



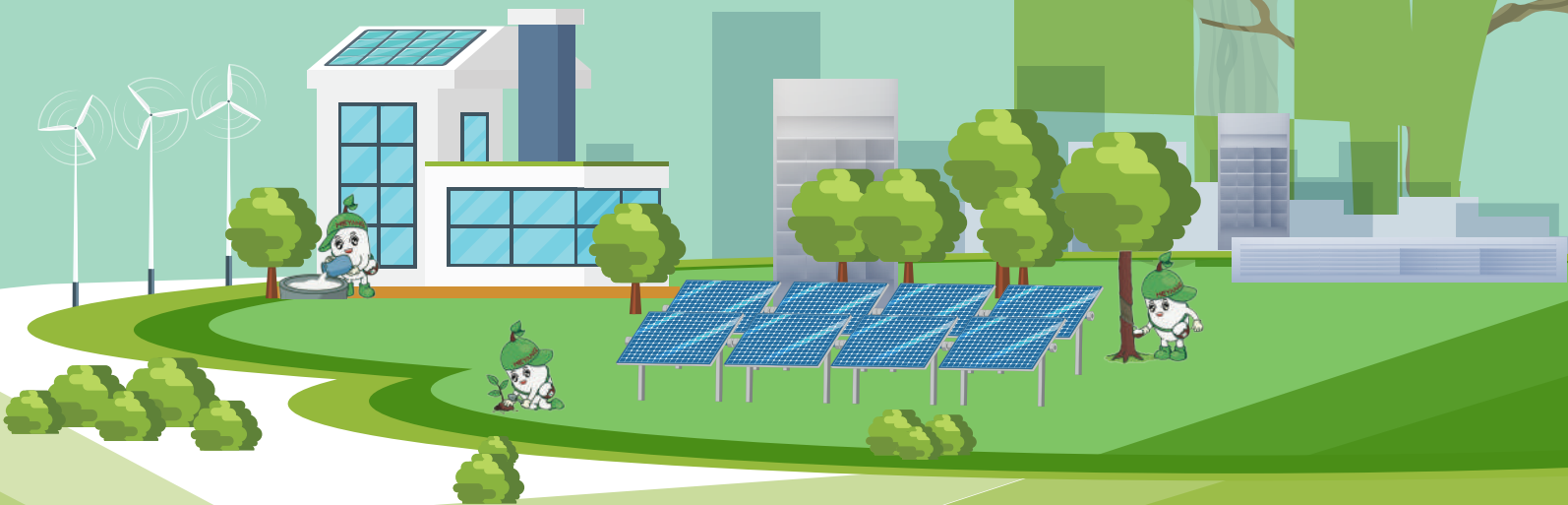
บริษัท ไทยรับเบอร์ลาเท็กซ์กรุ๊ป จำกัด (มหาชน)

THAI RUBBER LATEX GROUP PUBLIC COMPANY LIMITED

Form 56-1 One Report

THAITEX
2024

แบบแสดงรายการข้อมูลประจำปี /
รายงานประจำปี 2567





Annual Registration Statement / Annual Report

Form 56-1 One Report

(e-One Report)

THAI RUBBER LATEX GROUP PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2024



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Part 1 Business Operations and Performance

1. Organizational structure and operation of the group of companies

1.1 Policy and business overview

Thai Rubber Latex Group Public Company Limited (“the Company”) was established in Thailand and registered on December 6, 1985. The Company manufactures and distributes concentrated latex and latex by-products. On March 8, 1993, the Company was listed on the Stock Exchange of Thailand under the stock symbol TRUBB. The Company's business group is called Thaitex Group. Thaitex Group has been continuously investing in the rubber-related businesses.

1.1.1 Overview of the vision, objectives, goals and business strategies

Message from the chairman

In 2024, THAITEX remained committed to adapting and developing the organization for sustainable growth amidst global changes in economics, society, technology, and the environment. Challenges such as economic volatility, regional conflicts, and changing consumer behavior drives us to adapt to build resilience and flexibility in our business operations. The company had placed importance on research and development of innovations that meet both market demands and sustainability. We focus on creating products that reduce environmental impact while strengthening the capabilities of our employees to adapt and utilize new technologies effectively. This year, the company recognizes the crucial role of digital technology and artificial intelligence (AI) in driving business. We have started to implement AI systems within the organization to enhance operational accuracy, reduce errors, and facilitate faster and more effective decision-making. On behalf of the Board of Directors and the management team, I would like to express our gratitude to our shareholders, customers, partners, employees, and all stakeholders who have been a part of the company's success. We want to assure everyone that THAITEX will continue to adhere to the principles of transparent, honest, and good corporate governance as we move towards a strong, sustainable future, ready to face all changes.

Image Message from the chairman



Vision

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

Objectives

1. Strengthen the organization's sustainability through ESG and BCG approaches.
2. Increase sales and develop premium-grade products.
3. Utilize assets and resources efficiently, including enhancing the operational efficiency of internal systems.
4. Develop personnel and promote collaboration within the organization to keep pace with technological advancements in today's world.

Goals

1. Achieve the vision according to the company's roadmap.
2. ESG projects to create sustainability in all dimensions of the organization.
3. Increased sales volume and premium grade product sales.
4. Lower and appropriate costs, and the adoption of various technologies in the production process and operations.
5. Employees at all levels receive further training in new knowledge and technologies.

Business strategies

1. Focus on ESG: (Environmental, Social, and Governance), BCG or Bio-Circular-Green Economy throughout the organization to enhance organizational sustainability.
2. Increase product sales to become a market leader.
3. Increase fresh latex yield and improve internal work processes.
4. Focus on developing premium products.
5. Utilize assets and resources efficiently.
6. Reduce costs and use resources efficiently/Best Practice projects, and controlling expenses appropriately.
7. Develop personnel and strengthen relationships between departments within the organization.

Values

T - Trustworthy: Honest, being true to one's word, guaranteeing the delivery of quality products on time.

H - High Quality: Producing products with higher quality than the specified standards to ensure maximum customer satisfaction.

A - Accountability: Employees aware of their duties, are responsible, disciplined, dedicated to their work, deliver work correctly and on time, and dare to face obstacles to achieve goals.

I - Innovation: Initiating new things, thinking outside the box, being open to new things, continuously developing and improving, daring to experiment, being curious, eager to try, and having creativity.

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 improvements.

E - ESG (Sustainable Organizational Development): Driving operations by considering important issues related to the sustainability of the organization and the impact on relevant stakeholders in their areas of responsibility, in accordance with international principles in terms of environmental care, social responsibility, and good governance.

X - Excellence: Striving to perform duties to the highest standards, being a market leader, developing potential to be prepared in all aspects to create financial and business stability.

Philosophy

Thai Rubber Latex Group Public Company Limited operates its business under a firm commitment to resource optimization to manufacture products that 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.

Commitment

- Manufacture environmentally friendly products with quality exceeding international standards to meet customer needs and satisfaction.
- Create quality products that are friendly to society and the environment.
- Develop new innovations to create sustainable development value for all stakeholders.
- Develop personnel to achieve maximum efficiency and possess an ESG Mindset.

1.1.2 Material changes and developments ⁽¹⁾

Details regarding material changes and developments

Year	Material changes and developments
2024	On August 16, 2024, a Memorandum of Understanding (MOU) signing ceremony was held for business cooperation between the Rubber Authority of Thailand, Mr. Sukkakat Tangviriyakul, Acting Governor of the Rubber Authority of Thailand, and Thai Rubber Latex Group Public Company Limited, by Mr. Patarapol Wongsasuthikul, Chief Executive Officer -- the first private company to trade in EUDR or EU Deforestation

Year	Material changes and developments
2024	Regulation fresh latex of the European Union.
2021	On January 8, 2021, the Company established Thai Rubber Gloves Co., Ltd. to manufacture and distribute natural rubber gloves both domestically and internationally.
2019	On July 4, 2019, Thai Rubber Latex Corporation (Thailand) Public Company Limited changed its name to Thai Rubber Latex Group Public Company Limited.
2017	Thai Rubber Latex Group Company Limited's shares and all assets were transferred to Thai Rubber Latex Corporation (Thailand) Public Company Limited (the parent company) on December 29, 2017.
2009	Thai Rubber Latex Group Public Company Limited acquired ordinary shares of Thai Rubber Latex Group (Shanghai) Co., Ltd., another subsidiary in China, to operate a trading business for all types of rubber products.
2007	THAITEX invested by acquiring a 56% stake in Latex Systems Public Company Limited, a manufacturer and distributor of natural latex mattresses and pillows both domestically and internationally.
2005	On July 1, 2005, all 7 subsidiaries merged to produce concentrated latex under Thai Rubber Latex Group Co., Ltd.
2004	The Company has expanded its business into rubber plantations and established Thai Rubber City Company Limited in Nan, Chiang Rai, and Phayao provinces. Subsequently, Thai Rubber City Company Limited changed its name to Thai Rubber Land and Plantation Company Limited and operates rubber plantations efficiently.
1995	The company invests in both upstream and downstream businesses by acquiring Worldflex Public Company Limited in Rayong Province, which operates a business related to the production and export of rubber thread to foreign markets. The company has also invested in a joint venture, Wangsomboon Suanyang Company Limited, in Sa Kaeo Province.
1994	The company has relocated its office to 99 / 1-3, Moo 13, Soi Bangna-Trad 45, Bangna-Trad Road, Km. 7, Bang Kaeo Subdistrict, Bang Phli District, Samut Prakan Province 10540, due to the expansion of its high-quality concentrated latex production. The company has also established a new company under the name "Phuket Latex Co., Ltd." in Phang Nga Province.
1993	The Company was listed on the Stock Exchange of Thailand under the name Thai Rubber Latex Corporation (Thailand) Public Company Limited on March 8, 1993 under the policy of sustainable growth and continuous investment expansion in businesses that are conducive to the Company's core businesses and stakeholders
1990	Later, the company changed its name to Thai Rubber Latex Corporation (Thailand) Co., Ltd. and acquired shares in Thai Rubber & Latex Co., Ltd. (Rayong Province), Excel Rubber Co., Ltd. (Songkhla Province), and Orient Surat Rubber Co., Ltd. (Surat Thani Province) to establish quality standards for concentrated latex production and meet the continuously increasing demand in the concentrated latex-using industry.
1989	On January 10, 1989, Orient Rubber Latex Co., Ltd. changed its name to Thai Rubber Latex Corporation (1988) Co., Ltd. or "THAITEX", a group of concentrated latex producers, with the objective of supplying 60% DRC concentrated latex both domestically and internationally.
1985	The company was registered with a registered capital of 10 million baht under the name "Orient Rubber Latex Co., Ltd." with the objective of producing and distributing natural rubber products such as concentrated latex, skim block rubber, and crepe rubber. It is located in Nong Yai District, Chonburi Province.

Remark : ⁽¹⁾ Currently, Thai Rubber has 5 concentrated latex factories located across Thailand, including the Eastern, Southern, and Northern regions.

1.1.3 Spending of the raised fund to serve the objectives declared in the registration statement for securities offering

Is there an issuance of equity securities or debt securities? : No

1.1.4 The obligations to which the company has committed in the registration statement, including the compliance with such obligations or conditions in the following years

Are there any issued securities with obligations or conditions? : No

1.1.5 Company information

Company name : THAI RUBBER LATEX GROUP PUBLIC COMPANY LIMITED
Symbol : TRUBB
Address : 99/1-3 Moo 13, Kritsada Nakorn 21, Bangna-Trad Rd., Km. 7, Bang Kaeo Subdistrict, Bang Phli District
Province : Samut Prakarn
Postcode : 10540
Business : The Company has comprehensive rubber businesses covering the whole value chain of rubber and latex products, which are the rubber plantation in Thailand, the producer of latex concentrate and latex rubber, latex rubber thread and latex foam mattress. In addition, the Company has a subsidiary as broker in the Agricultural Futures Exchange of Thailand.
Registration number : 0107536000137
Telephone : 0-2033-2333
Facsimile number : 0-2033-2389-99
Website : www.thaitex.com
Email : info@thaitex.com
Total shares sold
Common stock : 817,775,785
Preferred stock : 0

Diagram of organization's logo



1.2 Nature of business

1.2.1 Revenue structure

Revenue structure by product line or business group

	2022	2023	2024
Total revenue from operations (thousand baht)	9,228.00	6,604.00	7,648.00
Concentrated Latex and Processed Latex (thousand baht)	5,210.00	3,497.00	4,228.00
Rubber Plantation (thousand baht)	14.00	19.00	20.00
Tire Product Group (thousand baht)	4,004.00	3,088.00	3,400.00
Others (thousand baht)	0.00	0.00	0.00
Total revenue from operations (%)	100.00%	100.00%	100.00%
Concentrated Latex and Processed Latex (%)	56.46%	52.95%	55.28%
Rubber Plantation (%)	0.15%	0.29%	0.26%
Tire Product Group (%)	43.39%	46.76%	44.46%
Others (%)	0.00%	0.00%	0.00%

By geographical area or market

	2022	2023	2024
Total revenue (thousand baht)	9,228.00	6,604.00	7,648.00
Domestic (thousand baht)	2,990.00	2,324.00	2,785.00
International (thousand baht)	6,238.00	4,280.00	4,863.00
Total revenue (%)	100.00%	100.00%	100.00%
Domestic (%)	32.40%	35.19%	36.41%
International (%)	67.60%	64.81%	63.59%

Other income as specified in the financial statements

	2022	2023	2024
Total other income (thousand baht)	83,955.08	48,189.22	88,565.10
Other income from operations (thousand baht)	83,955.08	48,189.22	74,906.13
Other income not from operations (thousand baht)	0.00	0.00	13,658.97

Share of profit of joint ventures and associates accounted for using equity method

	2022	2023	2024
Share of profit (thousand baht)	872.43	-137.25	20.36

1.2.2 Information on products and services

1.2.2.1 Product/service information and business innovation development

Concentrated Latex and Processed Latex

Concentrated Latex

Characteristics of Products and Services

Thai Rubber Latex Group Public Company Limited is engaged in the production of concentrated latex, which is derived from fresh latex by separating water from the rubber particles through a process called mechanical centrifugation. Concentrated latex is natural rubber latex with a blend of vulcanized rubber latex. This product, along with appropriate chemical additives, serves as a primary component in the production of medical gloves and rubber gloves, cleaning, condoms, elastic threads, adhesives, balloons, baby bottle nipples, foam, and mattresses, among others.

Thai Rubber Latex Group (Shanghai) Co., Ltd. is registered in China and engages in the trading of all types of rubber products within China. The company primarily trades in rubber sheets (TSR#20) and concentrated latex. Currently, Thai Rubber Latex Group Public Company Limited has obtained industry certifications such as ISO9001:2015, ISO14001:2004, and IEC17025 (Standard Lab). The company is the first in the concentrated latex industry to receive IEC17025 certification, which certifies the laboratory's adherence to standardized latex testing procedures. Concentrated latex products can be categorized into three main types:

Concentrated Latex

- High Ammonia Latex
- Medium Ammonia Latex
- Low Ammonia Latex
- Low Stabilized

Special Grade Concentrated Latex

- Double Centrifuged
- Homogenized
- Low Stabilized
- Ultra-low Protein
- Substage Latex

Pre-vulcanized Latex

Customer Characteristics, Relationships, and Target Customer Groups

Our company serves a diverse customer base, ranging from small-scale entities to large factories across various regions and industries. Our customers are united by their businesses or production processes that utilize natural rubber latex to create downstream products. To better understand and cater to their specific needs, we categorize our customers based on the particular products they manufacture using natural rubber latex. These product categories include:

- 1) Medical and Health Products – Medical Gloves and Condoms
- 2) Personal Protective Equipment (PPE) – Industrial Gloves and Suits
- 3) Consumer Goods – Balloons and Rubber Bands
- 4) Footwear
- 5) Textiles – Elastic Threads
- 6) Adhesives
- 7) Sports Equipment – Balls
- 8) Automotive Industry – Various Automotive Parts
- 9) Furniture – Mattresses and Pillows
- 10) Construction – Latex Paints and Concrete Admixtures
- 11) Asphalt – For Road Construction

The company is committed to a customer-centric approach, prioritizing the establishment of positive relationships. This commitment involves expressing gratitude to our customers, conducting regular site visits, providing valuable advice and market information related to natural rubber, introducing innovative products, and offering comprehensive after-sales services. Furthermore, the company strongly supports the product development efforts of our customers and assists in improving service efficiency by offering insightful inquiries and recommendations.

Distribution and Distribution Channels

The company's distribution of natural rubber spans the globe, facilitated by a specialized sales and marketing department located at our headquarters and sales office in Guangzhou, China. Our sales approach encompasses direct transactions with end-user customers domestically, serving a diverse range from individual consumers to large-scale factories. In the international arena, our sales operations are multifaceted, involving both direct engagement with customers and transactions conducted through intermediaries such as brokers.

Domestic sales have been tailored to suit a diverse range of customers, from small retailers to large factories. Our flexible packaging options cater to different needs and include trucks with capacities ranging from 12 to 30 tons, steel drums with a capacity of 200 kg, intermediate bulk containers (IBCs) that hold 1,000 kg each, and ISO pressure tanks with a capacity of 21 tons. These options ensure that we can comprehensively meet the specific requirements of our customers.

For international sales, the company employs a diverse range of packaging options to accommodate shipping requirements and the preferences of various customers. These options include: Tank trucks (30,000 kg), Flex tanks/flex bags (21,000 kg), New IBCs (1,000 kg), and New steel drums (205 kg). This versatile packaging strategy enables the company to expertly meet the distinct needs of both domestic and international customers.

Domestic and Export Market Segmentation

In conclusion, the natural rubber market in 2024 was significantly impacted by various factors, including economic challenges, increased competition from synthetic alternatives, and evolving regulatory requirements. Declining demand from key regions such as Thailand, Malaysia, China, and Europe put pressure on the market. The company's strategic shift to focus on the domestic market enabled it to sell approximately 91,390 metric tons of concentrated latex in 2024.

An analysis of sales figures reveals that a significant volume of 61,578 metric tons of concentrated latex was sold in the domestic Thai market, accounting for approximately 67% of total sales volume. This reflects the company's strong presence and success in effectively meeting the demand for concentrated latex in the domestic market, despite facing industry challenges.

Conversely, the export market accounted for 29,812 wet metric tons, representing approximately 33% of total sales volume. While reflecting a satisfactory share in the international market, challenges persist in this segment.

Market Direction in 2025

The natural rubber market trend in the first half of 2025 is expected to continue facing several challenges similar to those experienced in 2024. However, there are signs of a potential recovery, driven by economic stimulus plans and the recovery of stable raw material supplies in the supply chain.

China's economy is expected to remain sluggish in early 2025, which will continue to impact the demand for natural latex. However, the implementation of economic stimulus measures in China may gradually support recovery, potentially leading to increased demand across various sectors, including rubber products.

Competition from China in the glove manufacturing industry is expected to intensify as Chinese producers continue to invest in rubber and latex production processes. Lower-cost alternatives will increase pressure on traditional latex suppliers, such as Thailand and Vietnam, to maintain their competitiveness.

The global shortage of rubber and natural latex, driven by ongoing volatile weather conditions and unpredictable climate patterns, is expected to persist in 2025. This may push costs higher and further complicate supply consistency, significantly impacting both producers and consumers of natural latex.

Geopolitical tensions, particularly in regions such as the Middle East and Russia/Ukraine, could impact international trade routes and introduce uncertainty into the supply chain. The Trump administration's involvement in these matters could lead to the imposition of additional trade barriers or sanctions that may affect the flow of latex.

However, early 2025 sales trends show positive signs, with preliminary orders indicating a strong start to the year. This could signal a potential recovery, driven by reduced supply chain disruptions and increasing global demand.

The recovery of global maritime shipping from pandemic-induced disruptions is beginning to stabilize, which will help reduce logistics costs and enhance the efficiency of international trade. This, in turn, will further support the growth of latex consumption. The emergence of new infectious diseases could lead to a sudden surge in demand for personal protective equipment (PPE), particularly rubber gloves. While the likelihood of such an event remains uncertain, companies need to be prepared to handle both increases and decreases in product demand.

In response to challenges in traditional markets, targeting new markets such as Sri Lanka, India, Turkey, and the Middle East will be crucial for future growth. These regions hold high potential for demand growth due to industrial expansion and increasing healthcare needs.

In summary, the natural rubber market in 2025 will face various challenges, including economic slowdown, competition from low-cost producers, and global supply shortages. However, early signs of recovery, coupled with business diversification into new markets, may present opportunities for growth. By managing costs, improving efficiency, and adapting to changing conditions, natural rubber producers can navigate the complex landscape of 2025 and position themselves for success.

Approximate Number of Competitors

There are numerous concentrated latex producers in Thailand, with approximately 3-4 competitors of comparable size to our company within the industry.

Company Size Compared to Competitors

The company is one of the most prominent natural latex producers globally.

Competitive Strengths

- 1) Globally Recognized Quality: Our unwavering commitment to superior quality has established us as a recognized leader on the global stage.
- 2) Reputation: Our strong reputation, built on reliability, integrity, and consistent quality, sets us apart in the market.
- 3) Fair and Competitive Pricing: Offering competitive and transparent pricing ensures value for our customers.
- 4) Commitment to Timely Delivery: Our dedication to delivering on contractual agreements underscores our commitment to customer satisfaction.
- 5) After-Sales Service: Our accessible after-sales service ensures prompt responses and effective solutions.
- 6) Experienced Team: Our team's profound knowledge and experience in the rubber industry significantly enhance our capabilities.
- 7) Diverse Product Portfolio: Our extensive product portfolio caters to a wide array of market needs, enhancing our market share.
- 8) In-House Research and Development: Our dedicated research and development department drives innovation and keeps us at the forefront of industry advancements.
- 9) Geographically Distributed Factories: Strategically located factories ensure production flexibility and a resilient supply chain throughout the year.
- 10) Strong Customer Relationships: Building positive and lasting relationships with our customers forms a cornerstone of our business.
- 11) Diverse Customer Base: Serving a diverse clientele, both in terms of products and scale, reflects our adaptability.
- 12) Rapid In-House Transportation: Our fleet of in-house transportation vehicles ensures efficient supply chain management.
- 13) Large Latex Storage Bags: Our extensive latex storage capacity enhances our ability to consistently meet market demands.

Skim Rubber Sheet

Product and Service Characteristics: Thai Rubber H P N R Co., Ltd. (HPNR) currently operates primarily in the trading of skim rubber sheets. The company's assets include a rubber glove factory with an operating license. However, this factory is not currently operational and is in the process of seeking a buyer or lessee.

Diagram of Concentrated Latex and Processed Latex



Concentrated Latex



PREVULCANIZED LATEX PRODUCT



Off-the-road tires

Tire Product Group

Rubber Thread

Product or Service Characteristics

WorldFlex Public Company Limited ("the Company" or "WFX") operates the business of manufacturing and distributing rubber thread, which is divided into 2 types: talcum rubber thread and silicone rubber thread. The company sells its products to both domestic and international customers under a total of 7 trademarks: WORLD FLEX, THAITEK, QUALIFLEX, LT RUBBER, CHANGTHAI, PEGASUS (Blue), PEGASUS (China), and ECOFLEX. Currently, the company has 1 rubber thread factory located in Pluak Daeng District, Rayong Province, as of December 31, 2024. The details of the products manufactured and distributed by the company are as follows:

1) Talcum Rubber Thread is a rubber thread coated with talcum powder, which is a talc in the form of a fine powder similar to talcum powder. To prevent the rubber threads from sticking together and make it easier to separate each rubber thread during use. It is suitable for use in various industries such as the general textile industry, medical textile industry, furniture industry, etc.

2) Silicone Rubber Thread is a rubber thread coated with silicone, which is a gloss coating in the form of plastic water mixed with chemicals. To prevent the rubber threads from sticking together and make it easier to separate each rubber thread during use. It is suitable for

Customer Relationship Characteristics

The company's business operations involve contacting and distributing products through 2 main channels:

1. Distribution through distributors, where distributors purchase the company's products and resell them to end-user customers in their own countries. Distribution through this channel is a way to distribute products to reach more retail customers in various countries.

2. Direct sales to end-users are sales to direct users of the products, who are manufacturers of various products such as garment manufacturers, sock manufacturers, furniture manufacturers, etc. The sale of rubber thread to customers in the country will be entirely direct sales to customers.

Sales and Distribution Channels

Depending on the size of each market, structure, and specific needs, the company creates distribution channels that will maximize market share by selling products directly to end-users, selling to distributors, or using both channels in the same market.

The company has strengths that support its business, including:

1. With extensive experience since its establishment in 1991, the company can produce products covering all sizes and types for various industries according to consumer needs.
2. The products are certified for both production and safety standards.
3. Geographical advantages in both transportation and raw material sourcing.
4. One of the world's largest rubber thread manufacturers.
5. A marketing and sales team with diverse nationalities to serve consumers. And
6. Product development that considers quality, the environment, and society sustainably.

Product Procurement

Raw Material Procurement Characteristics

The company places importance on selecting quality raw materials according to specified standards and reasonable prices. In the past, the company has built good relationships with suppliers continuously by adhering to trade agreements and maintaining a good payment history. This has built business credibility with business partners throughout the more than 30 years of business operation. The company procures products and services for the production of rubber thread as follows:

(1) Latex Concentrate

Latex concentrate is the main raw material used in the production of rubber thread. The company has established a policy of selecting and purchasing latex concentrate from suppliers. For each purchase order of latex concentrate, the company will contact at least 3 latex concentrate suppliers to inquire about the quantity of latex concentrate that can be supplied to the company at that time and the purchase price of latex concentrate. The company will compare the required quantity and the appropriate price in selecting latex concentrate suppliers to maximize the company's benefits. However, for each purchase order of latex concentrate, the company may purchase latex concentrate from only one supplier or more than one supplier, depending on the appropriateness of the required quantity of latex concentrate and the purchase price of latex concentrate.

For each purchase order of latex concentrate, the company will refer to the market price on the order date, which is the price that each supplier has offered to sell latex concentrate to the company. The company will consider and compare the appropriateness of the price and quantity that each supplier can provide before placing an order every time.

In addition, the company has specified the properties of latex concentrate as a standard in product manufacturing, which has been notified to latex concentrate suppliers prior to the purchase and sale of latex concentrate. The company has a process to inspect the quality of latex concentrate from suppliers twice: the first inspection is to check the quality of the latex concentrate samples sent by the supplier to the company for 1 week before delivering the latex concentrate. The second inspection is to inspect the latex concentrate before delivery at the rubber thread factory in Rayong Province to ensure that the company receives latex concentrate with the specified properties.

(2) Chemicals The company purchases chemicals used in the production of rubber thread that meet the company's specified properties at competitive prices from several domestic and international suppliers. The company will inspect chemicals from suppliers every time before delivery and before being used in the production process.

(3) Packaging The packaging company under each brand uses corrugated cardboard boxes as outer packaging and plastic packaging as inner packaging to increase product safety during transportation. The company hires external packaging manufacturers and distributors to produce the packaging, and the company inspects the packaging from manufacturers and distributors every time before being used in the product packaging process.

(4) Fuel and Energy The main energy used by the company in the rubber thread production process is thermal energy. Currently, the company uses fuels to provide thermal energy in the rubber thread production process, such as coal, wood chips, and palm kernel shells. The company purchases these fuels from domestic suppliers and importers to obtain high-quality fuel at a low cost.

Environmental Impact

The company focuses on producing high-quality products while maintaining environmental responsibility. In the elastic yarn production process, waste byproducts such as acetic acid and wastewater are generated. Used acetic acid is sent to a licensed external company for disposal, while wastewater containing chemicals from production and washing processes is partially treated within the factory for reuse. Any untreated wastewater is sent to licensed disposal companies. Rubber scraps from production or defective products are sold to external buyers. To prevent air pollution, the company has installed equipment to control dust particles and smoke from fuel combustion. Regular environmental monitoring is conducted, with reports submitted to the Department of Industrial Works. The company has had no disputes regarding environmental impact.

Pillows, Rubber Mattresses

Product or Service Characteristics

Latex Systems Public Company Limited was registered and established on June 11, 2003, to operate the business of manufacturing and distributing mattresses made from natural rubber latex. The first factory was located in Lad Krabang Industrial Estate, Bangkok. Production ceased in November 2018.

In 2013, the second factory (2nd production line) in Bang Pakong District, Chachoengsao Province, began commercial production of natural rubber latex mattresses.

In 2017, the second factory (3rd production line) in Bang Pakong District, Chachoengsao Province, began commercial production of natural rubber latex pillows.

In September 2018, the company acquired control of the assets and purchased the 3rd factory located in Tambon Kong Din, Amphoe Klaeng, Rayong Province. This factory is currently not in production due to the COVID-19 crisis and is in the process of being put up for sale to bring cash back into liquidity.

In 2023, the second factory added a Latex sheet production line and began commercial production of natural rubber Latex sheets in 2024. Currently, the company has 2 factories located in Bang Pakong District, Chachoengsao Province, and Klaeng District, Rayong Province. The company's business operations can be divided into 2 main groups:

- 1) Business of Manufacturing and Distributing Natural Rubber Latex Products, Non-Brand Business
- 2) Business of manufacturing and distributing products made from natural latex under the company's own brand (Brand Business)

The company's main products are divided into 3 groups:

- Natural Rubber Latex Mattress
- Natural Rubber Latex Pillow
- Other products made from natural rubber latex, such as neck pillows, backrests, seat cushions, bolster pillows, and bedding products for children, etc.

Rubber Bedding and Future Trends

Latex bedding is gaining global attention due to its properties that meet the needs of health and sustainability, which are linked to the main trends emerging in the present and future:

1. Sustainability and Environmental Protection

- Natural Product: Rubber is a natural, biodegradable raw material, unlike synthetic materials such as foam or memory foam, which are types of plastic.
- Reduce Greenhouse Gas Emissions: Rubber tree planting helps absorb carbon dioxide, and rubber is a renewable raw material.
- Eco-Friendly: Consumers worldwide are looking for products that help reduce environmental impact, which rubber bedding fits this concept.

2. Focus on health and comfort

- Dust Mite and Allergy Prevention: Rubber naturally has the ability to prevent mold and dust mites, making it a good choice for people with allergies.
- Good Body Support: Rubber mattresses and pillows can adapt to the weight and shape of the body, helping to reduce pressure and relieve back pain.
- Free from Harmful Chemicals: Genuine rubber does not require the use of chemicals that may be toxic or cause unpleasant odors.

3. Minimalism and Quality Trends

- Emphasize simplicity with value: Latex bedding aligns with the Minimalist Lifestyle that prioritizes durable and long-lasting products.
- Long-Term Investment: Although more expensive than regular mattresses, their durability and superior quality make them a worthwhile long-term investment.

4. Global Market and Growth

- Exports from Southeast Asia: Thailand, Malaysia, and Indonesia are important sources of rubber production, especially Thailand. Adding value to products, such as making premium bedding, can meet the needs of the global market well.
- Expansion in the Healthcare Market: The market for healthcare equipment is growing in many countries, such as the United States, Europe, and China, which are interested in bedding that helps promote health.

5. New technologies that help develop products

- Innovation Matching: Such as adding ventilation properties, production that reduces energy consumption, or making hybrid products that combine rubber with other materials.

Sustainability Aspects

Rubber bedding is deeply related to Carbon Credit and Sustainability due to the production process and properties of natural rubber raw materials. It supports the reduction of greenhouse gas emissions (Carbon Footprint) and promotes sustainable development in many dimensions as follows:

1. Rubber Tree Planting and Carbon Sequestration

- Carbon Dioxide (CO₂): Rubber trees have the ability to absorb CO₂ in high quantities during growth, making rubber plantations a natural carbon sink.

- Carbon Credits from Plantations: Sustainable rubber cultivation can be included in carbon credit projects, such as using planting areas that do not destroy additional forests and replanting trees that have reached the end of their lifespan.

2. Production with Reduced Carbon Footprint

- Environmentally Friendly Raw Materials: Natural rubber is a raw material that can be used without complex processing, which helps reduce greenhouse gas emissions in the production process compared to synthetic materials such as PU foam or memory foam.

- Using renewable energy: If latex bedding factories use renewable energy such as solar or hydro power, it can further reduce the carbon footprint.

3. Biodegradability and Circular Economy

- Reduce Plastic Waste: Genuine rubber bedding is biodegradable at the end of its life, which helps reduce the amount of non-recyclable waste such as foam mattresses.

- Circular Economy: Used rubber materials can be recycled or transformed into new products, such as floor mats or new pillows.

Opportunities and Challenges

Opportunities

- Expansion of the Health and Wellness Market
- Using digital technology, such as online marketing, to reach new customer groups
- Building a brand that communicates sustainability

Challenges

- Price competition with substitute materials such as memory foam
- Reliance on raw materials with price fluctuations
- Managing the supply chain to be sustainable

Industry Overview

The current state of the rubber bedding industry reflects significant changes in the global market, especially in relation to economic factors, technology, and consumer demand. The relevant industries can be analyzed in terms of:

3.1. Manufacturing Trends

- Major Production Sources in Asia: Thailand, Malaysia, and Indonesia remain leaders in rubber bedding production as they are major producers of natural rubber in the world.

- Investment in Production Technology: Production plants are adopting technologies that reduce energy consumption and waste minimization to support sustainability goals.

- Production Costs: Rubber prices fluctuate according to global supply and demand, which directly affects production costs.

3.2. Global Demand

- Growth in the Premium Market: Consumers value high-quality and durable products, which rubber bedding meets.

- Environmental Awareness: The demand for sustainable products is driving the growth of the industry.

- Expansion in Emerging Markets: While the main markets remain North America and Europe, new markets such as South America, Africa, and South Asia are beginning to show potential.

3.3 Industry Competition

- Competitors in Other Material Markets: Although rubber has special properties, memory foam and PU foam mattresses remain major competitors, especially in price-sensitive markets.

- Differentiation: Brands that focus on innovation, such as adding ventilation properties or designing modern products, can help increase their competitive advantage.

- Entering the Global Market: Exporting products with international standards such as OEKO-TEX or Global Organic Latex Standard (GOLS) helps build confidence in the global market.

3.4 Impact of the Global Economic Situation

- Inflation and Raw Material Costs: Rising rubber prices and production costs may affect product prices in the end market.

- Changes in Consumer Behavior: During an economic slowdown, consumers may postpone purchasing premium products or choose

to buy more affordable products.

- **Free Trade and Tax Policies:** International trade policies, such as setting import tariffs or opening free trade zones, may affect access to the global market.

3.5 Sustainability Trends in the Industry

- **Green Manufacturing:** Production plants that use alternative energy, such as solar energy, and reduce carbon emissions are in demand in the market.

- **Environmental Certifications:** Factories and products that have received certifications such as FSC or Carbon Neutral Certification have higher competitive opportunities.

- **Circular Economy:** Recycling end-of-life rubber products and reducing waste in the production process have become strengths in the industry. It can be seen that the rubber bedding industry has high growth potential globally, especially in health-conscious and environmentally conscious markets. However, adding value and upgrading production standards will be key to helping manufacturers compete in the long run.

Product Procurement

(1) Raw Material Procurement Characteristics

Concentrated latex is a key raw material in the production of mattresses, pillows, and other natural latex products. As an agricultural commodity, its price fluctuates based on changes in the demand and supply of natural rubber both domestically and internationally. Over the past three years, the average price of concentrated latex (FOB Bangkok) has ranged between 30 and 60 baht per kilogram.

From the company's business policy, which prioritizes product quality and the control of raw material quality from the procurement stage, the company's raw material procurement policy focuses on quality, price, and delivery time. The company sources its main raw material, latex concentrate, from leading latex concentrate producers in many countries to obtain high-quality natural latex concentrate that meets the company's specifications at a reasonable price. Other raw materials that are various chemicals, the company purchases from suppliers in the country. The company remains confident in the business to grow in the future because the crisis caused by COVID has passed. Therefore, from now on, the whole world will have to recover as quickly as possible, and the trend of health care is increasing. It is definitely an important opportunity for the business to grow continuously.

Impact on the Company Due to the Global Situation

The global situation in recent years has had a significant impact on the rubber bedding industry, both positively and negatively. The key factors that play a role and their impacts are as follows:

1. Global Economic Situation

1.1 Inflation and Rising Production Costs

- Rising commodity prices (such as oil and energy) have resulted in increased production and transportation costs for rubber bedding.

- The economic recovery after the COVID-19 crisis has led to increased demand for goods. However, rising rubber prices and labor costs in some regions have affected global market prices.

1.2 Exchange Rate Fluctuations

- The strengthening US dollar is causing exporting countries like Thailand to face higher export prices in the eyes of foreign buyers.

2. Environmental and Sustainability Changes

2.1 Pressure from Environmental Policies

- Carbon emission control measures in many countries, especially in Europe, are pressuring manufacturers in the rubber industry to invest in low-carbon production processes.

- Rubber bedding is considered a natural and biodegradable product, which is a key selling point. However, unsustainable rubber cultivation may be criticized. Critique

2.2 Climate Change

- Erratic weather conditions may affect the cultivation of rubber trees in Southeast Asia, the main production region.

3. Political and Trade Changes

3.1 Geopolitical Tensions

- International conflicts, such as the Russia-Ukraine war, affect energy prices and transportation of goods, as well as causing some European markets to Slowdown

- Trade protectionist policies, such as increasing import tariffs on goods from certain countries, may affect competitiveness.

3.2 Building Trade Partnerships

- Free Trade Agreements (FTAs) such as RCEP help promote the export of rubber bedding to member countries.

4. Health Situation and Consumer Behavior After COVID-19

4.1 Importance of health and rest

• After the COVID-19 outbreak, consumers are paying more attention to health care, including adequate rest, resulting in increased popularity of health-promoting bedding such as rubber mattresses.

4.2 The Rise of Online Shopping

• Lockdowns in many countries have caused consumers to turn to online shopping, forcing rubber bedding brands to adapt to the market E-commerce.

5. Technological Changes

5.1 Using AI and IoT in Production

• Technology helps reduce production costs and increase product quality, such as using AI to inspect the quality of mattresses. • IoT helps create products that meet specific needs, such as mattresses that automatically adjust firmness according to the user's weight.

5.2 Digital Marketing

- Using social media platforms and online reviews helps increase product appeal and build trust in foreign markets.

6. Opportunities and Challenges from the Global Situation

Opportunities

- Awareness of health and the environment has led to increased interest in bedding made from natural materials.
- The shift towards a digital economy helps reduce barriers to accessing the global market. Challenges
- Increased costs from external factors such as energy and raw materials
- Addressing rapidly changing demands in a highly competitive market

Revenue Structure

1. Domestic and international sales ratio, product sales structure, sales ratio in each country, divided into 4 main departments, sales in 2024

1.1 China Sales Department (major customers in China, in Beijing, Shanghai, Guangzhou, Hainan, Shenzhen) 103.34 million baht
1.2 Domestic Sales Department (major customers in the country, some of which are re-exported to China and Korea) 60.15 million baht

1.3 Export Sales Plan, excluding China (Korea) 2.84 million baht

1.4 Brand Sales Department (Domestic Department Stores and Online Stores in China) 0.80 million baht
Totaling 167.12 million baht

2. Sales Ratio by Country

2.1 Exports to China 111.61 million baht

2.2 Exports to Korea 0.28 million baht

2.3 Domestic Sales (Non-Brand) 52.27 million baht

2.4 Domestic Sales (Brand) 0.80 million baht

2.5 Others 2.16 million baht

Note: The revenue shown is net revenue after deducting returns, discounts, and commissions.

3. Production (Number of Factories/Total Production Capacity) Currently, the company has 2 factories producing mattresses, pillows, and other products made from natural latex.

- Factory 1: Location: 79/2 Moo 1, Bang Na-Trat Road, Kilometer 36, Hom Sin Subdistrict, Bang Pakong District, Chachoengsao Province 24180

- Mattress production capacity in 2024 is approximately 57,000 pieces per year.
- Pillow production capacity in 2024 is approximately 1,140,000 pieces per year.
- Latex sheet production capacity in 2024 is approximately 216,000 meters per year.

- Factory 2: Location: 160/2 Moo 4, Kong Din Subdistrict, Klaeng District, Rayong Province 22160

- Rayong factory is currently closed.

Rubber Gloves

Thai Rubber Gloves Co., Ltd. was registered and established on January 8, 2021, to operate the business of manufacturing and distributing rubber gloves. Medical and general-purpose rubber gloves using natural rubber latex or nitrile rubber (synthetic rubber) as raw materials. The factory is located in Nong Yai, Chonburi Province, with a production capacity of approximately 450 million pieces/year. The company's main products can be divided into 3 groups:

1) Examination Gloves

2) Disposable Gloves

3) Gloves for Food and Electronics Industries and can be categorized by glove type as follows:

- 1) Latex Powdered Gloves
- 2) Latex Powder-Free Gloves
- 3) Nitrile Powder-Free Gloves

Product Procurement

- Raw Material Procurement Characteristics

The company places importance on the selection of raw materials to maintain standards and quality in production at a reasonable price. To comply with the company's policy, the company has trade agreements with suppliers or even joint development with manufacturers to obtain raw materials suitable for the company's product manufacturing.

- 1) Latex Concentrate

Latex concentrate is a major raw material in glove production and is an agricultural commodity with price and seasonal fluctuations. The company has forecasts of quality, price, and quantity required for production to manage the most appropriate costs.

- 2) Chemicals

The company purchases chemicals used in the production of gloves that meet the company's specified properties at competitive prices from both domestic and international suppliers. The company inspects chemicals from suppliers every time before delivery and before being used in the production process.

- 3) Packaging

The company inspects the accuracy and quality of packaging from manufacturers and packaging suppliers every time before being used in the product packaging process to package products with the company's trademarks or to meet the needs of customers who want to produce products under their own trademarks (OEM).

- 4) Fuel and Energy

Thermal energy is the main energy used in glove production. The company purchases solid fuels such as wood chips and palm kernel shells from domestic suppliers and importers to obtain high-quality fuel at the lowest cost. Environmental Impact The company has managed its production efficiently to achieve the best products for consumers while taking care of the environment. The company prioritizes and has measures to prevent and control the impact of its business operations. The company has registered and received the Green Industry Level 2 mark from the Ministry of Industry. It has installed a solar power generation system (Solar Cells). In addition, the company has regularly measured and controlled the quality of the environment before releasing it to the community. It also prepares environmental quality inspection reports to be submitted to the Department of Industrial Works annually.

Diagram of Tire Product Group





Para rubber pillows and mattresses



Rubber glove products

Agricultural Park

Rubber Plantation

Product or Service Description

Thai Rubber Land and Plantation Company Limited, a “subsidiary”, operates a rubber plantation business in Chiang Rai, Phayao, and Nan provinces. Planting began in 2005 and continues to the present, covering a total area of 11,068 rai, consisting of

- (1) Chiang Rai Province: Area of 7,293 rai, planted from 2007 to 2015, and tapping commenced in 2015 onwards.
- (2) Nan Province: Area of 2,556 rai, planted from 2005 to 2015, and tapping commenced in 2015 onwards.
- (3) Phayao Province: Area of 1,219 rai, planted from 2008 to 2015, and tapping commenced in 2015 onwards.

Cannabis-Hemp Plantation Group

Product or Service Description

Thai Tex CBD Smart Farm Company Limited, a “subsidiary”, operates a cannabis plantation business in Chiang Mai and Chiang Rai provinces.

Planting began in 2022 and continues to the present, covering a total planting area of 13 rai, consisting of

- Chiang Mai Province: Area of 11 rai, planted from 2022 to the present, with the first harvest commencing in 2022 onwards.
- Chiang Rai Province: Area of 2 rai, planted from 2022 to the present, with the first harvest commencing in 2022 onwards.

Diagram of Agricultural Park



Rubber plantation



Cannabis-Hemp

Research and development policy in various areas, and details regarding innovation development in processes, products and/or services, or business models.

Research and development (R&D) policy : Yes

R&D expenses in the past 3 years

	2022	2023	2024
Research and development (R&D) expenses over the past 3 years (Million Baht) ⁽²⁾	3,960,000.00	6,500,000.00	4,950,000.00

Remark : ⁽²⁾ Estimated figures

Additional explanation about R&D expenses in the past 3 years

1. Year 2022

- The majority of the expenses are for establishing research infrastructure, such as purchasing laboratory equipment to replace old and unusable ones.
- Investing in personnel and training to enhance employee potential.

2. Year 2023

- Increasing the budget to expand the research scope from focusing on concentrated latex quality testing to research on improving formulas and production processes for greater efficiency.

- Allocating a budget for joint research with academic institutions and private sector partners to foster collaboration and knowledge exchange.

3. Year 2024

- The increased budget focuses on developing innovative products that are more environmentally friendly and socially responsible, such as ammonia-free latex, low-protein latex, developing low-nitrosamine latex formulas, and expanding the use of NIR instruments to analyze the properties of concentrated latex and downstream rubber products in various forms.

- Establishing and expanding collaborative networks with international companies and organizations for technology transfer, international standard testing, and long-term market trend research.

Concentrated Latex Property Testing with NIR Instruments: Innovation and Environmentally Friendly Safety

Currently, quality control and property analysis of Concentrated Latex often rely on chemical testing methods that involve complex procedures and may generate chemical waste hazardous to operators and the environment. To enhance safety standards and environmental sustainability, Near Infrared Spectroscopy (NIR) technology has been introduced to test the properties of concentrated latex, replacing traditional methods. This innovation provides accurate, fast, and environmentally friendly analysis results.

Advantages and Benefits of Using NIR Instruments

1. Rapid Testing

NIR instruments can instantly measure concentrated latex properties from the near-infrared spectrum, reducing testing time compared to chemical methods that may require multiple sample preparation steps.

2. High Safety

NIR testing does not require hazardous chemicals, reducing health risks to operators and environmental contamination. It also reduces the amount of waste that needs to be properly disposed of.

3. Accuracy and Reliability

NIR instruments can analyze various components of concentrated latex, such as Dry Rubber Content (DRC), Total Solid Content (TSC), Alkalinity, KOH. It can also accurately test the Crosslink density properties in various grades of prevulcanized latex, which is crucial information for developing products to meet standards.

4. Cost-Effective and Environmentally Friendly

By eliminating the use of chemicals, NIR testing reduces both testing process costs and waste disposal costs, making it a sustainable option that helps reduce environmental pollution.

Product Innovation and Safety

- The use 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 the test data.

- Helps reduce health and safety risks for personnel by eliminating direct contact with chemicals.

- Users do not need to be proficient or experienced in testing, reducing testing costs.
- Promote 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 establish a suitable database and analytical equations.
- Regularly improve the calibration process to ensure accurate and consistent NIR measurement results in the long term.

Providing Safe and Environmentally Friendly Products (Goods and Services)

- Procure and utilize internationally standardized NIR instruments with recognized quality assurance and protection systems.
- Collaborate with companies, universities, or technology service providers with expertise in installation, training, and maintenance to ensure optimal and sustainable instrument performance.
- Set goals 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 using NIR instruments instead of 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.

1.2.2.2 Marketing policies of the major products or services during the preceding year

Concentrated Latex and Processed Latex

Concentrated Latex

Marketing Policy in the Past Year

Thai Rubber Latex Group Public Company Limited is a prominent leader among the world's natural rubber latex producers, holding a significant position in the Thai domestic market and having a significant market share. With over 30 years of experience in natural rubber latex production, the company has earned an outstanding reputation for its unwavering commitment to excellent quality.

The company operates from 5 manufacturing plants strategically located across Thailand, with a total production capacity of 252,000 metric tons. This production capacity will be increased in 2024 through the addition of latex centrifuges. The factories are located in key regions, including Hat Yai and Surat Thani (South), Rayong (East), and Chiang Rai (North), to ensure a continuous supply of high-quality rubber throughout the year.

