that can utilize synthetic rubber as a substitute for natural rubber.
3. Oil prices directly and indirectly affect natural rubber prices. As oil prices are a major component in the cost structure of synthetic rubber production, lower oil prices lead to lower prices for synthetic rubber, a substitute for natural rubber. Indirectly, the oil price crisis also dampens the investment climate in commodities. Therefore, managing price fluctuation risks is reflected in sales and inventory policies. For instance, in volatile markets, the company avoids excessive forward sales or excessive inventory, mitigating some of the risks.
4. While fluctuations in raw material prices impact the Group's costs and profitability, the Group manages this risk by limiting forward sales, focusing on market-price sales, and extending sales terms (emphasizing long-term sales).

5. Price guidance from agricultural futures markets: Natural rubber is traded on several agricultural futures markets, including those in Thailand, Japan, and China. Participants in these markets include rubber sellers seeking to hedge against risk and various investor groups. The volume of futures contracts traded annually (in terms of rubber volume) significantly exceeds actual rubber production. Consequently, prices in the futures market influence physical rubber trading.

Risk 3 Risks from reliance on key suppliers and personnel

Related risk factors :

Operational Risk

- Reliance on employees in key positions

ESG risk factors : Yes

Risk characteristics

The Company's business operations rely on individuals with expertise and experience in their respective fields to analyze and plan tasks to align with established plans. This factor significantly contributes to the Group's growth. Therefore, the Company's continued success depends on its ability to retain key executives, as well as develop and train new ones. Should experienced executives decide to step down from their positions,

Risk-related consequences

The company may not be able to recruit talented individuals to support its operations, which could have an adverse impact on the business and the company's operating results. However, the company currently has a clear organizational structure with defined roles and responsibilities for each function to distribute power and management responsibilities to appropriate lower-level executives. This includes the delegation of approval authority at each level to ensure that approvals for various important transactions go through the defined steps and processes. This will help reduce reliance on key executives and support the efficient, transparent, and beneficial execution of such transactions.

Risk management measures

In addition, the Board of Directors has appointed a Remuneration Committee to establish policies, principles, and methods for recruiting directors and senior executives to align with the company's business strategies. This ensures that individuals appointed as directors and senior executives possess the appropriate knowledge, abilities, and experience. Furthermore, the company has prepared a succession plan to facilitate a smooth transition of management from one generation to the next. This plan considers the suitability of candidates based on both seniority and qualifications, ensuring their readiness to assume vacant positions immediately. This guarantees the continuity of responsibilities within the said positions without any disruption under any circumstances. Moreover, the company maintains appropriate human resource management policies that promote and support employee development. Continuous employee development programs are implemented, along with plans to enhance employee potential. These initiatives aim to equip employees with the knowledge and skills necessary for promotion consideration, salary increases, and/or benefits. This approach incentivizes employees to contribute to the company, fosters motivation, prevents the loss of skilled personnel, and encourages employee retention.

Risk 4 Foreign Exchange Risk

Related risk factors :

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

ESG risk factors : No

Risk characteristics

As the group of companies exports rubber to foreign customers, it receives revenue in foreign currencies. However, most of its costs and expenses are incurred in local currency. Therefore, all foreign currency revenues are

converted into Thai Baht. The exchange rates of various currencies against the Thai Baht are volatile, which may result in higher or lower revenues if there is no hedging.

Risk-related consequences

In addition, exchange rate fluctuations between the Thai Baht and foreign currencies may adversely affect the company's price competitiveness compared to other natural rubber producers from other countries. However, the group closely monitors exchange rate movements and events that may impact the money market to mitigate the risk of potential losses from exchange rate volatility.

Risk management measures

The group utilizes a variety of exchange rate risk management tools, such as financial derivatives, to mitigate foreign exchange risks that may arise from the purchase and sale of products in currencies other than Thai Baht. These tools include forward contracts, among others. These financial derivatives are marked to market at the reporting date of the financial statements.

Risk 5 Risk of production disruption or shutdown

Related risk factors : Strategic Risk
• Other : Risk of production disruption or shutdown
ESG risk factors : No

Risk characteristics

As the company's production process requires a large number of essential resources for the factory to operate, in the event of natural disasters such as floods, fires, earthquakes, building collapses that may be caused by various disasters, severe epidemics, force majeure events, labor shortages, severe disruptions to public utilities such as water supply or electricity, and any other calamities or events beyond the company's control, such crises or events may force the company to cease operations or be unable to provide services continuously. This could lead to significant disruptions or stoppages in production, which could negatively impact the company's operations.