The company is supported by a team of highly skilled professionals in natural rubber latex production, stringent quality control, and research and development. This expertise enables the company to advance in innovation by striving to develop new products and enhance the quality of natural rubber latex to meet constantly changing customer needs. Positive feedback from customers is a testament to their satisfaction with the company's superior products and services. In line with global sustainability goals, the company is actively involved in various projects that promote responsible and sustainable operations. Various certifications and standards, such as Forest Stewardship Council (FSC) certification, European Union Deforestation-Free Products Regulation (EUDR), Global Organic Latex Standard (GOLS), and corporate-level carbon footprint reduction projects, all demonstrate the company's commitment to sustainability. The Group's commitment to environmental, social, and governance (ESG) projects helps elevate the company's role as a responsible and sustainable global natural rubber latex producer. In summary, Thai Rubber Latex Group Public Company Limited is firmly committed to quality, innovation, and sustainability, which has strengthened the company's role as a leading manufacturer of natural rubber latex, both domestically and internationally.

Skim Rubber Sheet

The company purchases skim rubber sheet from its parent company and sells it to customers. In the current market situation, the factory, which is a concentrated latex manufacturer, is the primary source of skim rubber sheet and distributes it mainly to rubber industrial factories in the country, such as rubber band factories.

The industry competition during the preceding year

Concentrated Latex

Competitive Landscape in the Past Year

Impact of Weather on Thailand in 2024: Transition from El Nino to La Nina

Thailand has faced significant weather variability in recent years, largely due to the shifting influence between El Nino and La Nina. The transition between these two phenomena in 2024 has had a widespread impact on the agricultural sector, including

the rubber industry.

The first half of 2024 was characterized by intense heat and drought, resulting in an early onset of rubber's wintering season. The prolonged wintering, typically shorter in duration, extended into July, severely disrupting the normal weather cycle. The drought was followed by sudden heavy rainfall as Thailand transitioned from El Nino to La Nina, known for its heavy rains and strong winds.

Thailand's monsoon season, typically predictable, extended longer than usual in 2024 and was more intense than in previous years. The combination of heavy rainfall and strong winds caused severe flooding across the northern, northeastern, and southern regions, severely impacting infrastructure and agricultural systems, including the rubber industry.

The rubber industry, a cornerstone of the Thai economy, has faced significant challenges from the prolonged wintering season and subsequent flooding. These disruptions have resulted in a severe shortage of raw rubber, leading to a surge in raw material costs. However, despite price adjustments, Thai rubber and latex producers are still struggling to sell their products at profitable prices due to weakened global demand and the global economic slowdown.

The transition from El Nino to La Nina in 2024 severely impacted Thailand's weather patterns, causing supply chain disruptions, increased production costs, and challenges in maintaining profitability. This highlights the need for adaptable strategies to cope with the increasing unpredictability of global climate patterns and their impact on key industries.

Impact on Production in 2024: Unfavorable Weather and Supply Challenges

Thailand experienced extreme weather conditions in 2024, with unusually hot temperatures in the first half of the year followed by continuous rainfall in the latter half. The erratic shift from El Nino to La Nina posed significant challenges to production.

The hot and dry weather in early 2024 led to an earlier and more prolonged onset of the rubber wintering season, disrupting the normal production cycle. As the year progressed, the transition to La Nina brought heavy rainfall, exacerbating the rubber shortage. The extended rainy season further impacted rubber tapping and processing, intensifying the already strained supply chain.

Competition between ribbed smoked sheets (RSS) and fresh latex intensified, driving up raw material costs. Raw material shortages persisted following the rubber wintering season, as continuous rainfall hampered rubber tapping, leading to supply constraints. These issues were exacerbated by extreme weather conditions, making it challenging to meet both domestic and international demand.

Source: RAOT

Prices of natural rubber raw materials fluctuated significantly throughout 2024 due to erratic weather patterns. RSS prices ranged from a low of 54.53 baht/kg to a high of 87.92 baht/kg, with an average price of 74.34 baht/kg. For fresh latex, prices ranged from 55.00 baht/kg to 82.20 baht/kg, with an average of 70.55 baht/kg. Cup lump prices varied from 44.57 baht/kg to 67.94 baht/kg, averaging 57.51 baht/kg.

In conclusion, the combination of extreme heat followed by continuous rainfall due to the transition from El Nino to La Nina resulted in a severe rubber shortage. This situation, coupled with competition for raw materials and rising costs, contributed to a decline in latex consumption in 2024.

Overview of the Natural Rubber Market in 2024

The global natural rubber market experienced a significant slowdown in 2024, primarily driven by economic challenges, shifts in market demand, and increased competition from synthetic alternatives. Major regions such as Thailand, Malaysia, China, Europe, and the United States reported a notable decline in natural rubber consumption.

The economic slowdown in these regions has led to a decline in demand for latex products, particularly in the glove and rubber thread industries, where latex is a key raw material. Contributing factors include interest rates, global supply chain disruptions, and uncertainty in the post-pandemic recovery, all of which have dampened production and consumption of rubber products.

A key trend in the market is the shift from natural rubber latex to nitrile butadiene rubber (NBR) in glove manufacturing. NBR's significant price advantage over natural rubber latex has made it a popular choice among glove manufacturers, leading to a steady decline in natural rubber latex consumption, particularly in the glove sector.

Latex consumers in China are increasingly opting for more affordable options from Hainan/China and Vietnam, leading to reduced demand for latex from Thailand. Lower latex prices from these countries make them more attractive options for imports, contributing to the ongoing decline in Thailand's latex exports.

Malaysia's rubber glove industry, another major consumer of natural rubber latex, has increasingly shifted towards nitrile butadiene rubber (NBR) due to price differentials. Malaysia's imports of natural rubber latex have decreased by approximately 40% compared to 2023, reflecting the challenges faced by the country's rubber industry.

The European Union's Deforestation-free Products Regulation (EUDR) compliance requirements have added complexity to the

market, resulting in higher prices for compliant latex. Although the production of EUDR-compliant latex began trial production in September 2024, the full implementation scheduled for official use in 2025 raises concerns about potential further cost increases and potential demand reduction.

The depreciation of local currencies against the US dollar further complicates the import of latex from Thailand, as latex prices in Thailand are already high. This situation has resulted in reduced profits and made latex unaffordable for many overseas buyers.

In response, our company has shifted its focus to the domestic market by offering reduced prices. However, this strategy still faces challenges due to the slowdown in the domestic rubber thread industry and competition from new entrants in China and Vietnam.

Impact on the Industry

Skim Rubber Block

In the past year 2024, the company was able to procure Skim Rubber Block consistently. However, due to the global economic slowdown, the company's customers, who are manufacturers and exporters, have also slowed down in line with the macroeconomic conditions. The marketing department predicts that this situation will continue for a while. The approach to help maintain the company's revenue base is to focus on selling to existing customer groups and maintain satisfaction in all aspects.

Tire Product Group

Rubber Thread

Marketing Policy in 2024

In 2024, the global economy is still at risk from the effects of the transmission of tight monetary policy from major central banks, such as inflationary pressures and high-interest rates. Global trade has slowed down, and economic growth in Europe and China has been sluggish, especially in China's textile industry, which is the company's main market, recovering less than expected. Exports have also recovered slowly due to slowing global demand, including protracted geopolitical conflicts, resulting in a contraction in industrial production. There are still other risks that are likely to have an increasing impact, especially the volatility of foreign exchange rates. From the aforementioned factors, it has resulted in pressure on volume, selling prices, profit margins, and rising latex prices, affecting the company's revenue and costs. The company continues to move forward and continuously improve its marketing policies to keep pace with changes and be ready to cope with all situations, as follows:

- 1.1 Expanding the market to other countries that are not affected by geopolitical conflicts, including other areas in China.
- 1.2 Expanding the market to other segments to cover customer needs and responses.
- 1.3 Selling yarn in sizes that Chinese manufacturers are not yet able to produce to avoid price competition and increase revenue.
- 1.4 Focus on selling silicone-coated products, which have better prices than powder-coated products and have fewer competitors.
- 1.5 Increasing payment acceptance in currencies other than the US dollar to respond to and comply with the financial policies of that country to increase market potential.
- 1.6 Create product awareness through sales channels (Brand Awareness), both directly, such as contacting to sell products, or indirectly, such as traveling to meet and discuss with customers abroad to understand the problems and solve them correctly. Along with developing products with customers including bringing suggestions and feedback to be used for the benefit.

Competitor Overview

Domestic rubber thread manufacturers with similar machinery (horsepower) to the company include Thai Filatex Public Company Limited, Natural Rubber Thread Company Limited, Rayontex Corporation Company Limited, Longtex Rubber Industry Company Limited, and HV Fila Company Limited. (Source: Department of Industrial Works, Ministry of Industry) In 2024, due to the global economic situation that has not yet recovered, domestic manufacturers have been affected by a decrease in export volume. However, the export value has increased.

The top 5 export volume and value countries are China, Vietnam, Indonesia, Iran, and Brazil, which replaced Bangladesh in the previous year. Comparison of countries, export volume and value (Source: Customs Department's export market data by tariff code, Ministry of Commerce)

Year	Number of Countries	Quantity (Kilograms)	Value (Baht)
2022	75	125,137,973	13,229,454,705
2023	74	113,782,186	9,622,038,808
2024	70	107,458,966	10,391,635,585

Domestic and International Sales Distribution

In 2024, the company had a domestic sales volume of 515.69 tons and international sales of 29,732.09 tons, respectively, representing a value of 23.03 million baht and 3,039.92 million baht. The sales of rubber thread products are exported to various countries, separated by continent as follows:

Asia, sales volume 28,372.26 tons, sales value 2,900.62 million baht.

Europe, sales volume 317.18 tons, sales value 33.30 million baht.

South America, sales volume 795.87 tons, sales value 80.49 million baht.

Africa, sales volume 112.3 tons, sales value 11.87 million baht.

North America, sales volume 134.48 tons, sales value 13.64 million baht.

Total 29,732.09 tons, sales value 3,039.92 million baht.

Pillows, Latex Mattresses

Marketing Policies and Characteristics

The company focuses on producing mattresses, pillows, and other products made from 100% natural latex, without any synthetic rubber or fillers. As Thailand is renowned for being one of the best producers of natural latex in the world, the raw materials used in the production of the company's natural latex pillows and mattresses meet high standards and are reliable. Additionally, the company emphasizes quality and environmental concerns, holding certifications such as ISO 9001:2015, the Thai Industrial Standards (TISI) mark, the Green Industry Level 2 mark, Halal certification, and international quality standards like LGA Product and Eco Institute Label from certification bodies in Germany. These certifications assure customers that they will receive high-quality, durable, and environmentally friendly products at a fair price. The company also received the Thailand Top SME Award 2018 in the agricultural products manufacturing industry and the Asia Pacific Entrepreneurship Awards 2019 in the Corporate Excellence Category (Manufacturing Industry). Furthermore, the company values adding value to its products through research and development, creating innovative products under its own brand.

Distribution Channels

The company has distribution channels both domestically and internationally. For the domestic market, the company sells products through main distribution channels: wholesalers, mattress manufacturers, distributors (Traders), and retail customers. For the international market, the company sells products through partners, including wholesalers (importers) and local distributors (Traders) in foreign countries.

Rubber Gloves

Marketing Policies and Characteristics

The company focuses on producing quality products and product diversity to meet customer needs. It has received quality certifications from various government and private agencies both domestically and internationally, such as the Medical Device Control Division, Food and Drug Administration (FDA), Thai Industrial Standards (TIS), ISO 9001, ISO 13485 to assure customers of the quality of its products. The company also prioritizes the environment and has improved its working environment and the use of environmentally friendly fuel materials, resulting in the Green Industry Level 2 certification from the Ministry of Industry.

The company continues to develop quality and new products to compete with the shrinking global glove industry.

Distribution Channels

The company is one of the few manufacturers registered as a medical device manufacturer with the Food and Drug Administration to be able to legally manufacture and distribute medical gloves domestically. The company is registered for the CE mark to export medical gloves to Europe. And has registered with the US FDA for sending medical gloves to America as well, indicating that the company has distribution channels both domestically and internationally worldwide.

For the domestic market, the company sells products through main distribution channels: distributors (Traders) and retail customers (End Users). For the international market, the company sells products through local distributors (Traders) in foreign countries.

The industry competition during the preceding year

Elastic Rubber Yarn

In 2024, China saw an increase in the number of manufacturers and distributors of elastic rubber yarn, resulting in price competition. The company has been selling products to maintain market share. However, the competitive situation has not yet eased, so it has reduced sales of products in highly competitive categories. It focuses on selling products in categories that other trading partners cannot produce instead of highly competitive markets. Although the company still relies on the Chinese

market as its main market, which is considered a major textile industry country, the company has been distributing products to other countries as well to increase revenue. However, the risk factor is not significantly affected by dependence but is a risk factor in terms of the Chinese economy and the global economy that has occurred continuously in many countries. However, the company has been closely monitoring the situation at all times and finding solutions to prevent problems that arise both in the short and long term in a timely manner. The company's business plan has a strategy in place in advance by penetrating new markets. The company can produce and distribute a wider variety of products, both in terms of size and quality that can support the diverse needs are increasing from both the existing customer base and the expansion of new customer bases.

Latex Pillows and Mattresses

After the COVID-19 pandemic spread around the world, the economy has been in a continuous decline. Many factories have resumed production, but it has been limited. Most markets have reduced costs, which has affected expensive products. However, it is expected that the year '25 will be better and will be even better in the following year.

Latex Bedding Market in Regions Other Than Asia

Due to the awareness of health, sustainability, and the demand for high-quality products, each region has outstanding trends as follows:

1. North America

- Health and wellness market: Consumers in the United States and Canada value products that promote good sleep, such as mattresses and pillows that help reduce back pain and prevent allergies.
- Looking for Eco-Friendly Products: Consumers in this region are interested in products that are chemical-free and environmentally friendly. Biodegradable latex bedding is therefore a suitable choice.
- Competition in the premium market: Latex bedding is in the premium product category, thus attracting high-purchasing-power customers.

2. Europe

- Environmental awareness: European countries such as Germany, France, and Sweden have strict environmental and sustainability standards, which makes latex bedding with certifications such as OEKO-TEX and FSC (Forest Stewardship Council) in demand.
- Expansion of the organic product market: European consumers prefer products that use natural ingredients and reduce health impacts. Latex bedding meets this need well.
- E-commerce market: Online sales of latex bedding in Europe are growing rapidly, especially among the new generation.

3. South America

- High-potential market: Countries such as Brazil and Argentina are beginning to realize the importance of health products and sustainable living.
- Growth of the middle class: The growing middle class with increasing purchasing power in this region is starting to look for high-quality products such as latex bedding.

4. Africa

- Untapped market: Africa has rubber resources in some countries, such as Nigeria. However, the consumption of processed rubber products is still in its infancy.
- Increased demand in fast-growing countries: Countries with growing economies, such as South Africa, have an increasing demand for health and sustainability products.

5. Middle East

- Demand for premium products: High-purchasing-power countries such as the United Arab Emirates (UAE) and Saudi Arabia tend to seek health and luxury products, such as premium latex bedding.
- Towards sustainability: Although the Middle East is an area that focuses on fossil fuel use, there are more and more environmental and sustainable development projects, such as Saudi Arabia's Vision 2030.

6. Australia and New Zealand

- Health and environmentally conscious market: Consumers in Australia and New Zealand prefer products that are safe for health and sustainable, which latex bedding is compatible with this trend.
- Support for natural products: The region's proximity to nature makes consumers fond of products made from natural materials. From the above information, it can be concluded that
- Fast-growing market: North America and Europe have the highest potential due to consumers who are aware of the importance of health and the environment.
- Emerging markets: South America, Africa, and the Middle East are developing markets but have growth potential due to economic changes and awareness of sustainable products.
- Opportunities in E-commerce: All regions can access products through online platforms, which are an important channel

for market expansion.

Rubber Gloves

During the period 2021-2022, when the Covid-19 virus was severely widespread, rubber gloves were a high-demand product in the global market at that time. This has led many investors and speculators to be interested in doing business in this product, including other original manufacturers, to increase production capacity enormously to meet the demand at that time. In the period after the first quarter of 2022, the spread of the Covid-19 virus has decreased significantly. Products on the market began to enter a state of overstock and oversupply, causing the demand for products and the price of products to gradually decrease.

In 2023, the spread of the Covid-19 virus has decreased to almost normal. However, the stock of rubber gloves in the market remains high. There is a dumping situation to drain the stock, causing the price of goods to drop significantly. There are also more new business competitors as investors have invested in opening factories during the Covid situation, resulting in an oversupply of rubber gloves in the market.

In 2024, the market conditions almost returned to normal. However, it faced a situation where the cost of raw materials (rubber) increased, and the exchange rate appreciated suddenly. It must prepare to cope with the rising labor costs in 2025, following the government's policy.

Industry Situation

In the industrial sector in 2024, the company still had to contend with the rising costs of various factors such as labor, electricity, fuel, currency exchange rates, and importantly, the cost of main raw materials. However, product prices could not be increased in line with key factors due to the red ocean market situation.

However, other glove market segments, such as surgical gloves, cleanroom gloves, and gloves for the electronics industry, were not significantly affected in terms of both price and demand. However, the trend of demand for goods from foreign countries tends to be higher. This is a result of the US elections and the policies of President Donald Trump, which have trade barriers from China. The demand for some gloves has affected other glove-producing countries for the better.

Agricultural Park

Rubber Plantation

Marketing Policies and Characteristics

In 2024, the subsidiary will sell fresh latex from the rubber plantation to the factory of its parent company, Thai Rubber Latex Group Public Company Limited, in Chiang Rai Province. This latex will be used to produce high-quality concentrated latex. The parent company and its affiliates can control the quality of the raw materials because they are sourced from the rubber plantations of the same group of companies.

Cannabis-Hemp Farm Group

Marketing Policies and Characteristics

In 2024, a purchase-sale agreement was made in the name of Thai Tech CBD Smart Farm Co., Ltd. ("Subsidiary"). The objective is to distribute quality dried cannabis flowers to customers. The cannabis flower production business has a high market value and relatively high returns. Currently, the company has customers to support the full production capacity throughout the year. The company also aims to produce cannabis flowers that meet international quality standards for distribution to customers both domestically and internationally.

The industry competition during the preceding year

Rubber Plantation

In 2024, rubber plantations in the north were in new rubber planting areas and began to gradually yield more products to the market. But in general, the north still prefers to have products in the form of cup lumps. It is considered that the subsidiary will have no business competitors because the subsidiary produces fresh latex and sends all of its products to Thai Rubber Latex Group Public Company Limited (Mahachon) in Chiang Rai Province. Currently, the company has been providing knowledge to groups of rubber plantation owners in the northern region to turn to producing fresh latex instead of producing cup lumps to increase income for rubber plantation owners. It is also in line with the province's policy on environmental conservation and air pollution from cup lumps. It also increases the yield for companies in the group to increase the value of fresh latex and profits for the group.

Cannabis-Hemp Farm

In 2024, the cannabis farm of Thai Tex CBD Smart Farm Co., Ltd. had customers who made contracts to buy and sell with the company. The company will sell all products to its business partners, which means that the company will have no business

competitors. Including companies that will do the same business as the company, they must obtain permission according to the law. This makes the competition considered not much because the government controls the planting and distribution.

1.2.2.3 Procurement of products or services

Product sourcing consists of in-house manufacturing from factories located in various regions of Thailand and procurement from other concentrated latex producers to ensure product quality and consistent responsiveness to market demands.

The company's production capacity

	Production capacity	Total utilization (Percent)
Five concentrated latex factories are located in Hat Yai, Surat Thani in the South, Chonburi and Rayong in the East, and Chiang Rai in the North. (Ton)	252,000.00	29.70

In 2024, the company has a total production capacity of 252,000 metric tons. There are 5 concentrated latex factories located in Hat Yai, Surat Thani in the South, Chonburi, Rayong in the East, and Chiang Rai in the North.

Acquisition of raw materials or provision of service

Product sourcing consists of in-house production from factories located in various regions of Thailand and purchasing from other concentrated latex manufacturers to ensure that the products are of high quality and can meet market demands continuously.

The procurement of concentrated latex for sale from other manufacturers depends on the season and the shortage of production, which is only a small proportion, as most of the production is within the group of factories.

Proportion of domestic and overseas procurement

Countries	Name of raw material	Value (Baht)
Thailand	Fresh latex	3,427,654,249.93
Thailand	Chemicals	68,766,131.37
Thailand	Packaging	3,525,104.10
Thailand	Fuel and Energy	7,020,755.17

Major raw material distributors

Number of major raw material distributors (persons) : 20

Characteristics of Raw Material Procurement

The company places importance on selecting raw materials with quality that meets specified standards and at reasonable prices. In the past, the company has built good relationships with its suppliers by complying with trade agreements and having a good payment history. This has built business credibility with business partners throughout the more than 30 years of business operation. The company's major suppliers are divided into 4 groups according to the main raw materials used in the company's production as follows: (1) Fresh Latex ¹

Fresh latex is the main raw material used in the production of concentrated latex. The company has established a selection and purchase of fresh latex from suppliers who purchase from smallholder farmers. The company purchases fresh latex of good quality and provides farmers with a fair price at each period to obtain high-quality concentrated latex that is accepted in the market and can meet customer needs adequately. The major raw material suppliers can be classified by each factory as follows:

- Chiang Rai Plant has 2 major raw material suppliers.
- Rayong Plant has 3 major raw material suppliers.
- Chonburi Plant has 3 major raw material suppliers.
- Hat Yai Plant has 3 major raw material suppliers.

- Surat Thani Plant has 1 major raw material supplier.
- A total of 12 suppliers.

(2) Chemicals ²

The company purchases chemicals used in the production of concentrated latex that meet the company's specifications at competitive prices from suppliers. The company will inspect the chemicals from the suppliers every time before delivery and before being used in the production process to ensure that the products meet the company's production standards. There are 3 major suppliers of raw materials.

(3) Packaging ²

Packaging is selected that meets the company's specifications. It must be of a size and material that can accommodate the volume of concentrated latex and maintain the quality of the latex. This ensures that the company's customers receive quality products that can be used in the production process with maximum efficiency and effectiveness. Therefore, the selection of packaging requires inspection from manufacturers and suppliers every time before use. There are 3 major suppliers of raw materials.

(4) Fuel and Energy ²

The main fuels and energy used by the company in the production process are diesel oil and LPG. The company purchases these fuels from 2 major suppliers.

Note: ¹ More than 10 percent of the total purchases of each factory.

² More than 10 percent of the total purchases of that raw material.

1.2.2.4 Assets used in business undertaking ⁽³⁾

Core permanent assets

The Company and its subsidiaries operate an integrated business in the production, distribution, and export of rubber products. The main fixed assets used in production are land, buildings, factories, machinery, and construction in progress, which the Group has ownership rights to, as follows:

The appraisal price of core permanent assets

List of assets	Book value / Appraised value	Ownership	Obligations	Additional details
1. Land and Land Improvements	1,527.00	The Group owns	Partially financed by financial institutions	-

List of assets	Book value / Appraised value	Ownership	Obligations	Additional details
2. Buildings and Building Improvements	1,172.00	Owned by the Group and Subsidiaries	Mortgage with a financial institution	<p>2.1 Office Building, located in Samut Prakan (owned by the Group): The office building is mortgaged to a financial institution.</p> <p>2.2 Five Concentrated Latex Factories, located in Chonburi, Rayong, Surat Thani, Songkhla, and Chiang Rai (owned by the Group): Mortgaged to financial institutions.</p> <p>2.3 One Elastic Rubber Thread Factory, located in Rayong (Worldflex Public Company Limited): Mortgaged to a financial institution.</p> <p>2.4 One Mattress, Pillow, and Para Rubber Factory, located in Chachoengsao (Latex Systems Public Company Limited): Mortgaged to a financial institution.</p> <p>2.5 Three</p>

List of assets	Book value / Appraised value	Ownership	Obligations	Additional details
				Rubber Plantation Houses, located in Chiang Rai, Nan, and Phayao (Thai Rubber Land & Plantation Company Limited): Mortgaged to a financial institution.

List of assets	Book value / Appraised value	Ownership	Obligations	Additional details
3. Concentrated latex production machinery	510.00	Owned by the Group and Subsidiaries	Mortgage with a financial institution	3.1 Concentrated Latex Production Machinery (Group-owned): Partially mortgaged to financial institutions. 3.2 Elastic Yarn Production Machinery (Worldflex Public Company Limited): Mostly mortgaged to financial institutions. 3.3 Para Latex Mattress and Pillow Production Machinery (Latex Systems Public Company Limited): Mostly mortgaged to financial institutions. 3.4 Machinery Used in Rubber Plantations (Thai Rubber Land and Plantation Company Limited): Not mortgaged to financial institutions.
Work in progress	11.00	The Group owns	Mortgage with a financial institution	-

Core intangible assets

The Group has intangible assets used in its business with a net book value as of December 31, 2023, of 2.18 million baht, consisting of computer software and rights to use research results, which have a term throughout the legal protection period of

intellectual property.

Investment policy in the subsidiaries and associated companies

Investment policy in the subsidiaries and associated companies : Yes

The company has a policy to invest in businesses related to the company's core businesses, which are the production and distribution of concentrated latex and by-products, by investing in businesses that produce goods for sale, especially businesses with high demand and growth. This is to fully meet customer needs, increase competitiveness, and reduce the risk of relying on revenue from concentrated latex products and latex by-products, which are invested in a proportion large enough for the company to participate in managing and setting the direction of such businesses.

Remark : ⁽³⁾ Book value is the value of an asset according to its balance sheet account balance. This means book value is an asset's cost minus its accumulated depreciation.

1.2.2.5 Under-construction projects

Under-construction projects : No

Details of under-construction projects

Total projects : N/A

Values of total ongoing projects : N/A

Realized value : N/A

Unrealized value of remaining projects : N/A

Additional details : -

1.3 Shareholding structure

1.3.1 Shareholding structure of the group of companies

Policy on operational organization within the group of companies

Thai Rubber Latex Group Public Company Limited, or known by its abbreviation "THAITEK", is a manufacturer and distributor of concentrated latex and other concentrated latex products. The business operates under a firm commitment to resource efficiency. To produce environmentally friendly products with quality that exceeds international standards, including bringing new innovations to use in production to meet the needs of consumers and to be in line with the sustainable development of the world market, THAITEK has become a well-known and highly recognized brand in the global concentrated latex industry.

Investment policy in subsidiaries and associated companies

The Company has a policy to invest in related businesses that have the potential to support the Company's operating results. These businesses can generate long-term profits for the Company to increase value for the Company's shareholders. It has a policy to invest in businesses related to the Company's core business, which is the production and distribution of concentrated latex and by-products, by investing in businesses that produce products for sale, especially businesses with high demand and growth. This is to fully meet customer needs, increase competitiveness, and reduce the risk of relying on income from concentrated latex products and latex by-products, which are invested in a proportion large enough for the Company to participate in the management and direction of such businesses.

The Company has invested in Worldflex Public Company Limited, Latex Systems Public Company Limited, Thai Rubber Gloves Company Limited, and Thai Rubberland and Plantation Public Company Limited.

Thai Rubber Latex Group Public Company Limited has divided the operations of the companies in the group by having the company's directors act as representatives in the companies in the group to control, supervise, and participate in setting important management policies in accordance with the meetings of the Board of Directors of those companies. The Company invests in a total of 7 subsidiaries.

1. Thai Rubber Latex Group (Shanghai) Co., Ltd.
2. Thai Rubberland and Plantation Public Company Limited
3. Thai Rubber HPNR Company Limited
4. Worldflex Public Company Limited
5. Latex Systems Public Company Limited
6. Myanmar Thai Rubber Joint Corporation Limited
7. Thai Rubber Gloves Company Limited

The Company invests in a total of 1 associated company as follows:

Associated companies

1. Suan Yang Wang Sambun Company Limited

The Company invests in a total of 1 indirect subsidiary as follows:

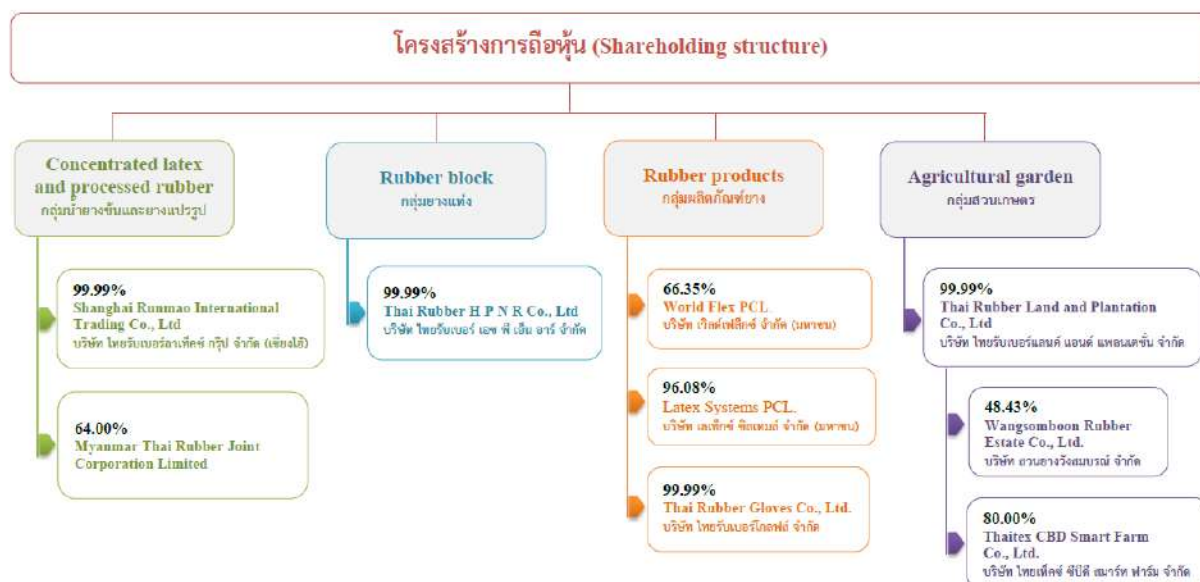
Indirect Subsidiaries

1. Thaitex CBD Smart Farm Company Limited, shareholding proportion of 80.00% The company manages and appoints qualified personnel with extensive experience to oversee the management of each subsidiary. The company and subsidiaries hold joint meetings to report operating results to the management periodically as follows:

- The Board of Directors shall meet every quarter, or more often (if there is an urgent case).
- The Executive Committee shall meet once a month.
- The executives and managers of the factory, marketing and sales, and finance departments meet via Video Conference every Monday morning.
- The executives and managers of all departments meet every quarter.

Shareholding diagram of the group of companies

Shareholding diagram



Subsidiaries

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
Shanghai Runmao International Trading Co., Ltd	THAI RUBBER LATEX GROUP PUBLIC COMPANY LIMITED	99.99%	99.99%
THAI RUBBER LAND AND PLANTATION COMPANY LIMITED	THAI RUBBER LATEX GROUP PUBLIC COMPANY LIMITED	99.99%	99.99%
THAI RUBBER H P N R COMPANY LIMITED	THAI RUBBER LATEX GROUP PUBLIC COMPANY LIMITED	99.99%	99.99%
WORLD FLEX PUBLIC COMPANY LIMITED	THAI RUBBER LATEX GROUP PUBLIC COMPANY LIMITED	66.35%	66.35%
LATEX SYSTEMS PUBLIC COMPANY LIMITED	THAI RUBBER LATEX GROUP PUBLIC COMPANY LIMITED	96.08%	96.08%
Myanmar Thai Rubber Joint Corporation Limited	THAI RUBBER LATEX GROUP PUBLIC COMPANY LIMITED	64.00%	64.00%
THAI RUBBER GLOVES COMPANY LIMITED	THAI RUBBER LATEX GROUP PUBLIC COMPANY LIMITED	99.99%	99.99%

Associated companies

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
WANG SOMBOON RUBBER ESTATE COMPANY LIMITE	THAI RUBBER LATEX GROUP PUBLIC COMPANY LIMITED	0.00%	0.00%
	THAI RUBBER LAND AND PLANTATION COMPANY LIMITED	48.43%	48.43%

Company that holds 10% or more of the total shares sold ⁽⁴⁾

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
Thai Rubber Latex Group (Shanghai) Co., Ltd. Shanghai Greentown Room 601 Unit 1, Lane 99 Jinhe Road, Pudong, Shanghai 200127 China Telephone : +86 2138762472 Facsimile number : +86 2150454365	Purchase and distribution of natural rubber products	Common shares	0	0
Thai Rubberland and Plantation Company Limited 561 Moo 10, Tambon Ban Du, Mueang Chiang Rai District Chiang Rai 57100 Telephone : +66 53793-456 Facsimile number : +66 053793-462	Para rubber cultivation	Common shares	179,999,994	184,000,000
Thai Rubber H.P.N.R. Co., Ltd. 99/1-3 Moo 13, Bangna-Trad Road, Km. 7, Bang Kaeo Subdistrict, Bang Phli District Samut Prakarn 10540 Telephone : +66 2033-2333 Facsimile number : +66 2033-2339	Sheet and Block Rubber Production	Common shares	49,999,997	50,000,000
World Flex Public Company Limited No. 1/7 Bangna Thani Building, 3rd Floor, Room 3B, Soi Bang Na-Trat 34, Bang Na Tai Subdistrict, Bang Na District Bangkok 10260 Telephone : 0-2398-7188 Facsimile number : 0-2398-7187	The business manufactures and distributes rubber threads, both talc-coated and silicone-coated. These rubber threads serve as components in the production of various finished goods, including garments, apparel, socks, underwear, medical devices, and furniture.	Common shares	307,999,100	464,200,000
Latex Systems Public Company Limited 79/2 Moo 1, Hom Sin Subdistrict, Bang Pakong District Chacherngsao 24180 Telephone : (038)570201-4 Facsimile number : 0 38 989 552	Manufacturing and distribution of mattresses, pillows, and other products made from natural latex.	Common shares	518,635,497	539,787,712
Myanmar Thai Rubber Joint Corporation Limited No.96 (C), Lanthit Road, Nanthagone Quarter, Insein Township, Yangon, Myanmar. Telephone : 951 700942 Facsimile number : 951 644733	Manufacture and distribution of natural latex products	Common shares	19,200,000	30,000,000

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
Thai Rubber Gloves Co., Ltd. 1/17 Bangna Thani Building, 8th Floor, Room B1, Soi Bangna-Trad 34, Debaratana Road, Bang Na Tai Subdistrict, Bang Na District Bangkok 10260 Telephone : 021306356 Ext. 185-186 Facsimile number : -	The business operates in the manufacturing and distribution of gloves, specifically medical examination gloves and general-purpose gloves. The production utilizes natural rubber latex or nitrile butadiene rubber (synthetic rubber) as raw materials.	Common shares	1,999,998	2,000,000
Suan Yang Wang Samboon Company Limited 99/1-3 Moo 13, Bangna-Trad Road, Km. 7, Bang Kaeo Subdistrict, Bang Phli District Samut Prakarn 10540 Telephone : 020332333 Facsimile number : -	Rubber plantation	Common shares	5,530,000	5,530,000

Remark : ⁽⁴⁾ Thai Rubber Latex Group Co., Ltd. (Shanghai) Shareholding: 100% Amount: 1,010,000 United States Dollars Paid-up Capital: 1,010,000 United States Dollars

1.3.2 Shareholding by a person with a potential conflict of interest holding exceeding 10 percent of the voting shares in a subsidiary or associated company

Does the company have a person with potential : No
conflicts of interest holding shares in a subsidiary or
associated company?

1.3.3 Relationship with major shareholders' business

Does the company have a relationship with a business : No
group of a major shareholder?

1.3.4 Shareholders

List of major shareholders ⁽⁵⁾

Group/List of major shareholders	Number of shares (shares)	% of shares
1. MRS. THIPAWAN SUTHATHIPKUL	117,925,014	14.42
2. MR. VORATHEP WONGSASUTHIKUL	57,402,708	7.02
3. MR. PRAWIT WARAPRATEEP	40,860,000	5.00
4. MR. PRAKIT WARAPRATEEP	40,738,075	4.98
5. MISS AMONRAT LIMVANAWONG	29,472,090	3.60
6. MISS LALITA WARANONT	25,300,000	3.09
7. MR. CHAVALIT VISALARNKUL	25,000,000	3.06

Group/List of major shareholders	Number of shares (shares)	% of shares
8. Thai NVDR Company Limited	19,531,924	2.39
9. MR. KAMJHON ARUNWILAIRAT	16,437,800	2.01
10. MR. PAIBOON WORAPRATEEP	12,351,661	1.51
11. MR. ARTKRAN TEMRITIKULCHAI	9,950,000	1.22
12. MR. SOMSAK SONGTHAMMAKUL	9,651,200	1.18
13. MRS. KHANSSINUNN PONGNARUSORN	9,600,000	1.17
14. MRS. SUPORN WORAPRATHEEP	7,200,000	0.88
15. MR. KHARINTWHITCH WOINGCHAROEIN	7,160,440	0.88
16. MR. CHORIN THIRANGKOOL	6,976,700	0.85
17. MRS. NARITSARA JUJAMSAI	6,825,555	0.83
18. MR. SITTIPORN SIRITHUNYAKIT	6,210,700	0.76
19. MISS PORNTIPA KENGPAM	5,050,000	0.62
20. MISS CHALONGKWAN WONGSASUTHIKUL	4,460,621	0.55
21. MR. KARN VISARANKUL	4,300,000	0.53

Remark : ⁽⁵⁾ Top 10 Major Shareholders as of the Latest Record Date (March 7, 2024)

Major shareholders' agreement

Does the company have major shareholders' : No
agreements?

1.4 Amounts of registered capital and paid-up capital

1.4.1 Registered capital and paid-up capital

Registered capital and paid-up capital

Registered capital (Million Baht)	:	1,022.22
Paid-up capital (Million Baht)	:	817.78
Common shares (number of shares)	:	817,775,785
Value of common shares (per share) (baht)	:	1.00

Has the company listed in other stock exchange?

Has the company listed in other stock exchange? : No

1.4.2 Other types of share whose rights or terms differ from those of ordinary share

Other types of share whose rights or terms differ from those of : No
ordinary share

1.4.3 Shareholding by Thai NVDR Company Limited (NVDR)

Are shares held by Thai NVDR Company Limited (NVDR)?	:	Yes
Number of shares (Share)	:	19,531,924
Calculated as a percentage (%)	:	2.39

The impacts on the voting rights of the shareholders

None

1.5 Issuance of other securities

1.5.1 Convertible securities

Convertible securities : Yes

Convertible securities

Item 1	
Name of warrant and convertible debenture	Warrants to Purchase the Newly Issued Ordinary Shares Of Thai Rubber Latex Group Public Company Limited No. 2 (TRUBB-W2)
Issuance date	30 Sep 2021
Maturity date	29 Sep 2024
Exercise ratio (unit:share)	1 : 1
Exercise price (baht:share)	6
Exercise date	27 Sep 2024
Notification period for the intention to exercise the warrants	12 - 26 Sep 2024
Number of warrants issued (units)	160
Number of the newly issued ordinary shares to accommodate the exercise of warrants (shares)	136,295,937
Number of unexercised warrants (units)	136,295,777
Number of remaining shares reserved (shares)	136,295,777
Additional details	-

1.5.2 Debt securities

Debt securities : No

1.6 Dividend policy

The dividend policy of the company

Thai Rubber Latex Group Public Company Limited has a dividend payment policy that depends on the operating performance of the business at a rate of not less than 1/3 of the net profit for the year after accumulated deficit (if any) according to the Company's Articles of Association. For legal reserves, an allocation of not less than 5% of the net profit from the separate financial statements will be made.

The dividend policy of subsidiaries

Thai Rubber H.P.N.R. Public Company Limited

The Company's dividend payment policy depends on the Company's operating performance at a rate of not less than 1/3 of the annual net profit after deducting accumulated losses (if any) according to the separate financial statements. For legal reserves, the allocation will be made at a rate of not less than 5% of the net profit from the separate financial statements.

WorldFlex Public Company Limited

The Company's policy is to pay dividends to shareholders at a rate of not less than 1/3 of the net profit from the separate financial statements after deducting corporate income tax and all types of reserves as stipulated by law and the Company's regulations. However, the dividend payment may be less than the aforementioned rate by taking into account various factors such as the economic situation, operating results and financial position of the Company, cash flow, working capital, investment and business expansion plans, liabilities, conditions and restrictions stipulated in loan agreements, and other appropriateness. The Board of Directors will consider it carefully. The annual dividend payment must be approved by the shareholders' meeting, except for the interim dividend payment, which the Board of Directors may approve from time to time when it deems that the Company has sufficient profit to do so. The Company will report such dividend payment to the shareholders' meeting at the next meeting. The Company's dividend payment must not violate or contradict the law.

Latex Systems Public Company Limited

The Company's policy is to pay dividends to shareholders at a rate of not less than 30% of the net profit from the separate financial statements after deducting corporate income tax and all types of reserves as stipulated by law and the Company's regulations. However, such dividend payment may be subject to change depending on the economic situation, the Company's cash flow, and the investment plans of the Company and its subsidiaries, as necessary and appropriate, as deemed appropriate by the Board of Directors. The annual dividend payment must be approved by the shareholders' meeting, except for the interim dividend payment, which the Board of Directors may approve from time to time when it deems that the Company has sufficient profit to do so. The Company will report such interim dividend payment to the shareholders' meeting at the next meeting.

Thai Rubber Gloves Public Company Limited

The Company's policy is to pay dividends to shareholders at a rate of not less than 30% of the net profit after deducting corporate income tax and legal reserves in each year. The Company will consider paying dividends by taking into account various factors to ensure maximum benefit to shareholders. The dividend payment must not materially affect the Company's normal operations. However, such dividend payment may be subject to change depending on the operating results and financial position, liquidity, business expansion plans, necessity and other appropriateness in the future, and other relevant factors in the Company's management as deemed appropriate by the Board of Directors.

Thai Rubberland and Plantation Public Company Limited

The Company's dividend payment policy is to consider paying dividends from the annual net profit after deducting accumulated losses (if any) and legal reserves at a rate of not less than 1/3 of the annual net profit.

Historical dividend payment information

	2020	2021	2022	2023	2024
Net profit per share (baht : share) ⁽⁶⁾	0.0400	0.8400	0.3200	-0.4400	-0.2700
Dividend per share (baht : share)	0.0000	0.1500	0.1200	0.0000	0.0000

	2020	2021	2022	2023	2024
Ratio of stock dividend payment (existing share : stock dividend)	0.0000	0.0000	0.0000	0.0000	0.0000
Value of stock dividend per share (baht : share)	0.0000	0.0000	0.0000	0.0000	0.0000
Total dividend payment (baht : share) ⁽⁷⁾	0.0000	122.6700	98.1300	0.0000	0.0000
Dividend payout ratio compared to net profit (%) ⁽⁸⁾	0.00	0.00	0.23	0.00	0.00

Remark : ⁽⁶⁾ EPS

⁽⁷⁾ Total dividend payment (million baht)

⁽⁸⁾ Dividend Payout Ratio

2. Risk management

2.1 Risk management policy and plan

Risk management policy and plan ⁽⁹⁾

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 : ⁽⁹⁾There is no risk to the investment of the principal and no risk to the investment in foreign securities.

2.2 Risk factors

2.2.1 Risk that might affect the company's business, including environmental, social and corporate governance issues

Risk 1 Global climate change risks

Related risk topics : [Strategic Risk](#)
• Climate change and disasters

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 topics : [Operational Risk](#)
• Shortage or fluctuation in pricing of raw materials or productive resources

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 topics : Operational Risk
• Reliance on employees in key positions

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 topics : Financial Risk
• Fluctuation in exchange rates, interest rates, or the inflation rate

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 topics : Strategic Risk
• Other : Risk of production disruption or shutdown

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 topics : Strategic Risk
• Government policy

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 topics : Compliance Risk
• Change in laws and regulations

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 topics : Operational Risk
• Impact on the environment

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 topics : Strategic Risk
• Other : Emerging risks

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.

2.2.2 Risk to securities holders

Are there any risk factors affecting securities holders? : No

2.2.3 Risk to securities holders from investing in foreign securities (applicable to only foreign companies)

Are there any risk factors affecting securities holders : No
from investing in foreign securities?

3. Business sustainability development

3.1 Policy and goals of sustainable management

Sustainability Policy

Sustainability Policy : Yes

Sustainable Development Policy

Thai Rubber Latex Group Public Company Limited is committed to developing and driving the business towards sustainability. The Company will focus on conducting business with responsibility in three main areas: Environment, Social, and Governance (ESG), in accordance with international standards. To enable the Company to adapt and develop its business to survive and grow sustainably in a business environment that faces many problems and challenges, as well as to create long-term value for the business and create value or benefits for stakeholders, the Board of Directors has established policies and goals for sustainable business operations to serve as a framework and guidelines for operations as follows:

1. The Company will conduct its business sustainably under good corporate governance based on honesty, fairness, transparency, disclosure, verifiability, and accountability, with key supporting systems including risk management, internal control, information communication, monitoring, and review.
2. Adhere to and comply with the guidelines and practices set forth in the Company's regulations and code of conduct, including policies related to sustainable development.
3. Apply the concepts and principles of sustainable business to the management of the value chain and relationships with stakeholders throughout the business value chain.
4. Establish environmental policies and practices that reflect a commitment to reducing environmental impacts on stakeholders throughout the business value chain.
5. Establish social policies and practices that reflect a commitment to conducting business with respect for human rights and responsibility to stakeholders, communities, and society throughout the business value chain.
6. Continuously and consistently instill awareness and culture of environmental protection and social responsibility among employees and stakeholders.
7. Develop and promote organizational innovation and new technologies as business strategies to add value to the business and the long-term growth of the organization.
8. Encourage and support stakeholders throughout the business chain to conduct business in accordance with sustainable development guidelines.
9. Disclose corporate governance and sustainable business information to investors and other stakeholders.

Sustainability Policy

Economic Dimension

- Conduct sustainable business under good corporate governance based on honesty, fairness, transparency, disclosure, verifiability, and accountability.
- Develop and promote organizational innovation and new technologies to add value to the business and the long-term growth of the organization.

Social Dimension

- Conducting business with respect for human rights and responsibility to stakeholders throughout the business value chain.

Environmental Dimension

- Conduct business under environmental policies and practices that reflect a commitment to reducing environmental impacts on stakeholders throughout the business value chain.

Policy Practices

The Company has a Board of Directors that supports and drives the development of the business towards sustainability, and an Executive Committee that is responsible for formulating sustainable development policies covering the environment, society, and corporate governance for the management to implement. The aim is to manage the value chain of the business, build relationships with stakeholders, manage negative impacts on stakeholders, manage sustainability in the environmental dimension, including energy use, water use, waste and pollution management, greenhouse gas reduction management, social and human rights

policies, customer responsibility, community and social responsibility, ecosystem protection and restoration, biodiversity, innovation promotion, and value creation, sustainable business operations under good governance and anti-corruption, respect for and compliance with universal human rights.

Therefore, to demonstrate and commit to developing the organization towards sustainability, the Company has set up a working group to propose projects to promote knowledge, gather information, and report on the results of various operations with the goal of "being a leader in innovation in the global concentrated latex industry by creating quality products that are environmentally and socially friendly and developing new innovations for the sustainability and stability of the business."

Sustainability Management Structure

TRUBB has established a sustainability management structure consisting of the Executive Committee, advisors, and a working group on the process of organizational development towards sustainability from representatives of all departments, ranging from management to the operational level.

Board of Directors

- Oversee the development of the organization towards sustainability in line with the United Nations Sustainable Development Goals (SDGs).
- Establish organizational sustainability management policies and goals in terms of the environment to reduce impacts on stakeholders.
- Establish quality, environmental, occupational health, and safety policies.
- Establish an energy management policy.
- Establish a policy to demonstrate a commitment to operating in accordance with FSC principles.
- Establish a policy to promote quality and labor protection.
- Establish a policy to develop and promote organizational innovation.
- Provide advice and make decisions related to organizational development towards sustainability.

Working Group

- Implement policies to ensure the effectiveness of sustainable development.
- Plan for organizational development towards sustainability.
- Present sustainability plans and projects to the Executive Committee for consideration.
- Monitor and collect departmental sustainability performance and report to the Executive Committee.
- Prepare a sustainability report.
- Disclose sustainability performance through various media and the Company's website.