Risk-related consequences

If a company does not have a business continuity process in place, it may experience potential impacts in various aspects, including economic, financial, service delivery, social, community, and environmental impacts, as well as impacts on life and property. This can affect the credibility and satisfaction of stakeholders. A business continuity plan is therefore essential to help the company cope with unexpected crises or emergencies and enable the company's key products and services to resume normal operations or at a defined minimum service level within a reasonable timeframe. This will help mitigate the severity of the impact on the company and enable the business to continue operating.

Risk management measures

The Company has established a Business Continuity Plan (BCP) that covers the operations of the Company's key departments to prepare in advance for such crises or emergencies. This helps the business to continue operating with minimal damage and to recover to a predetermined level within a reasonable timeframe. In addition, the Company has taken out various insurance policies to reduce and mitigate losses and damages. This is to ensure that customers and stakeholders have confidence in the Company's potential and stability, even if the Company faces serious incidents that disrupt normal operations, the Company can continue to operate and recover.

Risk 6 Government policy risks

Related risk factors : Strategic Risk
• Government policy
ESG risk factors : Yes

Risk characteristics

As Thailand is the world's largest producer of natural rubber, and rubber exports are one of the country's main sources of income, there are a large number of farmers in this sector.

Risk-related consequences

Therefore, the government is likely to intervene due to the decline in revenue, as can be seen from government projects that have occurred in the past since 2012. This has an impact on the business operations of the private sector, as costs will increase and they may not be able to compete on price with exporters from other countries. This is because world market prices may not adjust to the intervention prices of any one country. If the competitive environment is not conducive, on the other hand, when there is news of the release of rubber from government stockpiles, the price of rubber traded in the market will adjust downwards from selling pressure. Or the policy of controlling the amount of rubber by reducing the area planted with rubber trees from the Rubber Plantation Area Reduction Project, which provides financial assistance to farmers who reduce the area planted with rubber or stop planting rubber and switch to planting other economic crops suitable for the area.

Risk 7 Legal and Regulatory Risks

Related risk factors :

Compliance Risk

- Change in laws and regulations

ESG risk factors : Yes

Risk characteristics

The Company conducts its business in accordance with various domestic and international laws, regulations, and rules to ensure compliance with the appropriate legal framework. Failure to comply or partial compliance with the laws, regulations, and policies of each country.

Risk-related consequences

May affect the company's reputation, impact overall operations, affect stakeholder confidence, and lead to penalties, adjustments, or loss of business opportunities. Legal processes may be time-consuming and costly.

Risk management measures

The Company has legal advisors and responsible units to monitor changes in relevant laws and regulations to analyze the impact and factors related to the Company. They also provide knowledge to the management and employees on important issues to ensure that the Company conducts business in accordance with laws and regulations. In addition, the company secretary is responsible for providing legal advice and relevant criteria, overseeing the activities of the Board of Directors, and coordinating compliance with Board resolutions. The Audit Committee is also responsible for overseeing the Company's compliance with relevant regulations and laws. The Company has also established guidelines and projects to oversee the business operations to comply with relevant laws and regulations, such as developing a good corporate governance manual, issuing an anti-corruption policy, and establishing a complaint and whistleblowing system.

Risk 8 Environmental Management Risks

Related risk factors :

Operational Risk

- Impact on the environment

ESG risk factors : Yes

Risk characteristics

Environmental management risks

Risk-related consequences

The Company's business operations involve manufacturing, which is associated with environmental issues that may be relevant to the Group. Environmental claims may arise, or failure to comply with relevant environmental regulations, including incomplete compliance, may have an impact on the Company's reputation, resulting in damages/fines, or the suspension or termination of the Group's operations. If, in the future, regulations and/or social practices become more stringent, and the Company is unable to comply with such regulations or can only comply at a

significantly higher cost, it may have a negative impact on the Company's business operations, financial position, operating results, and business opportunities. If the Company is unable to comply with these laws and regulations.