Department

- Perform work according to assigned plans.
- Data collection within the agency

Tax Operations

Thai Rubber Latex Group Public Company Limited and its subsidiaries ("the Company") recognize the importance of tax to sustainable development. Responsible taxpaying is essential for national development and economic growth. The Company has therefore established a "Tax Policy" to conduct business ethically and transparently and in accordance with good corporate governance principles, with details disclosed on the Company's website.

Investment Promotion Privileges

The Group has received investment promotion certificates from the Board of Investment for rubber products and therefore enjoys several benefits, including corporate income tax exemptions and/or reductions for net profits derived from the promoted activities.

Unit: Thousand Baht

Revenue from promoted activities 1,036

Profit exempted from tax from investment promotion -

Sustainability management goals

Does the company set sustainability management goals : Yes

TRUBB has set important sustainability goals that link the organization's sustainability performance to the United Nations Sustainable Development Goals (SDGs) as follows:

Sustainable Development Goals

The company has set environmental, social and governance goals by 2030, starting with a baseline year of 2023

Environmental

Climate change risks

- Climate risk assessments are conducted, describing the potential impacts on business operations on a regular basis.
- Develop goals, plans and measures to mitigate climate change risks (FBE-E4.2) Greenhouse Gas Management
- Corporate carbon footprint including Scope 1 and 2 (E5.2C) Carbon Neutral
- Corporate carbon footprint including Scope 1, 2 and 3 (E5.4R) Carbon Neutral
- Greenhouse gas emissions per unit (Carbon Intensity) (E5.6R) reduced by 8% Waste and Pollution Management
- Amount of waste (general) and waste (E4.2C) Zero waste to Land fill
- The amount of waste and waste that goes through the Reuse/Recycle process (E4.4R) increased by 30%. Biodiversity and Deforestation
- Have policies and practices on biodiversity conservation and deforestation. Covering the business process and the company's supply chain (FBE-E2.1)
- Assessing the risks and impacts on biodiversity from business operations (FBE-E2.2) Energy Management
- Renewable energy consumption (E2.3C) reduced by 40%
- Energy consumption per unit (Energy Intensity) (E2.5R) reduced by 15% Environmental Management Standards Water Management
- Water consumption per unit (Water Intensity) (E3.4R) reduced by 15%

Social

Human Rights Management

- No complaints of human rights violations from employees, workers and trading partners

Responsibility to customers

Customer satisfaction level

- 85% of customers in the country
- 90% international customers

Occupational safety, health and working environment

- No fatalities from work

Fair Labor Practices

- No incidents or complaints of violations of rights, equality and unfair labor practices and have remedies and remedies (AGR-S2.3)

Respect for Diversity and Equality

- Have policies and practices regarding respect for diversity and equality within the organization and supply chain without discrimination based on gender, age, nationality, disability, religion or other status (AGR-S2.2)

Employee Development

- Employee training hours 12 hours/person

Social and Community Responsibility

- 30 community beneficial activities

Economic

Sustainability Risk Management

Responsible Sourcing

Sustainable Supply Chain Management

Innovation Development

Good Corporate Governance

- Corporate Governance Assessment by the Thai Institute of Directors Association 5 stars
- No claims or disputes regarding unfair competition
- No claims or disputes regarding property infringement.

United Nations SDGs that align with the organization's sustainability management goals : Goal 2 Zero Hunger, Goal 4 Quality Education, Goal 6 Clean Water and Sanitation, 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 13 Climate Action, Goal 15 Life on Land, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

Review of policy and/or goals of sustainable management over the past year

Has the company reviewed the policy and/or goals of sustainable management over the past year : Yes

Has the company changed and developed the policy and/or goals of sustainable management over the past year : Yes

The Company reviews its material sustainability issues annually by studying and comparing the material issues identified in the previous year and emerging issues during the year. This is done by analyzing the impacts of the Company's business operations throughout the value chain that need to be managed to minimize or eliminate impacts. It also involves managing the expectations and responsiveness of all stakeholder groups, managing risks from the severity of unpredictable natural events due to climate change, and enforcing regulations and international trade conditions that will become more stringent each year. The review of material sustainability issues must be conducted annually to address various risks and enhance the organization's sustainability.

Identifying material sustainability processes is crucial in setting the direction and planning the organization's sustainability development strategy. The main steps are as follows:

1. Identifying Sustainability Issues: Considering information from various sources such as GRI Standards, SET ESG Rating Sustainability Indicators for the agricultural business, industry trends, relevant laws and regulations, and stakeholder expectations throughout the value chain to identify sustainability issues that impact the business and stakeholders.
 2. Assessing the Importance of Issues: Analyzing the importance of each issue, considering the impact on the business in terms of environment, society, and economy, as well as the impact on stakeholders.
 3. Prioritizing Issues: Using the Materiality Matrix tool to identify the most critical issues.
 4. Determining Materiality: Selecting material issues from the prioritization to define the organization's material sustainability issues to focus on strategy and operations for organizational sustainability.
 5. Review and Update: Review and update the organization's material sustainability issues annually to keep pace with changes in the current business environment, meet stakeholder expectations, and align with the organization's direction.
- Summarize key sustainability issues and assess their importance to the business and stakeholders. There are 18 issues as follows:

Environmental Aspects

1. Climate Change Risk
2. Greenhouse Gas Management
3. Energy Management
4. Waste and Waste Management
5. Water Management
6. Biodiversity and Deforestation
7. Compliance with Environmental Management Standards

Social Aspects

8. Human Rights Practices
9. Customer Responsibility
10. Occupational Safety, Health, and Working Environment
11. Fair Labor Practices

- 12. Employee Development
- 13. Community and Social Responsibility

Economic Aspects

- 14. Sustainability Risk Management
- 15. Responsible Sourcing
- 16. Sustainable Supply Chain Management
- 17. Innovation Development
- 18. Corporate Governance

3.2 Management of impacts on stakeholders in the business value chain

3.2.1 Business value chain

TRUBB is committed to sustainable business practices while creating value for all stakeholders with minimal impact on the environment and society. Activities throughout the value chain range from sustainable sourcing, managing production processes to meet international standards, using environmentally friendly packaging, managing transportation to reduce impacts on society and the environment, delivering quality products, and providing responsible after-sales service. The company operates with care to meet the expectations of all stakeholders and is also part of supporting the Sustainable Development Goals (SDGs), 17 goals of the United Nations, that all sectors must work together.

Production Factors Management

TRUBB operates under an efficient, fair, and transparent procurement process to obtain good quality raw materials. The company conducts business with partners who adhere to good corporate governance principles and are socially and environmentally responsible, such as being responsible for the occupational health and safety of employees, respecting human rights, managing energy and water, etc. Guidelines for business partners are established, along with performance monitoring to meet standards, and risk assessments for key raw materials used in production.

In addition, the company has assigned Thai Rubber Land and Plantation Co., Ltd., a subsidiary responsible for supplying fresh latex, a key raw material in the production of concentrated latex, to implement sustainable rubber plantation management according to FSC-FM (Forest Stewardship Council TM) standards in Chiang Kham District, Phayao Province, and to establish organic rubber plantations in Mae Chan District, Chiang Rai Province, to produce and deliver valuable raw materials to the company's production department for the production of valuable products to be delivered to customers.

Product Manufacturing

TRUBB controls the quality of its products to meet international standards, covering the environment, safety, and consumers, such as ISO9001, ISO14001, and IEC17025, which is a Standard Lab certification for rubber testing. Resources, energy, and water are used efficiently and managed for maximum benefit without causing pollution to society and the environment. The company uses renewable energy, installs an efficient wastewater treatment system, develops innovations and production technologies, and strictly adheres to occupational health and safety practices.

Shipping and Distribution

TRUBB is committed to maintaining and delivering quality and valuable products to customers. With an efficient transportation and distribution system, products are delivered on time as scheduled by customers. Transportation routes are planned for maximum effectiveness. There is both outbound and inbound transportation to reduce empty trips, as well as managing potential impacts on society, the environment, and communities arising from the transportation process.

Marketing and Sales

TRUBB delivers valuable and quality products to customers through efficient distribution channels. The company communicates and raises awareness among customers about its responsibility for products, society, and the environment. TRUBB builds good relationships with customers, listens to feedback and suggestions, and cooperates with customers in providing information related to sustainability management, especially in the areas of Climate Change and Water Security.

After-Sales Service

TRUBB is committed to customer responsibility and after-sales service by building relationships with customers, listening to and addressing complaints and suggestions received from customers, taking into account appropriateness and feasibility to maintain a balance of expectations from various parties. The company studies and analyzes customer needs to continuously develop new products and businesses. Customer satisfaction surveys and personal data management are conducted to build confidence among customers who choose to use the company's quality and valuable products as raw materials in their production.

Core Activities and Support Activities in the Business Value Chain

Core Business Activities

Production Factors Management

- Management of production factors, responsible sourcing of raw materials

- Establish sustainable rubber plantation standards
- Organic rubber plantations (IFOAM)
- Organic rubber plantations (USDA)
- Sustainable rubber plantation management Forest Stewardship Council - Forest Management (FSC-FM)
- Global Organics Standard Latex
- Sourcing fresh latex from deforestation-free sources

Operations

- Raw material conversion and the use of environmentally friendly packaging
- Manage production quality to meet international standards.
 - Forest Stewardship Council
 - Chain of Custody (FSC-COC)
 - Global Organics Standard Latex
 - ISO9001
 - ISO14001
 - ISO17025
- Sustainable environmental management
- Coping with climate change and managing greenhouse gases
- Waste management
- Water management
- Energy management

Transportation

- Manage on-time delivery as scheduled by customers.
- Planning transportation routes for maximum efficiency
- Managing environmental and social impacts from transportation processes

Marketing and Sales

- Setting appropriate selling prices
- Delivering quality products
- Develop distribution channels to reach customers both domestically and internationally.

After-Sales Service

- Product warranty and satisfaction
- Continuously develop good relationships with customers with dedicated customer service staff.
- Have a channel for feedback or suggestions about products directly from customers.

Support Activities

Procurement

- Have fair procurement regulations
- Announcing a code of business ethics for partners
- Sustainable supply chain management by incorporating ESG assessments into procurement

Technology Management

- Research and development projects for innovation to add value to products according to the BCG Model concept
- Intellectual property management
- Using AI in management

Human Resource Management

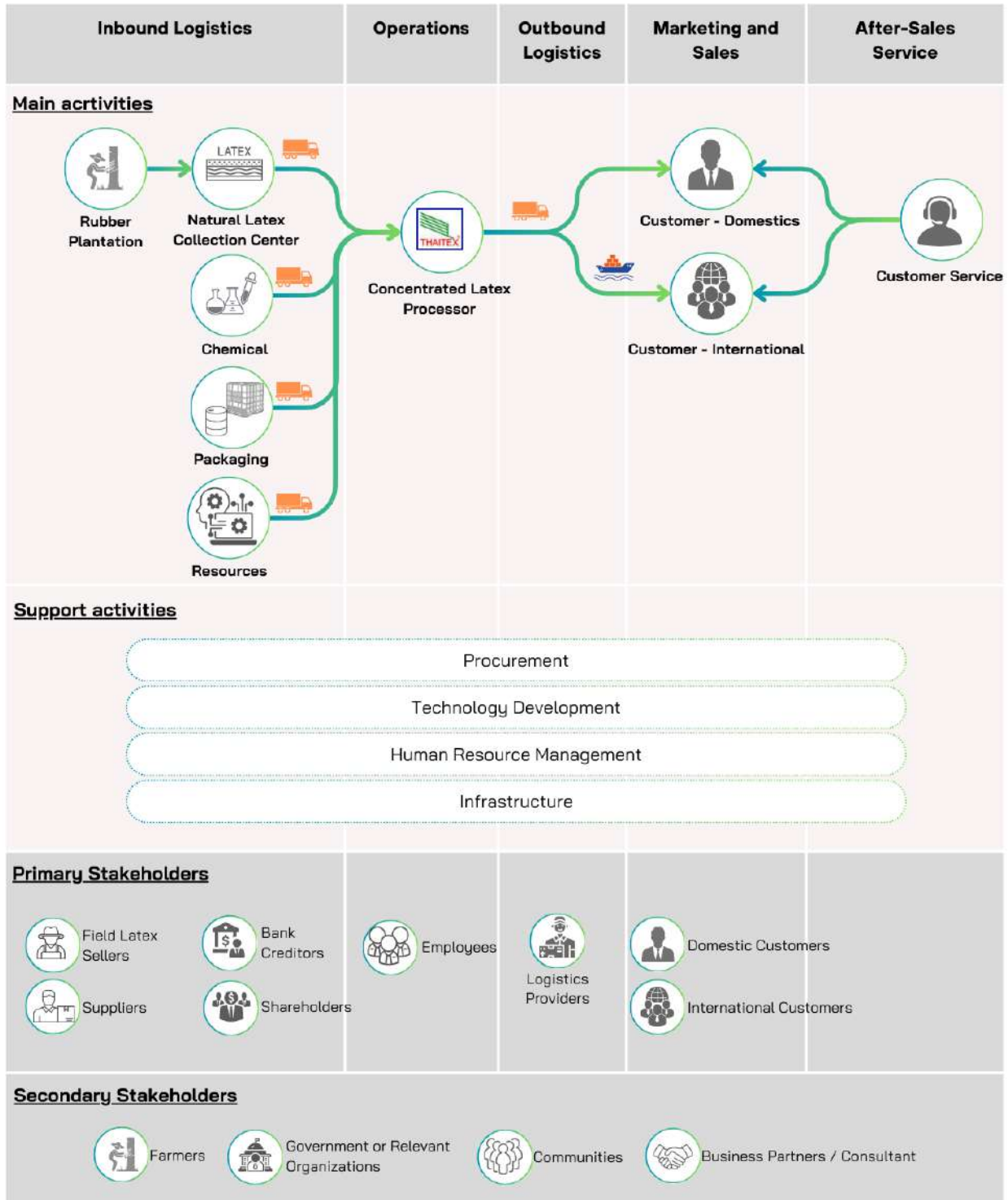
- Treating workers fairly in accordance with human rights principles
- Employee development
- Recruitment, selection, compensation
- Occupational health and safety care

- Employee welfare care
- Comprehensive human rights assessment

Infrastructure

- Have an organizational structure and resources in place to achieve goals.

Business value chain diagram



Value Chain

3.2.2 Analysis of stakeholders in the business value chain

TRUBB has identified stakeholders throughout the value chain who have both direct and indirect business relationships. Communication channels have been established to allow everyone to participate in providing suggestions for developing sustainability strategies. This is beneficial for risk analysis, opportunities for business development to create value, and increasing the ability to respond to stakeholder expectations appropriately. The goal is to reduce negative impacts and promote positive impacts on stakeholders to build sustainable relationships with each other.

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> - Receive fair benefits and compensation. - Receive skill development opportunities based on career paths or needs. - Opportunities for career growth. - Job security and succession planning. - Workplace safety. 	<ul style="list-style-type: none"> - Remuneration and benefits are competitive within the same industry. - Training is provided to develop skills according to job functions or needs. - Opportunities are given to those who are capable and ready to succeed in vacant positions. - Provide safety equipment to protect against hazards at work. Take care of occupational health and safety and the environment in the workplace. - Prepare a safety manual for the workplace. 	<ul style="list-style-type: none"> • Online Communication • Employee Engagement Survey • Others <ul style="list-style-type: none"> • Participation in team-building activities through various projects • Feedback or suggestions can be submitted through various channels, such as group meetings, suggestion boxes, direct supervisor consultations, email, Line, and Facebook.

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
<ul style="list-style-type: none"> Raw material distributors 	<ul style="list-style-type: none"> Fair and consistent purchase prices for natural rubber Technological and knowledge support 	<ul style="list-style-type: none"> Trading prices are based on daily market prices. There are events that provide relevant knowledge. 	<ul style="list-style-type: none"> Online Communication Others <ul style="list-style-type: none"> Group tapping at the latex collection point
<ul style="list-style-type: none"> Others <ul style="list-style-type: none"> Supplier / Transportation Service Provider and Others 	<ul style="list-style-type: none"> Transparency in supplier selection, emphasizing mutual benefits. Strict adherence to the "Supplier Code of Conduct". Collaborative development of suppliers to meet international standards. Timely payment terms as per contractual agreements. 	<ul style="list-style-type: none"> Transparency in supplier selection, emphasizing mutual benefits. Strict adherence to the "Supplier Treatment" policy. Collaborative development of suppliers to meet international standards. Timely payment terms as per contractual agreements. 	<ul style="list-style-type: none"> Visit Complaint Reception Others <ul style="list-style-type: none"> Joint activities
<ul style="list-style-type: none"> Creditor 	<ul style="list-style-type: none"> Strict adherence to contractual terms. Ability to fully and promptly meet financial obligations. Fair and equal treatment of all creditors. 	<ul style="list-style-type: none"> Strictly adheres to contract terms and conditions. Provides transparent financial disclosures. 	<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 with transparency, adhering to good governance principles and business ethics. Ensure compliance with the European Union Deforestation-free 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"> There are various committees and working groups as specified by the PLC. Information can be provided to clarify any doubts directly. The profit and loss statements are audited and certified by a third party. Strict adherence to business ethics is practiced. Investing 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"> - Delivering the right quality products, complete and on time - Respond to and resolve complaints quickly - Operate in accordance with international standards for environmental management and human rights management - Ability to operate under international trade conditions such as EUDR 	<ul style="list-style-type: none"> - Establish standard systems for production, inspection, delivery according to customer specifications or international standards. - Participate in analyzing problems with customers based on complaints. - Develop a comprehensive traceability and risk management system 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 competitiveness in international markets.
<ul style="list-style-type: none"> Farmers 	<ul style="list-style-type: none"> - Fair purchase price for fresh latex - Consistent trading practices - Access to knowledge and technological support to enhance the quality of rubber production and meet market demands - Participation in community development 	<ul style="list-style-type: none"> - Reference trading price based on daily market price - Organize knowledge sharing activities - Establish joint committees or hold meetings to gather feedback and suggestions - Provide training on rubber tree planting techniques - Maintenance and yield enhancement - Support various community projects 	<ul style="list-style-type: none"> • Complaint Reception • Others <ul style="list-style-type: none"> • Communication through farmer representatives / Latex collection points
<ul style="list-style-type: none"> Government agencies and Regulators 	<ul style="list-style-type: none"> - Strict compliance with laws, regulations, and requirements mandated by the government, the United Nations, or the community. - Participation in environmental preservation and community development. 	<ul style="list-style-type: none"> - Study and understand laws and regulations and strictly comply with them. - Comply with the Code of Conduct. 	<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"> - Conducting business with integrity, without causing negative impacts on communities and the environment. - Promoting, developing, and supporting the community's economy to improve livelihoods, create jobs, and ensure stability. - Providing care and assistance to communities, schools, temples, and religious places as needed. 	<ul style="list-style-type: none"> - Environmental impact assessments are conducted. - Advanced machinery is employed in production to minimize environmental impact. - Local community members are hired as employees. - The "Thai Rubber, Alleviating Poverty" project is implemented to generate income for schools within the community. - Training is provided on rubber tapping techniques and rubber plantation maintenance. 	<ul style="list-style-type: none"> • Complaint Reception • Others <ul style="list-style-type: none"> • There are representatives to listen to problems and complaints from the community, including participation in various activities.
<ul style="list-style-type: none"> • Business partners 	<ul style="list-style-type: none"> - Has funding for research and development of new products. - Reputation and work are recognized in related business/academic circles, enabling mutually beneficial collaborations. 	<ul style="list-style-type: none"> - Allocate budget for new innovative research projects. - Promote projects or achievements through the annual sustainability report and the company's website. 	<ul style="list-style-type: none"> • Others <ul style="list-style-type: none"> • Joint Research and Development Project for Concentrated Latex with King Mongkut's University of Technology Thonburi

Diagram of the stakeholder analysis in the business value chain



3.3 Management of environmental sustainability

3.3.1 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 a serious crisis, affecting the quality of life of people in society and limited natural resources. The company has therefore established an environmental management policy to serve as a guideline for managing environmental impacts arising from the company's business operations and to comply with the sustainable development policy as follows:

1. Committed to complying with environmental laws and other related regulations.
2. Use energy efficiently and manage it for maximum efficiency, including choosing to use clean energy or alternative energy to replace fossil fuels.
3. Reduce energy consumption and chemicals that cause greenhouse gas emissions.
4. Use water efficiently and manage it for maximum efficiency, especially when using water sources shared with the community. Water management must be ethical and take into account community rights.
5. Dispose of industrial waste and wastewater correctly and efficiently, without impacting the community and the environment.
6. Manage garbage and plastic waste properly and efficiently, without impacting stakeholders and the environment.
7. Appropriately manage air pollution, water pollution, noise pollution, vibration, hazardous waste, and ensure no impact on stakeholders and the environment.
8. Promote a corporate culture that instills awareness in the value of energy and water conservation, environmental protection, ecosystem restoration, and biodiversity.

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
Changes in environmental policies, guidelines, and/or goals	:	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 to be a serious crisis, affecting the quality of life of people in society and limited natural resources. The company has therefore established an environmental management policy to serve as a guideline for managing the environmental impacts arising from the company's business operations and to comply with the sustainable development policy as follows:

1. Committed to complying with environmental laws and other relevant regulations.
2. Energy is used efficiently and managed 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. Water is used efficiently and managed for maximum efficiency, especially in cases where water sources are shared with the community. Water management must be ethical and take into account community rights.
5. Industrial waste and wastewater are disposed of properly and efficiently, without impacting the community and the environment.
6. Waste and plastic waste are managed properly and efficiently, without impacting stakeholders and the environment.
7. Air pollution, water pollution, noise and vibration pollution, and hazardous waste pollution are properly managed without impacting stakeholders and the environment.
8. Promote a corporate culture that instills awareness in the efficient use of energy and water, environmental conservation, and the protection and restoration of ecosystems and biodiversity.

3.3.2 Environmental operating results

Implementing greenhouse gas emissions data recording, Scope 1 and Scope 2, in accordance with the requirements for calculating and reporting the organization's carbon footprint, by the Greenhouse Gas Management Organization. This covers the greenhouse gas emissions data of the head office and five concentrated latex factories: Surat Thani Factory, Hat Yai Factory, Chonburi Factory, Rayong Factory, and Chiang Rai Factory.

Environmental Materiality

- Climate Change Risks
- Greenhouse Gas and Energy Management
- Waste and Waste Management
- Water Management
- Biodiversity and Deforestation
- Compliance with Environmental Management Standards

Environmental Standards

To ensure that basic environmental operations meet international standards, TRUBB has implemented the ISO 14001:2015 Environmental Management System to manage the environment continuously. The company has set a goal for all concentrated latex factories to be certified with the ISO 14001 Environmental Management System. In 2023, four out of five factories have been certified with ISO 14001. This serves as a tool to assure stakeholders that TRUBB is committed to conducting business without impacting the environment.

Information on energy management

Energy management plan

The company's energy management plan : Yes

Energy Management

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

1. Define energy conservation as part of the organization's operations.
2. Improve the efficiency of the organization's energy resource utilization to be suitable for the business.
3. Establish an energy conservation plan and review and update it annually.
4. Energy conservation is the responsibility of executives and employees at all levels of the company.
5. Support human resources, budget, and training to develop energy efficiency.
6. Committed to complying with laws related to energy conservation and energy management.

Significant activities in energy management were carried out in 2023.

1. Solar Cell project to replace electricity from fossil fuels.
2. Project to change and improve machinery to increase production efficiency and reduce energy consumption.
3. Other activities within the organization that will help raise awareness among employees to participate in reducing electricity consumption in the business.

Setting goals for managing electricity and/or oil and fuel

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

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-hour	2030 : Reduced by 15%
Increase of electricity consumption from renewable energy sources	2023 : electricity consumption from renewable sources 6,401.00 Kilowatt-hour	2030 : Increased by 40%

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

The project utilizes solar energy from solar cells to replace electricity, reducing the proportion of electricity generated from fossil fuels, which are a source of greenhouse gas emissions from combustion. By partially replacing energy consumption with solar energy, we contribute to environmental preservation.

Target

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

Action Plan

Install Solar Cells in 5 locations within 2026

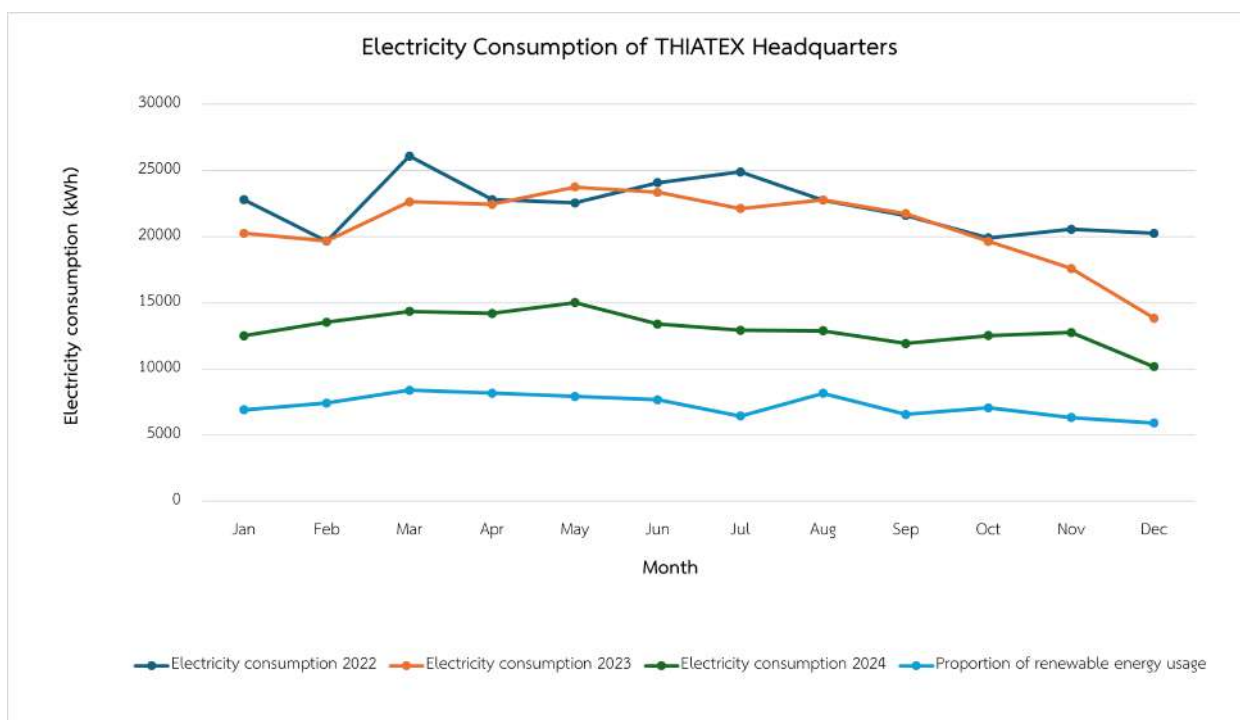
- Head Office Building
- Hat Yai Factory
- Surat Thani Factory
- Rayong Factory
- Chiang Rai Factory

Operation Progress

- Installed and activated the Solar Rooftop system at the head office since December 2023 onwards.
- Solar Rooftop installation will be completed in December 2024 and the system will be tested and operational in January 2025.

Since the installation of the Solar Rooftop at the head office in December 2023, the company has reduced its electricity consumption from fossil fuels compared to 2023 and 2022. The company has been able to reduce electricity consumption from fossil fuels by 93,608 kilowatt-hours, or 37.46 percent.

Diagram of Performance and outcomes of energy management



Electricity Consumption of THAITX Headquarters

Energy management: Fuel consumption

	2022	2023	2024
Diesel (Litres)	234,592.00	204,695.95	167,695.64
Gasoline (Litres)	16,845.00	18,539.48	18,418.86
LPG (Kilograms)	66,308.60	126,620.60	118,185.00

Energy management: Electricity consumption

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	13,329,539.00	12,650,400.57	10,865,207.00
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours)	13,329,539.00	12,650,400.57	10,778,197.00
Electricity purchased or generated for consumption from renewable energy sources (Kilowatt-Hours)	0.00	0.00	87,010.00

Information on water management

Water management plan

The Company's water management plan : Yes

In the production of concentrated latex, "water" is a crucial factor. As the world faces climate change, leading to drought and water scarcity, the company has established a sustainable water management approach. This approach adheres to the 3Rs

principle to ensure the most efficient use of water resources, implementing effective preventive measures and impact mitigation.

Setting goals for water management

Objectives

- Reduce water resource consumption by 8% by 2026.
- No risk of water scarcity.
- 100% water recirculation.
- No discharge of water into public water sources.

Sustainable water management approach based on the principles of Reduce, Reuse, Recycle.

Water Resource Management

- Creating raw water reserves to provide water during water shortage crises.
- Monitoring water situations and assessing the risk of water scarcity.
- Reduce the amount of raw water drawn, treat and recirculate water for use in the factory.
- Utilizing innovation and technology to enhance water resource utilization efficiency for maximum benefit.
- Control and monitor the use of raw water for production.

Wastewater Management

- Monitoring and controlling wastewater treatment to meet legal standards and environmental regulations.
- Wastewater treatment, focusing on recirculation for reuse within the factory.
- 100% no discharge of water into community water sources.
- Utilizing technology to enhance the efficiency of water resource treatment. Community Relations
- Collaborate with external agencies to conserve water sources surrounding the factory area.
- Coordinate with local communities to support the development and improvement of community water sources.

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%

Performance and outcomes of water management

Performance and outcomes of water management : Yes

Wastewater Management

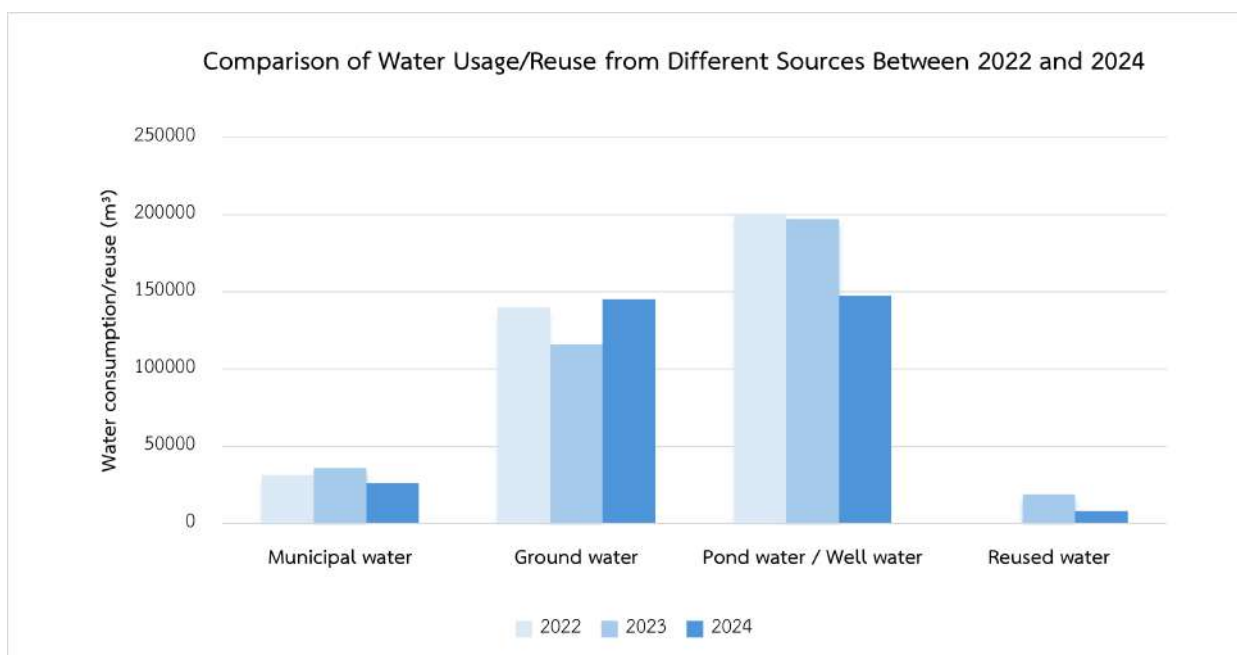
Operational Approach

Regularly inspect and control the wastewater treatment system to maintain its effectiveness and ensure that the wastewater quality meets the specified standards. Develop the wastewater treatment system for maximum efficiency to maximize water reuse. Use treated water for watering plants in the company's gardens.

Operational Results

Treat wastewater from the factory to meet the wastewater quality standards set by the Department of Industrial Works and pass the inspection by the Provincial Industrial Office. Reuse treated water for purposes such as cleaning buildings and watering plants.

Diagram of performance and outcomes in water management



Comparison of Water Usage/Reuse from Different Sources Between 2022 and 2024

Water management: Water withdrawal by source

	2022	2023	2024
Total water withdrawal (Cubic meters)	372,208.30	348,868.94	316,727.64
Water withdrawal by third-party water (cubic meters)	31,521.00	35,914.00	2,043.00
Water withdrawal by surface water (cubic meters)	200,794.70	197,079.64	169,499.04
Water withdrawal by groundwater (cubic meters)	139,892.60	115,875.30	145,185.60

Water management: Water consumption

	2022	2023	2024
Total water consumption (Cubic meters)	372,208.30	348,868.94	316,727.64

Water management: Recycled water consumption

	2022	2023	2024
Total recycled water for consumption (Cubic meters)	0.00	18,864.20	8,078.40

Information on waste management

Waste and refuse generated from business operations are the responsibility of TRUBB to manage in accordance with legal requirements. Waste and refuse generated from TRUBB's business activities can be classified into 3 types that must be properly managed before being disposed of off-site as follows:

- Hazardous waste from concentrated latex and skim rubber production, including rubber starch waste and chemical packaging.
- Non-hazardous waste, such as household waste.
- Wastewater from production, including wastewater and sludge from treatment ponds.

Waste management plan

The company's waste management plan : Yes

Guidelines for the disposal of waste and waste by type of THAITEX

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

Type: Hazardous waste generated from product manufacturing, such as rubber sheet residue and sediment from treatment ponds.

Management: Collect and send for disposal at hazardous waste disposal points that are legally certified.

Type: Hazardous waste, packaging type, various chemicals

Management: Collect and send for disposal at hazardous waste disposal points that are legally certified.

Non-hazardous waste

Type: Non-recyclable waste

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

Type: Recyclable waste

Management: Donate to create a fabric from waste project with the community or sell to buyers to recycle and reuse in factories, such as beverage bottles used as equipment for checking latex concentration or cleaning equipment in factories.

Type: Food waste, organic waste, wet waste

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

Setting goals for waste management

Objectives

2030: Zero landfill.

2030: Increase recycled waste by 30%.

Operational Guidelines

- Campaign to raise employee awareness of the impacts of garbage, waste, and pollution.
- Adhere to the 3R principles of waste management (Reduce, Reuse, Recycle) to minimize waste and waste generation.
- Improve production processes to minimize waste generation.
- Manage hazardous waste in accordance with the law, from internal storage to disposal outside the factory.
- Regularly install, control, and inspect the wastewater management system, and do not discharge water into public areas.
- Prepare reports on the sorting of each type of waste and its utilization.

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
Reduction of waste generation Waste type: Non-hazardous waste	2023	2030 : Reduced by 30%	• Recycle
Reduction of waste generation Waste type: Non-hazardous waste and hazardous waste	2023	2030 : Reduced by 0.00 Kilograms	• Landfilling

Performance and outcomes of waste management

Performance and outcomes of waste management : Yes

Trash to Treasure Project

The Company has continuously implemented the Trash to Treasure project for the 2nd year, in accordance with the environmental management policy organized by the Listed Companies Association and KidKid Co., Ltd. This project aims to encourage and instill waste management awareness among employees, starting with waste sorting and adhering to the 3Rs principle to minimize waste generation. The sorted waste will be utilized to its fullest potential. The Company has collected data on the amount of waste by type, with staff recording the information monthly for statistical purposes. This data is then used to analyze and plan waste reduction activities, aiming towards Zero Waste To Landfill in the future.

Diagram of Performance and outcomes of waste management



Trash Disposal Project



Building Engagement with Migrant Workers Through the Language of Labor

Waste management: Waste Generation

	2022	2023	2024
Total waste generated (Kilograms)	89,600.40	82,463.40	108,725.16
Total non-hazardous waste (kilograms)	89,600.40	82,172.40	107,945.16
Non-hazardous waste - Landfilling (Kilograms)	89,600.40	79,946.00	106,495.46

	2022	2023	2024
Non-hazardous waste - Incineration without energy recovery (Kilograms)	N/A	2,226.40	1,449.70
Total hazardous waste (kilograms)	N/A	291.00	780.00
Hazardous waste – Others (kilograms)	N/A	291.00	780.00

Waste management: Waste reuse and recycling

	2022	2023	2024
Total reused/recycled waste (Kilograms)	2,020.00	4,618.70	3,871.40
Reused/Recycled non-hazardous waste (Kilograms)	2,020.00	4,618.70	3,871.40
Recycled non-hazardous waste (Kilograms)	2,020.00	4,618.70	3,871.40

Information on greenhouse gas management

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

To continuously reduce greenhouse gas emissions, be a part of mitigating the impact of climate change on business activities. Show your commitment to reducing greenhouse gas emissions by 2030 in accordance with the United Nations guidelines.

Setting greenhouse gas emission goals

Target

2030: Carbon Neutral

2050: Net Zero

In managing greenhouse gases to achieve Net Zero in 2050 in accordance with the United Nations' collaboration, it is necessary to identify sources of greenhouse gas emissions from business operations. This information will serve as a basis for planning emission management to mitigate the impact on climate change. Therefore, TRUBB has identified key projects that need to be implemented to achieve this goal in the future.

Does the company set greenhouse gas management goals : Yes

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)

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas management : Yes

Corporate Carbon Footprint Certification Performance Results 2024

The company has been certified for its corporate carbon footprint by the Energy and Environment Management Research Unit, Chiang Mai University, from 2023 to the present. The scope of the data reporting is as follows:

Scope 1

- Greenhouse gas emissions from stationary combustion, such as fuel oil/gas for machinery. Forklifts, Dumpers, Lawn Mowers
- Greenhouse gas emissions from mobile combustion, such as cars and trucks.
- Greenhouse gas emissions from leaks and other sources (Fugitive Emission) such as refrigerants, septic tanks, and industrial waste disposal.

Scope 2

- Purchase of electricity from external sources

Scope 3

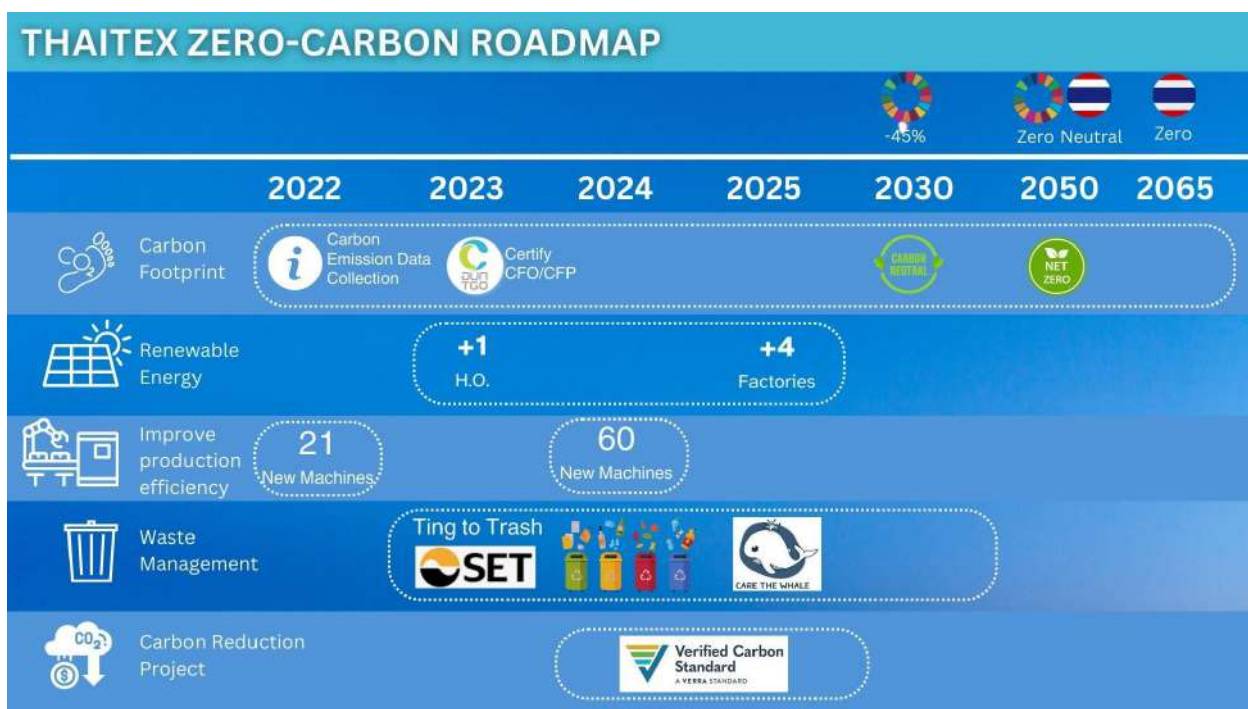
- Indirect greenhouse gas emissions from purchased raw materials (Purchased goods and services)
- Indirect greenhouse gas emissions from fuel and energy related activities.
- Indirect greenhouse gas emissions from upstream transportation and distribution.
- Indirect greenhouse gas emissions from downstream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

Product Carbon Footprint

In 2023, the company received carbon footprint certification for 15 products, effective from November 26, 2023 to November 26, 2026. The details are as follows:

- 60% DRC Concentrated Latex, High Ammonia Type 197 gCO₂e
- 60% DRC Concentrated Latex, Medium Ammonia Type 96 gCO₂e
- 60% DRC Concentrated Latex, Low Ammonia Type 193 gCO₂e
- 60% DRC Concentrated Latex, High Ammonia Type, Packed in 205 liter tanks 408 gCO₂e
- 60% DRC Concentrated Latex, Medium Ammonia Type, Packed in 205 liter tanks 408 gCO₂e
- 60% DRC Concentrated Latex, Low Ammonia Type, Packed in 205 liter tanks 405 gCO₂e
- 60% DRC Concentrated Latex, Double Centrifuge 265 gCO₂e
- 60% DRC Concentrated Latex, Homogenized, High Ammonia Type 196 gCO₂e
- 60% DRC Concentrated Latex, Homogenized, Low Ammonia Type 185 gCO₂e
- 60% DRC Concentrated Latex, Very Low Ammonia Type 193 gCO₂e
- High Modulus Latex Compound 197 gCO₂e
- Medium Modulus Latex Compound 197 gCO₂e
- Low Modulus Latex Compound 197 gCO₂e
- Skim Rubber 583 gCO₂e
- Ribbed Smoked Sheet 513 gCO₂e

Diagram of Performance and outcomes of greenhouse gas management



Greenhouse gas management : Corporate greenhouse gas emission

	2022	2023	2024
Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	7,449.00	20,467.00	19,068.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	786.00	1,069.00	1,164.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	6,663.00	6,324.00	5,389.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent)	0.00	13,074.00	12,515.00

Greenhouse gas management: 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 : Other : Energy and Economics Research Unit, Chiang Mai University

Information on other environmental management

Air Pollution Management

In the concentrated latex and skim rubber production process, the use of heat and chemical mixing are steps in the production process. TRUBB attaches importance to the quality of the air released to the public and controls the odor of chemicals to prevent impacts on the surrounding community. The company focuses on managing and controlling air quality both inside and outside the factory, as well as regularly measuring and monitoring air quality. This ensures that TRUBB's production does not pollute or impact society, in accordance with legal requirements.

Plans, performance, and outcomes related to other environmental management

Guidelines for air pollution management

- Use Ammonia Pack Tower to trap ammonia odor to prevent odor. In the part of the skim rubber, there is an odor treatment system using a Wet scrubber to reduce odor from the skim rubber baking process.
- Use a Wet Scrubber system to trap small dust particles, both PM 10 and PM 2.5, from boilers before releasing them into the atmosphere.
- The concentrated latex and skim rubber production buildings are managed as a closed system to prevent odor nuisance from being released outside the factory.
- Install wind direction measuring instruments as well as carry out monitoring and inspection annually.
- Air pollution and odor nuisance risk assessments are conducted to prevent risks and impacts that may occur to the community surrounding the factory.

Targets

- Air quality from the chimney meets the air quality standards as prescribed by law.
- No complaints about unpleasant odors from the community around the factory.

Performance results for 2024

- The quality meets the legal requirements.
- No complaints from the community.

Information on incidents related to legal violations or negative environmental impacts

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

	2022	2023	2024
Number of cases or incidents of legal violations or negative environmental impact (cases)	0	0	0

3.4 Social sustainability management

Thai Rubber Latex Group Public Company Limited is a manufacturer and distributor of concentrated latex and other latex-related products. Striving for excellence with an awareness of the importance of human resource development and fair labor practices, the company is committed to not supporting or engaging in any actions that violate the fundamental principles of the International Labor Organization (ILO) as declared in the Declaration on Fundamental Principles and Rights at Work, 1998, as follows:

3.4.1 Social 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 Labor Quality Promotion and Protection

1. Promote freedom of association and awareness of the right to collective bargaining. Provide opportunities for employees to express their opinions or file complaints regarding unfair treatment or misconduct within the Company, including protection for employees who report such matters.
2. Eliminate and abolish all forms of forced labor, respect the rights of employees in accordance with human rights principles, and comply with labor laws and other laws related to labor. Provide various benefits for employees as required by law, such as social security, and beyond legal requirements, such as provident funds and accident insurance. This also includes providing various types of financial assistance, such as funeral expenses and sick leave.
3. Abolish and/or refrain from employing child labor under the age of 15 or child labor below the age specified by local law.
4. Refrain from any act deemed discriminatory in employment by providing a fair recruitment process and employment conditions, including fair compensation and performance appraisal under a fair evaluation process. Promote personnel development by providing training, seminars, and sending personnel to participate in seminars and academic training in various related fields to develop knowledge and abilities, including instilling good attitudes, ethics, and teamwork.
5. Operate under the principles of safety, occupational health, and environment in all aspects. Implement measures to prevent accidents and promote safety awareness among employees. Provide training and promote good hygiene among employees. Maintain a hygienic and safe workplace at all times. Provide annual health check-ups based on risk factors according to age, gender, and the work environment of each individual.

Human Rights Policy

Thai Rubber Latex Group Public Company Limited (the "Company") is committed to conducting sustainable business growth based on responsibility to society and all stakeholders. In accordance with the principles of corporate governance and the Company's Code of Conduct, the Company recognizes and places importance on respecting human rights under the law and international principles. To prevent any act that would violate or impact human rights throughout the value chain, the Board of Directors deems it appropriate to establish the following: Human Rights Policy as follows:

1. The Board of Directors, executives, and employees of the Company shall respect and comply with laws, regulations, codes of conduct, universal declarations, treaties, and relevant international labor standards, and shall protect human rights both in Thailand and internationally.
2. Apply the principles of the Universal Declaration of Human Rights (UDHR), the United Nations Guiding Principles on Business and Human Rights (UNGPR), and the International Labor Organization Declaration on Fundamental Principles and Rights at Work to business operations in the area of human rights.
3. Respect the rights of and treat employees and stakeholders throughout the value chain in accordance with human rights principles, with equality and fairness, and without discrimination.
4. Support communication and dissemination of knowledge and understanding about human rights and the Human Rights Policy to stakeholders through the Company's communication channels.
5. Establish a unit responsible for overseeing, monitoring, assessing human rights risks and impacts on a regular basis, along with establishing guidelines or measures to manage risks and provide appropriate mitigation or remediation processes in the event of human rights violations.
6. Provide opportunities for employees and stakeholders to express their opinions, report issues, or file complaints if there are any acts or incidents that violate human rights. The Company will ensure fairness and protect those who report human rights violations.

7. Establish a fact-finding committee to investigate and consider misconduct by individuals who violate human rights. Those found guilty after a thorough investigation will be disciplined in accordance with the Company's rules and regulations. If the act is illegal, legal action will be taken.
8. Ensure the maintenance of occupational safety, health, and environmental standards in the workplace to prevent accidents, injuries, and illnesses arising from work.
9. Report on human rights performance through the Sustainability Report, the One Report, and the Company's sustainability development website.
10. Refrain from violating and protect the privacy of stakeholders throughout the value chain.

Roles and Responsibilities of the Board of Directors

- Establish human rights policies and practices and oversee compliance with these policies and practices to prevent human rights violations.
- Establish a human rights unit to represent management in human rights operations.
- Ensure comprehensive human rights due diligence.
- Review performance reports on human rights policies and practices, as well as make decisions, provide advice, and offer recommendations that are beneficial to work improvement.

Roles and Responsibilities of the Human Rights Unit

- Comply with human rights policies and guidelines.
- Communicate, create understanding, and disseminate knowledge about human rights policies and practices to employees and stakeholders in the value chain to ensure strict compliance.
- Improve the effectiveness of human rights operations.
- Conduct comprehensive human rights due diligence.
- Report on human rights performance to the Board of Directors, employees, and stakeholders in the value chain.
- Understand and comply with human rights policies and practices.
- Report or whistleblow when encountering suspicious incidents or those that may violate human rights through the channels designated by the Company.

Practices

To ensure that operations and practices are in line with the Human Rights Policy and to ensure that all stakeholders in the value chain are respected and protected in their human rights equally and fairly, the Company has established the following human rights practices:

1. Respect the human rights of stakeholders in the value chain by considering human dignity, inherent fundamental rights and freedoms, and equality, without discrimination on the basis of gender, age, religion, ethnicity, 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, such as women, pregnant women, children, LGBTQ+ individuals, indigenous peoples, local communities, employees, migrant workers, contractors, business partners, customers, and the elderly.
2. Manage and monitor the use of labor and employment by the Company, its subsidiaries, and business partners in the value chain to prevent the risk of human rights violations and to ensure compliance with laws related to human rights both domestically and internationally, as well as adherence to universal human rights principles. This includes:
 - Universal Declaration of Human Rights
 - United Nations Guiding Principles on Business and Human Rights
 - 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 communication and dissemination of knowledge and understanding of human rights policies and practices to employees and stakeholders in the value chain to encourage participation in implementing human rights guidelines. This includes disseminating the Human Rights Policy and guidelines through the Company's communication channels such as email, the Company's website, the One Report, and the Sustainability Report.
4. Treatment of Stakeholders
 - 4.1 Employees

Treat employees equally and fairly under employment agreements that comply with the law and equal treatment practices. Provide appropriate job skills training to enable employees to perform their duties to their full potential. Promote and support employees' exercise of their rights and freedoms to form groups, engage in collective bargaining, and express themselves in accordance with labor laws. -

- Eliminate and abolish all forms of forced labor, respect the rights of employees in accordance with human rights principles, and comply with labor laws and other laws related to labor. Provide various benefits for employees as required by law, such as social security, and beyond legal requirements, such as provident funds and accident insurance. This also includes providing various types of financial assistance, such as funeral expenses and sick leave.

- Abolish and/or refrain from employing child labor under the age of 15 or child labor below the age specified by local law.

- Refrain from any act deemed discriminatory in employment by providing a fair recruitment process and employment conditions, including fair compensation and performance appraisal under a fair evaluation process. Promote personnel development by providing training, seminars, and sending personnel to participate in seminars and academic training in various related fields to develop knowledge and abilities, including instilling good attitudes, ethics, and teamwork.

- Strictly comply with occupational health and safety laws and regulations. The Occupational Safety, Health and Environment Policy serves as a framework or guideline for practice to reduce the risk of illness, injury, or death from work. The Company has set a goal of zero lost-time accidents. In addition, the Company promotes and supports employees in gaining 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 profits solely for its own benefit. Customers will receive good quality products at fair and reasonable prices, taking into account the safety of consumers and the public when using the products. In addition, the Company provides channels for receiving feedback and complaints from customers on all relevant issues.

- Respect customer privacy in terms of efficient personal data storage and a strict data leak prevention system, including providing personal protective equipment for customers to wear when visiting the factory.

4.3 Business Partners - Promote business partners to operate in accordance with laws related to human rights both domestically and internationally, and in line with universal human rights principles.

- Support business partners' employees in receiving 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 communities and society. The Company is committed to conducting business with integrity towards all stakeholders and upholding responsibility towards communities and society. The Company promotes participatory processes in community and societal development, supports activities to improve the quality of life and enhance the well-being of communities and society, and instills awareness and encourages employees and stakeholders to be responsible and contribute to communities and society. The Company provides opportunities for communities and all stakeholder groups to participate in the Company's activities or projects, as well as to express their opinions, provide suggestions, or file complaints resulting from the Company's operations.

5. Promote a work environment and raise awareness of a workplace free from bullying, harassment, abuse, and any other acts that create a hostile work environment. The Company has a zero-tolerance policy towards acts that negatively impact human rights.

6. Conduct comprehensive human rights due diligence, which is a process of assessing the actual and potential human rights impacts of business operations, as well as integrating measures to respect and prevent impacts at every stage of the Company's business operations, with continuous monitoring and reporting. The Company must review the status of its human rights performance to identify human rights risks and impacts on the Company and its stakeholders. The Company must also establish guidelines and measures to manage human rights risks and impacts that may arise from business operations. All departments involved in the Company's business activities are responsible for supervising, managing, monitoring, and identifying potential human rights impacts and risks, particularly in the area of labor recruitment, through a comprehensive human rights due diligence process. Human rights issues considered in the due diligence process include forced labor, child labor, human trafficking, freedom of association and collective bargaining, freedom of association, fair and equal remuneration, discrimination, and migration.

7. Regularly monitor respect for human rights and provide channels for reporting or filing complaints if there are incidents or acts that may violate human rights related to the Company, its subsidiaries, or business partners. The Company will cooperate in investigating the facts, ensuring fairness, and protecting individuals who report human rights violations in accordance with the Whistleblower Protection Measures or those who cooperate in reporting human rights violations.

8. Appoint a fact-finding committee to consider misconduct by individuals who violate human rights in a transparent and fair manner. If a thorough investigation finds an individual guilty of violating human rights, they will be disciplined in accordance

with the Company's rules and regulations. If the act is illegal, legal action will be taken.

9. In the event of human rights impacts from business operations, affected individuals have access to remedy mechanisms, both within the justice system and through other mechanisms such as mediation and negotiation. The Company will cooperate or provide remedy mechanisms by considering legitimacy, accessibility, fairness, transparency, and consistency with human rights principles.

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

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 : No

Human Rights Due Diligence : HRDD

Does the company have an HRDD process : Yes

Thai Rubber Latex Group Public Company Limited has implemented a comprehensive human rights due diligence process, which is considered part of the ongoing risk management process. The company has assessed human rights risks to identify measures to prevent and mitigate the impacts of human rights risks in the company's business operations throughout the value chain. The company's comprehensive human rights due diligence process consists of 5 main steps:

1. Human Rights Risk Identification Analyze and identify human rights issues related to business operations and the value chain.
2. Human Rights Impact Assessment Assess the severity and likelihood of potential direct and indirect impacts.
3. Implementing Measures to Prevent and Mitigate Impacts Establish appropriate guidelines and policies to prevent and mitigate the impacts of identified risks.
4. Monitoring and Reporting Monitor progress and report on human rights performance to stakeholders.
5. Remediation of Impacts If any human rights impacts are identified, the Company will implement appropriate and fair remedies for those affected, taking into account the rights, needs, and expectations of those affected, to restore justice and mitigate the damages incurred.
6. Continuous Process Improvement Review and improve human rights measures or policies to be appropriate for the changing context.

Policy Commitment

Thai Rubber Latex Group Public Company Limited is committed to respecting human rights by prioritizing the protection of the fundamental rights of all stakeholders equally and fairly. The company has established a human rights policy and published it on the company's website to ensure that employees, partners, customers, communities, and all stakeholders are aware of and can use it as a guideline for their practices.

The Company's Human Rights Policy has been developed based on nationally and internationally recognized practices and principles, focusing on supporting and adhering to the following standards:

1. Universal Declaration of Human Rights
2. ILO Core Labour Standards
3. UN Guiding Principles on Business and Human Rights

The Company prioritizes stakeholders in all dimensions, demonstrating its commitment as follows:

- Employees: The Company is committed to creating a safe working environment, supporting diversity, treating employees equally, and preventing all forms of discrimination or harassment.

- Customers: The Company is committed to providing high-quality, safe products and services that meet fair standards.

- Partners and Suppliers: The Company promotes business practices that respect human rights in the supply chain and supports transparent and fair operations.

- Communities and Environment: The company prioritizes the impacts of its business operations on surrounding communities and is committed to mitigating negative environmental impacts for long-term sustainability.

With this approach, Thai Rubber Latex Group Public Company Limited aims to build confidence among all stakeholders and support ethical and sustainable business practices in the long term.

Scoping

Thai Rubber Latex Group Public Company Limited defines the scope of its human rights risk assessment to encompass the entire value chain, including both direct operations and indirect activities conducted through partners, contractors, or joint ventures. This scope covers the following key areas:

- Labor rights for employees
- Rights of communities surrounding the operations
- Customer Rights

Identifying Relevant Human Rights Issues

The Company reviews and assesses human rights risks by considering relevant global and industry issues to develop a checklist and tailor it to its business operations. Key issues include:

1. Discrimination: Prevent discrimination in hiring and employment practices.
2. Health and Safety: Maintaining a safe working environment and supporting the health of workers
3. Community Living Standards and Quality of Life: Supporting community development and improving living standards
4. Access to Water and Sanitation: Prioritizing access to water resources and sanitation systems in communities
5. Land Acquisition: Respecting land rights and natural resources of communities
6. Data Privacy: Protecting the personal data of employees and customers
7. Employment Conditions: Supporting fair and transparent employment practices
8. Freedom of Association and Collective Bargaining: Upholding the right of workers to organize and bargain collectively
9. Illegal Labor: Prevent the employment of child labor, forced labor, and migrant workers who are not protected by law.

Human Rights Risk Assessment

The Company utilizes the identified human rights issues from the Human Rights Risk Assessment Checklist, which is relevant to the business, to assess human rights risks. The Human Rights Risk Assessment Matrix is used, considering the impact level and likelihood of occurrence for each human rights issue. The risk levels are categorized into five levels: Very Low, Low, Medium, High, and Very High.

Human Rights Performance Monitoring and Evaluation

The Company sets indicators to monitor and review measures to reduce and control negative impacts from human rights risks in all addressed areas, such as the number of complaints received and their resolution status. This ensures that each human rights risk issue is effectively addressed and prevented. Furthermore, as human rights issues may evolve with changes in business activities and stakeholders, the Company will conduct regular reviews of its human rights performance. This includes reviewing the identification and assessment of human rights risks, mitigation and prevention measures, and maintaining complaint channels for employees and stakeholders in case of human rights violations related to the Company's business activities. This ensures the ongoing effectiveness of the Company's human rights due diligence processes.

1. Complaint Receiving and Investigation Process According to the procedures for reporting whistleblowing or complaints in the Code of Business Conduct (2nd Revision: 09.11.2023), Human Rights Policy, and Whistle Blowing Policy.

Reporting Channels or Grievances

1.1 Complaint Receiving Complaint Handling Procedures: Refer to the Whistle Blowing Policy regarding the following matters for whistleblowing and complaints:

1.1.1 Upon witnessing any fraudulent act directly or indirectly related to the organization, such as witnessing bribery or acceptance of bribes by government or private agencies or officials.

1.1.2 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.

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

1.1.4 Witnessing actions that are illegal, unethical, or violate the business code of conduct. The following grievance channels are available:

1.1.4.1 Complaint boxes in the workplace

1.1.4.2 Report via electronic channels to the Chairman of the Audit Committee, E-Mail: whistleblower@thaitex.com

[com](http://www.thaitex.com)

1.1.4.3 Report by mail, addressed to or submitted directly to the Chairman of the Audit Committee, at the

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

1.2 Fact-Finding

In the Fact-Finding Procedure, as outlined in the Whistle Blowing Policy, the following steps or processes are involved:

Complaint Handling and Whistleblowing Procedures

Upon receiving a complaint, the recipient shall determine whether the information or evidence is sufficiently clear. If not, the complainant shall be notified. If the complainant reveals their identity and the information is sufficiently clear, the complaint shall be reported to the Audit Committee for registration.

The complaint recipient can then take appropriate action or refer the matter to the relevant person (complaint investigator), taking into account the independence of the investigation based on the content or issues raised in the complaint. The investigator will then proceed to investigate the facts and monitor the progress to ensure that appropriate action is taken in response to the complaint received. The following practices are in place:

(1) If the complaint involves an act that violates or fails to comply with the Company's policies and procedures regarding personnel matters, it shall be submitted to the Human Resources Planning and Administration Committee.

(2) If the complaint involves a violation or non-compliance with laws, policies, corporate governance principles, business ethics, and company regulations, forward it to the Company Secretary.

(3) If the complaint involves an act that may constitute fraud, meaning any act committed to obtain an unlawful benefit for oneself or others, such as embezzlement, corruption, or deception, it shall be submitted to the Audit Committee or the Internal Audit Manager.

(4) In the event that the complaints under (1), (2), and (3) are complex or involve multiple departments, they shall be submitted to the Managing Director for the appointment of a fact-finding committee to investigate such matters. The complaint reviewer shall then notify the Internal Audit Manager of the complaint, register the complaint, and record the information for tracking the progress of the complaint.

2. Problem Solving

2.1 Notification of Review Results

As stated in the Whistle Blowing Policy, the process from receiving a complaint until notifying the complainant should be completed within 30 days, and the investigation and consideration period can be extended for another 30 days.

2.2 Elimination of Discrimination

As stated in the Whistle Blowing Policy, the complaint investigator under (1), (2), (3), and (4) has the duty to investigate the facts. In the event that a violation of the Company's laws, regulations, or fraudulent activities is found, disciplinary action shall be taken in accordance with the Company's regulations and/or legal penalties may be imposed if the act is illegal.

Incident Remediation and Remedy

As an organization committed to sustainable business practices, Thai Rubber Latex Group Public Company Limited recognizes the potential impacts of its business activities, which may be linked to human rights violations of all stakeholders. We are firmly committed to mitigating risks and eliminating potential human rights violations, along with establishing systematic measures for prevention, impact mitigation, and problem resolution.

Remediation and Remedy Mechanisms

In the event of a human rights violation, the Company has clear measures in place to address the situation and provide appropriate remedies to those affected. The process begins with a transparent and fair investigation, following the Fact-Finding Procedure as outlined in the Whistle Blowing Policy, to examine the incident and identify those involved. If the Company is found to be responsible for or involved in the violation, it will implement various forms of remedy, such as:

- Medical Treatment and Healthcare: Provide support for physical and mental health treatment and recovery.
- Compensation: Pay damages or compensation as required by law or as appropriate.
- Restoration of Opportunities and Rights: Restore any status or opportunities that may have been violated.

Prevention and Continuous Improvement

The company not only prioritizes problem -solving in the event of an incident but also implements proactive measures to prevent future human rights violations:

- Review human rights risks at least annually.
- Utilize Human Rights Due Diligence (HRDD) processes to mitigate risks in the value chain.
- Provide human rights training to employees and partners.
- Foster an organizational culture that values diversity, equality, and transparency.
- Communicate human rights performance to stakeholders to demonstrate commitment and accountability.

Sustainability in the Dimension of Human Rights

Thai Rubber Latex Group Public Company Limited believes that respecting human rights is a fundamental foundation for sustainable business operations. We are committed to building an organization that not only complies with international standards but also fosters trust among stakeholders and contributes to sustainable development in society. Because true sustainability begins with respecting and protecting the rights of all.

Practices, Preventive Measures, and Management of 9 Human Rights Issues

The Company places importance on promoting equality and fair treatment, adhering to the principles of human rights to prevent discrimination in all aspects, including employment, performance evaluation, and business conduct with stakeholders.

Commitment and Practices: To promote equality in all aspects of the organization

1. Establishing a Policy Against Discrimination - Include content on non-violation of human rights and non-discrimination in the Code of Business Conduct, 2nd Revision: 09.11.2023, to ensure that all stakeholders within the Company are aware of and adhere to these principles at all levels.

2. Supporting Diversity

- Promote diversity by ensuring that recruitment and selection processes are free from unfair or discriminatory practices, including discrimination based on race, religion, ethnicity, skin color, gender, age, physical appearance, or language. Focus on qualifications and job-related abilities.

- Fostering a non-discriminatory environment by encouraging participation and equal treatment of all stakeholders in the organization and communicating human rights policies and guidelines to stakeholders for their awareness and continuous compliance.

3. Establish a Transparent Performance Evaluation System

- Use clear, transparent, and fair criteria for performance evaluations, promotions, and compensation. Do not engage in unfair or discriminatory practices. Ensure that performance evaluations, promotions, and compensation are based on job performance, work quality, and development potential.

Measures to Prevent Discrimination

1. Training and Awareness Raising: Conduct training on equality, non-discrimination, and human rights for employees at all levels to enhance understanding of diversity and human rights.

2. Internal Audit: Conduct regular audits to identify and prevent discrimination within the organization and throughout the value chain.

The Company is committed to creating an equitable and just environment to support sustainable business operations in all aspects.

Issue 2: Health and Safety

The company recognizes the importance of health and safety in all aspects and is committed to protecting and creating a safe environment for all stakeholders, including employees, partners, communities, and customers.

Commitment and Practices : To mitigate the risk of accidents and health problems that may arise in all aspects.

1. Policy to Promote Labor Quality and Protection

- Policies that address the promotion of labor well-being, along with the protection of safety and health in the workplace
- Focus on setting labor standards that comply with labor laws and international standards.

2. Establish a Safety Committee.

The Company has established a Safety Committee, which has the important role of overseeing, planning, and monitoring safety measures within the organization. The Safety Committee works collaboratively with all departments to:

- Analyze workplace risks and establish preventive measures.
- Monitor safety performance and continuously improve processes.
- Report safety performance to management.

In addition to the aforementioned duties, the Safety Committee has the authority to establish meeting regulations to ensure order and effectiveness. The committee is also responsible for holding meetings at least once a month or convening urgent

meetings in the event of serious accidents to find preventive and corrective measures to propose to the employer.

3. Appointing Technical Safety Officers To enhance safety management effectiveness, the Company has issued an order appointing Technical Safety Officers. The Technical Safety Officers play a crucial role in:

- Inspect and assess workplace risks.
- Provide safety advice to employees and management.
- Provide training and raise awareness on safe work practices.

Technical safety officers are crucial in promoting accident prevention and ensuring that all employees can work confidently and safely.

4. Safety Manual for Contractors

The Company has developed a Safety Manual for Contractors to establish appropriate practices and standards for working on Company premises. This manual covers:

- Safety requirements that must be followed, such as the use of Personal Protective Equipment (PPE)
- Work procedures that minimize the risk of workplace accidents
- Emergency reporting and management

This manual helps to ensure clarity and safety in the contractor's work processes and supports operations that align with the Company's standards.

Key Health and Safety Measures

1. Creating a Safe Working Environment Workplace Safety Inspections: Conduct inspections and improve the workplace to comply with safety standards, and enforce the use of personal protective equipment by providing and enforcing the use of protective equipment such as safety helmets, gloves, and safety shoes for workers at risk.

2. Promote employee health by encouraging health activities such as exercise, proper nutrition, and disease prevention.

3. Training and Awareness Raising Conduct training on workplace safety, such as the use of equipment, machinery, and emergency management. Promote a culture of safety awareness and safe work practices at all levels of the organization.

The Company is committed to moving forward with a focus on health and safety to create a sustainable and friendly organization for everyone in the value chain.

Issue 3: Community Living Standards and Quality of Life

The company places importance on improving the living standards and quality of life of communities surrounding the company's areas of operation. The company is committed to mitigating the negative impacts of its business activities and supporting community development in all dimensions, including economic, social, and environmental aspects.

Commitment and Practices : To mitigate negative impacts from business activities and support community development in all dimensions.

1. Commitment to Community Development Build good and sustainable relationships with communities by supporting the development of

quality of life in all aspects and mitigating the impacts of the company's business operations.

2. Community Support Practices Utilize the Sustainable Development Goals (SDGs) in designing community projects. Implement projects that align with community needs through the participation of local people.

Key Measures for Community Living Standards and Quality of Life

To mitigate negative impacts from business activities and support community development in all dimensions.

1. Supporting Infrastructure and Basic Services Community Infrastructure Development: Support the construction of roads, bridges, and water supply systems in underserved areas. Support access to energy sources, such as public electricity systems. Providing

Clean Water and Sanitation: Support the construction of water collection and treatment systems in communities. Provide advice on waste management and sanitation systems.

2. Promoting the Local Economy Local Employment: Provide opportunities for community members to work within the organization. Support skills development and vocational training. Support Community Businesses: Procure goods or services from local entrepreneurs. Support the establishment of community enterprises.

3. Promoting Education and Health in the Community Educational Development: Provide scholarships to youth in the area, provide educational equipment and materials, and develop schools in the area. Community Healthcare: Organize annual health check-up programs for the community, support health promotion activities such as exercise and health training.

4. Environmental Preservation in Communities Environmental Impact Reduction: Utilize environmentally friendly technologies to reduce pollution from production processes. Monitor water, air, and noise pollution in surrounding communities. Promoting Natural

Resource Conservation: Organize tree planting and reforestation activities in affected areas. Support wildlife and water resource conservation.

With a commitment to community development, the company continues to implement projects to enhance the quality of life in all aspects.

Issue 4: Access to Water and Sanitation

The Company recognizes the importance of access to clean water and appropriate sanitation, which are fundamental human rights and directly impact the health and well-being of employees, partners, communities, and stakeholders.

Commitment and Practices: : To support the provision of adequate, safe, and sustainable water resources and sanitation.

1. Commitment to Water and Sanitation Management Ensure that employees and communities surrounding the Company's operations have

access to clean water and appropriate sanitation systems. Mitigate potential negative impacts on local water sources from business operations. Comply with relevant standards and laws, such as the United Nations Sustainable Development Goal (SDG 6: Clean Water and Sanitation).

2. Water and Sanitation Management Practices Develop and implement measures for efficient water resource utilization. Support the improvement of water and sanitation infrastructure in underserved areas.

Key Measures for Water and Sanitation Access

To support the provision of adequate, safe, and sustainable water resources and sanitation.

1. Provision of Adequate Clean Water

For employees in the workplace, provide access to clean drinking water that is regularly tested for quality. Install water filtration systems and reserve water tanks to meet needs in emergencies. For the community: Support and collaborate with local organizations to increase access to clean water for underserved communities.

2. Development of Appropriate Sanitation Systems

In the workplace: Provide clean, safe, and adequate restrooms and sanitation systems for the number of employees. Inspect and maintain wastewater treatment systems to meet standards. In the community: Support the construction of public restrooms in the community. Promote knowledge about waste management and sanitation systems.

3. Preventing Negative Impacts on Water Resources

Water Pollution Control: Install efficient wastewater treatment systems in factories. Regularly monitor water quality in communities surrounding factories.

Water Resource Management: Implement sustainable water management plans to reduce water consumption beyond necessity.

The Company remains committed to sustainable water and sanitation management to support the well-being of employees and communities surrounding its operations, while conducting business responsibly towards society and the environment.

Issue 5: Land Acquisition

The Company places importance on acquiring land legally, transparently, and with respect for community rights, complying with laws and international standards to prevent impacts on stakeholders and build good relationships between the organization and communities.

Commitment and Practices: To prevent impacts from land acquisition on communities, natural resources, and all stakeholder groups.

1. Commitment to Transparent and Fair Land Acquisition The Company respects the rights of landowners, communities, and stakeholders by prioritizing Free, Prior, and Informed Consent (FPIC) to ensure that communities are fully informed before making decisions. It adheres to the principles of transparency and compliance with relevant land rights laws.

2. Establish Clear Practices Assess potential social, environmental, and economic impacts before taking any action. Prioritize community participation in planning and decision-making.

Key Measures for Land Acquisition

To prevent impacts from land acquisition on communities, natural resources, and all stakeholder groups.

1. Impact Assessment and Analysis Land Survey and Assessment: Verify land status, including land use, ownership, and legal restrictions. Conduct a Social and Environmental Impact Assessment (SEIA).

2. Community Participation Communication and Information Disclosure: Provide transparent information about the purpose of land acquisition, including potential impacts and consultations. Hold meetings with communities and landowners to gather feedback.

3. Land Rehabilitation and Post-Acquisition Management Implement area restoration projects, such as reforestation or area

development for the benefit of the community. Monitor the impacts and prepare periodic social and environmental impact assessment reports. Thai Rubber Latex Group Public Company Limited is committed to acquiring land in a responsible and sustainable manner to maximize benefits for communities, businesses, and the environment in the long term.

Issue 6: Data Privacy

The Company prioritizes the data privacy of all stakeholder groups, including employees, partners, customers, and communities. It is committed to protecting personal data with stringent measures in accordance with laws and international standards, such as the Personal Data Protection Act (PDPA) and the General Data Protection Regulation (GDPR).

Commitment and Practices: To prevent impacts and protect the personal data of stakeholders.

1. Commitment to Data Protection Respect for Personal Data: Collect, use, and disclose only necessary information with the consent of the data subject. Compliance with Laws and Standards: Manage data in accordance with the PDPA and GDPR to prevent personal data breaches.
2. Data Management Practices Establishing a Privacy Policy: Develop a comprehensive policy covering the appropriate collection, storage, and use of data. Building a Data Protection System: Utilize technology, such as data encryption and access control, to mitigate the risk of data breaches.

Key Measures for Personal Data Protection

To prevent impacts from land acquisition on communities, natural resources, and all stakeholder groups.

1. Secure Data Management Data Collection: Collect only necessary information, such as name, phone number, and email address, informing data subjects of the purpose of data collection. Data Storage: Store data in secure systems, such as certified cloud storage.
2. Data Leak Prevention Access Control: Grant data access rights only to authorized personnel. Cybersecurity: Install firewalls and anti-malware programs, including regular data backups.
3. Obtaining Consent and Data Subject Rights Consent: Inform data subjects of the purpose of data collection and obtain prior consent. Data subjects have the right to access, correct, or request deletion of their personal data.
4. Training and Awareness Building Employee Training: Provide training to employees at all levels on personal data protection to create an organizational culture that recognizes the importance of data by communicating the risks and potential impacts of data breaches.

Issue 7: Working Conditions

Commitment and Practices : To create a fair, transparent, and human rights-compliant working environment for employees, partners, and workers in the supply chain.

1. Establishing Policies and Practices for Labor and Employment

- The Company has established and disseminated Announcement No. 016/2023 on Human Rights Policy. This policy covers guidelines for managing and monitoring labor and employment practices of the Company, subsidiaries, and business partners in the value chain to ensure compliance with relevant human rights laws both domestically and internationally, and in accordance with international human rights principles.

2. Establishing a Policy to Promote Labor Quality and Protection

- The Company recognizes the importance of human resource development and fair treatment of labor. It is committed to not supporting or engaging in any actions that violate the fundamental principles of the International Labour Organization (ILO) Core Conventions, as outlined in the Declaration on Fundamental Principles and Rights at Work, 1998.

- Enhance the policy to promote labor quality and protection, and communicate this policy to stakeholders for their awareness and continuous collaboration.

3. Prohibit and refrain from supporting any form of forced labor.

- Prohibit and eliminate all forms of forced labor. Respect employee rights in accordance with human rights principles. Comply with labor laws and other relevant laws related to labor. Provide various welfare benefits for employees as required by law, such as social security, and beyond legal requirements, such as provident funds and accident insurance. Provide various types of financial assistance, such as funeral expenses and medical visit allowances.

- Eliminate and/or refrain from employing child labor under the age of 15 or child labor below the age specified by local law, covering both employees and workers throughout the value chain.

Key Measures to Promote Employment Conditions : To create a good working environment for employees, partners, and workers in the supply chain.

1. Promoting Fair Employment Compensation and Benefits: Pay wages in accordance with labor law standards and commensurate with job responsibilities, and avoid discrimination by ensuring that hiring and promotions are based solely on ability, behavior, and performance.
 2. Providing Appropriate Welfare Benefits Employee Welfare: Provide health insurance, social security, vacation time, and special leave. Ensure a safe working environment, including improving the workplace to meet safety standards, such as providing protective equipment and conducting risk assessments in work areas.
 3. Promoting Job Security Skills Development: Provide training programs and develop job-related skills. Establish a clear career path to support employee growth.
 4. Labor Management in the Supply Chain Partner Audits: Conduct audits of employment conditions in the supply chain to ensure that it is free from illegal labor practices. Partner Support: Communicate or provide advice on compliance with labor standards.
- The Company is ready to implement measures to create good and sustainable employment conditions both within the organization and in the supply chain to ensure that everyone has a good quality of life and that the business grows together.

Issue 8: Freedom of Association and Collective Bargaining

The company places importance on freedom of association and collective bargaining, which are fundamental human rights enshrined in the Universal Declaration of Human Rights (UDHR) and the International Labour Organization (ILO) conventions. The company is committed to creating an environment that supports employees and workers in the supply chain to fully exercise this right.

Commitment and Practices : To foster positive relationships with workers and promote sustainable business practices.

1. Commitment to Promoting Freedom of Association and Collective Bargaining
 - The company has established and published Announcement No. 016.2566 on Human Rights Policy. This policy covers human rights practices for stakeholders in all dimensions, from employees, partners, and customers to communities and society in the areas where the company operates.
 - The Company has established and disseminated the Human Rights Policy (Announcement No. 016/2023), which addresses the treatment of stakeholders as follows: Treat employees equally and fairly under employment contracts that comply with laws and practices equally. Provide appropriate skills training to enable employees to perform their full potential. Promote and support employees' rights to freedom of association, collective bargaining, and expression under labor laws.
2. Promote freedom of association and collective bargaining through the Workplace Welfare Committee. The company has established a Welfare Committee, which supports the Welfare Committee (Employee Representatives) to act as representatives from all departments within the company to participate in discussions, negotiations, suggestions, or complaints. The committee's responsibilities include:
 - 2.1 Participate in meetings with employers to arrange welfare benefits for employees.
 - 2.2 Provide advice and recommendations to the employer regarding employee welfare arrangements.
 - 2.3 Monitor, Control, and Supervise the Welfare Provided by the Employer to Employees.
 - 2.4 Provide opinions and suggestions on beneficial welfare arrangements for employees to the Labor Welfare Committee.

Key Measures to Support Freedom of Association and Collective Bargaining

To foster good relationships with workers and promote sustainable business operations.

1. Committed to supporting the freedom of association and collective bargaining rights of employees by disseminating policies through various channels such as intranet and employee handbooks, and organizing training to raise awareness of labor rights.
2. Promoting Labor Rights in the Supply Chain

Setting Partner Standards: Include provisions in partner contracts to support freedom of association and collective bargaining. Conduct audits and monitor the labor practices of partners. The Company is committed to promoting freedom of association and collective bargaining to create equality and sustainability at all levels of the organization and supply chain.

Issue 9: Illegal Labor

The company prioritizes conducting business with adherence to human rights principles and is committed to preventing and addressing illegal labor practices such as child labor, forced labor, and the employment of migrant workers who are not protected by law. This is to ensure fairness and ethical practices at all levels of the supply chain.

Commitment and Practices: To promote fair labor practices and maintain credibility in the supply chain

1. Commitment to Combat Illegal Labor
 - Adherence to Labor Laws: Comply with international labor standards, such as the International Labor Organization (ILO) conventions, and labor laws in Thailand.
 - Prohibition of Illegal Labor: Prohibit the employment of child labor and forced labor in all operations, including the

supply chain.

Key Measures to Prevent Illegal Labor

To promote fair labor practices and maintain credibility in the supply chain.

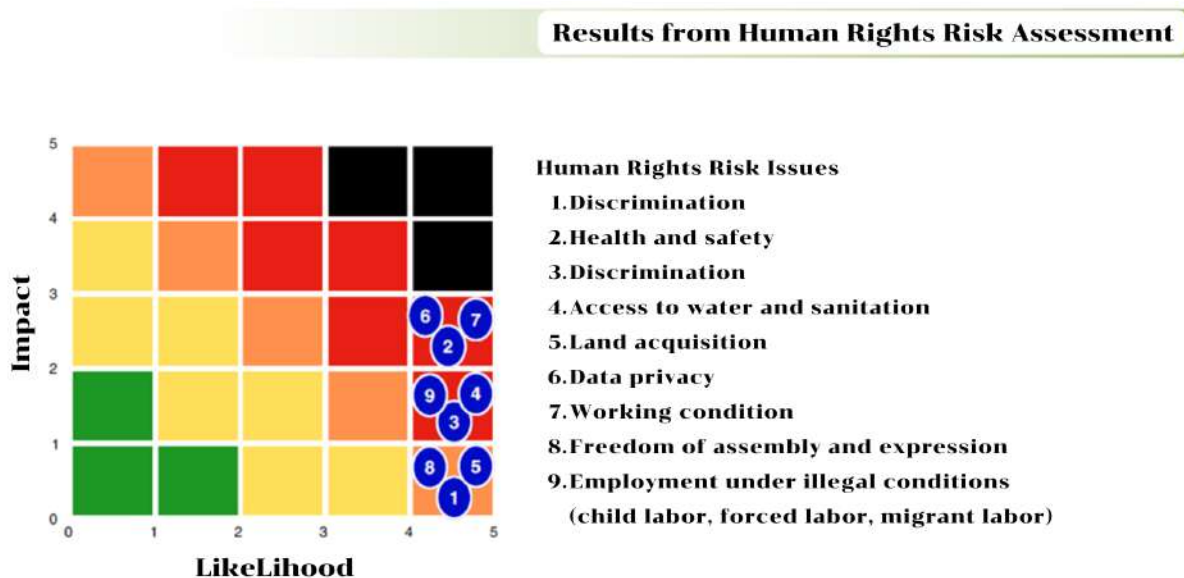
1. Labor Screening and Verification

Document Verification: Verify identification documents such as national ID cards, passports, and work permits. Implement a labor inspection system in the supply chain by requiring partners to comply with the Company's labor policies and arranging for labor inspections at workplaces.

2. Fair Recruitment of Migrant Workers

Documentation Assistance: Support migrant workers in obtaining proper documentation and promote understanding by providing information on labor rights and legal compliance to migrant workers. Conduct ongoing supply chain audits. The Company is committed to upholding sustainable labor standards and preventing and addressing illegal labor practices at all levels of its operations.

HRDD process diagram



Results from Human Rights Risk Assessment

3.4.2 Social operating results

Information on employees and labor

Employees and labor management plan

1. Fair Employee Compensation

- Adjust the compensation structure to be in line with the labor market and labor skills.

- Regularly monitor and evaluate compensation and follow up on complaints of unfair treatment in wage payments.

2. Employee Training and Development

- Support the development of new skills and specialized knowledge for employees.

- Promote continuous learning programs such as online training, learning from media or channels of various educational institutions, and knowledge-sharing training by personnel within the organization.

- Organize study visits on quality development, technology, and sustainability development with external agencies.

3. Promoting Employee Relations and Engagement

- Organize activities that promote teamwork, such as workshops or group activities.

- Open channels for employees to participate in providing feedback on various developments.

4. Migrant/Foreign Workers

- Provide training to ensure that migrant/foreign workers understand labor rights, grievance procedures, and company regulations correctly.

5. Child Labor

- Establish a clear policy to prevent child labor in the organization and regularly monitor or track violations throughout the value chain.

6. Occupational Safety and Health

- Install safety systems in the workplace according to safety standards and strictly enforce employees to use personal protective equipment (PPE) regularly.

- Organize training or annual safety and health week activities for employees at all levels.

- Reduce workplace accidents by setting a goal of zero accidents.

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 Workforce

Comply with human rights principles, labor laws, and other relevant labor laws from recruitment to employee and personnel care to ensure that all employees and personnel feel a sense of belonging to the organization. In 2024, the company has implemented key employee-related initiatives:

Employment of People with Disabilities

According to the Promotion and Development of the Quality of Life of Persons with Disabilities Act, B.E. 2550, employers with 100 or more employees are required to employ people with disabilities at a rate of 1% of the total number of employees. In 2024, the company had a total of 634 employees and employed people with disabilities as follows:

Employees with disabilities under Section 33 * Total of 4 people.

Employees with disabilities under Section 35 * Total of 2 people.

Total of 6 people.

Note: * Calculated from the number of employees as of October 2024.

Compensation Payment

In 2024, the company allocated employee compensation by position fairly as follows:

Total compensation for all employees is 177,052,240.67 Baht.

Total compensation for male employees is 101,084,225.30 Baht.

Percentage of total male employee compensation is 57.09%.

Total compensation for female employees is 75,968,015.37 Baht.

Percentage of total female employee compensation is 42.91%.

Average compensation for all employees is 280,145.95 Baht/person.

Average compensation for male employees is 280,789.51 Baht/person.

Average compensation for female employees is 279,294.17 Baht/person.

Employee Skills Development Training

In 2024, the company organized training courses to enhance the skills and work potential of 62.53% of all employees, exceeding the target of 50%.

Average training hours per employee.

- Year 2022: 6 hours/person/year

- Year 2023: 8.95 hours/person/year

- Year 2024: 11.92 hours/person/year

Training and Development Expenses

- Year 2022: 197,206.00 Baht

- Year 2023: 195,875.00 Baht

- Year 2024: 420,222.50 Baht

Provide training on occupational safety, hygiene, and work environment.

The health, safety, and well-being of employees and workers is one of the issues that the company places great importance on because it has an impact and influence on stakeholders, including the loss of labor and may affect the quantity of output. The company has therefore set strict standards and monitors all operations to ensure occupational health and safety to international standards.

Employee Safety, Occupational Health, and Work Environment are as follows:

Total working hours of all employees.

- Year 2022: 1,524,800 hours
- Year 2023: 1,524,240 hours
- Year 2024: 1,511,744 hours

Number of employee injuries or accidents resulting in work stoppage.

- Year 2022: 15 times
- Year 2023: 23 times
- Year 2024: 13 times

Total number of employees who have been injured at work to the point of taking at least 1 day of leave.

- Year 2022: 15 people
- Year 2023: 17 people
- Year 2024: 13 people

Percentage of employees who have been injured at work to the point of taking at least 1 day of leave.

- Year 2022: 2.29%
- Year 2023: 2.50%
- Year 2024: 2.06%

Number of employees who died from work-related causes.

- Year 2022: 0 people
- Year 2023: 0 people
- Year 2024: 0 people

Percentage of employees who died from work-related causes.

- Year 2022: 0%
- Year 2023: 0%
- Year 2024: 0%

Annual Health Check

to employees to be aware of their health or the impact of their work, to be aware of annual accident statistics or health impacts from work in many aspects such as location, nature of occurrence (vehicle, confined space, height, chemical, electrical, odor/vapor, slippery or uneven surfaces, etc.), type of occurrence (personal error/negligence, incomplete area or equipment, not wearing protective equipment), 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 take care of the quality of life of employees or workers appropriately. There were zero fatalities from duty in 2024. In addition, the company has purchased PPE such as safety glasses, face shields, rubber gloves, and safety shoes for employees to wear to replace damaged equipment and to add to areas where it is deemed to help prevent accidents.

Employee Engagement

The company conducts an annual employee satisfaction survey to gather information for planning and improvement in the following years. The topics used to survey employee satisfaction in each area are as follows:

1. Work Performed
2. Work System
3. Rewards and Motivation
4. Incentive System
5. Supervisors
6. Subordinates
7. Workplace Environment
8. Information and Communication

9. Feeling of Pride in the Company
10. Cooperation and Coordination within the Company
11. Company Rules and Regulations
12. Overall Job Satisfaction with the Company
13. Production/Product Quality Management

Employee Attitude Survey Project in the Concentrated Latex Group, Summary of Employee Engagement Level, Year 2024

- Head Office: Satisfaction Level (%) Very Good 28.83, Good 41.34, Moderate 24.71, Low 24.71, Very Low 0.63: Average Satisfaction 3.93

- Factory: Satisfaction Level (%) Very Good 20.46, Good 50.46, Moderate 24.03, Low 4.09, Very Low 0.96: Average Satisfaction 3.95

- Overall Average: Satisfaction Level (%) Very Good 23.25, Good 47.43, Moderate 24.26, Low 4.22, Very Low 0.85: Average Satisfaction 3.88

In 2024, TRUBB conducted an employee engagement survey with the following satisfaction results:

- Employees affiliated with the head office are mostly at a good level (4), accounting for 47.43%. The average satisfaction score is 3.93%, an increase of 0.10% from 2023.

- Employees affiliated with the factory are at a good level (4), accounting for 50.46%. The average satisfaction score is 3.85%, a decrease of 0.19% from 2023.

Workforce Planning

1. Fair Employee Compensation

- Adjust the compensation structure to be in line with the labor market and labor skills.
- Regularly review and evaluate compensation and follow up on complaints of unfair treatment in pay.

2. Employee Training and Development

- Support the development of new skills and specialized knowledge for employees.
- Promote continuous learning programs such as online training, learning from media or channels of educational institutions, and knowledge-sharing training by personnel within the organization.
- Organize study visits on quality development, technology, and sustainability development with external agencies.

3. Promoting Employee Relations and Engagement

- Organize activities that promote teamwork, such as workshops or group activities.
- Open channels for employees to participate in providing suggestions for various developments.

4. Migrant/Foreign Labor

- Provide training to ensure that migrant/foreign workers understand labor rights, grievance procedures, and company regulations correctly.

5. Child Labor

- Establish a clear policy to prevent child labor in the organization and regularly monitor or track violations throughout the value chain.

6. Occupational Safety and Health

- Install safety systems in the workplace according to safety standards and strictly enforce the use of Personal Protective Equipment (PPE) by employees.
- Organize training or annual safety and health week activities for employees at all levels.
- Reduce workplace accidents by setting a target of zero accidents.

Setting employee and labor management goals

Does the company set employee and labor management : Yes
goals

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> Fair employee compensation 	<ul style="list-style-type: none"> Compensation structure aligned with labor market and employee skills Reduction in compensation payment issues 	2023: -	2032: - Compensation structure aligned with labor market trends and employee skills, covering 100% of employees at all levels. - Zero compensation-related complaints.
<ul style="list-style-type: none"> Employee training and development 	<pre>{ "average_training_hours_per_employee_per_year": "Average training hours per employee per year", "number_of_learning_programs_provided": "Number of learning programs provided, such as online training or knowledge sharing activities" }</pre>	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
<ul style="list-style-type: none"> Promoting employee relations and participation 	<pre>{ "employee_engagement_score": "Employee Satisfaction Score on Engagement", "num_internal_engagement_activities": "Number of Internal Engagement Activities" }</pre>	2023: -	2032: Success
<ul style="list-style-type: none"> Migrant/foreign labor 	<ul style="list-style-type: none"> Number of migrant workers trained on labor rights and company regulations Increased awareness rate of migrant workers' rights 	2023: -	2032: The proportion of migrant workers who have received training or knowledge about labor rights and company regulations is 100%.

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Child labor	{ "labor_child_case_count": 0, "labor_child_monitoring_processes": "string" }	2023: -	2032: - There were 0 cases of child labor identified. - Monitoring and remediation of child labor violations within the value chain cover 100%.
• Safety and occupational health at work	- Workplace accident rate (reduced) - Rate of complete personal protective equipment (PPE) usage - Number of safety and occupational health training activities provided	2023: -	2032: - 100% Personal Protective Equipment (PPE) usage rate (within the workplace and during activities with potential hazards). - 100% completion rate for safety and occupational health training as required by law and regulations, and organization of 3 activities per year to promote knowledge and awareness of occupational safety.

Performance and outcomes for employee and labor management

Performance and outcomes for employee and labor management : No

Employee and labor management: Employment

Hiring employees

	2022	2023	2024
Total employees (persons)	656	678	632
Male employees (persons)	364	383	360
Female employees (persons)	292	295	272

Employment of workers with disabilities

	2022	2023	2024
Total employment of workers with disabilities (persons) ⁽¹⁰⁾	6	6	6

	2022	2023	2024
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
Total number of workers who are not employees with disabilities (persons)	2	2	2
Contributions to empowerment for persons with disabilities fund	No	No	Yes

Remark : ⁽¹⁰⁾ Information as of October 2023

Employee and labor management: Remuneration

Employee remuneration

	2022	2023	2024
Total employee remuneration (baht)	224,680,271.00	233,412,869.00	177,052,240.67
Total male employee remuneration (Baht)	145,526,644.00	147,501,917.00	101,084,225.30
Total female employee remuneration (Baht)	79,153,627.00	85,910,952.00	75,968,015.37

Employee and labor management: Employee training and development

Employee training and development

	2022	2023	2024
Average employee training hours (hours / person / year)	6.00	8.95	11.92
Training and development expenses for employees (baht)	197,206.00	195,875.00	420,222.50

Employee and labor management: Safety, occupational health, and environment at work

Safety, occupational health, and environment at work

	2022	2023	2024
Total number of lost time injury incidents by employees (cases)	15	23	13

Employee and labor management: Employee engagement and internal employee groups

Employee engagement

	2022	2023	2024
Total number of employee turnover leaving the company voluntarily (persons)	150	130	51
Total number of male employee turnover leaving the company voluntarily (persons)	105	89	33
Total number of female employee turnover leaving the company voluntarily (persons)	45	41	18
Proportion of voluntary resignations (%)	22.87	19.17	8.07
	2022	2023	2024
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Information about customers

Customer management plan

Company's customer management plan : Yes

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

Creating customer satisfaction with products and services is an important factor that affects the company's operating performance, especially in the current situation where the market remains volatile due to the imbalance of market demand and supply. Along with increasing trade regulations, as well as the trend of increasing trade competition, the company may lose its ability to retain its core customer base. The company therefore focuses on creating customer satisfaction with products and services closely, along with developing products and services, including standards in various aspects of the company to meet customer needs and in line with the circular economy, reducing pollution, including greenhouse gases throughout the life cycle of the product, including trade regulations. In order for the company to be able to appropriately adjust its sales plan and be able to retain its existing customer base and increase its new customer base even more.

Therefore, the company has conducted a customer satisfaction survey to develop its operations annually, which consists of 3 aspects: satisfaction with product quality, service of company personnel, product delivery process, and complaints to be improved and resolved to achieve operational goals.

Objective

To create maximum customer satisfaction and build lasting customer relationships.

Operational Procedures for Opinion Surveys to Develop Customer Relationships

1. Plan operations to create continuous customer satisfaction.
2. Conduct customer satisfaction surveys annually.
3. Once feedback from customers has been received, the company will use the information to measure and evaluate customer satisfaction in order to find strengths and weaknesses in operations.
4. The company will use these issues to develop and improve to achieve the goals set each year.

Guidelines for Customer Relationship Development

1. Product quality

- 1.1 The factory manufactures products that meet company and customer specifications.
- 1.2 Regularly review customer requirements to make improvements to meet customer needs.
- 1.3 There is a process to check the quality of products to meet the specifications before delivery to customers every time.
- 1.4 Improve and develop new products to meet customer needs by the Research and Development (R&D) team.

2. Service and quality of company personnel

Service is the most important part that affects the quality of service because the service provider interacts directly with the service recipient. Therefore, importance should be given to personnel management to ensure that they have the appropriate characteristics for providing services. Thus,

- 2.1 Personality: Dress neatly, be polite, and have good manners. Respect customers.
- 2.2 Organize training for employees to develop knowledge of product quality and sales techniques to enhance employee skills for advancement.
- 2.3 Provide marketing information, rubber situation, and prices to customers regularly.
- 2.4 Provide initial technical advice on product use in case customers encounter problems.
- 2.5 There are experts who can provide advice and solve problems related to usage.

3. Product delivery process

- 3.1 Train delivery staff to dress politely and speak politely to customers.
- 3.2 Confirm the delivery schedule with the customer before shipping.
- 3.3 Check products and documents for correctness before shipping.
- 3.4 Deliver products on time.
- 3.5 Schedule work and prepare transportation vehicles.
- 3.6 Prepare enough transportation service vehicles to meet the transportation needs of each round.