Risk management measures

The company considers environmental sustainability and has implemented environmental risk management by assessing risks that may affect the company. This includes considering the connections and impacts from related factors such as the location of the company, factories, communities, and biodiversity in the area. The company has guidelines for resource management and pollution control, focusing on being environmentally friendly. These include implementing environmental, social, and community development projects, continuous research and development of innovations, reducing water consumption, using recycled water in production processes, reducing energy consumption, managing waste, and campaigns to raise employee awareness about environmental conservation and the impact of waste, pollution, and emissions. This also includes measures to control and prevent pollution and compliance with mandatory regulations. The company must comply with all relevant internal and external rules/regulations.

Risk 9 Emerging risks

Related risk factors : Strategic Risk
• Other : Emerging risks
ESG risk factors : Yes

Risk characteristics

As governments and businesses in many countries, especially developed countries in the Western hemisphere, have begun to implement various measures to reduce or control carbon dioxide emissions and enforce them on their governments or trading partners. In recent years, there has been a lot of movement in this area, resulting in new trade regulations that are a challenge for entrepreneurs in all industries to adapt to this trend.

Risk-related consequences

Over the past few years, there has been a significant movement in this area, resulting in new trade regulations, a challenge that entrepreneurs in all industries must adapt to.

Risk management measures

The company has prepared work processes to comply with various regulations that buyers of rubber products will enforce in the future, such as responsible forest management according to FSC (Forest Stewardship Council) standards, the EU Deforestation-Free Regulation (EUDR), and the Carbon Border Adjustment Mechanism (CBAM) for imported goods. In addition, the company continuously monitors and studies other emerging regulations.

Risk 10 ESG Risk

Related risk factors : Strategic Risk
• ESG risk
ESG risk factors : Yes

Risk characteristics

TRUBB recognizes the importance of managing risks arising from both internal and external changes, including an increasingly complex and rapidly evolving business environment.

Risk-related consequences

Such changes may affect the Company's ability to achieve its objectives and drive sustainable success. Risk management is a fundamental component of business operations and is integrated across all levels of the organization, to support long-term business sustainability.

Risk management measures

1. The Company has established an enterprise risk management framework and process aligned with internationally recognized standards to ensure effective risk management that supports the Company's vision, mission, objectives, and strategies.

2. The Company assigns risk management as a shared responsibility of all departments. Each department is required to identify and understand the risks inherent in its operations and manage such risks systematically through internal controls at an adequate and appropriate level.
3. The Company supports resource allocation and promotes relevant initiatives to enable risk management measures to control or reduce risks to an acceptable level.
4. The Company promotes risk management as an integral part of its organizational culture and day-to-day operations. Training and knowledge-sharing on risks and risk management are provided to personnel at all levels.
5. Management and all departments are required to comply with the risk management framework and processes and to regularly monitor and review risk events in line with changes in the internal and external environment.

Risk Management Guidelines

The Company's Board of Directors has assigned the Risk Management Committee to manage organizational risks in a systematic manner under the Enterprise Risk Management (ERM) framework, together with other relevant standards applicable to the Company's operations. The Committee establishes policies, provides oversight, and supports the implementation of risk management practices aligned with business strategies and objectives. Risk management is integrated across all levels through the linkage of corporate governance, risk management, and compliance with applicable laws and regulations. The Company communicates its risk management policies to executives and employees and promotes shared accountability for risk management to foster a strong risk-aware culture. The Company also monitors and evaluates operational risks through regular management-level meetings to assess emerging situations and to ensure that the risk management system remains effective in practice.

ESG Risk Management: Performance Results (2025)

Performance results

In 2025, the Risk Working Group reviewed the Company's environmental, social and governance (ESG) risk factors, considering the business context, external operating environment and stakeholder expectations. The assessment indicated that the existing risk issues remain aligned with the Company's business direction. However, an emerging risk was identified and should be added: the potential enactment of climate-related legislation (e.g., a Climate Change Act) within the next 12 years, which may affect the Company's operations and compliance requirements.

Accordingly, it was resolved to maintain the existing core risk issues and include this emerging risk under the governance and economic dimension to support ongoing monitoring, impact assessment and preparedness.