4. Complaint Management

- 4.1 Upon receiving a complaint from a customer, the marketing and sales department reviews the problem.
- 4.2 Make a customer complaint form stating various details.
- 4.3 Send customer complaint forms to relevant units to investigate the cause of the problem, including preventing recurrence of the problem, specified in the customer complaint form.
- 4.4 The relevant unit sends the customer complaint form back to the marketing and sales department to be completed within 5 business days.
- 4.5 The marketing and sales department will immediately notify the customer.

Customer Complaints

There were a total of 2 customer complaints in 2024.

1. Found contaminants in the latex.

Problem Solving: The problem has been solved and preventive measures have been found.

2. The factory did not close the IBC lid tightly, causing the latex to splash out of the IBC.

Problem Solving: The problem has been solved and preventive measures have been found.

The company has set a goal of developing customer relationships/satisfaction in 2025 as follows:

- Customer satisfaction survey results in Thailand and abroad are not less than 85 percent and 90 percent, respectively.
- No quality complaints from domestic and foreign customers.

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 2023: - Domestic customers: 80% - International customers: 90%	2023: -	2024: Able to achieve customer satisfaction in 2024 to meet the set target, as follows: - Domestic customers 80% - International customers 90%

Performance and outcomes of customer management

Performance and outcomes of customer management : Yes

Summary of the 2024 Satisfaction Survey Results

- In 2024, the customer response rate for the survey was 91.66% for domestic customers and 46.66% for international customers. These are reliable rates, and the data can be used to improve future operations.

- Customer satisfaction domestically in 2024 was 90%, exceeding the target of 80%. Customers were satisfied with product quality, sales services, attentiveness, assistance, problem-solving by salespeople, and delivery services.

- Customer satisfaction from abroad in 2024 was 90%, meeting the target of 90%. Customers were satisfied with product quality, sales services, and logistics.

Diagram of performance and outcomes of customer management

Customer Satisfaction in Each Aspect (%)	Domestic	International
1. Satisfaction with Product Quality	90	90
2. Satisfaction with Sales Service and Staff Quality	90	90
3. Satisfaction with Logistics Process	89	91
Total	90	90

Customer Satisfaction Survey Results by Aspect in 2024

Customer Satisfaction (%)	2022	2023	2024
1. Domestic Customers	88	91	90
2. International Customers	90	90	90

Comparison of Customer Satisfaction Between 2022-2024

Customer management: Customer satisfaction

Customer satisfaction

	2022	2023	2024
Evaluation results of customer satisfaction	Yes	Yes	Yes

Information on community and society

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 annually, starting from 2023 onwards.
- The EUDR Traceability Project conducts surveys of rubber farmers' areas and promotes the EUDR rubber operation plan to establish standards in agriculture and elevate trade, increasing trading opportunities for the community.
- The Thai Rubber Solution Project promotes a happy society and a healthy environment by focusing on creating sustainable benefits for the community.
- The CSR Project supports activities in the sub-district/district/province by providing support in terms of personnel, factors, and equipment for organizing various activities within the community surrounding the factory annually.

Setting community and social management goals

Does the company set community and social management goals : Yes

Details of setting community and social management goals

Target(s)	Indicator(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 on the community from the company's operations in the past year - Number of complaints from the community 	<p>2023: - The community is not impacted by the company's operations, both environmentally and socially.</p> <p>- There have been fewer than three complaints from the community.</p>	<p>2030: - The community is not impacted by the company's operations, both environmentally and socially.</p> <p>- There have been no complaints from the community.</p>

Performance and outcomes of community and social management

Performance and outcomes of community and social management : Yes

- Community Survey Project: Operational Results. The survey, conducted in 2017, explored the impacts, concerns, expectations, and suggestions from communities surrounding five factories. The findings revealed that the majority experienced no impact.
- EUDR Traceability Project: Operational Results. The company conducted site visits to rubber plantations of key suppliers to promote and invite farmers to participate in the EUDR traceability project. Currently, over 1,500 farmers have joined the project.
- Thai Rubber Solution for a Happy Society and Vibrant Environment Project: The rubber plantations of Ban Mae Lak Noen Thong School and Ban Thap Kumarn Thong School faced significant declines in rubber yields in 2016-2017 compared to the previous year. This decline was attributed to the El Nino phenomenon during the summer of 2016, which brought high temperatures and a lack of rainfall from Songkran until May. This was followed by the La Nina phenomenon, characterized by unusually heavy and continuous

rainfall from July to September 2017. Consequently, the schools' income from rubber sales was insufficient to purchase fertilizers for the rubber trees and replace damaged rubber collection cups. Therefore, Ban Mae Lak Noen Thong School and Ban Thap Kumarn Thong School are requesting support from the company to provide fertilizers and rubber collection cups.

- CSR Project: Operational Results. In 2017, the company carried out 39 CSR activities, providing budget, equipment, and manpower support for events in each sub-district/district/province. These activities included: Children's Day gift-giving, sponsoring the 22nd Jomsawan Sub-district Public Sports Competition, donating water tanks, providing computers for education, participating in a recycled waste temple fair to support the Ban Rai Sub-district Municipality's waste fund, volunteering for community development in honor of Her Royal Highness Princess Maha Chakri Sirindhorn's birthday, "Care the Whale" beach cleanup, providing equipment for people with mobility impairments, campaigning for accident prevention during the New Year, volunteering for Father's Day 2017, and landscaping public roads behind the factory and along Khun Talee Lake.

Diagram of performance and outcomes in community and social management



Landscape improvement activities, public areas behind the factory and lakeside roads



Volunteer Activities for Father's Day 2023



New Year's Accident Prevention Campaign



Care the Whale, Garbage Afloat



Recycled Waste Offering Ceremony to Support the Meritorious Waste Fund of Ban Rai Subdistrict Municipality



Providing computers for education



Drinking water distribution to flood victims in Ta Khao Pluak Subdistrict



Thai Rubber Project: Solving Poverty, Uplifting Society, Brightening the Environment

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

	2022	2023	2024
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 business partner's rights violations (cases)	0	0	0
The total number of cases or complaints related to partner 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

4. Management Discussion and Analysis (MD&A)

4.1 Operation, financial condition and material changes

Business Overview, Economic and Industry Conditions

The Group Company has comprehensive rubber businesses, covering the whole value chain of rubber and latex products, which are the rubber plantation in Thailand, The producer of latex concentrate and latex rubber, latex rubber thread, rubber gloves and latex bedding.

In 2024, Thailand's rubber industry faces economic volatility, particularly due to global market uncertainties caused by the economic slowdown in major trading partners such as China, the United States, and the European Union. Additionally, the industry is affected by unpredictable weather conditions resulting from the El Nino phenomenon during the first half of the year, combined with the outbreak of rubber tree leaf fall disease, which has resulted in a decrease in latex production and a decline in latex quality. Furthermore, the La Nina phenomenon in the second half of the year directly impacts rubber output.

Under these circumstances, the company has focused on enhancing production efficiency and cost management to ensure sustainable competitiveness in the market. Additionally, the company has consistently improved product quality and developed environmentally friendly production processes consistently.

The Company also collaborates closely with rubber farmers through initiatives that provide knowledge support, training, and on-site visits. These efforts aim to enhance the farmers' capacity to produce high-quality rubber, increase their income and strengthen the stability of the supply chain, effectively meeting the demands of both domestic and international markets.

Operational overview

Business performance

- The company and its subsidiaries ("the Company and its Subsidiaries") reported that for the financial statements for the year ended December 31, 2024, the Company and its Subsidiaries reported a gross profit of baht 424.63 million. Operational loss of baht 76.82 million and the net loss before tax of baht 321.32 million. The net loss after tax amounted to baht 286.24 million. which is from the owners of the parent, which incurred a loss of baht 219.95 million. The group of companies has decreased its losses due to increased income compared to the same period in 2023. Due to the increase in the average selling price when comparing the average price of natural rubber in 2023 and 2024, the price was increase from baht 46.99 per kilogram in 2023 to baht 70.74 per kilogram in 2024, the increase of 50.54% (Source: Website Rubber Authority of Thailand). This aligns with the upward trend in global rubber prices (SICOM, TOCOM), driven by several factors, including the decline in rubber stocks both in domestic and global market, as well as rising demand from the automotive and auto parts industries. Domestically, positive factors include government investments, the export of goods and services, private consumption, and accelerated growth in agricultural industry production during the end of the year.

- In Q4/2024, we delivered 2,810.05 tons of EUDR rubber to customers, including natural concentrated latex, skim rubber, and pre vulcanized latex. Made the total EUDR rubber deliveries for 2024 to 3,244.58 tons. Deliveries began in Q2/2024. This delivery reflects the demand for rubber that complies with the EU deforestation-free regulations, in preparation for full implementation. Furthermore, we focus on maintaining the quality of the rubber to meet standards, build customer confidence, and support the growth of orders in the future.

- In Q4/2024 a company and a subsidiary have agreed the restructuring debt with a local bank for the amount of Baht 539 million, In order to maintain liquidity and manage the financial position and operation.

- For the year ended December 31, 2024, the Company and its Subsidiaries had revenues from sales of baht 7,647.62 million compared to the previous year, which was baht 6,604.48 million, the increase of baht 1,043.14 million or 15.79% YoY. For the cost of sales in 2024 and 2023, it was baht 7,222.99 million and baht 6,373.62 million, respectively, and increase of baht 849.36 million or 13.33% YoY. And distribution cost and administrative expenses amounted to baht 488.38 million, showing a decrease of baht 11.34 million compared to baht 499.72 million in 2023 or 2.27% YoY.

Revenue by operation segment

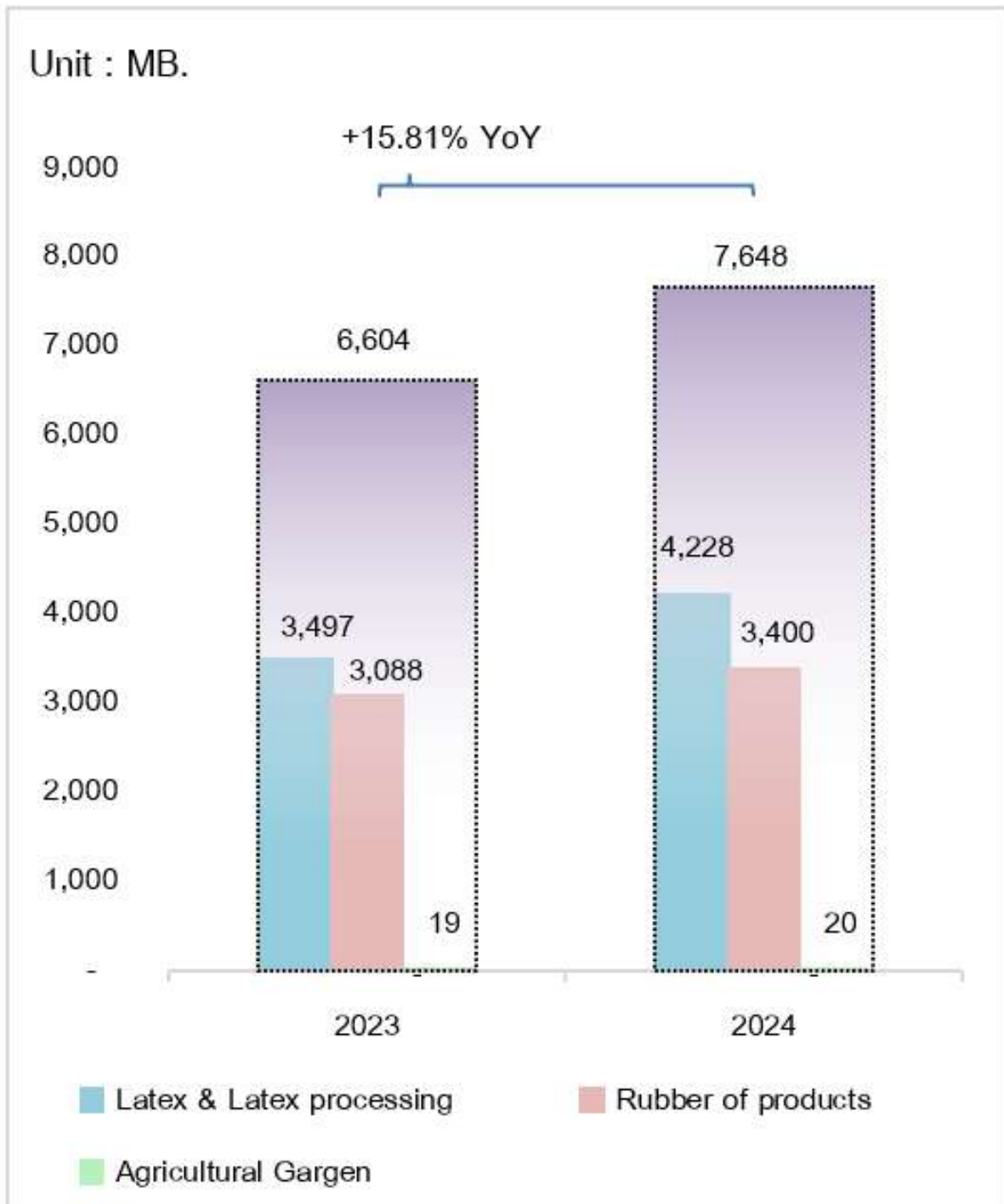
The company and its subsidiary companies had financial operating results as follows:

1. The consolidated financial statements incurred a profit before tax of baht 19 million for the fiscal year 2024, compared to the previous year which was profit loss tax of baht 97 million. This improvement was driven by increased sales prices and rising global demand. Additionally, both concentrated latex and processed latex under the EUDR segment continue to receive steady orders and inquiries. This is a result of the Company's focus on aligning product standards with the European Union's deforestation-free regulations, ensuring competitiveness and supporting sustainable growth in line with international standards.

2. The Product Manufacturing Business Group, reported a loss before tax of 324 million baht in 2024, an increase from the 284 million baht loss before tax in 2023. This was partly due to the challenge of rising rubber product prices compared to the previous year, along with pricing pressure from major producing countries, which were key factors affecting the slowdown in orders from partners.

3. The Agricultural Garden business group, reported a loss before tax of 16 million baht in 2024, a decrease from the previous year's loss of 44 million baht in 2023. This trend of reduced losses is attributed to higher sales prices compared to the same period last year, while production costs have decreased in relation to revenue. Despite a decline in market output due to flooding conditions at the end of the year.

Diagram of operational overview



Revenue by operating segment

Analysis on the operation and financial condition

Operating results and profitability

Return on Equity (ROE)

The Company's return on equity for the year ended December 31, 2024, was -7%, decreased from -11% for the year ended December 31, 2023, due to the decrease in the Company's net loss (share of the parent company) compared to the previous year, while the average equity (share of the parent company) in 2024 decreased compared to 2023, partly as a result of the accumulated loss (unappropriated).

Asset management capability

Return on Assets (ROA)

The Company's return on assets ratio for the year ended December 31, 2024, was -1%, decreased from -3% for the year ended December 31, 2023, due to a decrease in loss from operations compared to the previous year. The main reason was a 15.79% increase in revenue from sales due to higher selling prices, coupled with average total assets for 2024 being close to the average total assets for 2023.

Liquidity and capital adequacy

Current Ratio

The Group's current ratio as of December 31, 2024, was 0.61 times, increasing from 0.58 times as of December 31, 2023, due to an increase in current assets, primarily from an increase in trade receivables and inventories, respectively. Current liabilities in 2024 increased significantly from 2023 due to an increase in bank overdrafts and short-term loans from financial institutions, net of an increase in trade receivables and inventories.

Cash Cycle

The Group's cash cycle for the year ended December 31, 2024, was 90 days, a decrease from 92 days for the year ended December 31, 2023, primarily due to a decrease in the average collection period, average sales period, and average payment period from the previous year. This was due to improved accounts receivable management, with a faster collection period, net of a faster sales period, and a faster payment period from adjusting the financial plan to be more efficient. According to the purchase order of main raw materials with a short payment period.

Debt-to-Equity Ratio (D/E Ratio) and Interest-Bearing Debt-to-Equity Ratio (IBD/E Ratio)

The Group's debt-to-equity ratio for the year ended December 31, 2024, was 1.59 times, an increase from 1.44 times for the year ended December 31, 2023. The interest-bearing debt-to-equity ratio was 1.31 times in 2024, an increase from 1.17 times for the year ended December 31, 2023. The main reason was that the Company had an increase in liabilities, especially an increase in current liabilities, mainly due to bank overdrafts and short-term loans from financial institutions, and non-current liabilities, mainly due to long-term loans from financial institutions. While equity decreased from accumulated losses (not appropriated).

Interest Coverage Ratio and Debt Service Coverage Ratio

The interest coverage ratio for the year ended December 31, 2024, was 1.49 times, a significant increase from 0.64 times for the year ended December 31, 2023. The Group's debt service coverage ratio for the year ended December 31, 2024, was 0.68 times, an increase from 0.19 times for the year ended December 31, 2023. The main reason was that the Group had a decrease in loss from operations, net of a decrease in long-term loans due within 1 year from 2023.

Issuance of debt securities with an obligation to maintain financial ratios

Is there an issuance of debt securities with an obligation : No
to maintain financial ratios?

4.2 Potential factors or incidents that may materially affect the financial condition or the operating results

Significant factors or incidents that may materially affect the future financial condition or the operating results

In 2024, the Company and its Subsidiaries experienced a reduced net loss due to higher selling prices, which led to increased gross profit, and rising demand for concentrated latex as a raw material, particularly for rubber gloves. This reflects the growth in demand from the medical rubber industry both domestically and globally. Additionally, the Company and its Subsidiaries benefited from the expansion of rubber product exports toward the end of 2024, partly driven by accelerated imports due to concerns over the potential intensification of new trade barriers that could disrupt future supply chains.

Thai rubber product exports in the Q4/2024 increased by 24.8% YoY and in 2024 increased by 7.6% YoY (Source: SCB Economic Intelligence Center). This growth aligns with the rising global demand driven by a positive global economic outlook. However, businesses continue to face challenges from rising key material costs, trade barriers, and exchange rate volatility, which remain significant risks to export performance.

The Company and its Subsidiaries are prepared to address these challenges by focusing on enhancing and improving production processes for greater efficiency and managing costs effectively. Additionally, the Company and its Subsidiaries emphasizes sustainable business practices, prioritizing environmental management and creating long-term value to maintain competitiveness amid rapidly changing economic conditions.

4.3 Information from financial statements and significant financial ratios

Information from financial statements

Summary of financial position statements

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Assets			
Cash And Cash Equivalents (ThousandTHB)	565,930.19	210,881.17	151,510.80
Trade And Other Receivables - Current - Net (ThousandTHB)	952,214.50	869,001.86	1,166,566.00
Other Current Receivables (ThousandTHB)	98,369.66	75,038.89	166,070.06
Short-Term Loan And Interest Receivables (ThousandTHB)	6,000.00	6,300.00	820.00
Other Parties (ThousandTHB)	6,000.00	6,300.00	820.00
Inventories - Net (ThousandTHB)	951,467.64	1,128,133.15	1,188,035.68
Derivative Assets - Current (ThousandTHB)	12,235.18	23,724.78	2,947.70
Other Current Assets (ThousandTHB)	80,974.06	76,554.02	16,191.35
Other Current Assets - Others (ThousandTHB)	80,974.06	76,554.02	16,191.35
Total Current Assets (ThousandTHB)	2,568,821.56	2,314,594.97	2,526,071.53
Restricted Deposits - Non- Current (ThousandTHB)	6,687.10	6,718.45	6,785.15
Long-Term Investments - Net (ThousandTHB)	6,850.00	5,100.00	5,100.00
Investment In Subsidiaries, Associates And Joint Ventures Using The Equity Method - Net (ThousandTHB)	28,546.98	28,557.31	28,577.67
Investment In Associates (ThousandTHB)	28,546.98	28,557.31	28,577.67

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Investment Properties - Net (ThousandTHB)	629,055.52	765,903.70	824,307.29
Property, Plant And Equipment - Net (ThousandTHB)	4,647,805.29	5,344,324.36	5,179,033.78
Right-Of-Use Assets - Net (ThousandTHB)	177,554.89	171,156.47	160,898.01
Intangible Assets - Net (ThousandTHB)	N/A	N/A	2,181.89
Intangible Assets - Others (ThousandTHB)	N/A	N/A	2,181.89
Deferred Tax Assets (ThousandTHB)	1,445.91	37.17	505.72
Income Tax Receivable - Non- Current (ThousandTHB)	114,462.40	96,556.76	117,890.61
Other Non-Current Assets (ThousandTHB)	895,746.39	29,111.71	24,685.34
Other Non-Current Assets - Others (ThousandTHB)	895,746.39	29,111.71	24,685.34
Total Non-Current Assets (ThousandTHB)	6,508,154.48	6,447,465.93	6,349,965.45
Total Assets (ThousandTHB)	9,076,976.05	8,762,060.90	8,876,036.98

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Liabilities			
Bank Overdrafts And Short-Term Borrowings From Financial Institutions (ThousandTHB)	2,641,422.09	3,086,044.86	3,434,728.42
Trade And Other Payables - Current (ThousandTHB)	398,740.45	367,594.63	344,944.87
Other Current Payables (ThousandTHB)	164,654.96	136,948.52	143,992.50
Accrued Expenses - Current (ThousandTHB)	160,539.78	55,123.18	78,038.15
Current Portion Of Long-Term Debts (ThousandTHB)	261,800.00	467,059.79	230,800.00
Financial Institutions (ThousandTHB)	261,800.00	467,059.79	230,800.00
Derivative Liabilities - Current (ThousandTHB)	666.34	84.94	3,422.28
Current Portion Of Lease Liabilities (ThousandTHB)	16,626.16	16,393.26	37,158.81
Other Current Liabilities (ThousandTHB)	8,732.49	6,553.92	5,490.64
Total Current Liabilities (ThousandTHB)	3,488,590.45	3,998,854.57	4,134,583.18
Non-Current Portion Of Long-Term Debts (ThousandTHB)	849,539.12	576,076.21	704,046.72
Financial Institutions (ThousandTHB)	849,539.12	576,076.21	704,046.72
Non-Current Portion Of Lease Liabilities (ThousandTHB)	52,242.63	41,100.53	66,882.42
Provisions For Employee Benefit Obligations - Non-Current (ThousandTHB)	99,977.71	98,426.61	91,722.61
Deferred Tax Liabilities (ThousandTHB)	426,708.78	456,718.89	450,643.47

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Other Non-Current Liabilities (ThousandTHB)	3,503.81	4,695.26	3,996.11
Total Non-Current Liabilities (ThousandTHB)	1,431,972.05	1,177,017.50	1,317,291.33
Total Liabilities (ThousandTHB)	4,920,562.51	5,175,872.07	5,451,874.51

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Shareholders' equity			
Authorised Share Capital (ThousandTHB)	1,022,219.53	1,022,219.53	1,022,219.53
Authorised Ordinary Shares (ThousandTHB)	1,022,219.53	1,022,219.53	1,022,219.53
Issued And Paid-Up Share Capital (ThousandTHB)	817,775.63	817,775.63	817,775.79
Paid-Up Ordinary Shares (ThousandTHB)	817,775.63	817,775.63	817,775.79
Premium (Discount) On Share Capital (ThousandTHB)	504,942.69	507,614.13	504,943.49
Premium (Discount) On Ordinary Shares (ThousandTHB)	504,942.69	507,614.13	504,943.49
Retained Earnings (Deficits) (ThousandTHB)	517,853.06	92,939.48	-73,328.67
Retained Earnings - Appropriated (ThousandTHB)	163,484.43	166,543.83	170,458.67
Legal And Statutory Reserves (ThousandTHB)	163,484.43	166,543.83	170,458.67
Retained Earnings (Deficits) - Unappropriated (ThousandTHB)	354,368.63	-73,604.36	-243,787.35
Other Components Of Equity (ThousandTHB)	1,716,172.29	1,616,205.65	1,607,818.66
Surplus (Deficits) (ThousandTHB)	324,627.27	239,035.12	147,431.78
Surplus (Deficits) From Changes In Interest In Subsidiaries (ThousandTHB)	324,627.27	239,035.12	147,431.78
Share-Based Payment Transactions (ThousandTHB)	17,395.00	17,395.00	17,395.00
Other Components Of Equity - Others (ThousandTHB)	1,374,150.02	1,359,775.52	1,442,991.88

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Equity Attributable To Owners Of The Parent (ThousandTHB)	3,556,743.67	3,034,534.88	2,857,209.26
Non-Controlling Interests (ThousandTHB)	599,669.87	551,653.96	566,953.21
Total Equity (ThousandTHB)	4,156,413.54	3,586,188.83	3,424,162.47
Total Liabilities And Equity (ThousandTHB)	9,076,976.05	8,762,060.90	8,876,036.98

Summary of income statement

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Statement of Comprehensive Income			
Revenue From Operations (ThousandTHB)	9,227,740.92	6,604,479.32	7,647,616.26
Revenue From Sales (ThousandTHB)	9,227,740.92	6,604,479.32	7,647,616.26
Other Income (ThousandTHB)	83,955.08	48,189.22	88,565.10
Total Revenue (ThousandTHB)	9,311,695.99	6,652,668.54	7,736,181.36
Costs (ThousandTHB)	8,142,718.41	6,373,624.92	7,222,989.12
Cost Of Sales (ThousandTHB)	8,142,718.41	6,373,624.92	7,222,989.12
Selling And Administrative Expenses (ThousandTHB)	665,598.96	506,974.54	488,379.69
Selling Expenses (ThousandTHB)	277,893.11	224,833.35	200,388.91
Administrative Expenses (ThousandTHB)	387,705.85	282,141.19	287,990.78
(Reversal Of) Loss On Impairment (ThousandTHB)	N/A	N/A	77,521.03
Other Expenses (ThousandTHB)	N/A	N/A	24,114.42
Total Cost And Expenses (ThousandTHB)	8,808,317.36	6,880,599.47	7,813,004.25
Other Income (Expense) From Subsidiaries, Associates And Joint Ventures (ThousandTHB)	N/A	N/A	20.36
Profit (Loss) Before Finance Costs And Income Tax Expense (ThousandTHB)	504,251.06	-228,068.17	-76,802.54
Finance Costs (ThousandTHB)	151,977.48	197,062.84	244,519.06
Income Tax Expense (ThousandTHB)	123,239.73	29,641.73	-35,085.80

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Profit (Loss) For The Period From Continuing Operations (ThousandTHB)	229,033.85	-454,772.74	-286,235.80
Net Profit (Loss) For The Period (ThousandTHB)	229,033.85	-454,772.74	-286,235.80
Net Profit (Loss) For The Period / Profit (Loss) For The Period From Continuing Operations (ThousandTHB)	229,033.85	-454,772.74	-286,235.80
Currency Translation Adjustments (ThousandTHB)	-6,627.33	-3,659.76	-1,442.43
Gains (Losses) From Changes In Revaluation Surplus (ThousandTHB)	192.06	2,764.09	155,273.76
Income Taxes Relating To Items That Will Not Be Subsequently Reclassified To Profit Or Loss (ThousandTHB)	-38.41	-1,868.37	-29,032.62
Other Comprehensive Income (Expense) - Net Of Tax (ThousandTHB)	-6,473.69	6,085.61	124,798.71
Total Comprehensive Income (Expense) For The Period (ThousandTHB)	222,560.16	-448,687.13	-161,437.09
Net Profit (Loss) Attributable To : Owners Of The Parent (ThousandTHB)	261,060.63	-362,237.28	-219,952.53
Net Profit (Loss) Attributable To : Non-Controlling Interests (ThousandTHB)	-32,026.78	-92,535.46	-66,283.27
Total Comprehensive Income (Expense) Attributable To : Owners Of The Parent (ThousandTHB)	255,987.72	-355,354.43	-96,423.64
Total Comprehensive Income (Expense) Attributable To : Non-Controlling Interests (ThousandTHB)	-33,427.56	-93,332.70	-65,013.45

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Basic Earnings (Loss) Per Share (Baht/Share) (ThousandTHB)	0.32	-0.44	-0.27
EBITDA (ThousandTHB)	780,511.72	87,352.63	241,071.90
Operating Profit (ThousandTHB)	419,423.55	-276,120.15	-63,752.55
Normalize Profit (ThousandTHB)	229,033.85	-454,772.74	-286,235.80

Summary of cash flow statement

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Cash flow statement			
Net Profit (Loss) Attributable To Owners Of The Parent For The Period (ThousandTHB)	229,033.85	-454,772.74	-286,235.80
Depreciation And Amortisation (ThousandTHB)	276,260.66	315,420.80	317,874.44
Depreciation (ThousandTHB)	15,753.31	22,523.28	21,405.67
(Reversal Of) Loss From Diminution In Value Of Inventories (ThousandTHB)	11,512.41	-6,962.18	-1,057.46
Share Of (Profit) Loss From Investments Accounted For Using The Equity Method (ThousandTHB)	-872.43	137.25	-20.36
(Gains) Losses On Foreign Currency Exchange (ThousandTHB)	7,320.86	-48,664.70	-9,919.34
(Gains) Losses On Fair Value Adjustments Of Other Financial Instruments (ThousandTHB)	N/A	N/A	24,114.42
(Gains) Losses On Fair Value Adjustments Of Non-Financial Assets (ThousandTHB)	-32,946.47	-516.17	-7,178.88
(Gains) Losses On Disposal And Write-Off Of Fixed Assets (ThousandTHB)	2,919.69	8,497.16	2,184.84
(Gains) Losses On Disposal Of Fixed Assets (ThousandTHB)	-1,425.73	-1,678.05	-601.90
Loss On Write-Off Of Fixed Assets (ThousandTHB)	4,345.42	10,175.21	2,786.74
(Gains) Losses On Disposal And Write-Off Of Other Assets (ThousandTHB)	23,857.60	1,648.93	1,150.13

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Loss On Write-Off Of Other Assets (ThousandTHB)	24,838.97	1,648.93	1,150.13
(Reversal Of) Impairment Loss Of Fixed Assets (ThousandTHB)	N/A	N/A	3,870.92
(Reversal Of) Impairment Loss Of Other Assets (ThousandTHB)	1,508.64	10,000.13	967.17
Dividend And Interest Income (ThousandTHB)	-1,151.14	-1,504.18	-1,262.20
Interest Income (ThousandTHB)	-1,151.14	-1,504.18	-1,262.20
Finance Costs (ThousandTHB)	151,977.48	197,062.84	244,519.06
Income Tax Expense (ThousandTHB)	123,239.73	29,641.73	-35,085.80
Other Reconciliation Items (ThousandTHB)	960.45	5,031.70	77,521.03
Cash Flows From (Used In) Operations Before Changes In Operating Assets And Liabilities (ThousandTHB)	786,182.78	50,483.05	331,442.15
(Increase) Decrease In Trade And Other Receivables (ThousandTHB)	236,509.77	125,578.88	-229,173.16
(Increase) Decrease In Inventories (ThousandTHB)	216,307.28	-169,703.33	-59,995.20
(Increase) Decrease In Other Operating Assets (ThousandTHB)	14,583.13	-3,716.73	2,520.00
Increase (Decrease) In Trade And Other Payables (ThousandTHB)	-96,356.22	-41,377.25	-15,570.40
Increase (Decrease) In Accrued Expenses (ThousandTHB)	29,076.69	-105,416.59	22,914.97
Increase (Decrease) In Provisions For Employee Benefit Obligations (ThousandTHB)	7,584.37	11,688.47	-6,704.01

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Increase (Decrease) In Other Operating Liabilities (ThousandTHB)	-30,351.60	-1,653.45	-1,762.43
Cash Generated From (Used In) Operations (ThousandTHB)	1,163,536.20	-134,116.96	43,671.93
Dividend Paid (ThousandTHB)	-125.45	-0.04	-25.94
Income Tax (Paid) Received (ThousandTHB)	-157,492.22	16,102.32	-21,824.63
Net Cash From (Used In) Operating Activities (ThousandTHB)	1,005,918.53	-118,014.68	21,821.36
Payment For Purchase Of Investment In Subsidiaries, Associates And Joint Ventures (ThousandTHB)	N/A	N/A	-590.23
(Increase) Decrease In Short-Term Loan Receivables (ThousandTHB)	N/A	N/A	5,480.00
(Increase) Decrease In Short-Term Loan Receivables - Other Parties (ThousandTHB)	N/A	N/A	5,480.00
Proceeds From Disposal Of Fixed Assets (ThousandTHB)	3,538.17	3,288.68	1,724.01
Property, Plant And Equipment (ThousandTHB)	2,038.17	3,288.68	1,724.01
Payment For Purchase Of Fixed Assets (ThousandTHB)	-700,872.32	-281,271.18	-100,245.14
Property, Plant And Equipment (ThousandTHB)	-695,844.05	-280,540.60	-99,924.84
Intangible Assets (ThousandTHB)	-3,304.91	-305.59	-14.50
(Increase) Decrease In Restricted Deposits (ThousandTHB)	-16.52	-31.35	-66.70
Interest Received (ThousandTHB)	1,151.14	1,743.90	1,262.20

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Other Items (Investing Activities) (ThousandTHB)	43,985.66	0.04	25.94
Net Cash From (Used In) Investing Activities (ThousandTHB)	-659,963.87	-276,861.08	-92,409.93
Increase (Decrease) In Bank Overdrafts And Short-Term Borrowings - Financial Institutions (ThousandTHB)	-454,864.10	582,219.64	348,683.56
Proceeds From Borrowings (ThousandTHB)	269,049.14	N/A	539,629.81
Proceeds From Long-Term Borrowings (ThousandTHB)	269,049.14	N/A	539,629.81
Proceeds From Long-Term Borrowings - Financial Institutions (ThousandTHB)	269,049.14	N/A	539,629.81
Repayments On Borrowings (ThousandTHB)	-152,950.00	-205,800.00	-647,919.09
Repayments On Long-Term Borrowings (ThousandTHB)	-152,950.00	-205,800.00	-647,919.09
Repayments On Long-Term Borrowings - Financial Institutions (ThousandTHB)	-152,950.00	-205,800.00	-647,919.09
Repayments On Lease Liabilities (ThousandTHB)	-21,478.05	-18,301.79	-29,354.74
Proceeds From Issuance Of Equity Instruments (ThousandTHB)	N/A	N/A	0.96
Interest Paid (ThousandTHB)	-153,527.14	-188,524.94	-233,359.11
Other Items (Financing Activities) (ThousandTHB)	44,943.88	-5,174.88	34,979.23
Net Cash From (Used In) Financing Activities (ThousandTHB)	-664,126.03	43,486.49	12,660.63

	THB		
	31 Dec 2022	31 Dec 2023	31 Dec 2024
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Net Increase (Decrease) In Cash And Cash Equivalent (ThousandTHB)	-318,171.37	-351,389.27	-57,927.94
Effect Of Exchange Rate Changes On Cash And Cash Equivalents (ThousandTHB)	-6,627.33	-3,659.76	-1,442.43
Cash And Cash Equivalents, Beginning Balance (ThousandTHB)	890,728.89	565,930.19	210,881.17
Cash And Cash Equivalents, Ending Balance (ThousandTHB)	565,930.19	210,881.17	151,510.80

Key financial ratios

	2022	2023	2024
Liquidity ratio			
Current ratio (times)	0.74	0.58	0.61
Quick ratio (times)	0.46	0.30	0.32
Average account receivable turnover (times)	9.52	8.02	8.52
Average collection period (days)	38.00	46.00	43.00
Average inventory turnover (times)	7.64	6.13	6.24
Average inventory turnover period (days)	48.00	60.00	59.00
Average account payable turnover (times)	30.42	27.43	33.47
Average payment period (days)	12.00	13.00	11.00
Average cash cycle (days)	74.00	92.00	90.00
Profitability ratio			
Gross profit margin (%)	12.00	4.00	6.00
Operating margin (%)	5.00	-3.00	-1.00
Net profit margin (%)	2.00	-7.00	-4.00
Return on equity (ROE) (%)	7.00	-11.00	-7.00
Financial policy ratio			
Total debts to total equity (times)	1.18	1.44	1.59
Interest coverage ratio (times)	5.14	0.64	1.49
Interest Bearing Debt Ratio (Interest Bearing Debt/Equity) (times)	0.92	1.17	1.31
Debt Service Coverage Ratio (EBITDA/Interest Bearing Debt+LS+HP) (times)	1.81	0.19	0.68
Efficiency ratio			

	2022	2023	2024
Return on asset (ROA) (%)	5.00	-3.00	-1.00
Asset turnover (times)	1.00	0.75	0.88

5. General information and other material facts

5.1 General information

General information

Securities registrar

Name of securities registrar : Thailand Securities Depository Co., Ltd.
Address/location : 93 Ratchadaphisek Road
Subdistrict : Din Daeng
District : Din Daeng
Province : Bangkok
Postcode : 10400
Telephone : 02-009-9000
Facsimile number : 02-009-9991

Auditing firm

Name of auditing firm* : KPMG PHOOMCHAI AUDIT COMPANY LIMITED
Address/location : -
Subdistrict : YAN NAWA
District : SATHON
Province : Bangkok
Postcode : 10120
Telephone : 0 2677 2000
Facsimile number : 0 2677 2222
List of auditors : Mr WATCHARA PATTARAPITAK
License number : 6669
List of auditors : Mr BUNYARIT THANORMCHAROEN
License number : 7900
List of auditors : Mr YOOTTAPONG SOONTALINKA
License number : 10604

Legal advisor or manager under management agreement

Name of legal advisor / manager under management agreement No. 1

Name of legal advisor / manager under management agreement : Mr. Puchong Chairongraeung
Address/location : KPMG PHOOMCHAI AUDIT COMPANY LIMITED
Subdistrict : YAN NAWA
District : SATHON
Province : Bangkok
Postcode : 10120
Telephone : 0 2677 2000

Facsimile number : 0 2677 2222

Information of other key contacts

Name of contact person or department No. 1

Name of contact person or department : Head Quarter
Address/location : 99/1-3 Moo 13 Krisdanakorn 21 Bangna-Trad Road Km.7
Subdistrict : Bang Kaeo
District : Bang Phli
Province : Samut Prakarn
Postcode : 10540
Telephone : +66 2033 2333
Facsimile number : +66 2033 2337-39

Name of contact person or department No. 2

Name of contact person or department : Factory (Chonburi)
Address/location : 29 Village No. 2, Ban Bueng-Klaeng Road, Km. 56-57
Subdistrict : Nong Yai
District : Nong Yai
Province : Chonburi
Postcode : 20190
Telephone : +66 3816 8529-34
Facsimile number : +66 3816 8529-34-105

Name of contact person or department No. 3

Name of contact person or department : Factory (Rayong)
Address/location : 44/5 Moo 8, Kachet-Hat Yai Road
Subdistrict : Kachet
District : Mueang Rayong
Province : Rayong
Postcode : 21110
Telephone : +66 3863 4105
Facsimile number : +66 3863 4106

Name of contact person or department No. 4

Name of contact person or department : Factory (Surat Thani)
Address/location : 293/2 Moo 1, Surat-Nasan Road
Subdistrict : Khun Thale
District : Mueang Surat Thani
Province : Surat Thani
Postcode : 84100
Telephone : +66 7735 5339
Facsimile number : +66 7735 5769

Name of contact person or department No. 5

Name of contact person or department : Factory (Hat Yai)

Address/location : 124 Moo 11 Ban Khlong Pom
Subdistrict : Ban Phru
District : Hat Yai
Province : Songkhla
Postcode : 90250
Telephone : +66 7429 1171-3
Facsimile number : +66 7429 1175

Name of contact person or department No. 6

Name of contact person or department : Factory (Chiang Rai)
Address/location : 198 Moo 7
Subdistrict : Chom Sawan
District : Mae Chan
Province : Chiang Rai
Postcode : 57110
Telephone : +66 5316 0720
Facsimile number : +66 5316 0730

Name of contact person or department No. 7

Name of contact person or department : Factory (Phang-Nga)
Address/location : 35 Moo 4
Subdistrict : Krasom
District : Takua Thung
Province : Phang-Nga
Postcode : 82130
Telephone : +66 7649 6539
Facsimile number : +66 7649 6174

Name of contact person or department No. 8

Name of contact person or department : Factory (Factory for rent)
Address/location : 680 Moo 2
Subdistrict : Nong Yai
District : Nong Yai
Province : Chonburi
Postcode : 20190
Telephone : -
Facsimile number : -

Name of contact person or department No. 9

Name of contact person or department : Ko Dong King Kaew
Address/location : 19/52 Moo. 7
Subdistrict : Bang Chalong
District : Bang Phli
Province : Samut Prakarn
Postcode : 10540
Telephone : +66 740-6386

5.2 Other material facts

5.2.1 Other information that may significantly influence investors' decision making

Other information that may influence investors' decision : No
making

5.2.2 Restrictions of foreign shareholders

Are there restrictions on foreign shareholders? : No

5.3 Legal disputes

Legal disputes

Is there any legal dispute? : No

5.4 Secondary market

Secondary market

Has the company's security been listed on a stock exchange in : No
another country?

5.5 Financial institution with regular contact (in case of debt securities offeror)

Financial institution with regular contact

Are there any debt securities offered? : No

Part 2 Corporate Governance

6. Corporate governance policy

6.1 Overview of the policy and guidelines

Overview of the policy and guidelines

Corporate governance policy and guidelines : Yes

The Board of Directors operates in accordance with the principles of good corporate governance for listed companies (Corporate Governance Code - CG Code) and promotes and supports the application of the CG Code at all levels of the organization. The Board of Directors is committed to and believes that good corporate governance, transparency, and effectiveness will impact the company's performance and maximize shareholder value.

The Board of Directors participates in setting the vision, strategies, and major policies of the company. It has established a written corporate governance policy. The Board also monitors the implementation of the strategies. At each Board of Directors meeting, operational performance is reported to ensure that goals are met. In addition, the company has a process for reviewing and improving its corporate governance policy to ensure that its operations remain aligned with its objectives and the changing environment. The Board of Directors has segregated its responsibilities into subcommittees, consisting of the Audit Committee, Risk Management Committee, Remuneration Committee, and Executive Committee. This has been communicated to the Board of Directors, management, and employees, and is also disclosed on the company's website to ensure transparency and accountability.

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 addition, the subcommittees, namely the Audit Committee, are responsible for overseeing the adequacy of the internal control system, and the Risk Management Committee is responsible for overseeing the risk control system in various aspects of the company's operations. The Board reviews the management structure to ensure that it is clear and has sufficient resources to perform its duties effectively. The Board also monitors the performance of various aspects of the company's operations at each Board meeting.

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. The company also considers diversity and expertise as a whole by setting a target for the proportion of female directors to be at least 2. 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, once per quarter, 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.

Policies and Practices Relating to the Board of Directors

• Director Recruitment

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. The company also considers diversity and expertise as a whole by setting a target for the proportion of female directors to be at least 2.

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, once per quarter, 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.

• **Directors' 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 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. All directors of the company may hold directorships in other listed companies, but not exceeding 5 companies. The company has formally scheduled Board of Directors meetings in advance throughout the year, once per quarter, 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.

• **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, such as training courses from the Thai Institute of Directors Association.

• **Director Performance Evaluation**

The Good Corporate Governance Principles for Listed Companies recommend that the Board of Directors and subcommittees of the company should conduct self-evaluations on a regular basis every year, and jointly consider the results, including improving and correcting the performance of duties and responsibilities of the Board to benefit the company with maximum efficiency and effectiveness. The self-evaluation practices of the Board and subcommittees can be used as guidelines for auditing the performance of the Board of Directors in accordance with the established good corporate governance policy, including reviewing

problems and obstacles encountered in the past year. The following should be carried out:

1. The Board of Directors approves and reviews the self-assessment forms of the Board and subcommittees.
2. Self-evaluations of the Board and subcommittees should be conducted both collectively and individually at least once a year.
3. The self-assessment of individual board members can be done both through self-assessment and peer review. The scoring method for the assessment can be done in several ways and should be standardized so that the board can compare the assessment results for each topic or compare the assessment results for each year, such as
 - 0 = Strongly Disagree or No Action Taken
 - 1 = Disagree or the matter is minimally implemented.
 - 2 = Agree or the matter is moderately implemented.
 - 3 = Agree strongly or the matter is well implemented.
 - 4 = Strongly Agree or Excellent Implementation. The self-assessment of the Board of Directors of the Company includes both group self-assessment and individual self-assessment. The group self-assessment is divided into 2 types: self-assessment of the Board of Directors (Board of Directors) and self-assessment of subcommittees (Audit Committee / Risk Management Committee / Remuneration Committee).

The evaluation criteria are based on a percentage of the total score for each item, as follows: More than 85% = Excellent, More than 75% = Very Good, More than 65% = Good, More than 50% = Fair, Less than 50% = Needs Improvement.

• Supervision of Subsidiaries and Affiliates

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 the operating results. Subsidiaries submit financial statements every month to prepare consolidated financial statements with the parent company to monitor and analyze the monthly performance of each subsidiary. The company discloses its financial position and operating results, and oversees related party transactions, as well as the acquisition or disposal of assets and other significant transactions, to ensure completeness, accuracy, and timeliness in accordance with the company's regulations.
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.

Policies and Practices Relating to Shareholders and Stakeholders

The Company adheres to the principles of good corporate governance (CG Code) in its treatment of shareholders, the Shareholder Rights section, and the Equal Treatment of Shareholders section, with the following details:

• Shareholders

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.

- 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, and the voting results (approve/disapprove/abstain/invalid votes/total) for each agenda item, 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 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. Ensure that shareholders have equal rights to participate in meetings. The company will inform shareholders of the rules and regulations used in the meeting, voting rights according to each class of shares, voting procedures, and the expression of opinions.

3. Shareholders' Meeting: 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. Shareholders' Meeting: 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. Voting Rights: 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. Safeguarding and Preventing 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. Reporting of Securities Holding According to Law: The company has stipulated that all directors and executives who are required to report their securities holdings by law are responsible for submitting 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.

• Practices and Responsibilities to Employees

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. Skills Development: 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.

• Practices and Responsibilities towards Customers

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.

• Practices and Responsibilities to Competitors

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.

• **Practices and Responsibilities towards Business Partners**

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. Policy/Guidelines for Promoting Potential and Sustainability with Business Partners: 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.

• **Practices and Responsibilities to 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 Engagement Policy**

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.

• **Practices and Responsibilities towards the Government**

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.

• Practices and Responsibilities to Society and the Environment

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.

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

6.1.1 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 according to the Public Limited Company Act B.E. 2535 (including amendments), the Securities and Exchange Act B.E. 2535 (including amendments), or according to the criteria set by the Securities and Exchange Commission. The Company adheres to the CG Code's principles in determining qualifications that align with the Board's structure in various aspects, including skills, knowledge, abilities, responsibility, prudence, honesty, and integrity towards the organization. The Company also considers ethical business conduct and experience in the Company's business operations to ensure the Company's best interests. The Company has established a Board Skill Matrix as a criterion for considering and determining the qualifications of directors to be recruited, identifying necessary skills that are lacking in the organization's management. The Company does not discriminate based on gender, ethnicity, nationality, or origin, and considers diversity and expertise in the overall composition by setting a target of at least two female directors.

The Company has a number of independent directors and qualifications that meet the criteria of the Capital Market Supervisory Board. These independent directors are independent from the management and major shareholders. The Company has formally scheduled Board of Directors meetings in advance throughout the year, once per quarter, with additional special meetings as needed. The meetings have a clearly defined agenda and include regular performance review sessions. The Company Secretary prepares and distributes meeting invitations, agendas, and supporting documents to each director at least 3 days prior to the meeting to allow the Board sufficient time to review the information. During Board meetings, directors can freely express their opinions. Minutes of the meetings are recorded in writing, and meeting reports approved by the Board of Directors are archived

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 who provide legal advice and guidance on relevant regulations, as well as coordinate the implementation of Board resolutions.

Determination of director remuneration

In accordance with good practices, the Board of Directors has assigned the Remuneration Committee to consider and determine the remuneration, director's fees, and retirement benefits for the Board of Directors and subcommittees. This takes into account the nature of the business, the company's growth rate, as well as the duties and responsibilities of the directors. As reviewed by the Remuneration Committee, the Board of Directors will propose the budget for directors' remuneration and subcommittees for the Annual General Meeting of Shareholders' approval.

Independence of the board of directors from the management

The Board of Directors has segregated its responsibilities into sub-committees, consisting of the Audit Committee, Risk Management Committee, Remuneration Committee, and Executive Committee. There is a clear segregation of duties 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 oversee management, allocate sufficient resources for business operations, and manage the achievement of goals according to the plan in various aspects. This is to be done in accordance with the established policies, with integrity, transparency, efficiency, and effectiveness, and reported 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, provided that such directorships do not impede the performance of their duties as directors of the company and are in accordance with the guidelines set by the SEC and the Stock Exchange of Thailand. All directors of the company may hold directorships in no more than 5 other listed companies. The company has formally scheduled Board of Directors meetings in advance throughout the year, once per quarter, with additional special meetings as needed. The agenda is clearly defined, and there is a regular agenda item to follow up on operational results. The company secretary prepares and sends out meeting invitations, along with the agenda, meeting materials, 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. Minutes of the meetings are recorded in writing, and the minutes, once approved by the Board of Directors, are kept for review by the Board and relevant parties. Typically, each meeting lasts approximately 3 hours. In addition, the company has a company secretary and legal counsel who provide advice on relevant laws and regulations, as well as coordinate the implementation of Board resolutions.

Director development

The Board of Directors has a policy to promote and facilitate the development of directors by promoting training or participation in seminars in courses that are beneficial to the performance of their duties. This is to serve as a guideline for continuous development of work performance, such as training courses from the Thai Institute of Directors Association.

Board performance evaluation

The Principles of Good Corporate Governance for Listed Companies recommend that the Board of Directors and its sub-committees should conduct annual self-evaluations on an ongoing basis and jointly consider their performance, as well as improve and amend the duties and responsibilities of the Board for the benefit of the company with maximum efficiency and effectiveness. The guidelines for self-assessment of the Board and its sub-committees can be used as guidelines for reviewing the performance of the Board of Directors in accordance with the established good corporate governance policy, as well as to review problems and obstacles encountered in the past year. The following should be carried out:

1. The Board of Directors approves and reviews the self-assessments of the Board and its sub-committees.
2. Self-assessment of the Board and its sub-committees should be conducted both as a group and individually at least once a year.
3. Individual self-assessment of the Board can be done through both self-assessment and peer review. The scoring method for the assessment can be done in a variety of ways and should be standardized so that the Board can compare the assessment results for each topic or compare the assessment results for each year, such as:
 - 0 = Strongly Disagree or No action taken in this matter
 - 1 = Disagree or Little action taken in this matter
 - 2 = Moderately Agree or Some action taken in this matter
 - 3 = Agree or Action taken in this matter is good
 - 4 = Strongly Agree or Action taken in this matter is excellent

The self-assessment of the Board of Directors of the Company includes both group and individual self-assessments. The group self-assessment is divided into 2 forms: self-assessment of the Board of Directors (Board of Directors) and self-assessment of the sub-committees (Audit Committee / Risk Management Committee / Compensation Committee).

The evaluation forms include assessment criteria, calculated as a percentage of the total score for each item, according to the following criteria:

Over 85% = Excellent, Over 75% = Very Good, Over 65% = Good, Over 50% = Satisfactory, 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 individuals 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 executives. For other management levels, there will be regular joint meetings to ensure systematic management and supervision and to protect the best interests of the Company.

2. The Company monitors the operating results. Subsidiaries submit their financial statements monthly for consolidated financial statements with the parent company to monitor and analyze the monthly operating results of each subsidiary by disclosing the financial position, operating results, and monitoring the related party transactions, as well as the acquisition or disposal of assets, and other significant transactions to be informed completely, accurately, and timely in accordance with the Company's regulations.

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

6.1.2 Policy and guidelines related to shareholders and stakeholders

Are there policy and guidelines and measures related to : Yes
shareholders and stakeholders

Guidelines and measures related to shareholders and : Shareholders, Employee, Customer, Business competitors, Suppliers,
stakeholders Creditors, Government agencies, Community and society

Shareholders

The Company adheres to the principles of good corporate governance (CG Code) in its treatment of shareholders, the Shareholders' Rights Section, and the Equal Treatment of Shareholders Section, as follows:
Shareholders' Rights

1. 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". Electronic shareholder meetings and the issuance of meeting notices to shareholders by electronic means may be arranged in accordance with the form and manner prescribed by law if the shareholder has notified or consented to the Company or the Board of Directors to send the notice by electronic means. The Company has provided an opportunity for shareholders to participate in the oversight of the business and provide opinions on the business operations.

2. The Company will send out the notice of the Annual General Meeting of Shareholders in both Thai and English, along with the agenda, the opinion of the Board of Directors, the meeting information documents, the annual report, the financial statements, a list of documents that attendees must bring for identification, and the proxy form. The meeting information documents submitted 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. The Company has provided an additional option for shareholders by allowing independent directors to receive proxies from shareholders in the event that shareholders are unable to attend the meeting, to the Stock Exchange within the timeframe stipulated by law, to the shareholders and the registrar at least seven days prior to the meeting, and to be published on the Company's website at least thirty days prior to the shareholders' meeting, unless there are appropriate and necessary reasons. The Company has assigned 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 convening the shareholders' meeting shall be advertised in a newspaper for three consecutive days and at least three days prior to the meeting date, or by electronic means in accordance with the criteria prescribed by the registrar.

3. 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 attend and vote on every agenda item, except for agenda items in which any shareholder has an interest and legal requirements prohibit voting on such agenda items.

- The Company will ensure that sufficient information related to the business is disseminated to shareholders for their decision-making at each meeting, which is prepared in accordance with relevant laws and the guidelines of 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 proxies to other persons to attend and vote at the meeting and execute proxy forms in accordance with the form prescribed by law. The proxy may be executed by electronic means instead, provided that the method used is secure and reliable to ensure that the proxy has been executed by the shareholder in accordance with the regulations prescribed by the registrar.

- Shareholders can check their shareholding information as of the record date at the Company or Thailand Securities Depository Co., Ltd.

4. The Company has a policy for all directors to attend every shareholders' meeting, unless there are appropriate and necessary reasons. The Company Secretary is assigned to be responsible for the operations on the day of the shareholders' meeting to be conducted in an orderly, transparent, and efficient manner, facilitating shareholders in every meeting, including facilitating 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 determined by the Company at the Company's head office or a nearby province, or at any other place 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 Company's head office shall be deemed to be the venue for the meeting.

• Voting

- Notify the voting and counting methods prior to the shareholders' meeting and the use of ballot papers, whereby each shareholder has one vote per share.

- The Company provides for voting on each agenda item separately and on each individual item in the event that there are multiple items in that agenda item, such as the agenda item on the election of directors. The passing of any resolution or the approval of any business at the general meeting shall require the affirmative vote of a majority of the shareholders present and entitled to vote, except in the following cases, which shall require the affirmative vote of not less than three-fourths 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 takeover of the business of another public limited company or private company to become the Company's business.

c. Entering into, amending, or terminating an agreement for the lease of all or a significant portion of the Company's business, assigning another person to manage the Company's business, or merging the business with another person for the purpose of profit sharing.

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

- The chairman of the meeting or a person authorized by the chairman of the meeting shall report the results of the vote counting from the proxy forms submitted before the meeting together with the votes at the meeting and notify the meeting.

• Meeting Agenda

- The Company requires that explanations and justifications be provided for each agenda item or accompanying resolution as specified in the notice of the Annual General Meeting and/or Extraordinary General Meeting of Shareholders or in the accompanying documents. The Company shall refrain from any act that would limit the opportunity of shareholders to study the Company's information.

- The chairman of the meeting shall conduct the meeting in accordance with the order of the agenda specified in the notice of meeting. The Board of Directors has 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. Important issues are recorded in the minutes of the meeting.

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

- The Company has conducted shareholder meetings by treating all shareholders equally by providing equal facilities at the meetings, equal opportunities to ask questions to the meeting, and express opinions on each agenda item. The chairman of the meeting will give importance and answer all questions. The minutes of the meeting are recorded correctly and completely.

• Preparation of Minutes of Shareholders' Meetings

- The Company will arrange for the preparation of 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 persons and the number of shares, as well as the proportion of the number of shares attending 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. The information will include at least the following: the names of the directors and executives attending the meeting and the proportion of directors attending and not attending the meeting, the voting and counting methods, the resolutions of the meeting, and the voting results (approve/disapprove/abstain/spoiled ballots/total) of each agenda item, questions and answers 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 criteria prescribed by law.

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. Disclose the date and time of the Company's shareholders' meeting, along with the agenda and the opinion of the Board of Directors, meeting information documents, the annual report, the financial statements, a list of documents that attendees must bring for identification, and the proxy form. The meeting information documents submitted to shareholders along with the notice of meeting will contain complete information, clearly stating whether the matter is for acknowledgement, approval, or consideration, for shareholders to use in making their voting decisions on various agenda items. The Company has provided an additional option for shareholders by allowing independent directors to receive proxies from shareholders in the event that shareholders are unable to attend the meeting, to the Stock Exchange within the timeframe stipulated by law, to the shareholders and the registrar at least seven days prior to the meeting, and to be published on the Company's website at least thirty days prior to the shareholders' meeting, unless there are appropriate and necessary reasons. In convening the shareholders' meeting, the Board of Directors will prepare a notice of meeting specifying the place, date, time, agenda, and matters to be proposed to the meeting, along with appropriate details.

2. Ensure that all shareholders have equal rights to participate in the meeting. The Company will inform shareholders of the various rules and regulations used in the meeting, voting rights for each class of shares, voting procedures, and the expression of opinions.

3. Shareholders' Meeting: The Company will consider and vote on the agenda as scheduled without adding or changing the agenda without prior notice to shareholders unless necessary.

4. Shareholders' Meeting: In the event that a shareholder is unable to attend the meeting in person, a proxy may be given to another person to attend the meeting and vote on their behalf. The proxy must be in writing, signed by the grantor, and in the form prescribed by the registrar of public limited companies.

5. Voting Rights: Every shareholder has one vote per share. In the event that a shareholder has a special interest in any matter, the shareholder shall not vote on that matter, except for voting to elect directors.

6. Safeguarding and Preventing the Use of Inside Information: The Company has established written guidelines and communicates them to employees, executives, and the Board of Directors to ensure equal compliance.

7. Reporting of Securities Holding According to Law: The Company has stipulated that all directors and executives who are required to report securities holding under the law are responsible for submitting such reports to the Board of Directors.

8. The Company has a policy for all directors to attend every shareholders' meeting, unless there are appropriate and necessary reasons. The Company Secretary is assigned to be responsible for the operations on the day of the shareholders' meeting to be conducted in an orderly, transparent, and efficient manner, facilitating shareholders in every meeting, including facilitating shareholders to exercise their rights.

Employee

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

1. Committed to recruiting qualified and capable personnel under a merit system, without discrimination, regardless of origin, race, religion, status, educational institution, or any other status irrelevant to work.

2. Determine fair compensation and benefits for employees based on market conditions, business competition, job

characteristics, work performance, and the company's capabilities.

3. The appointment, transfer, reward, and punishment of employees are done in good faith, appropriate to their knowledge, abilities, responsibilities, and work performance, and avoid any unfair actions that may affect the security of employees' employment.

4. Develop skills, enhance knowledge and abilities, cultivate ethics, and instill in employees a sense of 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 focuses on being socially responsible, supporting the community, and participating in promoting social and community development.

6. Treat employees with courtesy, respect for personal rights and 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, as well as maintain a safe working environment for the life, health, and property of employees at all times to promote and enhance the quality of life of employees.

9. Develop an employee handbook to ensure smooth work operations.

10. Encourage employees to participate in setting the direction of work and company development.

11. Provide employees with channels for communication, suggestions, or complaints regarding work. Such suggestions or complaints will be seriously considered by supervisors, executives, or assigned personnel to determine solutions for the benefit of all parties and to build good working relationships.

12. Support and cooperate in the company's activities regularly and perform assigned duties to the best of one's ability to bring about good results and progress for the company and employees.

13. Comply with laws, regulations, rules, and announcements related to work.

14. Comply with lawful orders from supervisors.

15. Perform duties with intention, 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 responsibly, carefully, and without negligence that may cause damage to the company's work or property.

17. Maintain trade confidentiality and do not disclose the company's internal information to outsiders.

18. Adhere to teamwork, helping, unity, and respect for each other 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 without truth, and 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, exercising political rights appropriately, and avoiding involvement in illegal activities or activities that disrupt peace and order or good morals.

22. Prohibit 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 fast delivery, on time.

2. Listen to customer problems/complaints and take action to provide customers with prompt responses. Evaluate customer satisfaction to improve/develop products and services.

3. Strictly adhere to the conditions agreed upon with customers. In the event that any condition cannot be met, customers must be informed immediately to jointly consider solutions or remedies.

4. Communicate, 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 improperly.

Business competitors

The company has a policy to support fair trade competition that will treat competitors in accordance with international principles, within the framework of the law on the principles of trade competition practice, not violating secrets or knowing trade secrets of competitors by fraudulent means. The following are guidelines for the board of directors, executives, and employees:

1. Avoid any act that demonstrates a trade monopoly or unfair competition, such as joint price fixing between the company and other operators, agreements to set production volumes, agreements to divide geographical markets, agreements to divide customer groups, forcing to buy or pay for services unfairly, etc.

2. Avoid the behavior of using market power, behavior that indicates involvement in collusion in any form, such as selective treatment between businesses, setting product prices to eliminate competitors.
3. Avoid joint agreements between two or more operators to create a monopoly or reduce competition or limit competition in any particular product market, such as price fixing, collusion in setting bid prices, agreements to divide markets.
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 monopoly in the market or creation of unfair competition.
6. Consult with the company's legal or relevant department if there is a consideration that any action may violate competition law or antitrust law.

Suppliers

1. Refrain from accepting or paying any illicit benefits. In business contacts or negotiations with business partners, conduct business with transparency, fairness, and equality, based on mutual benefits for both parties.
2. Establish clear and fair procurement and hiring policies. Select business partners with the potential for sustainable business operations and strictly adhere to the contracts/trade conditions agreed upon with business partners. In the event of non-compliance, promptly notify the business partner to jointly consider solutions based on reason and fairness.
3. Provide opportunities for business partners who operate their businesses legally, do not commit or support any form of corruption, both directly and indirectly.
4. Policies/Guidelines for promoting potential and sustainability with business partners. The company places importance on building good relationships and jointly developing potential for sustainable supply chain management by communicating effectively with business partners regarding integrated supply chain management, planning potential development, promoting, supporting, and encouraging business partners to have good joint management. This includes enhancing the potential of business partners through sustainability assessments in social and environmental aspects to maximize operational efficiency.

Creditors

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

Creditor Policy

The Company is responsible for complying with contracts, conditions, agreements, obligations, and potential or existing liabilities to creditors strictly. The Company upholds the principles of conducting business with integrity and fairness to build confidence among creditors by disclosing information transparently to prevent any damage to creditors.

Practices

- The Company shall comply with the conditions stipulated in the rules for conducting business together strictly. In the event that the Company cannot comply with the conditions, the Company must notify the creditor and consider finding solutions together using reasonable principles.
- The Company avoids receiving or paying any dishonest benefits in conducting business with creditors, except for benefits under the business agreements of both parties.
- The Company reports debt obligations, financial information, or relevant information that creditors should be aware of accurately, completely, and promptly to creditors upon request.
- The Company prioritizes capital management, cash flow management, and debt payment by having a structure suitable for the Company's business operations to maintain creditor confidence.
- The Company acts equally and fairly based on receiving equal and fair returns for both parties. - The Company does not engage in any creditor's activities that conflict with the Company's interests or are fraudulent, which may cause damage to the Company.

Government agencies

In conducting business with the government sector, actions that may be construed as inducing the government or government officials to act improperly must be avoided. However, building good relationships within appropriate boundaries is acceptable, such as meeting in 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 with honesty and integrity when dealing with government officials or agencies.
2. Strictly comply with all applicable laws and regulations.
3. The Board of 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 encourages the Board of 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 business can progress continuously and stable when society is peaceful and the environment is sustainable. The company recognizes being 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 consistently supporting religious activities.
2. Cultivate a sense 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 to occur continuously at all levels of employees.
3. Encourage the company to conduct business by considering the conservation of the environment, natural resources, and energy. Have a regulatory body, create good management standards, and comply with the requirements of the law or other requirements related to the company's operations.
4. Build good relationships between the company and the community and society based on correctness, transparency, and fairness.

6.2 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 : Honest, being true to one's word, guaranteeing the delivery of quality products on time.
H - High Quality : Producing products with higher quality than the specified standards to ensure maximum customer satisfaction.
A - Accountability : Employees aware of their duties, are responsible, disciplined, dedicated to their work, deliver work correctly and on time, and dare to face obstacles to achieve goals.
I - Innovation : Initiating new things, thinking outside the box, being open to new things, continuously developing and improving, daring to experiment, being curious, eager to try, and having creativity.
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 improvements.
E - ESG (Sustainable Organizational Development): Driving operations by considering important issues related to the sustainability of the organization and the impact on relevant stakeholders in their areas of responsibility, in accordance with international principles in terms of environmental care, social responsibility, and good governance.
X - Excellence: Striving to perform duties to the highest standards, being a market leader, developing potential to be prepared in all aspects to create financial and business stability.

Code of Conduct

1. 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 President 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 Charitable Donations or Support Funds: 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 Facilitation Payments The Company has a policy of not making any facilitation payments to government officials to expedite processes.

3.4 Political Contributions 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 Employment of Personnel The Company has a policy of employing government officials for permanent positions as directors, executives, employees, and staff, subject to a selection process, approval of employment, determination of remuneration, and control mechanisms to ensure that the employment of government officials does not constitute a reward for obtaining any benefits that would favor the Company and affect the impartiality of their duties, which poses a risk 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 Selection, Employment Approval, and Remuneration Determination: Hiring 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.

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.

2. Conflict of Interest Prevention

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:

2.1 Competition with the Company

Directors, directors on 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.

2.2 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.
- Directly engage in the trade of products or services with the Company or its subsidiaries, or conduct such trade through intermediaries. Policy Review and Update

2.3 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.

2.4 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, 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.

3. Preventing the Use of Inside Information for Personal Gain

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:

3.1 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 provide a copy of such report to the Company Secretary.

3.2 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 regulations of the Capital Market Supervisory Board.

3.3 The Company requires its directors and executives to prepare and submit reports on their shareholdings and changes in shareholdings of (a) themselves, (b) their spouses or those living together as spouses, (c) their minor children, and (d) juristic persons in which they, their spouses or those living together as spouses, and their minor children hold, in aggregate, more than 30% of the total voting rights and have the largest shareholding in such juristic persons. These reports must be submitted to the Company Secretary on the same day as they are submitted to the Securities and Exchange Commission, using the format prescribed by the Securities and Exchange Commission. The preparation, timing, and method of submitting reports on shareholdings, changes in shareholdings, and acquisitions or disposals of securities must comply with the regulations stipulated in the Securities and Exchange Act and relevant announcements of the Securities and Exchange Commission. The Company will prepare a report to inform the Board of Directors on a quarterly basis.

3.4 The Company prohibits directors, executives, and relevant personnel, including those presumed to know or possess inside information under the Securities and Exchange Act, from using undisclosed inside information that could affect the price or value of securities, or potentially impact investors' decisions to buy or sell the Company's securities, or cause harm to investors intending to invest in the Company's securities. This includes using such information for buying, selling, offering to buy, offering to sell, or inducing others to buy, sell, or offer to buy or sell the Company's securities, either directly or indirectly, and regardless of whether such actions are for personal gain or for the benefit of others, or disclosing such information to enable others to engage in such actions, whether or not they receive any benefits in return. Furthermore, directors, executives, and relevant personnel, including their spouses or those living together as spouses, and their minor children, must refrain from buying, selling, offering to buy, offering to sell, or inducing others to buy, sell, or offer to buy or sell the Company's securities, either directly or indirectly, during the period before the disclosure of financial statements, annual and quarterly financial performance, or information regarding the financial position and status of the Company, until such information has been publicly disclosed. The Company will notify directors, executives, and relevant personnel, including those presumed to know or possess inside information, in writing to refrain from trading in the Company's securities for at least one month before the public disclosure of information and for at least 24 hours after the public disclosure before they can engage in the aforementioned transactions. They are also prohibited from disclosing such material information to others by any means.

3.5 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.

3.6 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.

3.7 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.

3.8 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).

4. 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.

4.1 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

4.1.1 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 Managing Director, the Chief Financial Officer, the preparers of the financial statements, internal auditors, the company secretary, investor relations, and related parties.

4.1.2 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.

4.1.3 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.

4.1.4 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.

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

Practices

4.2.1 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.

4.2.2 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.

4.3 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

4.3.1 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.

4.3.2 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.

4.3.3 The Company discloses information regarding solutions to financial problems to stakeholders in a transparent and fair manner.

4.3.4 The Board of Directors ensures that the decision-making process in resolving problems is reasonable.

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

Practices

4.4.1 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.

4.4.2 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.

4.4.3 The Board of Directors ensures that the information disclosed is material and reflects practices that will lead to sustainable value creation for the business.

4.5 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

4.5.1 The Board of Directors oversees the establishment of an investor relations unit or personnel responsible for communicating with shareholders, investors, analysts, and the media.

4.5.2 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.

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

Practices

4.6.1 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.

4.6.2 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.

4.6.3 The Board of Directors encourages the development of the Company's website as an easily accessible source of information and ensures regular updates.

5. Information Security

Business Ethics and Information Security

5.1 Principles and Business Ethics for Data Security

Maintaining information security is an ethical obligation that all employees must adhere to in order to protect the information of the organization, customers, and partners from unauthorized access, leakage, and data breaches. Adhering to ethical standards and fair practices enables the business to operate with stability and trustworthiness.

5.2 Use of Computers and Information Technology in the Organization

- Computers and information technology are considered company property and are for work purposes only. They are not to be used for personal gain.

- disclose passwords or important information to others, even colleagues or executives.
- Do not disclose internal organizational information or information obtained from copyrighted sources without permission.
- Prohibited from modifying, deleting, copying, or destroying organizational data without permission.
- Do not install hardware or software that is not authorized by the organization's IT department.
- Do not use the organization's email to send harmful information, create conflicts, or cause legal or ethical damage.
- Internet usage should be for the benefit of the organization. Avoid websites that violate laws, copyrights, or business ethics.
- The use of organizational equipment must be done responsibly, taking into account the impact on the organization as a priority.

5.3 Information Security Measures

- The information security policy must comply with the ISO/IEC 27001 standard and be continuously updated.
- Employees must be trained regularly on data security and ethical conduct in the use of information systems.
- All employees must strictly comply with the data security policy, and the policy must be disseminated widely.
- The organization must establish guidelines for system administrators and external parties involved in using the organization's information systems.
- There must be regular audits and assessments of data security at least once a year.

5.4 Responding to Cybersecurity Threats and Security Incidents

- There must be a system for alerting and reporting cyber threats to the Board of Directors on a monthly basis.
- The organization must have a Security Awareness Program, such as disseminating information about threats and prevention methods.
- Security system testing and cyber-attack simulations should be conducted at least once a year.
- Organize seminars and training sessions to educate employees about cyber threats and prevention, such as Phishing Drills, to enable them to effectively deal with phishing emails and other threats.
- Provide Security Tips and Security Alerts to keep employees informed about safe practices.

5.5 Code of Conduct for Information Security

- All employees must adhere to the business ethics, honesty, and professionalism in using the organization's information.
- Avoid accessing information unrelated to one's duties and refrain from using information for personal gain.
- Respect the privacy of others and refrain from disclosing information that could harm individuals or organizations.
- Immediately notify the relevant parties if any behavior that may threaten data security is observed.
- Cooperate with audits and strictly adhere to the organization's security measures.
- Must comply with laws, regulations, and business standards related to data security.

6. Confidentiality 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:

- 6.1 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 within three business days from the date of purchase, sale, transfer, or receipt of transfer.
- 6.2 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.
- 6.3 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.
- 6.4 Establish strict regulations for maintaining the security of the Company's computer systems and information.
- 6.5 Refrain from using company information for personal gain or for the benefit of others.
- 6.6 Not disclose 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.
- 6.7 Not disclose business information to competitors even after ceasing to be a director, executive, and employee of the Company.
- 6.8 The Board of Directors has a policy of not infringing on intellectual property by establishing the following guidelines:
- 6.8.1 Conduct business in accordance with laws, regulations, and contractual obligations related to intellectual property rights.
- 6.8.2 Safeguard the work that is the intellectual property of the Company and not use or allow others to use such intellectual property without permission.
- 6.8.3 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.
- 6.8.4 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.
- 6.8.5 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.
- 6.8.6 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.
- 6.8.7 Supervisors are responsible for explaining the guidelines to employees within their teams to ensure that everyone understands and can comply correctly.
- 6.8.8 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 customer, business partner, or related party information without their consent.
3. Do not reproduce, copy, or use information received from the Company without permission, except as 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.

7. Whistleblowing and Complainant Protection

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).
- 7.1 Matters for which whistleblowing or complaints are received
 - 7.1.1 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.
 - 7.1.2 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.
 - 7.1.3 Witnessing actions that cause damage or harm to the Company's reputation.
 - 7.1.4 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.

7.1.5 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)

7.2 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. The guidelines are as follows: 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.

7.2.1 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.

7.2.2 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.

7.3 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:

7.3.1 Notify via email at: Chairman of the Audit Committee

E-Mail: whistleblower@thaitex.com

7.3.2 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, Bangna-Trad Rd., Km. 7, Bangkaew, Bangphlee, Samut Prakan 10540

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

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

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

7.4 Investigation Procedures

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

7.4.2 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.

7.4.3 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.

7.4.4 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.

7.5 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.

7.6 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.

7.7 Measures to Protect Complainants and Whistleblowers

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

7.7.1 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.

7.7.2 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.

7.7.3 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.

7.7.4 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.

7.8 Personal Data Disclosure and Protection

Complaint Handling and Whistleblowing: Measures have been implemented to ensure the security of personal data in accordance with the standards of the Personal Data Protection Committee's Notification on Security Measures for Personal Data Controllers B.E. 2565.

8. Supervision of Subsidiaries and Affiliates

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

8.1 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.

8.2 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.

8.3 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.

9. Anti-Money Laundering

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

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

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

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

10. 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:

10.1 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.

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

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

10.4 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.

11. Giving and Receiving Bribes, Receiving Money, Gifts, and Business Entertainment or Other Benefits from Business Associates

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:

11.1 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.

11.2 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.

11.3 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 provided.

11.4 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.

11.5 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.

11.6 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.

11.7 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.

11.8 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.

11.9 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.

12. 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 stakeholder groups. Materiality Assessment is crucial in setting the direction and planning the organization's sustainability strategy. The main steps are as follows:

12.1 Identifying Sustainability Issues: 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.

12.2 Materiality Assessment: Analyze 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.

12.3 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.

12.4 Defining Material Issues: Selecting significant issues from the Materiality Matrix to develop the organization's sustainability plan, setting objectives, strategies, indicators, and measurement methods.

12.5 Review and Improvement: 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.

13. Use and Protection of Information and Assets

13.1 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.

13.2 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.

14. Antitrust and Fair Competition

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:

14.1 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.

14.2 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.

14.3 Providing accurate and fair information, communicating information without distortion, and not creating misunderstandings with competitors to maintain good relationships and promote fair competition.

14.4 Respect for Intellectual Property: 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.

14.5 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.

15. Environmental Management

Corporate Social Responsibility and Environmental Guidelines and Practices

15.1 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.

15.2 Environmental care and conservation: 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.

15.3 Social and Community Development: Support projects that help improve the quality of life of surrounding communities, provide education on the environment and sustainable business practices to communities, build partnerships with government agencies and other organizations to develop the community's economy, support volunteerism and employee participation in social projects, and support the hiring of local labor to promote the local economy and create job opportunities for people in the area.

15.4 Employee and Labor Care: Provide a safe, hygienic, and discrimination-free work environment, provide appropriate benefits and welfare to employees, support employee development, comply with international labor standards, prohibit the use of child labor and forced labor, and foster an organizational culture that supports teamwork and equality.

15.5 Stakeholder Engagement and Communication: Listen to stakeholder feedback and use it to develop business practices. Communicate information about social and environmental responsibility transparently. Provide opportunities for stakeholders to participate in social and environmental activities.

16. 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.

17. Occupational Safety and Health

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.

18. 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.

19. Guidelines and Procedures Regarding Shareholders

19.1 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.

19.2 Perform duties with honesty, integrity, and fairness to all shareholders for the best overall benefit.

19.3 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.

19.4 Report the Company's financial position, operating results, and non-financial information to shareholders equally, consistently, completely, and truthfully.

19.5 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.

19.6 Ensuring that shareholders have equal rights to receive information regarding the Company's financial status and operating results.

19.7 Ensure that shareholders have the right to receive dividends equally.

19.8 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.

19.9 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.

19.10 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.

19.11 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.
- 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.

19.12 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.

20. 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:

20.1 Act with integrity and transparency when dealing with government officials or agencies.

20.2 Comply with all applicable laws and regulations.

20.3 Directors, executives, and employees shall cooperate with regulatory authorities and report any violations or non-compliance with laws or regulations to such authorities.

20.4 The Company supports directors, executives, and employees in exercising their rights as good citizens under the Constitution and other relevant laws.

21. 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:

- 21.1 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.
- 21.2 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.
- 21.3 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.
- 21.4 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.
- 21.5 The Company is committed to social responsibility and community engagement, providing support and participating in social and community development initiatives.
- 21.6 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.
- 21.7 Treat employees within the framework of laws and regulations regarding the Company's operations.
- 21.8 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.
- 21.9 Develop an employee manual to ensure smooth work operations.
- 21.10 Encourage employees to participate in setting the direction of operations and the development of the Company.
- 21.11 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.
- 21.12 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.
- 21.13 Comply with laws, policies, work regulations, and relevant announcements.
- 21.14 Comply with lawful orders from supervisors.
- 21.15 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.
- 21.16 Perform duties responsibly, carefully, and without negligence that may cause damage to the work or property of the Company.
- 21.17 Maintaining trade secrets and not disclosing the Company's internal information to external parties.
- 21.18 Adhere to teamwork, mutual assistance, unity, and respect for the benefit of the Company and employees.
- 21.19 Treat visitors with courtesy, good manners, and excellent service. Maintain the image and reputation of the Company.
- 21.20 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.
- 21.21 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.
- 21.22 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.

22. Practices and Measures for Dealing with Business Partners

- 22.1 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.
- 22.2 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.
- 23.3 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.
- 23.4 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.

23. Practices and Procedures for Customers

23.1 Committed to producing quality products to ensure customer satisfaction with products and services, along with prompt and timely delivery.

23.2 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.

23.3 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.

23.4 Communicate and coordinate with customers politely.

23.5 Maintain the confidentiality of customer information and not use customer information for personal gain or for the benefit of other related parties improperly.

24. 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 liabilities that may arise or have arisen to creditors strictly, 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.

25. 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:

25.1 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.

25.2 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.

25.3 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.

25.4 Avoid unfair trade practices or the use of bargaining power to impose trading conditions that restrict trading opportunities or choices for trading partners.

25.5 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.

25.6 Consult with the Company's legal or relevant departments if there are considerations that any action may violate competition

law or antitrust law.

26. 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.

26.1 Participate in promoting and preserving good traditions and culture, as well as conducting oneself as a good religious person by regularly supporting religious activities.

26.2 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.

26.3 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.

26.4 Build good relationships between the Company and the community and society based on fairness, transparency, and justice.

27. Practices and Procedures for Directors and Executives

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

27.2 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.

27.3 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.

27.4 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.

27.5 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.

27.6 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, and minor children. 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.

27.7 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 who 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 and provide a copy of such report to the Company Secretary.

27.8 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.

27.9 The performance of the Board of Directors shall be evaluated annually.

Overseeing Compliance with the Business Code of Conduct

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, President, 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.

Policy and guidelines related to 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, Preventing the 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, Human rights, Safety and occupational health at work, Other guidelines related to business code of conduct

Prevention of conflicts of interest

The Company maintains a strict policy prohibiting directors, executives, and employees from exploiting their positions for personal gain. In conducting business that competes with or is related to the Company, the following guidelines are established for directors, executives, and employees:

Practices

The Company requires that directors, subcommittee members, executives, and employees must not seek personal gain that conflicts with the interests of the Company. Business operations must be conducted for the best interests of the Company. In the event of any conflict of interest, those involved or interested in the transaction under consideration must inform the Company of their relationship or interest in such transaction and must not participate in the consideration or have the authority to approve such transaction. Actions that may give rise to a conflict of interest include the following:

1. Competition with the Company

Directors, subcommittee members, executives, and employees should not engage in, conduct, or invest in any business that competes or may compete with the business of the Company and its subsidiaries, whether for their own benefit or for the benefit of others, which may be detrimental to the Company, either directly or indirectly, or become a partner, a shareholder with decision-making power, or an executive in a business that competes with or is similar to the Company or its subsidiaries, unless it can be shown that there is a mechanism to ensure that such action will not affect the Company, and that there will be measures in place that are in the best interests of the Company and the shareholders as a whole.

2. Seeking Personal Gain from the Company

All directors, subcommittee members, executives, and employees should disclose any business or activities conducted personally, with family, relatives, or dependents that may result in a conflict of interest with the Company or its subsidiaries. They should also prepare and submit an annual disclosure of direct and indirect interests, or whenever there is a significant change in the disclosed details, such as:

- Joint investment or having an interest with vendors doing business with the Company or its subsidiaries.
- Holding any position or acting as a consultant to vendors doing business with the Company, the Company's customers, or subsidiaries.
- Directly trading products or services with the Company or its subsidiaries, or doing so through others. Policy Review and Update

3. Shareholding or Directorship in Other Businesses

In the event that directors, subcommittee members, executives, and employees hold a significant number of shares, are partners, or hold positions as directors or consultants in other businesses, holding such positions must not cause the directors, subcommittee members, executives, and employees to act or fail to act in accordance with their duties or affect their work in the Company. If directors, subcommittee members, executives, and employees acquired such shares or held directorships in such businesses prior to becoming directors, subcommittee members, executives, and employees of the Company, or before the Company entered into such businesses, or acquired them by inheritance, the directors, subcommittee members, executives, and employees must report to the Company immediately or as soon as possible (as the case may be). In the case of directors, subcommittee members, or executives of the Company, they shall report to the Company Secretary, who shall report to the meeting of the Board of Directors and/or shareholders, as the case may be. In the case of employees, they shall report to their direct supervisors.

Directors, executives, and employees with an interest in any agenda item must abstain from voting or participating in 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 with potential conflicts of interest. The Board of Directors must consider the appropriateness of the transactions carefully and independently within the framework of good corporate governance in conducting transactions with potential conflicts of interest, for the best interests of the Company, as if it were a transaction with an outside party. In the event that directors, subcommittee members, executives, and employees are required to enter into or are involved in transactions in which they have a conflict of interest, they must not participate in the consideration of such transactions.

Directors, subcommittee members, executives, and employees should avoid entering into transactions that are classified as connected transactions under the notifications of the Capital Market Supervisory Board, the Office of the Securities and Exchange Commission, or the Stock Exchange of Thailand ("Connected Transactions"), which may give rise to a conflict of interest with the Company.

In transactions involving directors, subcommittee members, executives, employees, or connected persons as defined by the Capital Market Supervisory Board's notifications, regulations, announcements, orders, or requirements of the SEC or the Stock Exchange, which are classified as connected transactions, directors, subcommittee members, executives, and employees must comply 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 regulations of the Company, as well as strictly adhere to the accounting standards prescribed by the Federation of Accounting Professions.

In the event that a connected transaction does not comply with the general commercial terms as approved by the Board of Directors, or the nature and size of the transaction are not within the authority of the Board of Directors, the Audit Committee shall consider and provide an opinion before submitting it for approval by the Board of Directors or shareholders, as the case may be, in accordance with the guidelines stipulated in the Connected Transaction Policy and/or other policies and regulations of the Company.

The Company will disclose transactions with conflicts of interest and related party transactions in the notes to the financial statements audited by the Company's certified public accountants, the annual report, and the annual registration statement (Form 56-1 One Report).

Anti-corruption

The Company places importance on conducting business with integrity by adhering to the principles of good governance with honesty, transparency, verifiability, responsibility and prudence towards stakeholders, society and the environment under good corporate governance and the Company's Code of Business Conduct. The Company has established an "Anti-Corruption Policy" to serve as a clear guideline for conducting business and developing into a sustainable organization. The Company has good practices in accordance with the policies set forth as well as for the Board of Directors, executives, employees, employees, and any person who acts for the benefit of the company.

Definition

Corruption means bribery in any form by offering, promising to give, giving, pledging to give, demanding or receiving (in the form of money/assets) or any other benefit to a government official, government agency, private agency, partner, customer and stakeholders of all groups, whether directly or indirectly, in order for such person to act or refrain from performing their duties in order to obtain or preserve any business or recommend business to the company in particular or to obtain or preserve any other benefit that is inappropriate to the business, except in cases where the law, regulations, announcements, rules, local customs and traditions or trade practices allow.

Responsibilities

1. The Board of Directors has the duty and responsibility to establish policies, oversee and support the anti-fraud and anti-

corruption system to be effective, appropriate and up-to-date, including having a process for receiving complaints, whistleblowing and fact-checking, giving importance to anti-fraud and anti-corruption, as well as promoting it as a corporate culture.

2. The Audit Committee has the duty and responsibility to review the financial reporting and accounting system, the internal control system, and the risk management system, as well as receive complaints and whistleblowing to consider and verify the facts for submission to the Board of Directors, including providing guidance and monitoring compliance with the anti-fraud and anti-corruption policy.

3. The Risk Management Committee has the duty and responsibility to oversee, advise 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, encourage the implementation of the policy throughout the organization, as well as provide for a review of the system to be current and consistent with business operations. To ensure that the fight against fraud and corruption is carried out effectively.

5. The Internal Audit Department has the duty and responsibility to review, assess risks, advise on the establishment of measures and risk prevention measures for submission to the Audit Committee, as well as be responsible for inspecting and reviewing the practice to ensure that it is correct and in accordance with policies, practices, authority to proceed, regulations, and laws. To ensure that there is an appropriate control system.

Practices

1. Directors, executives and employees of the company must comply with the anti-corruption policy and code of conduct and must not be involved in corruption, either directly or indirectly.

2. Employees and executives of the company must not neglect or ignore when they witness any act that may be considered corruption related to the company. They must notify their supervisor or the person in charge and cooperate in verifying the facts. If there are any doubts or questions, consult with the supervisor or the person assigned to be responsible for monitoring compliance with the company's code of conduct through the designated channels.

3. The Company requires channels for reporting clues about corruption. It will provide fairness and protection to employees who refuse or report corruption related to the company by using measures to protect whistleblowers or those who cooperate in reporting corruption as specified by the company in the complaint and suggestion reporting policy.

4. The Company must create and maintain a corporate culture that firmly believes that corruption is unacceptable, both in doing business with the government and the private sector.

5. The Company has a risk management committee to assess corruption risks, an internal audit department, appropriate and effective internal control and audit processes, both in terms of financial processes, accounting, data recording, and others.

6. The Company regularly reviews its policies, practices and operations to ensure compliance with laws, regulations or rules relevant to the conduct of business, including anti-fraud and anti-corruption.

7. Those who commit corruption are in violation of the Company's Code of Conduct, which must be considered for 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 lead to the creation of good awareness.

Operational Requirements

1. The anti-corruption policy covers the human resource management process from recruitment or selection of personnel, promotion, training, employee performance appraisal and compensation by requiring supervisors at all levels to communicate and understand employees.

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

3. To ensure clarity in addressing the risks associated with corruption, directors, executives, and employees of the company at all levels must perform their duties with care, which includes the following practices:

3.1 Accepting or giving gifts, assets, hospitality, services, expenses or any other benefits, including donations and use of support funds appropriately in accordance with company practices, in compliance with the law, and ensuring that they are not used as bribes or lead to conflicts of interest.

3.2 Charitable Donations or Support Funds Giving or receiving donations or support funds must be transparent and in accordance with the law, ensuring that donations or support funds are not used as a pretext for bribery.

3.3 Facilitation Payments The Company does not have a policy of paying any facilitation payments to government officials to expedite matters.

3.4 Political Contributions The Company is politically neutral by not engaging in any act that is partisan or supports the giving of money, property, other benefits, or facilities to facilitate political parties, politicians, or politically affiliated individuals. The Company is an organization that adheres to political neutrality, supports compliance with the law and the democratic system of government, and has no policy of providing political assistance to any political party, either directly or indirectly.

3.5 Employment The Company has a policy of employing government officials to hold positions as directors, executives, employees, and regular employees of the Company. They must go through a selection process, approval of employment, remuneration determination, and control processes to ensure that the hiring of government officials is not a reward for obtaining any benefit that benefits the Company and affects the integrity of the performance of duties, which risks corruption.

3.5.1 There must be a process to check the background of the person the company will recruit to be appointed as a director, advisor, executive, or employee of the company to check for potential conflicts of interest prior to appointment.

3.5.2 Recruitment, Approval of Employment and Remuneration The hiring of government officials for management positions and below must be considered for necessity by the Chief Executive Officer before hiring such government officials.

3.5.3 Selection, Approval of Employment and Remuneration The hiring of government officials for positions of director and above must be carefully considered by the Nomination Committee and consider compensation and propose approval to the Executive Committee.

Disseminate the Anti-Corruption Policy

Anti-corruption is part of doing business and is the responsibility of the Board of Directors, executives, employees at all levels and those involved in complying with this anti-corruption policy. The Company provides dissemination, knowledge, advice and understanding to the Board of Directors, executives, personnel in the organization and those involved in anti-corruption. In order for personnel and those involved to comply with this anti-corruption policy, the Company will proceed as follows:

1. Communicate and disseminate the anti-corruption policy to personnel through various channels, such as new employee

orientation, training or seminars, internal communication within the workplace and through various electronic systems, including communicating the anti-corruption policy to everyone in the company.

2. Disseminate the anti-corruption policy through the company's communication channels, including the Annual Information Form/Annual Report, the company's website, and email.

Non-compliance with the Anti-Corruption Policy

If directors, executives, and employees fail to comply with the Company's anti-corruption policy, they will be subject to disciplinary action in accordance with the Company's regulations. If the corruption is illegal, the offender may be subject to legal penalties.

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 and prevent potential damage to the organization.

Definition

The Company has a comprehensive system from receiving complaints, verifying facts, to concluding results, along with measures to protect complainants and related individuals to ensure that complaints can be made safely, free from pressure or retaliation. Therefore, the following definitions have been established for clarity in the process:

1. "Misconduct" means any act or omission by Company personnel that violates the law, regulations, ethics, and various rules and regulations of the Company.
2. "Complaint Investigator" means the Audit Committee or a person or unit assigned by the Audit Committee to investigate the complaints received, with the duty to gather information, analyze facts, and conduct investigations in accordance with the law, regulations, rules, and ethics of the Company.
3. "Company Personnel" means directors, executives, and employees of the Company.
4. "Subsidiary" means a subsidiary as per the consolidated financial statements of Thai Rubber Latex Group Public Company Limited.
5. "Complainant" means Company personnel, including various stakeholders, who have filed a complaint or reported any wrongdoing that occurs within the Company (Whistleblower).

Matters for Reporting or Complaints

1. When witnessing an act of fraud directly or indirectly related to the organization, such as witnessing bribery or acceptance of bribes by government agencies, officials, or private entities.
2. Witnessing an act that violates the Company's regulations or procedures or affects the Company's internal control system, which may lead to suspicion of fraud and corruption.
3. Witnessing an act that causes damage to the Company or affects the Company's reputation.

4. Witnessing an act that violates the law, ethics, business ethics of the Company, as well as other matters such as human rights violations, discrimination and sexual harassment, distress or impacts arising from the Company's operations that affect all stakeholders, including vulnerable groups such as children, the disabled, women, indigenous peoples, local communities, LGBTQ+, the elderly, and pregnant women, etc.

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 have been filed as lawsuits or for which the court has issued a final judgment.

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

Complaints must be made in polite language, and the complainant may choose to remain anonymous. However, if the complainant chooses to remain anonymous, the complaint should include sufficient details or evidence to clearly indicate the misconduct and fraud 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 that is beneficial to the investigation, including the ability to inform the complainant of the investigation results. 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 progress of the complaint, or the complainant may choose to remain anonymous.

(2) Name of the accused

(3) Date of complaint

(4) Date and place where the complainant witnessed the behavior or incident of misconduct.

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

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

Complaint and Whistleblowing Procedure

Upon witnessing an incident of violation or non-compliance with the law, corporate governance principles, business ethics, policies, or regulations of the Company, including acts that may indicate fraud by directors, executives, and employees of the Company, complainants can report the matter through the channels for complaints and whistleblowing. In the case of employees, if they witness such an incident, they should first inquire or consult with their supervisor. If they are unsure or uncomfortable doing so, they can report the matter through the channels for complaints and whistleblowing. The following are the guidelines:

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

1. If the complaint is an act that violates or fails to comply with the law, policies and principles of corporate governance, business ethics, and regulations of the Company, it shall be submitted to the Company Secretary.

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

Upon receiving a tip-off or complaint, there will be a process of gathering and considering such complaints by the Internal Audit Committee to filter the complaint topics for the responsible person to conduct an investigation. The responsible person will

register the complaint by specifying the complainant's name, date, type of complaint, and relevant information. They will also set a date to inform the complainant of the progress.

Channels for Complaints and Whistleblowing

The Company assigns the Audit Committee to consider and receive whistleblowing reports, complaints of acts that may raise suspicions of illegal activities or violations of business ethics, including conduct that may indicate fraud and corruption. The following channels have been established for receiving such matters:

1. Notify via electronic channels at the Chairman of the Audit Committee.

E-Mail: whistleblower@thaitex.com

2. Notify by mail, addressed to or submitted directly to the Chairman of the Audit Committee.

Address: Thai Rubber Latex Group Public Company Limited, 99/1-3 Moo 13, Bangna-Trad Road, Km. 7, Bang Kaeo Subdistrict, Bang Phli District, Samut Prakan Province 10540

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 for receiving complaints within the Company and factories.

Investigation Process

1. Upon receiving a tip-off, the Complaint Investigator will screen and investigate the facts.
2. During the fact-finding investigation, the Complaint Investigator will periodically inform the whistleblower or complainant of the progress, setting a timeframe for the investigation and consideration to be completed within 30 days, which can be extended for another 30 days.
3. If the fact-finding investigation reveals that the information or evidence available provides reasonable grounds to believe that the accused has committed fraud and corruption, the Company will grant the accused the right to be informed of the allegations and the right to prove their innocence by providing additional information or evidence demonstrating that they are not involved in the alleged fraud and corruption.
4. If the accused is found to have committed fraud and corruption, such fraud and corruption is considered a violation of the Company's Anti-Corruption Policy. The accused will be subject to disciplinary action.

Reporting False Information

In the event that the reported information is proven to be false due to intentional distortion of facts or defamation of others, the complainant who reported such information shall be deemed at fault. If the complainant is an employee, disciplinary action and penalties shall be considered in accordance with the Company's regulations and/or relevant legal provisions. If the complainant is an external party and the Company has suffered damages, legal action against the complainant may be considered.

Disclosure of Information and Reporting of Results

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

Notification of Actions Taken and Reporting of Complaint Results: The Complaint Investigator will inform the complainant of the actions taken, and the Internal Audit Committee will report the complaints to the Audit Committee on a quarterly basis.