Environmental Risks (E)

| Risk | Potential Impacts | Mitigation & Management Measures |
|--|---|---|
| Risk of chemical spills | <ul style="list-style-type: none"> ● Potential health and safety impacts on employees (e.g., exposure due to leaks/spills) ● Potential impacts on surrounding communities and the environment/ecosystems | <ul style="list-style-type: none"> ● Develop and implement SOPs/work instructions to prevent chemical spills; provide chemical safety training ● Implement the annual OSHE plan and report performance (2025) ● Conduct planned inspections and preventive maintenance for machinery/electrical equipment (2025) ● Conduct annual training on chemical spill prevention (2025) ● Maintain a grievance/complaint log (2025) ● Conduct basic firefighting training and emergency evacuation drills (2025) |
| Risk of shock loading to the wastewater treatment system | <ul style="list-style-type: none"> ● Risk of water pollution affecting aquatic ecosystems and living organisms ● Potential impacts on cultivation and people living around the plant | <ul style="list-style-type: none"> ● Maintain operational manuals for the effluent treatment unit ● Send effluent samples for external laboratory analysis according to the annual environmental monitoring plan ● Regularly check equipment and key operating parameters; keep operational records ● Prepare required reports for relevant authorities and implement corrective/preventive actions for non-compliance or emergencies |
| Climate change risk | <ul style="list-style-type: none"> ● Increased frequency/severity of natural disasters may disrupt business operations and critical activities, affect assets, and employee safety if adaptation and preparedness are insufficient | <ul style="list-style-type: none"> ● Hold weekly operational meetings on production and sales to ensure continuity ● Review the Company's GHG reduction strategy and targets ● Improve process efficiency and resource utilization |
| Risk of water shortage for production | <ul style="list-style-type: none"> ● Potential production disruption affecting revenue and operational reliability, as water is a critical input ● Potential impacts on aquatic habitats and natural water sources | <ul style="list-style-type: none"> ● Store rainwater (e.g., retention ponds) for dry seasons ● Promote water efficiency among employees and communities; support community water source management/restoration where applicable ● Prevent water pollution; do not discharge untreated wastewater; reuse water where appropriate (e.g., irrigation) ● Collaborate with communities to monitor water sources/volumes and identify mitigation measures ● Maintain an Environmental Management Policy and a Water Management Plan, including controls on water use |

Social Risks (S)

| Risk | Potential Impacts | Mitigation & Management Measures |
|-----------------------------------|--|--|
| Risks of non-compliance with PDPA | <ul style="list-style-type: none"> ● Data leaks may damage the Company's reputation | <ul style="list-style-type: none"> ● Maintain a Personal Data Protection Policy and Privacy Notice ● Establish personal data processing agreements where applicable ● Implement security measures for personal data ● Maintain Records of Processing Activities (ROPA) ● Provide PDPA training to employees |

Governance & Economic Risks (G)

| Risk | Potential Impacts | Mitigation & Management Measures |
|---|---|---|
| Geopolitical confrontation / conflict-related risk | <ul style="list-style-type: none"> ● Price volatility, rising logistics costs, and increasing production costs may affect domestic and international supply chains | <ul style="list-style-type: none"> ● Adjust strategies across investment, financing, and operations in line with evolving situations ● Maintain a Business Continuity Plan (BCP) |
| Risks related to the quantity and price of natural rubber raw materials | <ul style="list-style-type: none"> ● Lower availability of fresh latex may reduce production inputs and impact on sales targets and business continuity | <ul style="list-style-type: none"> ● Monitor factors affecting supply and seasonal productivity ● Maintain adequate raw material procurement/stock planning and report to the Marketing Committee (MC) ● Ensure sufficient liquidity for procurement ● Implement customer engagement and new customer development plans |
| Exchange rate risk | <ul style="list-style-type: none"> ● Baht volatility may affect earnings and liquidity | <ul style="list-style-type: none"> ● Use hedging instruments (e.g., forward contracts, options) and regularly analyze exposure ● Provide regular management reporting (weekly/monthly) and quarterly reporting to the Risk Committee |
| Risk of data theft or hacking in the Company's systems | <ul style="list-style-type: none"> ● Data loss may disrupt operations ● Additional costs for data recovery/reconstruction ● Business interruption risk | <ul style="list-style-type: none"> ● Maintain information security policies and guidelines ● Perform daily backups and off-site DR backups ● Conduct restores tests ● Maintain a Disaster Recovery Plan (DRP) ● Regularly monitor and maintain servers and network systems ● Use an automated backup system |
| Emerging risk: Climate Change Act to be enacted in 12 years | <ul style="list-style-type: none"> ● Potential mandatory GHG reporting and penalties for non-compliance ● Increased customer requests for GHG data as a commercial requirement ● Potential cost impacts from carbon pricing/tax mechanisms | <ul style="list-style-type: none"> ● Prepare facility-level GHG inventory by plant ● Prepare product carbon footprint information to support potential carbon tax requirements ● Enhance reporting systems to provide detailed information to customers upon request |

Information on business continuity plan (BCP)

Business Continuity Plan (BCP)

Business Continuity Plan (BCP) : No

Sustainable supply chain management

Information on sustainable supply chain management policy and guidelines

Sustainable supply chain management policy and guidelines

Company's sustainable supply chain management policy and guidelines : Yes

Link for company's sustainable supply chain management policy and guidelines : <https://www.thaitex.com/economic/%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9A%E0%B8%A3%E0%B8%B4%E0%B8%AB%E0%B8%B2%E0%B8%A3%E0%B8%88%E0%B8%B1%E0%B8%94%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%AB%E0%B9%88%E0%B8%A7%E0%B8%87%E0%B9%82%E0%B8%8B%E0%B9%88%E0%B8%AD%E0%B8%B8%E0%B8%9B%E0%B8%97%E0%B8%B2%E0%B8%99%E0%B8%AD%E0%B8%A2%E0%B9%88%E0%B8%B2%E0%B8%87%E0%B8%A2%E0%B8%B1%E0%B9%88%E0%B8%87%E0%B8%A2%E0%B8%B7%E0%B8%99>

Information on sustainable supply chain management plan

Sustainable supply chain management plan

Company's sustainable supply chain management plan : Yes

1. Guidelines

1.1. Supplier Identification and Selection

- Establish criteria for supplier categorization: Critical Tier 1 and Critical Non-Tier 1
- Define supplier selection and evaluation criteria.

1.2. Sustainable Supply Chain Management Operations

- Establish procurement procedures that integrate environmental and social aspects into the code of conduct.
- Develop a Supplier Code of Conduct and implementation guidelines.

1.3. Supplier Risk Management

- Identify risk issues and develop risk management plans within specified timeframes.

1.4. Supplier Engagement

- Support or participate in projects and activities related to sustainable supply chain development with suppliers.

1.5. Monitoring and Reporting

- Establish audit and assessment plans for suppliers based on sustainable supply chain management criteria, in accordance with environmental and social standards.
- Prepare an annual report on the progress of sustainable supply chain operations.

Information on new suppliers undergoing sustainability screening criteria

New suppliers undergoing sustainability screening criteria

Does the company use sustainability screening criteria with new suppliers? : Yes

| | 2023 | 2024 | 2025 |
|---|------|--------|--------|
| Percentage of new suppliers undergoing sustainability screening criteria over the past year (%) | 0.00 | 100.00 | 100.00 |

Information on supplier code of conduct

Supplier code of conduct

Supplier code of conduct : Yes

Reference link to supplier code of conduct : https://www.thaitex.com/en/business_ethics

Information on key suppliers acknowledging compliance with the supplier code of conduct

Key suppliers acknowledging compliance with the supplier code of conduct

Does the company require key suppliers to acknowledge compliance with the supplier code of conduct? : Yes

| | 2023 | 2024 | 2025 |
|---|--------|-------|-------|
| Percentage of key suppliers acknowledging compliance with the supplier code of conduct over the past year (%) | 100.00 | 98.00 | 98.00 |

Innovation development

Information on innovation development policy and guidelines in an organizational level

Research and development policy (R&D)

Company's research and development (R&D) policy : Yes

Research and development (R&D) expenses over the past 3 years

| | 2023 | 2024 | 2025 |
|---|--------------|--------------|--------------|
| Research and development (R&D) expenses over the past 3 years (Million Baht) ⁽⁵⁾ | 6,500,000.00 | 4,950,000.00 | 4,500,000.00 |

Remark: ⁽⁵⁾ Estimated figures

Additional explanation for research and development (R&D) expenses over the past 3 years

1. Year 2023

- The budget has increased to expand the scope of research and development for new products, such as the CNR rubber project. Previously focused on quality testing and concentrated latex research, it now extends to improving formulas and production processes for greater efficiency, as well as developing new products.
- Budget allocation is made for collaborative research with academic institutions and private sector partners to foster cooperation and knowledge exchange.
- Investment in personnel and training is made to enhance employee potential.