Protection Measures for Complainants and Whistleblowers

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

1. Complainants, whistleblowers, or those who cooperate in the investigation are not required to reveal their identity if they believe that doing so may cause insecurity or any impact on themselves or their close associates.
2. Any information that could identify the complainant, whistleblower, or person cooperating in the investigation will be kept confidential. The Company will exercise caution as necessary for the benefit of the investigation, taking into account the safety and impact on the complainant, whistleblower, person cooperating in the investigation, and related individuals.
3. Complainants, whistleblowers, and those who cooperate in the investigation or provide information in good faith will not be subject to disciplinary action and will be protected from actions that cause harm or insecurity, such as threats, intimidation, detention, work interference, or acts of retaliation or unfair treatment.
4. In the event that a complainant, whistleblower, or person cooperating in the investigation believes that they have been threatened, intimidated, detained, harassed at work, or subjected to any act of retaliation or unfair treatment, they shall report it to the Chairman of the Audit Committee, their immediate supervisor, or the Human Resources Manager immediately. The complainant, whistleblower, or person cooperating in the investigation may request the Company to implement any appropriate additional protection measures.

Disclosure of Personal Information and Personal Data Retention

The complaint and whistleblowing process has implemented security measures for personal data in accordance with the standards of the Notification of the Personal Data Protection Committee Re: Security Measures of Data Controllers B.E. 2565.

Preventing the misuse of inside information

Directors, executives, and employees shall not seek benefits for themselves or others by using the Company's internal information, such as plans, financial statements, resolutions, business forecasts, results from experiments and research, price bidding. They must also strictly comply with the policies and guidelines regarding the use of the Company's internal information.

Definitions:

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

"Directors, Executives, Employees, and Personnel" means directors, executives, and personnel as per the Company's regulations on the Board of Directors and the Company's regulations on personnel administration.

"Inside Information" means information that has not been disclosed to the general public and is considered important information that may affect the price of the Company's securities, including operating results, profit forecasts, dividend payments, new securities issuance, borrowing of assets, liabilities, liquidity, the Company's financial position, mergers and acquisitions, investments, business combinations, material lawsuits, resolutions of the Board of Directors, dividend announcements, capital

increases, capital reductions, significant changes in accounting policies, etc.

"Impact on Securities Prices" means the impact that causes securities prices to rise, fall, remain stable, or support securities prices.

Guidelines, procedures, and monitoring for compliance with the policy are 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 possess inside information (including related persons such as spouses or cohabiting partners and minor children) shall not trade in the Company's securities to seek benefits for themselves or related persons by using the Company's information that has not yet been disclosed to the public from one month before the disclosure of financial statements to the public and should wait at least 24 hours after the public disclosure of information before being able to conduct the aforementioned transactions. They must also notify the Company at least one day in advance before buying/selling securities through the 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 possess inside information (including related persons such as spouses or cohabiting partners and minor children) need to buy or sell the Company's securities, they must report the transaction to the Securities and Exchange Commission (within three days) according to Section 59 of the Securities and Exchange Act and provide a copy of such report to the Company Secretary."

2. The Company will educate the directors and executives of the Company on their duties to prepare and disclose reports on the holding and change of shareholding of (a) themselves, (b) their spouses or cohabiting partners, (c) their minor children, and (d) juristic persons in which they, their spouses or cohabiting partners, and their minor children hold shares in aggregate exceeding 30 percent 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, according to Section 59 of the Securities and Exchange Act and the relevant notifications of the Securities and Exchange Commission. The Company will also provide education on reporting the acquisition or disposal of securities according to Section 246 of the Securities and Exchange Act and the relevant notifications of the Capital Market Supervisory Board.

3. The Company requires that the directors and executives of the Company prepare and submit reports on the holding and change of shareholding of (a) themselves, (b) their spouses or cohabiting partners, (c) their minor children, and (d) juristic persons in which they, their spouses or cohabiting partners, and their minor children hold shares in aggregate exceeding 30 percent of the total voting rights of such juristic person and such shareholding is the largest proportion in that juristic person, according to the shareholding and shareholding change report form prescribed by the Securities and Exchange Commission. This report should be submitted to the Company Secretary on the same day as the date of submitting such report to the Securities and Exchange Commission. The preparation, timeframe, and method of submitting the shareholding and shareholding change report, as well as the acquisition or disposal of securities, shall be in accordance with the criteria stipulated in the Securities and Exchange Act and the relevant notifications of the Securities and Exchange Commission. The Company will prepare a report to inform the Board of Directors on a quarterly basis.

4. The Company prohibits directors, executives, and relevant personnel, including persons presumed to know or possess inside information under the Securities and Exchange Act, who have become aware of inside information that has not yet been disclosed to the public and is information that affects the price or value of securities or may affect the investment decisions of investors in buying or selling the Company's securities or may cause damage to investors who wish to invest in the Company's securities, from using such information to buy, sell, offer to buy, offer to sell, or persuade others to buy, sell, or offer to buy the Company's securities, either directly or indirectly, and regardless of whether such action is done for their own benefit or for the benefit of others, or disclosing such information to others to commit such acts, whether or not they receive any benefit in return. In addition, the aforementioned directors, executives, and relevant personnel, including their spouses or cohabiting partners and minor children, must refrain from buying, selling, offering to buy, or offering to sell, or persuading others to buy, offer to buy, or offer to sell the Company's securities, either directly or indirectly, during the period before the release of financial statements, annual and quarterly financial performance results, or information regarding the Company's financial position and status, until the Company has disclosed such information to the public. The Company will notify in writing to the directors, executives, and related persons, including persons presumed to know or possess inside information, to refrain from buying or selling the Company's securities for at least 1 month before the public disclosure of information and should wait at least 24 hours after the public disclosure of information before being able to conduct the aforementioned transactions. They are also prohibited from disclosing such material information to other persons by any means.

5. The Company requires that the directors, executives, and employees of the Company and its subsidiaries have a duty to maintain the confidentiality of and/or internal information of the Company and its subsidiaries, as well as the confidential information of the Company's and its subsidiaries' business partners that they have become aware of from performing their duties. They are prohibited from using the confidential information and/or internal information of the Company and its subsidiaries, as well as the confidential information of the Company's and its subsidiaries' business partners that they have become aware of from performing their duties, for any benefit, even if the disclosure of such information does not cause damage to the Company, its subsidiaries, or the Company's business partners.

6. The Company prohibits directors, executives, and employees of the Company and its subsidiaries from disclosing internal information of the Company and its subsidiaries. The Company also prohibits such persons from using their positions in the Company and/or its subsidiaries to take internal information or information that is material to the operations that they have learned or become aware of while working in the Company and/or its subsidiaries, which has not yet been disclosed to the public, for use in seeking any benefit by any improper means or disclosing it to outside persons for their own benefit or the benefit of others, either directly or indirectly, regardless of whether such persons receive any benefit in return.

7. The Company shall have a process for penalizing personnel who fail to comply with the Insider Trading Policy. If there is a violation of using inside information for the benefit of oneself or others, whether directly or indirectly, and whether or not any benefit is received, directly or indirectly, disciplinary action will be considered according to the regulations set by the Company or penalties will be imposed according to the law. The punishment will be considered based on the intent of the action and the severity of the offense.

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

Money laundering prevention

The Company adheres to the principles and laws related to anti-money laundering. We have established practices to prevent our directors, executives, and employees of the Company and its subsidiaries from engaging in money laundering or other financial crimes.

Practices

1. Before conducting any transactions with a counterparty, ensure that the source of funds is legitimate.
2. Verify the account number before making a transfer. Do not transfer money to unknown accounts or accept transfers with unusual payment characteristics.
3. In the event of unusual transactions, immediately report them to the supervisor.

Gift giving or receiving, entertainment, or business hospitality

The Company desires that its business operations be conducted in a fair competition. However, entertainment, receiving or giving gifts, according to tradition and practice, to maintain good relations is appropriate. The guidelines are as follows:

1. Directors, consultants, 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 operations, which may lead to incentives or unfair business decisions.
2. Directors, consultants, executives, and employees of the Company are prohibited from offering gifts, assets, entertainment, or any benefits to government officials, customers, business partners, and external individuals who do business or have contact with the Company to induce misconduct or agree to concessions in inappropriate business agreements that may violate relevant laws and customs.
3. Directors, consultants, executives, and employees of the Company are prohibited from accepting gifts, assets, items, souvenirs

in the form of cash, checks, bonds, stocks, gold, jewelry, real estate, any gifts, or any benefits personally, which may induce the neglect of their duties. Before accepting souvenirs, it should be ensured that they are in compliance with the law, regulations, and the Company's business ethics. Assets, gifts, or souvenirs of value given to each other in the line of duty should be as specified in the authority manual, including evidence of verifiable expenses.

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

5. In the case of agents, contractors, shareholders, or any other person who wishes to give gifts, souvenirs, or entertainment on behalf of the Company, approval must be obtained from the Company first.

6. If an employee receives a gift on a customary occasion that is of excessive value from a business associate of the Company, the employee shall report to the supervisor and submit such gift to the Human Resources and Office Administration Department.

7. Do not act as an intermediary in offering money, assets, items, or other benefits to those involved in the business, government agencies, or any organization in exchange for undue privileges or to cause government officials to refrain from complying with regulations, rules, and legal practices.

8. The giving of gifts, assets, items, or expenses for 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 to gain any advantage and must be in accordance with the authority manual.

9. Compensation arising from sales promotion must not be a bribe to obtain an agreement to do business together and is not received for the benefit of any individual. It can be received in the case of giving and receiving from company to company.

Compliance with laws, regulations, and rules

The company places importance on complying with laws, regulations, and rules related to business operations, including studying, monitoring, and understanding current and future applicable laws that impact the company's operations. The company has established the following guidelines:

1. Executives and employees must perform their duties with responsibility, prudence, honesty, and 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 prescribed by the Stock Exchange of Thailand (SET).
4. All executives and employees must strictly comply with regulations, rules, announcements in the company's work, including orders that are lawful and within the authority of the supervisor.

Information and assets usage and protection

1. Protection of Company Assets

The Company encourages the Board of Directors, executives, and employees to utilize the Company's resources and assets with utmost efficiency to enhance competitiveness and deliver exceptional customer service. The following guidelines are established:

- Company assets and resources shall be utilized economically and for maximum benefit, refraining from personal use or use by external parties.

- All individuals shall collectively safeguard any Company assets against deterioration, damage, loss, or misuse, and prevent any direct or indirect exploitation for personal gain.

2. Document Management

- All documentation shall be prepared with integrity, diligence, and adherence to established standards.

- Falsification of Company books, reports, or documents is strictly prohibited.

- Ensure the complete and timely storage of important Company documents in accordance with legal requirements and relevant regulations. Upon the expiration of the retention period, relevant personnel shall oversee the proper disposal of such documents.

Anti-unfair competitiveness

The Fair and Anti-Competitive Competition Policy of Thai Rubber Latex Group Public Company Limited focuses on conducting business with transparency, ethics, and supporting fair competition in the natural rubber latex 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 to seek an advantage through illegal or unethical means. The Company has established guidelines for dealing with competitors as follows:

1. Covering the avoidance of collusion with competitors that may lead to unfair agreements that restrict competition in the market. These actions often harm consumers and the overall economy.

2. Not using market power improperly and unfairly to create an unfair advantage, such as overpricing or predatory pricing, and excluding competitors by refusing to trade.

3. Providing accurate and fair information, communicating information without distortion, and not misleading competitors to maintain good relationships and promote fair competition.

4. Respect for intellectual property, such as patents, trademarks, copyrights, and trade secrets, which helps build trust, reduce legal risks, promote innovation, and support fair competition in the market.

5. Having a reporting system for unfair practices. The Company places importance on communicating this policy to employees and partners, including regular training, to create understanding and drive sustainable fair competition in the rubber industry.

Information and IT system security

Business Ethics and Information Security

1. Principles and Business Ethics for Data Security

Information security is an ethical obligation that all employees must adhere to in order to protect the information of the organization, customers, and partners from unauthorized access, leakage, and data breaches. Adhering to ethical standards and fair practices enables the business to operate stably and reliably.

2. Use of Computers and Information Technology in the Organization

- Computers and information technology are the property of the organization and are for work purposes only. Do not use them for personal gain.

- Do not disclose passwords or important information to others, even colleagues or executives.

- Do not disclose internal information or information obtained from copyrighted sources without permission.

- Do not modify, delete, copy, or destroy organizational data without permission.
- Do not install hardware or software that is not authorized by the organization's IT department.
- Do not use the organization's email to send harmful information, create conflicts, or cause legal and ethical damage.
- Internet usage should be for the benefit of the organization, avoiding websites that violate laws, copyrights, or business ethics.
- The use of organizational equipment must be done responsibly, taking into account the impact on the organization as a priority.

3. Information Security Measures

- The information security policy must comply with the ISO/IEC 27001 standard and must be updated continuously.
- Employees must be trained on information security and business ethics in the use of information systems on a regular basis.
- All employees must strictly comply with the information security policy, and the policy must be disseminated widely.
- The organization must define guidelines for administrators and external parties involved in the use of the organization's information systems.
- There must be regular monitoring and evaluation of data security at least once a year.

4. Responding to Cyber Threats and Security Incidents

- There must be a system to alert and report cyber threats to the Board of Directors on a monthly basis.
- The organization must have a Security Awareness Program, such as publicizing threat news and prevention methods.
- Security system testing and cyber-attack simulations should be conducted at least once a year.
- Organize seminars and training for employees to understand cyber threats and prevention, such as Phishing Drill, so that employees can effectively deal with phishing emails and other threats.
- Create Security Tips and Security Alerts to provide employees with information on safe practices.

5. Ethics in Information Security

- All employees must adhere to business ethics, integrity, and professionalism in using the organization's information.
- Avoid accessing information that is not relevant to one's duties and do not use information for personal gain.
- Must respect the privacy of others and not disclose information that may cause damage to individuals or organizations.
- Must immediately notify the relevant parties if they observe behavior that may be a threat to data security.
- Must cooperate in the inspection and strictly comply with the organization's security measures.
- Must strictly comply with laws, regulations, and business standards related to data security.

Environmental management

Social and Environmental Responsibility Practices and Measures

1. **Conducting Business with Good Governance and Transparency:** Complying with relevant laws, regulations, and international standards, promoting business ethics, integrity, and anti-corruption, disclosing business information transparently and verifiably, and establishing a good governance system to ensure fairness to stakeholders.
2. **Environmental Care and Conservation:** Using natural resources efficiently and reducing waste from production processes, reducing greenhouse gas emissions and adopting environmentally friendly technologies, managing waste and wastewater appropriately according to environmental standards, and promoting recycling and the use of environmentally friendly materials.
3. **Social and Community Development:** Supporting projects that improve the quality of life of surrounding communities, providing environmental education and sustainable business practices to communities, collaborating with government agencies and other organizations to develop the community economy, supporting volunteerism and employee participation in social projects, as well as promoting the hiring of local labor to boost the local economy and create job opportunities for people in the area.
4. **Employee and Labor Care:** Providing a safe, hygienic, and discrimination-free work environment, providing appropriate benefits and welfare to employees, supporting employee development, complying with international labor standards, prohibiting child labor and forced labor, and promoting a corporate culture that supports teamwork and equality.
5. **Stakeholder Engagement and Communication:** Listening to stakeholder feedback and incorporating it into business operations, communicating social and environmental responsibility information transparently, and providing 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 its employees shall treat each other with courtesy and respect. Regardless of their work location or position, all employees must be treated equally. Everyone has the opportunity to learn and develop their full potential and has the freedom to express their opinions as long as it does not infringe upon the freedom of others under the law.
- Promote, protect, and encourage respect for the right to defend, protect, and uphold fundamental human rights at all levels. No person shall be subjected to unfair treatment or discrimination on any grounds, including race, religion, ethnicity, skin color, sex, 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 rights in accordance with social and international regulations everywhere the company conducts business. This is to ensure that such business operations do not participate in, commit, or omit any acts 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 working environment and has established the following guidelines:

- Conduct business in accordance with laws, regulations, and policies related to safety, occupational health, and working environment, taking into account the safety of life and property and the impact on the health of employees, partners, and stakeholders, including continuous monitoring and evaluation.
- Support workplace safety by establishing regulations, practices, and safe work standards, as well as improving working conditions and the environment to ensure safety at all times.
- Employees must comply with laws regarding safety, occupational health, and the working environment, as well as other relevant regulations, by applying them to work in each department to ensure that various hazards are controlled and have minimal impact on employees or workers within the company.

- Establish preventive measures and operational manuals to prevent injuries and illnesses from various activities within the company, with an emphasis on upgrading the management system for continuous development.
- Provide an emergency management system by establishing response plans and conducting regular drills to build confidence among employees or workers within the company, as well as the community and society.
- Support employee development to enhance knowledge and support activities related to safety, occupational health, and working environment to raise awareness among employees at all levels to work in a correct and safe manner.
- Promote and support the participation of employees or workers within the company in implementing safety, occupational health, and working environment practices.

Other guidelines related to business code of conduct

Information Disclosure

The Company is committed to conducting business with transparency, responsibility, and maintaining financial credibility, including accurate and complete information disclosure, to ensure that all stakeholders receive factual information and can make informed decisions.

1. The Board is responsible for ensuring that there is a system for preparing financial reports and disclosing material information that is accurate, sufficient, timely, in accordance with financial reporting standards, and relevant regulations.

Practices

1.1 The Board ensures that personnel involved in the preparation and disclosure of information have the knowledge, skills, and experience appropriate to their duties and responsibilities, and are sufficient in number. Such personnel include the Managing Director, Chief Financial Officer, Accountant, Internal Auditor, Company Secretary, Investor Relations, and related parties.

1.2 The Board approves the disclosure of financial information, including the preparation of the Board's responsibility statement for the financial statements, which is presented alongside the auditor's report in the company's annual report.

1.3 The Board ensures that the disclosure of information, including financial statements, annual reports, and Form 56-1, adequately reflects the financial position and performance of the company. This includes Management Discussion and Analysis (MD&A) to accompany the disclosure of financial statements in each quarter or annually.

1.4 The disclosure of the company's financial and material information must comply with the regulations of regulatory bodies such as the Stock Exchange of Thailand (SET), the Securities and Exchange Commission (SEC), and relevant laws.

2. The Board monitors the adequacy of financial liquidity and debt service ability.

Practices

2.1 The Board ensures that management monitors and assesses the company's financial position for regular reporting to the Board and ensures that the company has sufficient liquidity for business operations. If there are signs indicating financial liquidity problems and debt service ability, the Board, together with management, will have appropriate solutions.

2.2 In approving any transaction or proposing a resolution for shareholder approval, the Board ensures that such transaction will not adversely affect the continuity of the business, financial liquidity, or debt service ability.

3. In the event that the company experiences financial liquidity problems, the Board ensures that the company has a plan or other mechanisms to resolve the problem, taking into account the rights of stakeholders.

Practices

3.1 The Board ensures that management establishes risk mitigation measures for liquidity, such as effective cash flow management

and securing backup funding sources in case of emergencies.

3.2 The company has implemented problem-solving measures that take into account the rights of shareholders, creditors, business partners, and other stakeholders to minimize the impact.

3.3 The company discloses information about its approach to resolving financial problems to stakeholders in a transparent and fair manner.

3.4 The Board ensures that the decision-making process in resolving problems is reasonable.

4. The Board considers preparing a sustainability report as appropriate.

Practices

4.4 The Board considers the appropriateness of preparing a sustainability report to demonstrate responsible business conduct in terms of environmental, social, and governance (ESG) aspects, with content that aligns with international standards or the guidelines of the Stock Exchange of Thailand.

4.2 The Board considers the appropriateness of disclosing information on compliance with laws, business ethics, and the code of conduct for the Board, executives, and employees, anti-corruption policies, 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. The company may disclose such information in its annual report.

4.3 The Board ensures that the information disclosed is material and reflects practices that will lead to sustainable value creation for the business.

5. The Board oversees management to ensure that there is a unit or personnel responsible for investor relations to communicate with shareholders, stakeholders, investors, analysts, or the media appropriately, equitably, and in a timely manner.

Practices

5.1 The Board oversees the establishment of an investor relations unit or personnel responsible for communicating with shareholders, investors, analysts, and the media.

5.2 The Board has established policies and practices to treat all shareholders and investors equally and not to provide inside information to any individual prior to public disclosure.

6. The Board promotes the use of information technology to disseminate information.

Practices

6.1 The Board promotes the use of information technology to enhance the efficiency of information disclosure in both Thai and English through the Stock Exchange of Thailand and the company's website.

6.2 The Board establishes measures to prevent unauthorized access to information to maintain the security of the company's financial and important information.

6.3 The Board encourages the development of the company's website as an easily accessible source of information and regularly updates the information.

Trade Secret Protection and Intellectual Property Protection

The Company considers that the Board of Directors, executives, and employees are responsible for maintaining the confidentiality of the Company's information, especially inside information that has not yet been disclosed to the public and has an impact on the business or the price of securities. The Board of Directors, executives, and related parties, 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 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 within three business days from the date of purchase, sale, transfer, or receipt of transfer.
2. Limit access to inside information to only directors, executives, employees, or internal personnel who are involved as necessary and define the authority of personnel authorized to disclose the Company's information clearly.
3. Send messages via Line Application or E-Mail to the Board of Directors, executives, and all employees who have inside information, informing them of the prohibited period for trading in the Company's securities and prohibiting the disclosure of inside information and financial information during the one-month period prior to the public disclosure of financial statements.
4. Establish strict security regulations for the Company's computer systems and information.
5. Do not use the Company's information for personal gain or for the benefit of others.
6. Do not disclose the Company's information that should not yet be disclosed, unless it is information that an authorized person has permitted to be disclosed or is information that has already been made public.
7. Do not disclose 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 relating to intellectual property rights.
 - 8.2 Safeguard the Company's intellectual property and do 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 by employees or arising from the performance of their duties shall be considered the intellectual property of the Company. Upon termination of employment, the employee must return such intellectual property to the Company, regardless of the format in which it is stored.
 - 8.5 The Company shall provide training and education on the preservation of confidentiality and intellectual property to employees at all levels. Such training and education shall cover proper practices and the consequences of violating such policies.
 - 8.6 Policy documents regarding confidentiality and non-infringement of intellectual property will be disseminated through the Company's internal communication systems, such as email, website, internal public relations media, etc.
 - 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 in the "Consent and Cooperation Agreement to Comply with the Code of Business Conduct 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 the event of a violation of such terms.

Guidelines for Maintaining Confidentiality and Intellectual Property

1. Employees must not use the Company's inside information or information that has not been authorized for disclosure for their own benefit or disclose it to outside parties without permission.
2. Employees must not disclose or use the information of customers, partners, or related parties without their consent.
3. Do not reproduce, copy, or use information received from the Company without permission, unless it is within the scope of the assigned work.
4. Employees must immediately notify their supervisor if they become aware of any violation of the policies and guidelines regarding the use of inside information and the preservation of confidential information, and the guidelines on non-infringement of intellectual property in the Code of Business Conduct, or report through the channels specified in the Company's Whistleblower Policy.

Penalties for Violations

1. Violations of the confidentiality and intellectual property policy will be considered a disciplinary offense and may be subject to penalties under company regulations, including but not limited to written reprimands, suspension, or termination.
2. In the event that such a violation causes damage to the Company, the Company may take legal action to claim damages and prosecute under relevant laws.

Monitoring and Policy Review

1. The Company will continuously monitor and track compliance with the confidentiality and intellectual property guidelines.
2. This policy will be reviewed and updated periodically to align with changing circumstances and laws.

Supervision of subsidiaries and affiliated companies

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

1. The Board of Directors appoints qualified individuals to serve on the Board of Directors of each subsidiary and associated company to oversee their business operations. These directors are required to report to and attend meetings with the Company's executive directors. Other management personnel also hold regular joint meetings to ensure systematic management, supervision, and to safeguard the best interests of the Company.
2. The Company monitors the operating results. Subsidiaries submit their financial statements monthly for consolidated financial reporting to the parent company. This allows for monthly analysis of each subsidiary's performance, disclosing their financial position and operating results. The Company also supervises related party transactions, acquisition or disposal of assets, and other significant transactions to ensure complete, accurate, and timely information in accordance with the Company's regulations.
3. The Company ensures that its subsidiaries have appropriate and sufficiently stringent internal control systems in place. The Company also requires its internal audit unit to report on the adequacy of internal control systems and compliance with relevant laws and regulations to the Audit Committee.

Key Sustainability Issues of the Business

The company reviews its material sustainability issues annually by comparing the significant issues identified in the previous year with newly emerging issues. This involves analyzing the impact of the company's business operations throughout the value chain on the environment, society, and economy to formulate a sustainability development plan. The goal is to minimize negative impacts, maximize positive impacts, and benefit all stakeholders. This process enables the company to manage expectations and effectively respond to the expectations of all stakeholder groups. Identifying material sustainability issues (Materiality Assessment) is crucial in setting the direction and planning the organization's sustainability strategy. The main steps are as follows:

1. Sustainability Issue Identification: Identifying sustainability issues that impact the business and stakeholders by considering information from various sources, such as GRI Standards, SET ESG Rating standards for the agricultural business, industry trends, relevant laws and regulations, and stakeholder expectations throughout the value chain.
2. Materiality Assessment: Analyzing the significance of each issue by considering the impact of operations on the environment, society, and economy, as well as the impact on stakeholders. The assessment is based on a 5-level scale: 1=Low, 2=Fairly Low, 3=Moderate, 4=Fairly High, 5=High.
3. Materiality Prioritization: Utilizing the Materiality Matrix tool to identify the most critical issues by considering their impact on the environment, society, and economy, in conjunction with their impact on the business.
4. Defining Material Issues: Selecting significant issues from the Materiality Matrix to formulate the organization's sustainability development plan, including objectives, strategies, indicators, and measurement.
5. Review and Improvement: Conducted annually to keep pace with the changing business environment, meet stakeholder expectations, and set the direction for the organization's sustainability development.

The review of the organization's sustainability issues is conducted annually and approved by the Sustainability Committee.

Civil Rights and Other Activities

- The Company encourages directors, executives, and employees to exercise their rights under the law and the Constitution, but does not have a policy of providing direct or indirect political support.
- Supervisors are prohibited from performing actions, ordering, or persuading subordinates to participate in any political activities.
- 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 and from using the Company's assets for activities that are not the Company's business.

Shareholder Practices and Procedures

- 1.1 Striving to operate the business to achieve good operating results, generate sustainable and stable profit growth, enhance competitiveness, and create long-term value for shareholders.
- 1.2 Performing duties with honesty, integrity, and fairness to all shareholders for the utmost benefit, including
- 1.3 Managing by applying knowledge and management skills to the fullest extent in all cases, including making any decisions with transparency, prudence, and diligence.
- 1.4 Reporting the financial position, operating results, and non-financial information of the Company to shareholders equally, consistently, and completely in accordance with the truth.

1.5 Not seeking benefits for oneself and related persons by using any information of the Company that has not yet been disclosed to the public, and not taking any action that may cause a conflict of interest.

1.6 Ensuring that shareholders have equal rights to receive information about the Company's financial status and performance.

1.7 Ensuring that shareholders have the right to receive dividends equally.

1.8 Ensuring that shareholders have equal rights to participate in the meeting, the Company will inform shareholders of the rules and regulations used in the meeting, voting rights for each class of shares, voting procedures, and the expression of opinions.

1.9 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 by electronic means and notices of meetings may be sent to shareholders by electronic means, in accordance with the form and manner prescribed by law, if the shareholder has notified or consented to receive notices by electronic means to the Company or the Board of Directors.

1.10 Prior to the shareholders' meeting, the Company will send a 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, meeting materials, annual report, financial statements, a list of documents that attendees must bring for identification, and a proxy form. The meeting materials sent to shareholders along with the notice of meeting will be complete for shareholders to use in making their voting decisions on various agenda items, clearly stating whether the matter is proposed for acknowledgement, approval, or consideration. The Company has added an option for shareholders by allowing independent directors to be authorized by shareholders in the event that shareholders are unable to attend the meeting. The notice will be sent 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 published on the Company's website at least thirty days prior to the shareholders' meeting, except in cases of

reasonable necessity, by authorizing Thailand Securities Depository Co., Ltd. (share 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 not less than 3 days prior to the meeting date, or by electronic means in accordance with the regulations prescribed by the registrar.

1.11 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, and may attend and vote on every agenda item, except for agenda items in which any shareholder has an interest and is prohibited by law from voting on such agenda items.
- The Company will ensure that adequate information relating to the business is disclosed to shareholders for their decision-making at each meeting, which is prepared in accordance with relevant laws and regulations, and the guidelines of the Stock Exchange of Thailand and the Office of the Securities and Exchange Commission.
- The right to appoint and remove directors individually as prescribed by law.
- The right to appoint an auditor.
- Shareholders may grant a proxy to another person to attend the meeting and vote on their behalf, and shall execute a proxy form as prescribed by law. The proxy may be granted by electronic means, which must be secure and reliable to ensure that the proxy has been granted by the shareholder, in accordance with the regulations prescribed by the registrar.
- Shareholders can check their shareholding information as of the record date at the Company or Thailand Securities Depository Co., Ltd.

1.12 The Company has a policy that all directors are required to attend all shareholders' meetings, except in cases of reasonable necessity, and assigns the company secretary to be responsible for the smooth, transparent, and efficient operation of the shareholders' meeting, facilitating shareholders in attending the meeting at all times, including facilitating shareholders to exercise their rights, as follows:

- Date, time, and place of the meeting.

- For each meeting, the Company will determine the date, time, and place of the meeting 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.

- Notifying the voting and vote counting procedures prior to the shareholders' meeting, and the use of ballot papers, whereby one shareholder has one vote per share of the Company.

- The Company provides for voting on each agenda item separately and voting on each item in the event that there are multiple items in that agenda, such as the appointment of directors.

- Any resolution or approval of any matter at the general meeting must be approved by a majority vote of the shareholders present and entitled to vote, except in the following cases, which shall require a vote of not less than 3/4 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 be the Company's.

- c. Entering into, amending, or terminating agreements relating to the lease of all or a significant portion of the Company's business, assigning another person to manage the Company's business, or merging the business with another person for the purpose of profit 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 authorized 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 cast at the meeting, and announce them to 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 to the agenda, and refrains from any act that restricts the opportunity for shareholders to study the Company's information.

- The chairman of the meeting conducted the meeting in accordance with the agenda specified in the notice of meeting, and 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, and recorded important issues in the minutes of the meeting.

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

- Conducted the shareholders' meeting by treating all shareholders equally, providing equal convenience at the meeting, giving equal opportunity to ask questions to the meeting and express opinions on each agenda item, and the chairman of the meeting will give importance and answer questions on all issues, with accurate and complete minutes of the meeting.

- Preparation of minutes of shareholders' meetings.

- The Company will arrange for minutes of the meeting to be prepared after the conclusion of each meeting, recording the number of shareholders attending the meeting in person and granting proxies to other persons to attend the meeting, both in number of

persons and number of shares, including the proportion of shares attending 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: 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; and the voting results (approve/disapprove/abstain/invalid votes/total) of each agenda item; the questions and answers raised 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 criteria prescribed by law.

Practices and procedures related to government agencies or state enterprises

In conducting business with the government, actions that may induce the state or state officials to act improperly must be avoided. However, building good relationships within appropriate boundaries is acceptable, such as meeting and talking in public places, expressing congratulations on occasions, festivals, or according to traditions. The Board of Directors, executives, and employees shall strictly adhere to the following guidelines:

1. Act properly and honestly when contacting government officials or agencies.
2. Strictly comply with laws related to business operations.
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 encourages directors, executives, and employees to exercise their rights as good citizens under the Constitution and other relevant laws.

Employee Practices and Procedures

The Company always recognizes that all employees are the most valuable resources of the Company and are a factor in the successful achievement of 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 under a system of ethics, non-discrimination, and non-separation based on origin, ethnicity, religion, status, education, or any other status not related to work performance.
2. Determine fair compensation and benefits for employees based on market conditions, business competition, job nature, work performance, and the Company's capabilities.
3. Ensure that the appointment, transfer, reward, and punishment of employees are carried out fairly and appropriately, based on 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 and abilities, cultivate ethics, and instill in employees a sense of honesty, integrity, transparency, fairness, discipline, and adherence to company regulations through activities such as training, seminars, and participation in various activities.
5. The Company is committed to social and community responsibility, providing support and participating in the promotion of social and community development.
6. Treat employees with courtesy, respect for individual rights and fundamental freedoms, and refrain from disclosing or transmitting confidential information or personal data to external parties or unrelated persons unless written consent is

obtained from the employee.

7. Treat employees within the framework of the law and the Company's work regulations.
8. Provide necessary amenities for work, as well as maintain 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 employee handbooks to ensure smooth work operations.
10. Encourage employees to participate in setting the direction of work and the development of the Company.
11. Provide employees with channels for communication, suggestions, or complaints regarding work. Such suggestions or complaints will be seriously considered by supervisors, executives, 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 activities 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 diligence, honesty, and integrity, and refrain from seeking 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 refrain from disclosing internal information of the Company to outside parties.
18. Adhere to teamwork, cooperation, unity, and mutual 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, refrain from speaking ill of others without grounds, and avoid claiming the work of others as one's own.
21. Conduct oneself as a good citizen under the Constitution and relevant laws by exercising political rights appropriately and avoiding participation in illegal activities or activities that are contrary to public order and good morals.

Practices and procedures related to business partners

1. Refrain from accepting or providing any dishonest benefits in business contacts or negotiations with partners. Treat partners transparently, fairly, and equally, based on receiving fair returns for both parties.
2. Establish clear and fair procurement and hiring policies to select partners with the potential for sustainable business operations and strictly adhere to contracts/trade terms agreed upon with partners. In the event of non-compliance, partners will be notified to jointly consider solutions based on reasonableness.
3. Provide opportunities for partners who conduct business legally, do not engage in or support any form of corruption, both directly and indirectly.
4. Policies/Guidelines for Promoting Potential and Sustainability with Partners: The Company places importance on building good relationships and jointly developing potential in sustainable supply chain management by communicating effectively with partners regarding integrated supply chain management, planning potential development, promoting, supporting, and driving partner companies to have good joint management. This includes enhancing the potential of partners through sustainability assessments in

social and environmental aspects to maximize operational efficiency.

Customer Policies and Procedures

1. Committed to producing quality products to create satisfaction with products and services, along with fast and timely delivery.
2. Listen to problems/complaints from customers and take corrective actions to ensure that customers receive prompt responses. Evaluate customer satisfaction to improve/develop products and services.
3. Strictly comply with the conditions for customers. In cases where any condition cannot be met, the customer must be notified immediately to jointly consider solutions or remedies.
4. Contact, meet, and coordinate with customers politely.
5. Maintain the confidentiality of customer information and do not use customer information for personal gain or for the benefit of other related parties without authorization.

Creditor Policy and Procedures

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 contracts, conditions, agreements, obligations, and debts that may arise or have already arisen to creditors strictly. The Company is committed 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 strictly comply with the conditions stipulated in the rules and regulations for conducting business together. In the event that the Company is unable to comply with the conditions, the Company must notify the creditor and consider finding a solution together using reasonable and fair principles.
- The Company shall avoid receiving or paying any benefits that are fraudulent in conducting business with creditors, except for benefits under the business agreement of both parties.
- The Company shall report debt obligations, 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 shall act equitably and fairly based on receiving equal and fair returns for both parties.
- The Company shall not engage in any creditor's activities that conflict with the interests or are fraudulent, which may cause damage to the Company.

Practices and procedures related to business competitors

The company has a policy of supporting fair trade competition that treats competitors in accordance with international principles, within the framework of the law 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 the Board of Directors, executives, and employees are as follows:

1. Avoid any act that demonstrates a monopoly or unfair competition, such as price-fixing with other companies or entrepreneurs, agreeing to limit production output, agreeing to divide geographical markets, agreeing to divide customer groups, or forcing unfair purchases or payments for services.
2. Refrain from abusing market power, engaging in any form of collusion, such as discrimination among businesses, or pricing goods to eliminate competitors.
3. Avoid agreements between two or more entrepreneurs to create a monopoly, reduce competition, or limit competition in any particular product market, such as price-fixing, collaborating on bid rigging, or agreeing to market share divisions.
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 whether there is a monopoly in the market or whether it creates unfair competition.
6. Consult with the company's legal department or related parties if there are concerns that any action may violate competition law or antitrust law.

Practices and performance related to community, society, and environment

The Company believes that the business will be able to prosper continuously and sustainably when society is peaceful and the environment is sustainable. The Company therefore realizes its role as a good member of society and is responsible for the environment through the process of promoting, organizing, supporting, and facilitating 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 cultures, as well as conducting oneself as a good religious person in supporting religious activities regularly.
2. Cultivate awareness of social responsibility in the use of resources, including raw materials, capital, personnel, and energy, etc., effectively, along with promoting and campaigning for the conservation of natural resources to occur among employees at all levels on a continuous basis.
3. Encourage the Company to conduct business by taking into account the conservation of the environment, natural resources, and energy. Have a regulatory body, create good management standards, and comply with the requirements of laws or other regulations related to the Company's business operations.
4. Build good relationships between the Company and the community and society based on correctness, transparency, and fairness.

Practices and procedures regarding the Board of Directors and Management

1. Perform duties with responsibility, prudence, honesty, and integrity by complying with the policies, regulations, rules, and relevant laws in 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 necessary reason.
3. Perform duties with neutrality. In meetings where there are matters to be considered, the director with an interest must leave the meeting and refrain from participating in any consideration or decision-making on such matters.
4. Perform duties by handling conflicts of interest with prudence and reason, upholding the interests of the company, and avoiding personal conflicts of interest for transparency in effective management.
5. Not disclose the company's confidential business information to unrelated persons, especially competitors, which may cause damage to the organization or stakeholders, except as required by law, even after ceasing to be a director and executive of the company.

6. Not use the opportunity or information obtained from being a director and executive to seek personal gain or conduct competing or related businesses in obtaining or disposing of the registered securities of the director, spouse, and unemancipated children. Comply with the Notification of the Stock Exchange of Thailand on the Conduct of Acquisition or Disposal of Securities of Directors and Employees and report to the Board of Directors at the next meeting.

7. Directors, executives, and employees of the company who have inside information (including related persons such as spouses or cohabiting partners and unemancipated children) shall not trade in the company's securities to seek benefits for themselves or related persons by using the company's information that has not yet been disclosed to the public from one month before the disclosure of financial statements to the public and should wait at least 24 hours after the disclosure of information to the public before being able to proceed with the aforementioned transactions. They must also notify the company at least one day in advance before buying/selling securities through the secretary or 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 the directors, executives, and employees of the company who have inside information (including related persons such as spouses or cohabiting partners and unemancipated children) must buy or sell the company's securities. Report the transaction to the Securities and Exchange Commission (within three days) under Section 59 of the Securities and Exchange Act and provide a copy of such report to the company secretary.

8. Directors of the company, as defined by the Securities and Exchange Commission (SEC), must report their interests upon assuming office for the first time and report every time there is a change in the information on their interests according to the form approved by the Board to the Chairman of the Audit Committee immediately upon notification and when there is a change in the information in order to comply with the Securities and Exchange Act B.E. 2535 and to be able to use such information in the audit and prevention of conflicts of interest.

9. Conduct an annual performance evaluation of the Board of Directors.

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

Board of Directors and Executives

1. Perform duties with responsibility, prudence, honesty, and integrity by complying with policies, regulations, rules, and relevant laws in conducting the company's business.
2. Perform duties to the best of their ability for the maximum benefit of the company, including attending all meetings unless there is a necessary reason.
3. Perform duties impartially. In meetings where there are matters to be considered, directors with conflicts of interest must leave the meeting and refrain from participating in any consideration or decision-making on such matters.
4. Perform duties by handling conflicts of interest with prudence and reason, adhering to the interests of the company, and avoiding personal conflicts of interest for transparency in effective management.
5. Do not disclose the company's confidential business information to unrelated persons, especially competitors, which may cause damage to the organization or stakeholders, except as required by law, even after ceasing to be a director and executive of the company.
6. Do not use opportunities or information obtained from being a director and executive to seek personal gain or engage in competing or related businesses in acquiring or disposing of listed securities of directors, spouses, and minor children. Comply with the announcement of the Stock Exchange of Thailand on the practice of acquiring or disposing of securities of directors and employees and report to the Board of Directors at the next meeting.
7. Directors, executives, and employees of the company who have 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 by using the company's information that has not yet been disclosed to the public from one month before the disclosure of the financial statements to the public and should wait at least 24 hours after the disclosure of information to the public before making such transactions. They must also notify the company at least one day in advance before buying/selling securities through the secretary or 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 who has inside information (including related persons such as spouses or cohabiting partners and minor children) must buy or sell the company's securities. Report the transaction to the Securities and Exchange Commission (within three days) in accordance with Section 59 of the Securities and Exchange Act and please copy such report to the company secretary.

8. Directors of the company, as defined by the Securities and Exchange Commission (SEC), must report their conflicts of interest upon assuming office for the first time and report any changes in their conflicts of interest in the form approved by the Board to the Chairman of the Audit Committee immediately upon notification and when there are changes in the information to comply with the Securities and Exchange Act of 1992. This information can be used to monitor and prevent conflicts of interest.

9. The performance of the Board of Directors shall be evaluated annually.

Employees

1. Support and cooperate in the company's operations consistently and perform assigned duties to the best of their ability for the benefit and progress of the company and employees.

2. Comply with laws, policies, work regulations, and relevant announcements.

3. Comply with lawful orders from supervisors.

4. Perform duties with diligence, honesty, and integrity. Do not seek undue benefits for oneself or others by taking advantage of one's position in the company.

5. Perform duties with responsibility, prudence, and without negligence that may cause damage to the company's work or property.

6. Maintain trade secrets and do not disclose the company's internal information to outsiders.

7. Adhere to teamwork, helping, unity, and mutual respect for the benefit of the company and employees.

8. Treat visitors with courtesy, good manners, and excellent service. Maintain the image and reputation of the company.

9. Treat colleagues with kindness and good human relations. Do not speak ill of others without truth, and do not claim the work of others as one's own.

10. Conduct oneself as a good citizen in accordance with the Constitution and relevant laws by exercising political rights appropriately. Avoid participating in illegal activities or activities that are contrary to public order or good morals.

11. 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.

Participation in anti-corruption networks

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

6.3 Material changes and developments in policy and corporate governance system over the past year

6.3.1 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 corporate governance policy and guidelines, or board of directors' charter : Yes

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

In 2024, the Board of Directors acknowledged the good corporate governance practices for preventing and deterring inappropriate conduct of listed companies from the Securities and Exchange Commission (SEC), which aligns with the Company's operational guidelines. The Board of Directors has considered and deemed that the Company's policies and charters remain appropriate and consistent with good corporate governance principles. It is deemed appropriate to further develop and revise the content of 1 policy and charter as follows:

- The Board of Directors Charter has been amended to include the criteria for Board meetings to comply with the good corporate governance guidelines of the Securities and Exchange Commission (SEC).

6.3.2 Implementation of the CG Code for listed companies

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

The Company places importance on developing operational guidelines and has adopted the principles of good corporate governance for listed companies 2017 (CG Code) of the Securities and Exchange Commission, adapting them to suit the business context. The Board of Directors therefore encourages continuous compliance with good corporate governance principles and reviews the 8 CG Code topics, including:

Principle 1 Establish Clear Leadership Role and Responsibilities of the Board

Principle 2 Define Objectives that Promote Sustainable Value Creation

Principle 3 Strengthen Board Effectiveness

Principle 4 Ensure Effective CEO and People Management

Principle 5 Nurture Innovation and Responsible Business

Principle 6 Strengthen Effective Risk Management and Internal Control

Principle 7 Ensure Disclosure and Financial Integrity

Principle 8 Ensure Engagement and Communication with Shareholders

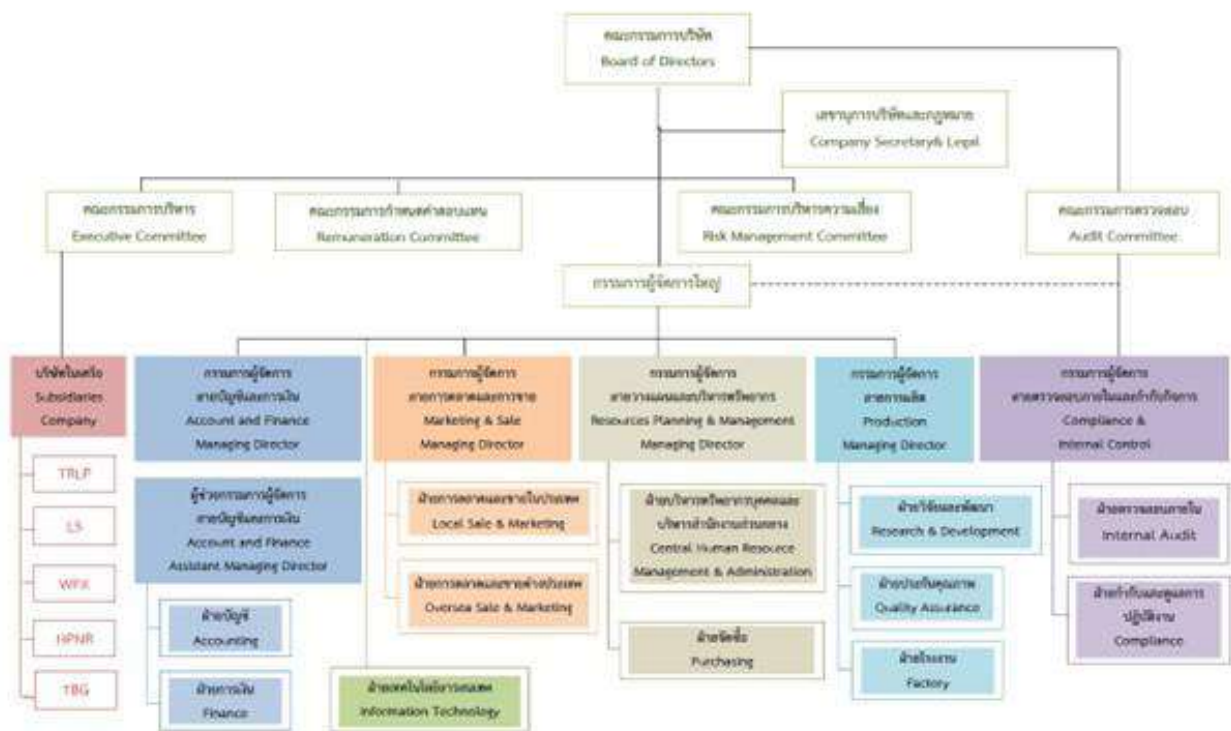
7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others

7.1 Corporate governance structure

Corporate governance structure diagram

The company has a systematic organizational structure, management processes, and operational practices for corporate governance. These are segregated by roles and responsibilities based on knowledge, abilities, and experience specific to each business unit, product, and subsidiary. This approach aims to foster competitiveness, drive growth, increase long-term shareholder value, and consider the interests of all stakeholders.

Corporate governance structure diagram



7.2 Information on the board of directors

7.2.1 Composition of the board of directors

The Public Limited Companies Act B.E. 2535 (1992), Section 6 on the Board of Directors, Sections 67, 68, 70, 71, and 72, stipulate the number of directors, qualifications, election, meetings, and removal from office. Section 77 defines the powers and duties of the Board of Directors to manage the company in accordance with its objectives, articles of association, and resolutions of the shareholders' meeting. Section 85 outlines the duties in conducting the company's business. Directors must perform their duties in accordance with the law, the company's objectives and articles of association, as well as the resolutions of the shareholders' meeting, with honesty, integrity, and prudence, safeguarding the interests of the company.