2. Year 2024

- Increased budget focuses on innovative product development that is more environmentally friendly and socially responsible, such as ammonia-free latex, low-protein latex, development of low-nitrosamine latex formulas, and the continued application of NIR instruments for analyzing concentrated latex properties and various downstream rubber products.
- Establish and expand cooperation networks with international companies and organizations for technology transfer, international standard testing, and long-term market trend research.
- Investment in personnel and training is made to enhance employee potential.

3. Year 2025

- The research and development budget for 2025 tends to decrease and emphasizes efficient resource utilization, focusing on extending previous research outcomes into practical commercial and industrial applications rather than initiating large new projects.
- Emphasis is placed on improving production processes and quality control to enhance the stability of concentrated latex products and downstream rubber products, ensuring compliance with international standards, as well as environmental, safety, and sustainability requirements.
- Existing knowledge, technology, and tools, such as NIR analysis and statistical data from previous research, are utilized to support decision-making, cost reduction, and operational efficiency.
- Focus is placed on developing the potential of internal personnel through in-depth training, knowledge transfer from past projects, and skill development in research, data analysis, and quality assurance to support long-term operations.

- Support operations related to quality systems and standard certifications for research and testing, to maintain laboratory credibility and build confidence among domestic and international customers and partners.

Testing Concentrated Latex Properties with NIR Instrument: Innovation and Environmentally Friendly Safety

Currently, quality and property control of concentrated latex often employs chemical testing methods that involve complex procedures and may generate hazardous chemical waste for operators and the environment. To elevate safety standards and environmental sustainability, Near Infrared Spectroscopy (NIR) technology has been adopted for testing concentrated latex properties, replacing traditional methods. This represents a new innovation that provides accurate, rapid, and environmentally friendly analytical results.

Advantages and Benefits of Using NIR Instruments

1. Testing Speed

The NIR instrument can instantly measure concentrated latex properties from the near-infrared light spectrum, thereby reducing testing time compared to chemical methods which may require multiple sample preparation steps.

2. High Safety

NIR testing does not require hazardous chemicals, reducing health risks for operators and environmental contamination. It also minimizes the amount of waste that needs proper disposal.

3. Accuracy and Reliability

The NIR instrument can accurately analyze various components of concentrated latex, such as Dry Rubber Content (DRC), Total Solids Content (TSC), Alkalinity, KOH, and also test the crosslink density properties in various grades of pre-vulcanized latex. This information is crucial for developing products to meet standards.

4. Cost Reduction and Environmental Friendliness

By eliminating the use of chemicals, NIR testing helps reduce both testing process costs and waste disposal costs. This represents a sustainable option that helps reduce environmental pollution.

Product Innovation and Safety

- The application of NIR in the concentrated latex industry builds confidence in the quality and safety standards of rubber products derived from concentrated latex, due to the high accuracy of testing data.
- Reduces health and safety risks for personnel as there is no direct contact with chemicals.
- Users do not require specialized skills or experience in testing, which helps reduce testing costs.
- Promotes the organization's image as a manufacturer that prioritizes environmental and social responsibility.

Research and Development Information

- The development of a concentrated latex spectrum model using NIR requires collaborative research with rubber science experts to create appropriate databases and analytical equations.
- Regular improvement of the calibration process to ensure accurate and consistent measurement results from the NIR instrument in the long term.

Procurement of safe and environmentally friendly products (goods and services)

- Procure and select NIR instruments that meet international standards, with accepted protection and quality assurance systems.
- Collaborate with companies, universities, or technology service providers specialized in installation, training, and maintenance to ensure the instrument operates at full efficiency and sustainability.
- Aims to reduce waste and chemical usage throughout the supply chain, building confidence in product quality and safety for consumers and the environment.

The adoption of innovative concentrated latex testing with NIR instruments, replacing chemical testing, is a significant step in elevating the rubber industry to align with sustainable development guidelines. It not only raises safety and environmental standards but also fosters trust in products and services.

Information on organizations innovation culture development and promotion process

Process of developing and promoting the company's innovation culture

Process of developing and promoting the company's : No
innovation culture

Information on innovation development benefits and research and development (R&D) expenses

Benefits of innovation development

Financial benefits

Does the company measure the financial benefits : No
from innovation development?

Non-financial benefits

Does the company measure the non-financial : Yes
benefits from innovation development?

| | 2023 | 2024 | 2025 |
|---------------------------------|------|-------|-------|
| Reduce cost of quality test (%) | 0.00 | 90.00 | 90.00 |

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