	Number (persons)	Percent (%)
Total directors	11	100.00
Male directors	9	81.82
Female directors	2	18.18
Executive directors	4	36.36
Non-executive directors	7	63.64
Independent directors	5	45.45
Non-executive directors who have no position in independent directors	2	18.18

7.2.2 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 : 75 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 ^(*) : Doesn't Have DAP course : No DCP course : Yes</p> <p>Shareholding in a company • Direct shareholding : 57,402,708 Shares (7.019370 %)</p>	<p>Chairman of the board of directors (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	25 Apr 2008	Agribusiness, Economics, Business Administration, Commerce, Marketing
<p>2. Mr. PAIBOON WARAPRATEEP Gender: Male Age : 85 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 ^(*) : Doesn't Have DAP course : No DCP course : Yes</p> <p>Shareholding in a company • Direct shareholding : 12,351,661 Shares (1.510397 %)</p>	<p>Vice-chairman of the board of directors (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	25 Apr 2008	Finance, Agribusiness, Business Administration, Corporate Social Responsibility

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. PATTARAPOL WONGSASUTHIKUL Gender: Male Age : 50 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 ^(*) : Doesn't Have DAP course : No DCP course : Yes</p> <p>Shareholding in a company • Direct shareholding : 2,774,601 Shares (0.339286 %)</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	13 Dec 2017	Agribusiness, Marketing, Business Administration, Sustainability, IT Management
<p>4. Mr. PRAWIT WARAPRATEEP Gender: Male Age : 52 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 ^(*) : Doesn't Have DAP course : No DCP course : Yes</p> <p>Shareholding in a company • Direct shareholding : 40,860,000 Shares (4.996480 %)</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	13 Dec 2017	Finance, Agribusiness, Risk Management, Business Administration, Accounting

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Ms. CHALONGKWAN WONGSASUTHIKUL Gender: Female Age : 52 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 ^(*) : Doesn't Have DAP course : No DCP course : Yes</p> <p>Shareholding in a 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 company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	13 Dec 2017	Economics, Corporate Management, Human Resource Management, Business Administration, Strategic Management
<p>6. Mr. YANYONG TAVARORIT Gender: Male Age : 85 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 : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : No DCP course : No</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	1 Mar 2010	Law, Internal Control, Audit, Accounting, Finance
<p>7. Mrs. SUCHADA SODTHIBHAPKUL Gender: Female Age : 70 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 : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : No DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	24 Apr 2015	Risk Management, Finance & Securities, Business Administration, Finance, Data Analysis

List of directors	Position	First appointment date of director	Skills and expertise
<p>8. Mr. SURABHON KWUNCHAITHUNYA Gender: Male Age : 73 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 : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	1 Sep 2018	Internal Control, Finance & Securities, Business Administration, Fund Management, Risk Management
<p>9. Asst. Prof. Dr. SOMPOP RANGUBTOOK Gender: Male Age : 73 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 : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : No DCP course : No</p>	<p>Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Existing director</p>	14 May 2019	Law, Audit, Business Administration, Corporate Management
<p>10. Dr. PASITHPHOL TEMRITIKULCHAI Gender: Male Age : 44 years Highest level of education : Doctoral degree Study field of the highest level of education : Business Administration Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : No</p>	<p>Director (Non-executive directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	12 Nov 2019	Petrochemicals & Chemicals, Business Administration, Industrial Materials & Machinery, Accounting, Finance

List of directors	Position	First appointment date of director	Skills and expertise
11. Mr. WONGSAKUL KITTIPROMWONG Gender: Male Age : 69 years Highest level of education : Honorary degree Study field of the highest level of education : Law Thai nationality : Yes Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : Yes	Director (Non-executive directors, Independent director) Authorized directors as per the company's certificate of registration : No Type of director : Existing director	22 Feb 2024	Law, Finance & Securities, Leadership, Audit, Corporate Social Responsibility

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 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 company's 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. PATTARAPOL WONGSASUTHIKUL	Director	✓				✓
4. Mr. PRAWIT WARAPRATEEP	Director	✓				✓
5. Ms. CHALONGKWAN WONGSASUTHIKUL	Director	✓				✓
6. Mr. YANYONG TAVARORIT	Director		✓	✓		
7. Mrs. SUCHADA SODTHIBHAPKUL	Director		✓	✓		

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 company's certificate of registration
8. Mr. SURABHON KWUNCHAITHUNYA	Director		✓	✓		
9. Asst. Prof. Dr. SOMPOP RANGUBTOOK	Director		✓	✓		
10. Dr. 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	2	18.18
2. Agribusiness	4	36.36
3. Finance & Securities	3	27.27
4. Industrial Materials & Machinery	1	9.09
5. Petrochemicals & Chemicals	1	9.09
6. Commerce	1	9.09
7. Law	3	27.27
8. Marketing	2	18.18
9. Accounting	3	27.27
10. Finance	5	45.45
11. Corporate Social Responsibility	2	18.18
12. Human Resource Management	1	9.09
13. Sustainability	1	9.09
14. Fund Management	1	9.09
15. IT Management	1	9.09
16. Data Analysis	1	9.09
17. Corporate Management	2	18.18
18. Leadership	1	9.09
19. Strategic Management	1	9.09

Skills and expertise	Number (persons)	Percent (%)
20. Risk Management	3	27.27
21. Audit	3	27.27
22. Internal Control	2	18.18
23. Business Administration	9	81.82

Information about the other directors

The chairman of the board and the highest-ranking executive : Yes
are from the same person

The chairman of the board is an independent director : No

The chairman of the board and the highest-ranking executive : Yes
are from the same family

Chairman is a member of the executive board or taskforce : Yes

The company appoints at least one independent director to : No
determine the agenda of the board of directors' meeting

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

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

Methods of balancing power between the board of directors : Others : Defining the roles, responsibilities, and liabilities between
and Management the Board of Directors and Management

The Company has a clear separation of roles, responsibilities, and accountability between the Board of Directors and management to promote a balance of power. The Board of Directors is responsible for setting the vision, strategies, and key policies of the Company. The Board of Directors assigns the Executive Committee to monitor, oversee management, allocate sufficient resources for business operations, and manage the achievement of goals according to the plan in various aspects. This is to be conducted in accordance with the policies set with honesty, transparency, efficiency, and effectiveness, and reported to the Board of Directors periodically as appropriate. The Board can exercise its discretion fairly and independently from management and other interest groups.

7.2.3 Information on the roles and duties of the board of directors

Responsibilities of the Chairman of the Board

The Chairman of the Board plays a crucial role in overseeing the company's operations to ensure efficiency, transparency, and fairness. The main responsibilities of the Chairman of the Board include:

1. Supervise the work of the Board of Directors.

- Ensure that the Board of Directors operates effectively, transparently, and fairly.
- Ensure that the Board of Directors complies with laws, regulations, and shareholder resolutions.
- Encourage the Board of Directors to regularly evaluate their own performance.

2. Act as the leader of the Board of Directors.

- Determine the company's direction and strategy.

- Supervise the work of the Executive Board.
 - Act as a representative of the Board of Directors in communicating with stakeholders.
3. Determine the structure, size, and number of the Board of Directors.
- Ensure that the Board of Directors is of an appropriate size and has a balance between executive and independent directors.
 - Appoint independent directors with appropriate qualifications.
 - Establish sub-committees as necessary.
4. Convene meetings of the Board of Directors.
- Preside over meetings.
 - Set the meeting agenda.
 - Ensure that meetings are conducted effectively.
5. Preside over shareholder meetings.
- Preside over meetings.
 - Set the meeting agenda in collaboration with the Board of Directors.
 - Ensure that meetings are conducted effectively.
6. Provide communication channels.
- Provide communication channels between the Board of Directors, management, and shareholders.
 - Provide opportunities for shareholders to express their opinions and suggestions to the Board of Directors.
7. Ensure that the Board of Directors receives information.
- Ensure that the Board of Directors receives sufficient, timely, and complete information for meetings.
 - Provide opportunities for the Board of Directors to ask questions and exchange views on the information received.
8. Cast a deciding vote in the event of a tie in the Board of Directors' meeting.
9. Perform other duties as prescribed by law or the company's regulations.

Board charter : Yes

Charter of the Board of Directors, Thai Rubber Latex Group Public Company Limited

1. Objectives

The Board of Directors is established to oversee the business and missions of the Company to comply with policies, laws, objectives, company regulations, as well as resolutions of the Board of Directors and the shareholders' meeting, with responsibility, honesty, integrity, and prudence to protect the best interests of the company and shareholders. In addition, the Board of Directors is also responsible for proposing, reviewing, and approving the establishment of policies, business directions, and business strategies of the company and its subsidiaries to ensure that the company and its subsidiaries operate

in the best interests of the shareholders.

2. Composition and Tenure of the Board of Directors

2.1 The Company shall have a Board of Directors consisting of at least 5 directors. The Board of Directors shall elect from among themselves a Chairman of the Board and may elect a Vice Chairman, Managing Director, and other positions as deemed appropriate. Not less than one-half of the total number of directors must reside in the Kingdom of Thailand.

2.2 The Board of Directors must consist of at least 1/3 independent directors, but not less than 3 persons.

2.3 A director of the company is not required to be a shareholder of the company.

2.4 The voting for the election of directors shall be by a majority vote of the total number of votes of the shareholders present at the meeting and entitled to vote, with each shareholder having one vote per share.

2.5 At each Annual General Meeting, one-third (1/3) of the directors shall retire from office. If the number of directors is not divisible by three, the number retiring shall be the nearest whole number to one-third (1/3). The directors to retire in the first and second years after the company's registration shall be determined by drawing lots. In subsequent years, the directors who have held office the longest shall retire. Retiring directors may be re-elected.

2.6 In addition to the expiration of their term, a director may vacate their office upon:

- Death
- Resignation
- Lack of qualifications or having prohibited characteristics under the Public Limited Company Act
- The shareholders' meeting resolved to issue
- Court order for removal

2.7 Any director wishing to resign shall submit a letter of resignation to the Company. The resignation shall take effect from the date the letter of resignation reaches the Company. The director resigning under paragraph one may also notify the Registrar of their resignation.

2.8 In the event that a director's position becomes vacant for any reason other than the expiration of their term, the Board of Directors shall elect a person who possesses the qualifications and does not have any prohibited characteristics under the Public Limited Company Act to be a replacement director at the next Board meeting, unless the remaining term of the vacating director is less than two months. The replacement director appointed under this paragraph shall hold office only for the remaining term of the director they are replacing. The resolution of the Board of Directors under paragraph one must be passed by a vote of not less than three-fourths of the remaining directors.

2.9 The shareholders' meeting may resolve to remove any director from office before the expiration of their term by a vote of not less than three-fourths of the total votes of the shareholders present at the meeting and entitled to vote, representing not less than one-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: Persons to be appointed as directors must have the following qualifications:

3.1 Must have appropriate qualifications and must not possess any prohibited characteristics under the Public Limited Company Act B.E. 2535 (including amendments), the Securities and Exchange Act B.E. 2535 (including amendments), or according to the criteria set by the Securities and Exchange Commission.

3.2 Possess knowledge, ability, honesty, integrity, business ethics, and experience in the Company's business.

3.3 Be able to exercise judgment fairly and independently from management and other interest groups.

3.4 Be able to devote sufficient time to the company of which they are a director and be diligent in performing their duties and responsibilities.

3.5 Directors may hold directorships in other companies, provided that such directorships do not interfere with the performance of their duties as directors of the Company and comply 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.

3.6 Directors shall not engage in any business that is identical or competitive with the business of the Company and its subsidiaries, or become a partner or director in another juristic person that is identical or competitive with the business of the Company and its subsidiaries, whether for their own benefit or the benefit of others, unless disclosed to the shareholders' meeting prior to the resolution for appointment.

4.1 Persons selected and appointed as directors must meet the qualifications stipulated by the Public Limited Company Act and other laws related to listed companies.

4.2 The Company has established a Board Skill Matrix, approved by the Board of Directors, to be used as criteria for considering and determining the qualifications of directors to be recruited, necessary skills that are lacking in the organization's management, and to define qualifications that are consistent and appropriate for the Board structure.

5. Scope of Authority and Responsibilities of the Board of Directors

5.1 Establish policies and directions for the Company's operations in accordance with the law, the Company's objectives, regulations, and resolutions of the shareholders' meeting.

5.2 Control and oversee the management to operate in accordance with the established policies effectively and efficiently to protect the interests of the company, shareholders, and other stakeholders.

5.3 Coordinate between shareholders and management to prevent conflicts of interest between the company and the executives.

5.4 Oversee investments, business expansions, acquisitions, disposals, or transfers of assets that have a significant impact on the company.

5.5 Participate in Board meetings to appoint and remove senior executives, as well as select and nominate individuals for consideration for election as directors of the company by the shareholders.

5.6 Propose an auditor to the shareholders for appointment and disclose information accurately and in accordance with legal requirements.

5.7 Have the power to act in any manner as specified in the Memorandum of Association, Articles of Association, and provisions of the law.

5.8 To ensure the effectiveness and efficiency of the Board's work, as well as to comply with relevant requirements, the Board has appointed the following subcommittees:

1) Executive Committee

2) Audit Committee

3) Risk Management Committee

4) Remuneration Committee

Except for the following matters, the Board of Directors must obtain approval from the shareholders' meeting before proceeding:

1. Matters prescribed by law to be resolved by the shareholders' meeting

2. Entering into connected transactions with a value exceeding or equal to 20 million baht or 3% of NTA, whichever is higher.
3. Purchase or sale of major assets with a value of 50% or more of the total assets of the listed company.
4. Providing financial assistance to related persons with a value exceeding or equal to 100 million baht or 3% of NTA, whichever is lower.

Note: NTA (Net Tangible Assets) = Total Assets - Total Liabilities - Intangible Assets - Minority Interest (if any)

6. Meetings

6.1 The Board meeting has predetermined dates and times throughout the year to allow directors to allocate their time to attend every meeting.

6.2 The Board of Directors of the Company must meet at least once every three months. The Chairman of the Board may call additional special meetings as deemed necessary.

6.3 In convening a Board meeting, the Chairman of the Board or an authorized person shall issue a notice of meeting to the directors no less than three days prior to the meeting date, except in urgent cases, to protect the rights or interests of the company, in which case the notice may be given electronically or by other means and the meeting date may be set earlier. In the event that a Board meeting is held electronically, the distribution of meeting materials may be done by electronic mail, which must be sent within the timeframe specified in this clause. A copy of the meeting invitation and meeting materials must be kept as evidence, which may be stored electronically.

6.4 When deemed appropriate or to protect the rights or interests of the Company, two or more directors may jointly request a Board meeting. The request must specify the matter to be considered by the meeting and the reasons for such request. The Chairman of the Board shall set a meeting date within fourteen days from the date of receiving such request. If the Chairman of the Board fails to proceed under the first sentence, the requesting directors may jointly call and set a date for a Board meeting to consider the requested matter within fourteen days from the expiration of the period specified in the first sentence.

6.5 A quorum at a Board meeting shall consist of not less than one-half of the total number of directors. In the event that the Chairman of the Board is not present at the meeting or is unable to perform their duties, if there is a Vice Chairman, the Vice Chairman shall act as Chairman. If there is no Vice Chairman or if the Vice Chairman is unable to perform their duties, the directors present at the meeting shall elect one director to act as Chairman of the meeting.

6.6 All resolutions of the Board meeting shall be decided by a majority vote of the directors present at the meeting. Each director shall have one vote. However, a director who has an interest in any matter shall not be entitled to vote on that matter. In the event of a tie, the Chairman of the meeting shall have an additional casting vote.

6.7 Board meetings shall be held at the Company's head office, a nearby province, or any other location as determined by the Board. In the case of meetings conducted electronically, the Company's head office shall be deemed the meeting venue.

6.8 The Company has established a policy regarding the minimum quorum for Board meetings, stating that at the time the Board makes a resolution at a meeting, there must be no less than 2/3 of the total number of directors present.

6.9 Provide opportunities for the free expression of opinions.

6.10 Allocate sufficient time for consideration of each agenda item for thorough discussion and expression of opinions.

6.11 Ensure management in accordance with good corporate governance policies and prevent conflicts of interest.

6.12 Hold an Annual General Meeting of Shareholders within 4 months from the end of the Company's fiscal year. In case of urgency to protect the rights and interests of the Company, an Extraordinary General Meeting may be called.

6.13 The Company will ensure that minutes of Board meetings are recorded and that approved documents are collected and maintained for reference and audit purposes. At every Board meeting, the Company will arrange for executives and relevant personnel to attend the meeting to provide information and details for accurate and timely decision-making.

7. Remuneration

Directors' remuneration and compensation shall be determined by the shareholders' meeting.

8. Charter Review

The Board will review and assess the adequacy and appropriateness of the Charter at least annually.

Reference link for the board charter : <https://www.thaitex.com/charter>

7.3 Information on subcommittees

7.3.1 Information on roles of subcommittees

Roles of subcommittees

Board of Directors

Role

- Audit of financial statements and internal controls
- Risk management
- Director and executive nomination
- Sustainability development
- Climate-related risks and opportunities governance

Scope of authorities, role, and duties

1. Establish company policies and operational directions in accordance with laws, company objectives, articles of association, and shareholder resolutions.
2. Control and oversee the management to operate in accordance with the established policies effectively and efficiently to protect the interests of the company, shareholders, and other stakeholders.
3. Coordinate between shareholders and management to prevent conflicts of interest between the company and the management.
4. Supervise investments, business expansions, procurement, sales, or transfers of assets that have a significant impact on the company.
5. Participate in the appointment and removal of senior management, including the selection and nomination of individuals for consideration as company directors by shareholders.
6. Propose auditors for shareholder appointment and disclose information accurately and in accordance with legal requirements.
7. Have the authority to act as specified in the Memorandum of Association, Articles of Association, and legal provisions.
8. To ensure the effectiveness and efficiency of the Board's work, as well as to comply with relevant regulations, the Board has appointed the following sub-committees:
 - 1) Executive Committee
 - 2) Audit Committee
 - 3) Risk Management Committee
 - 4) Remuneration Committee

Except for the following matters, the Board of Directors must obtain approval from the shareholders' meeting before proceeding:

1. Matters that require a shareholder resolution by law.
2. Related party transactions with a value exceeding or equal to 20 million baht or 3% of NTA, whichever is higher.
3. The purchase or sale of major assets with a value of 50% or more of the total assets of the listed company.
4. Providing financial assistance to related persons with a value exceeding or equal to 100 million baht or 3% of NTA, whichever is lower.

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

Reference link for the charter

<https://www.thaitex.com/charter>

Audit Committee

Role

- Others
 - The Company ensures compliance with relevant regulations and laws. It has established principles and programs to govern its operations in accordance with applicable laws and regulations.

Scope of authorities, role, and duties

1. Review the Company's financial reporting to ensure accuracy, completeness, reliability, and adequate disclosures.
2. Review the Company's internal control system, risk management system, and internal audit system to ensure adequacy, appropriateness, and effectiveness. This includes considering the independence of the internal audit function and providing approval for the appointment, transfer, and termination of the Chief Audit Executive.
3. Review the appropriate and effective implementation of corporate governance policies and the business ethics code.
4. Review the Company's compliance with the Securities and Exchange Act, Stock Exchange regulations, and other laws relevant to the Company's business.
5. Consider the proposed appointment and removal of the Company's auditor and propose the auditor's remuneration.
6. Review connected transactions or transactions that may involve conflicts of interest to ensure compliance with the law and the regulations of the Stock Exchange of Thailand. This is to ensure that such transactions are reasonable and beneficial to the Company.
7. Oversee the performance of the internal audit function at both the policy and operational levels. This includes providing approval for the charter, independence, scope, and audit plan of the internal audit function.
8. Review compliance with the anti-corruption policy, including practices and procedures for receiving whistleblowing tips and complaints.
9. Consider and review the audit results and recommendations of both the external auditor and the internal audit function. Follow up to ensure that management has taken appropriate and effective action on these recommendations in a timely manner.
10. The Audit Committee may invite relevant Company management or employees to report or present information, attend meetings, or submit documents as deemed relevant and necessary.
11. When necessary, the Audit Committee may seek advice from external consultants or professional experts regarding audit work, with the Company being responsible for the expenses incurred according to Company regulations.
12. Review and revise the Audit Committee Charter at least annually or as needed to ensure it is up-to-date and appropriate for the organization's environment. Submit the revised charter to the Board of Directors for approval.
13. Prepare the Audit Committee Report, which includes information and opinions of the Audit Committee on various matters, to be disclosed in the Company's annual report. This report must be signed by the Audit Committee Chairman.
14. Perform other duties as assigned by the Board of Directors with the approval of the Audit Committee. The management is responsible for reporting or presenting relevant information and documents to the Audit Committee to support the Audit Committee in fulfilling its assigned responsibilities.

Reference link for the charter

<https://www.thaitex.com/charter>

Executive Committee

Role

- Others
 - Define objectives, policies, action plans, and annual budget allocation.

Scope of authorities, role, and duties

The Company has established working regulations and authorities to govern its operations in accordance with its responsibilities as follows:

1. Consider and determine the annual goals, policies, plans, and budget allocation as proposed by the management before presenting them to the Board of Directors for approval. This includes considering and approving changes and additions to the annual expenditure budget during periods when the Board of Directors is not in session, and presenting such matters to the Board of Directors for acknowledgment at the next meeting.
2. Have the executives responsible for various operations report their performance to the Executive Committee on a monthly basis.
3. Approve expenditures in accordance with the established company regulations.
4. Approve capital expenditures as specified in the annual budget or as approved in principle by the Board of Directors.
5. Approve in principle investments in business expansion, including joint ventures with other business operators, and present such matters to the Board of Directors for approval at the next meeting.
6. Approve the appointment of authorized signatories for company checks and payment instruments.
7. Serve as an advisory body to the management on matters related to production, marketing, finance, human resources, and other operational policies.
8. Oversee the development of corporate sustainability and the management of impacts, risks, and opportunities arising from climate change.
9. Approve the appointment, transfer, and termination of employees.
10. Carry out any other actions as assigned by the Board of Directors.

Reference link for the charter

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Remuneration Committee

Role

- Remuneration

Scope of authorities, role, and duties

1. Establish policies, criteria, and procedures for the recruitment of directors and senior management for the Board of Directors' approval.
2. Establish a policy for compensation and benefits, including the amount of compensation and benefits provided to directors and senior management, with clear and transparent criteria, for the Board of Directors' consideration, and submit such policy to relevant regulatory agencies upon request.
3. Establish guidelines for the performance evaluation of directors and senior management to consider adjustments to annual compensation, taking into account their roles, responsibilities, and associated risks, as well as prioritizing the long-term value creation for shareholders.
4. Perform other duties as assigned by the Board of Directors.

Reference link for the charter

<https://www.thaitex.com/charter>

Risk Management Committee

Role

- Others
 - Establish system boundaries for use in critical risk control.
 - Establishing an appropriate risk mitigation strategy
 - Enhancement of tools necessary for improved risk management.

Scope of authorities, role, and duties

The Risk Management Committee's primary responsibilities are to establish a framework for managing significant risks that could impact the company's performance, develop appropriate risk mitigation strategies for presentation to the Management Committee, and enhance tools necessary for effective risk control.

1. Establish policies and strategies aligned with the company's risk management framework, encompassing the risk governance structure, acceptable risk levels, and risk management methodologies.
2. Evaluate the company's overall risk profile, encompassing the following areas:
 - 2.1 Market Risk, including Position and Foreign Exchange (FX) risk.
 - 2.2 Credit Risk.
 - 2.3 Operational Risk.
 - 2.4 Liquidity and Funding Risk.
 - 2.5 Regulatory and Legal Risk, including reputational risk, investor relations risk, and corruption risk.
3. Collaborate with the Audit Committee on significant risks and engage internal audit for reviews to ensure the company maintains an appropriate internal control system for risk management, effective implementation of the risk management system, and company-wide adherence.
4. Review and refine risk management approaches and tools to ensure effectiveness and alignment with the nature and scale of risks associated with the company's operations.
5. Review and revise Risk Limits and Corrective Measures to be implemented in case of limit breaches.

Reference link for the charter

<https://www.thaitex.com/charter>

Sustainability Committee

Role

- Others
 - Establish policies and practices related to sustainable development, leading to a transparent and fair corporate governance system. This aims to build stakeholder confidence, enhance corporate value, and promote the company's competitiveness for sustainable growth.

Scope of authorities, role, and duties

1. Establish direction, policies, strategies, goals, and a sustainability development plan encompassing Environmental, Social, and Governance (ESG) aspects of the company for presentation to the Board of Directors.
2. Support and drive collaboration on sustainability efforts throughout the organization by providing guidance and promoting the integration of sustainability practices into business strategies, risk assessments, and both short-term and long-term organizational plans to achieve the established sustainability goals.
3. Review and recommend adjustments to the company's sustainability practices to align with current best practices and international standards, and present these recommendations to the Board of Directors for consideration and development.
4. Consider and approve the company's annual material sustainability issues in alignment with the needs and expectations of stakeholders, the external context, and organizational directions and goals. Present these issues to the Board of Directors for approval, and assign the management team to respond and follow up on them.
5. Monitor and summarize the organization's sustainability performance and report progress to the Board of Directors at least annually.
6. Oversee the disclosure of the company's sustainability information through annual reports and the company's annual sustainability report.
7. Consider establishing sustainability working groups as deemed appropriate.

Reference link for the charter

<https://www.thaitex.com/charter>

7.3.2 Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. YANYONG TAVARORIT^(*) Gender: Male Age : 85 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	Law, Internal Control, Audit, Accounting, Finance
<p>2. Mr. SURABHON KWUNCHAITHUNYA Gender: Male Age : 73 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	Internal Control, Finance & Securities, Business Administration, Fund Management, Risk Management
<p>3. Asst. Prof. Dr. SOMPOP RANGUBTOOK Gender: Male Age : 73 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 :

(*) Directors with expertise in accounting information review

List of executive committee members

List of directors	Position	Appointment date of executive committee member
1. Mr. VORATHEP WONGSASUTHIKUL Gender: Male Age : 75 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residence in Thailand : Yes	The chairman of the executive committee	1 Mar 2018
2. Mr. PATTARAPOL WONGSASUTHIKUL Gender: Male Age : 50 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	Member of the executive committee	1 Mar 2018
3. Ms. CHALONGKWAN WONGSASUTHIKUL Gender: Female Age : 52 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	Member of the executive committee	1 Mar 2018
4. Mr. PRAWIT WARAPRATEEP Gender: Male Age : 52 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

Other Subcommittees

Subcommittee name	Name list	Position
Remuneration Committee	Mr. SURABHON KWUNCHAITHUNYA	The chairman of the subcommittee (Independent director)
	Mr. VORATHEP WONGSASUTHIKUL	Member of the subcommittee
	Mr. PAIBOON WARAPRATEEP	Member of the subcommittee
	Mr. WONGSAKUL KITTIPROMWONG	Member of the subcommittee (Independent director)

Subcommittee name	Name list	Position
Risk Management Committee	Mrs. SUCHADA SODTHIBHAPKUL	The chairman of the subcommittee (Independent director)
	Mr. VORATHEP WONGSASUTHIKUL	Member of the subcommittee
	Mr. PAIBOON WARAPRATEEP	Member of the subcommittee
	Mr. PATTARAPOL WONGSASUTHIKUL	Member of the subcommittee
	Mr. PRAWIT WARAPRATEEP	Member of the subcommittee
	Mr. Dhirapong Hirunprasurtwutti	Member of the subcommittee
Sustainability Committee	Mr. PATTARAPOL WONGSASUTHIKUL	The chairman of the subcommittee
	Ms. CHALONGKWAN WONGSASUTHIKUL	Member of the subcommittee
	Mr. PRAWIT WARAPRATEEP	Member of the subcommittee

7.4 Information on the executives

Roles and Responsibilities of the Managing Director

1. Formulate policies, visions, objectives, strategies, business plans, and annual budgets of the Company and its subsidiaries for submission to the Executive Committee and/or the Board of Directors for further approval.
2. Supervise, manage, operate, and perform routine business operations for the benefit of the Company in accordance with the vision, business direction, policies, business strategies, goals, operational plans, and annual budgets approved by the Executive Committee and/or the Board of Directors and/or as assigned by the Executive Committee and/or the Board of Directors.
3. Coordination with the Audit Committee to ensure that the Company's business operations, including risk management, are in accordance with the Company's objectives and requirements, as well as the resolutions of the Executive Committee and/or the Board of Directors and/or the resolutions of the shareholders' meeting.
4. Approval of entering into any contracts and/or transactions related to the normal course of business of the Company (e.g., trading, investing, or jointly investing with other persons for the purpose of carrying out the normal course of business of the Company and for the benefit of the Company's operations in accordance with its objectives) within the conditions and limits specified in the Delegation of Authority and/or as determined by the Executive Committee and/or the Board of Directors and/or in accordance with relevant laws and regulations and/or the Company's Articles of Association.
5. Approval of any borrowing of loans, approval of borrowing, and application for any credit facilities from financial institutions, lending, as well as pledging, mortgaging, or acting as a guarantor of the Company and its subsidiaries, within the conditions and limits specified in the Delegation of Authority or as determined by the Executive Committee and/or the Board of Directors.
6. Monitor, inspect, and control the operations of the Company, subsidiaries, and/or joint ventures to ensure good performance in accordance with targets and report to the Executive Committee and the Board of Directors every quarter, including seeking opportunities to improve and develop better performance.
7. Develop the organization to have good operating results and performance, and continuously improve and develop to enable the organization to grow sustainably.
8. Investment management in new projects, ensuring that the study of investment opportunities in good new projects is carried out by conducting appropriate and comprehensive technical and financial studies to support decision-making.
9. Manage the development of corporate sustainability in the environmental, social, and governance (ESG) aspects, including the management of impacts, risks, or opportunities from climate change.
10. Asset reporting management, carrying out related reporting and reporting on the acquisition and disposal of assets, including the Company's regulations, as approved by the Executive Committee meeting and/or the Board of Directors meeting and/or the shareholders' meeting, in accordance with the relevant regulations.
11. Consider the criteria for selecting executives, consider the criteria and methods for recruiting and selecting persons to hold senior management positions in conjunction with the Remuneration Committee.
12. Appointment of various advisors necessary for the Company's operations within the conditions and limits specified in the Delegation of Authority and/or as determined by the Executive Committee and/or the Board of Directors.
13. Establish rules, regulations, guidelines, practices, and requirements for the organizational structure in positions below the Managing Director, including the hiring, appointment, transfer, dismissal, and termination of employees of the Company in positions below the Managing Director.

14. Formulate policies, compensation structures, formats, and guidelines for employee compensation in conjunction with the Executive Committee and submit them to the Remuneration Committee for consideration and approval before submitting them to the Board of Directors for further approval.

15. Consider employee compensation in accordance with the compensation structure policy approved by the Board of Directors and submit it to the Executive Committee for further approval.

16. Issuing orders, regulations, announcements, and various memorandums within the Company to ensure that the Company's operations are in accordance with policies and for the benefit of the Company, including maintaining discipline within the organization, authorizing and/or sub-delegating any person or persons to perform any act on behalf of the Managing Director, within the scope of authority specified in the Company's power of attorney and/or the regulations, rules, or resolutions of the Board of Directors. The delegation of authority, duties, and responsibilities of the Managing Director shall not be in the nature of a delegation or sub-delegation that would enable the Managing Director or the person authorized by the Managing Director to approve transactions in which he or she or a person who may have a conflict of interest (as defined in the notifications of the Securities and Exchange Commission and/or the Capital Market Supervisory Board) may have an interest or may benefit in any way or may have any other conflict of interest with the Company or its subsidiaries, except for the approval of transactions that are in accordance with the policies and criteria approved by the Board of Directors.

17. Perform other duties as assigned by the Executive Committee and/or the Board of Directors, including having the authority to take any actions necessary to perform such duties.

7.4.1 List and positions of the executive

List of the highest-ranking executive and the next four executives

List of executives	Position	First appointment date	Skills and expertise
<p>1. Mr. VORATHEP WONGSASUTHIKUL Gender: Male Age : 75 years Highest level of education : Master's degree Study field of the highest level of education : Economics Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Chief Executive Officer (The highest-ranking executive)	1 Mar 2018	Agribusiness, Economics, Business Administration, Commerce, Marketing
<p>2. Mr. PATTARAPOL WONGSASUTHIKUL Gender: Male Age : 50 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>	Board of Directors	1 Mar 2018	Agribusiness, Marketing, Business Administration, Sustainability, IT Management
<p>3. Ms. CHALONGKWAN WONGSASUTHIKUL Gender: Female Age : 52 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>	Director of Planning and Resource Management	1 Mar 2018	Economics, Corporate Management, Human Resource Management, Business Administration, Strategic Management
<p>4. Mr. PRAWIT WARAPRATEEP Gender: Male Age : 52 years Highest level of education : Master's degree Study field of the highest level of education : Finance Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No</p>	Board of Directors, Audit and Risk Management Committee	1 Mar 2018	Finance, Agribusiness, Risk Management, Business Administration, Accounting

Additional Explanation :

(*) Highest responsibility in corporate accounting and finance

(**) Accounting supervisor

(***) Appointed after the fiscal year end of the reporting year

7.4.2 Remuneration policy for executive directors and executives

To comply with good practices, the Board of Directors has assigned the Remuneration Committee to consider and determine the remuneration, directors' fees, and directors' retirement benefits for the Board of Directors and sub-committees. This takes into account the nature of the business, the company's growth rate, and the duties and responsibilities of the directors. As reviewed by the Remuneration Committee, the Board of Directors will propose the budget for directors' remuneration and sub-committees' remuneration for the Annual General Meeting of Shareholders' approval.

Reference link for remuneration policy for executive directors :
and executives

Does the board of directors or the remuneration committee : Yes
have an opinion on the remuneration policy for executive
directors and executives

According to the resolution of the Remuneration Committee of Thai Rubber Latex Group Public Company Limited, Meeting No. 1/2024, held on December 17, 2024, the meeting considered and approved the remuneration of directors' attendance fees and directors' bonuses for the Company's Board of Directors and subcommittees, totaling 8,000,000 Baht (Eight Million Baht only).

7.4.3 Remuneration of executive directors and executives

In 2024, the company paid a total of 3,930,000 Baht (Three million nine hundred thirty thousand Baht only) in executive compensation, including bonuses, before tax deduction at source.

Monetary remuneration of executive directors and executives

	2022	2023	2024
Total remuneration of executive directors and executives (baht)	4,200,000.00	4,245,000.00	3,930,000.00
Total remuneration of executives (baht)	4,200,000.00	4,245,000.00	3,930,000.00

Other remunerations of executive directors and executives

	2022	2023	2024
Company's contribution to provident fund for executive directors and executives (Baht)	963,696.00	963,696.00	963,696.00
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 : 0.00
and executives in the past year

Estimated remuneration of executive directors and executives : 0.00
in the current year

7.5 Information on employees

Information on the company's employees

Employees

	2022	2023	2024
Total employees (persons)	656	678	632
Male employees (persons)	364	383	360
Female employees (persons)	292	295	272

Number of employees by position and department

Number of male employees by position

	2022	2023	2024
Total number of male employees in operational level (Persons)	347	366	346
Total number of male employees in management level (Persons)	11	11	9
Total number of male employees in executive level (Persons)	6	6	5

Number of female employees by position

	2022	2023	2024
Total number of female employees in operational level (Persons)	277	277	255
Total number of female employees in management level (Persons)	14	17	16
Total number of female employees in executive level (Persons)	1	1	1

Significant changes in the number of employees

Significant changes in number of employees over the past 3 : Yes
Years

Following the COVID-19 pandemic and economic downturn, the company has reduced production capacity in some branches to respond to changing market demands. In addition, the company has implemented workforce planning improvements to enhance control and align with work efficiency.

Information on employee remuneration

Employee remuneration

	2022	2023	2024
Total employee remuneration (baht)	224,680,271.00	233,412,869.00	177,052,240.67
Total male employee remuneration (Baht)	145,526,644.00	147,501,917.00	101,084,225.30
Total female employee remuneration (Baht)	79,153,627.00	85,910,952.00	75,968,015.37

Provident fund management policy

Provident fund management policy : Have

Investment Policy Type :

Funds with multiple investment policies, as the management company will propose to the fund's board of directors for consideration and approval from time to time (whereby the fund's board of directors or the employer's sub-committee of the board of directors must disclose the investment policy to the members prior to selecting the investment policy and/or whenever there is a change).

Provident fund for employees (PVD)

	2022	2023	2024
Number of employees joining in PVD (persons)	201	203	189
Proportion of employees who are PVD members (%)	30.64	29.94	29.91
Total amount of provident fund contributed by the company (baht)	3,593,354.00	3,891,056.00	3,770,387.00

7.6 Other significant information

7.6.1 Assigned person

List of persons assigned for accounting oversight

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. Chalongkwan 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. Mr. Prawit Waraprateep	prawit@thaitex.com	02-0332333 Ext 589

7.6.2 Head of investor relations

Does the Company have an appointed head of investor relations : Yes

List of the head of investor relations

General information	Email	Telephone number
1. Ms. phanwadee Kietsiranan	phanwadee@thaitex.com	02-0332333 Ext 170

7.6.3 Company's auditor

Details of the company's auditor

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 0 2677 2000	2,385,000.00	<p>Types of non-audit service:</p> <p>1. Services in compliance with the conditions of the investment promotion certificate</p> <p>2. Legal consulting services</p> <p>Details of non-audit service: 1. The affiliated audit office's accounting firm provided audit services in compliance with the conditions of the investment promotion certificate during the past accounting year, with a service fee of 240,000 Baht. This expense has been recorded in the accounts for the entire year.</p> <p>2. Business activities related to the affiliated audit office's accounting firm received legal consulting services during the past accounting year, with a service fee of 280,000 Baht. This expense has been recorded in the accounts for the entire year.</p> <p>Amount paid during the fiscal year: 520,000.00 baht Amount to be paid in the future: N/A baht Total non-audit fee: 520,000.00 baht</p>	<p>1. Mr. WATCHARA PATTARAPITAK Email: watchara@kpmg.co.th License number: 6669</p> <p>2. Mr. BUNYARIT THANORMCHAROEN Email: bunyarit@kpmg.co.th License number: 7900</p> <p>3. Mr. YOOTTAPONG SOONTALINKA Email: yoottapong@kpmg.co.th License number: 10604</p>

Details of the auditors of the subsidiaries

Audit fee (Baht)	Other service fees
2,640,000.00	-

7.6.4 Assigned personnel in case of a foreign company

Does the company have any individual assigned to be : No
representatives in Thailand

8. Report on key operating results on corporate governance

8.1 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

The Company schedules board meetings in advance throughout the year, with at least 4 meetings per year to consider the main agenda items set for each year. However, if there are urgent matters, the Chairman of the Board will call a meeting for those specific matters, which will be notified in advance no less than the period specified by law. In 2024, the Board of Directors held a total of 5 meetings. A notice of meeting, meeting agenda, and meeting materials are sent to the directors no less than three days before the meeting date to allow the Board of Directors sufficient time to review the information before attending the meeting, except in urgent cases. To preserve the rights or benefits of the Company, a meeting notice may be given electronically or by other means and a meeting date may be set sooner. In the case where any Board of Directors meeting is held via electronic media, the delivery of meeting materials can be done by electronic mail, which must be sent within the time period specified in this article, and a copy of the invitation letter and meeting materials must be kept as evidence, which may be stored in electronic form. At the Board of Directors meetings, the directors can express their opinions freely. Minutes of the meetings are recorded in writing, and reports of the meetings approved by the Board of Directors are kept for review by the Board of Directors and interested parties. Normally, 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, oversee the activities of the Board of Directors, and coordinate the implementation of Board resolutions.

8.1.1 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. PAIBOON WARAPRATEEP	Vice-chairman of the board of directors (Non-executive directors)	25 Apr 2008	Finance, Agribusiness, Business Administration, Corporate Social Responsibility
Mrs. SUCHADA SODTHIBHAPKUL	Director (Non-executive directors, Independent director)	24 Apr 2015	Risk Management, Finance & Securities, Business Administration, Finance, Data Analysis
Mr. SURABHON KWUNCHAITHUNYA	Director (Non-executive directors, Independent director)	1 Sep 2018	Internal Control, Finance & Securities, Business Administration, Fund Management, Risk Management
Dr. PASITHPHOL TEMRITIKULCHAI	Director (Non-executive directors)	12 Nov 2019	Petrochemicals & Chemicals, Business Administration, Industrial Materials & Machinery, Accounting, Finance

Selection of independent directors

Criteria for selecting independent directors

For the selection of independent directors, the Remuneration Committee will conduct the recruitment and selection of qualified individuals according to the qualifications of independent directors set by the Board of Directors, which are in line with the regulations of the Stock Exchange of Thailand and the Securities and Exchange Commission. The selected candidates will then be presented to the Board of Directors and shareholders for approval.

Qualifications of Independent Directors

The Board of Directors has determined the qualifications of independent directors in accordance with the regulations and rules of the Stock Exchange of Thailand and the definition of independence of independent directors according to the Securities and Exchange Commission as follows:

1. Holds no more than 1% of the total voting shares of the Company*. This includes the shareholding of related persons of such independent director.
2. Is not or has never been a director who participates in management, employee, staff, consultant who receives a regular salary, or person with controlling power of the Company*, unless such characteristics have ceased to exist for at least 2 years.
3. Is not a person who has a blood relationship or by registration under the law with other directors, executives of the company, major shareholders, persons with controlling power, or persons who will be nominated to be directors, executives, or persons with controlling power of the company or subsidiaries.
4. Does not have or has never had a business relationship with the Company* in a manner that may hinder the exercise of their independent judgment, including not being or having been a significant shareholder or a person with controlling power of a person who has a business relationship with the Company*, unless such characteristics have ceased to exist for at least 2 years.
5. Is not or has never been an auditor of the Company* and is not a significant shareholder, person with controlling power, or partner of an audit firm that has an auditor of the Company*, unless such characteristics have ceased to exist for at least 2 years.
6. Is not or has never been a provider of any professional services, including legal or financial consulting services, which receives service fees exceeding 2 million baht per year from the Company* and is not a significant shareholder, person with controlling power, or partner of such professional service provider, unless such characteristics have ceased to exist for at least 2 years.
7. Is not a director appointed to represent the directors of the company, major shareholders, or shareholders who are related to major shareholders.
8. Does not operate a business that is identical and materially competitive with the business of the Company or its subsidiaries, or is not a significant partner in a partnership, or is a director who participates in management, employee, staff, consultant who receives a regular salary, or holds more than 1% of the total voting shares of another company that operates a business that is identical and materially competitive with the business of the Company or its subsidiaries.
9. Does not have any other characteristics that prevent them from providing independent opinions on the Company's operations.

Note: * Including parent companies, subsidiaries, affiliated companies, major shareholders, or persons with controlling power of the company.

10. The Company may appoint a person who has or has had a business relationship or provided professional services exceeding the value specified in (4) or (6) as an independent director if the Board of Directors has carefully considered and is of the opinion that the appointment of such person does not affect the performance of duties and the provision of independent opinions and shall

disclose the following information in the notice of the shareholders' meeting on the agenda for the appointment of independent directors, with the following details:

10.1 The nature of the business relationship or professional services that make such person unqualified under the criteria.

10.2 The reasons for and necessity of maintaining or appointing such person as an independent director.

10.3 The opinion of the Board of Directors in proposing the appointment of such person as an independent director.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent : Yes
directors over the past year

Nature of business relationship or professional services

-

Reason and necessity to maintain or appoint such person to be an independent director

Reasons and necessity for retaining or appointing such persons as independent directors (in the case of exceeding 9 years)

The Board of Directors collectively considered and screened in accordance with the process defined by the company and found that the independent directors who have served for more than 9 years are qualified as independent directors according to the regulations and requirements of the Stock Exchange of Thailand and the definition of independence for independent directors according to the Securities and Exchange Commission. They possess knowledge, ability, experience, and expertise beneficial to the company's operations, have good ethics and morals, and fulfill the responsibilities of the subcommittees to which they are assigned. They also provide independent opinions regarding the company's operations.

The board of directors' opinion on the individual's role as an independent director

The Board of Directors believes that the Independent Directors are able to express their opinions independently and possess the qualifications of Independent Directors as defined by the regulations of the Securities and Exchange Commission, which does not affect their duties.

Selection of directors and the highest-ranking executive

Method for selecting directors and the highest-ranking executive

Individuals selected and appointed as directors and senior executives must possess qualifications in accordance with the Public Limited Companies Act and other laws related to listed companies. The Company has established a Board Skill Matrix, approved by the Board of Directors, to serve as criteria for considering and determining the qualifications of directors to be recruited, necessary skills lacking in corporate management, and defining qualifications to be consistent and appropriate with the Board structure. The Remuneration Committee proposes these qualifications for the Board of Directors' approval.

Method for selecting persons to be appointed as : No
directors through the nomination committee
Method for selecting persons to be appointed as the : No
highest-ranking executive through the nomination
committee

Rights of minority shareholders on director appointment

- All shareholders have the right to attend and vote at every meeting. Shareholders can attend and vote on all agenda items, except for agenda items in which any shareholder has an interest and legal requirements prohibit voting on such agenda items.
- Disclose the voting and vote counting methods before the shareholders' meeting and the use of ballot papers. Each shareholder shall have one vote per share held in the Company.
- The Company shall conduct voting on an agenda-by-agenda basis and vote on each item if there are multiple items on the agenda. For example, the agenda for the appointment of directors, any voting, or approval of any action at the general meeting must receive an affirmative vote of the majority of the shareholders who attend the meeting and are 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

Information on the development 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 <ul style="list-style-type: none"> • 2024: VAIP: Visionary Artificial Intelligence Partnership by SPU
2. Mr. PAIBOON WARAPRATEEP Vice-chairman of the board of directors	Non-participating	-
3. Mr. PATTARAPOL WONGSASUTHIKUL Director	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: ESG in the Boardroom: A Practical Guide for Board (ESG) Other <ul style="list-style-type: none"> • 2024: ABI stands for Artificial intelligence for business. • 2024: Innovative Organizational Development with AI: Stepping into an Innovative Organization with the Power of AI • 2024: KPIs improvement project: Clear definition, precise measurement, leading to stable and sustainable development.
4. Mr. PRAWIT WARAPRATEEP Director	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: ESG in the Boardroom: A Practical Guide for Board (ESG) Other <ul style="list-style-type: none"> • 2024: VAIP: Visionary Artificial Intelligence Partnership for SPU, 3rd Generation
5. Ms. CHALONGKWAN WONGSASUTHIKUL Director	Participating	Thai Institute of Directors (IOD) <ul style="list-style-type: none"> • 2024: ESG in the Boardroom: A Practical Guide for Board (ESG) • 2024: Board Nomination and Compensation Program (BNCP) Other <ul style="list-style-type: none"> • 2024: VAIP: Visionary Artificial Intelligence Partnership SPU Version 3
6. Mr. YANYONG TAVARORIT Director	Non-participating	-
7. Mrs. SUCHADA SODTHIBHAPKUL Director	Non-participating	-
8. Mr. SURABHON KWUNCHAITHUNYA Director	Non-participating	-
9. Asst. Prof. Dr. SOMPOP RANGUBTOOK Director	Non-participating	-
10. Dr. PASITHPHOL TEMRITIKULCHAI Director	Non-participating	-

List of directors	Participation in training in the past financial year	History of training participation
11. Mr. WONGSAKUL KITTIPROMWONG Director	Non-participating	-

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

1. The Board of Directors shall approve and review the self-assessments of the Board and its sub-committees.
2. Self-assessments of the Board and its sub-committees should be conducted both collectively and individually at least annually.
3. Individual Board self-assessments can be conducted either as self-assessments or peer-to-peer assessments.
4. The rating scale for the assessment can be done in a variety of ways and should be standardized so that the Board can compare the assessment results for each topic or compare the assessment results from year to year, such as:

0 = Strongly Disagree or No action has been taken on the matter.

1 = Disagree or Little has been done on the matter.

2 = Agree or Moderate performance in that area.

3 = Somewhat Agree or Good performance in that area.

4 = Strongly Agree or Excellent performance in that area.

The evaluation results are based on the evaluation criteria, calculated as a percentage of the total score for each item, according to the following criteria: more than 85% = Excellent, more than 75% = Very Good, more than 65% = Good, more than 50% = Fair, less than 50% = Needs Improvement.

Evaluation of the duty performance of the board of directors over the past year

The Board of Directors' self-assessment for the year 2024 consists of both individual and committee self-assessments. The committee self-assessment is divided into 2 types: the Board of Directors' self-assessment and the subcommittee self-assessment (Audit Committee / Risk Management Committee / Remuneration Committee).

1. The Board of Directors' self-assessment consists of 6 topics: Structure and Qualifications of the Board of Directors, Roles, Duties and Responsibilities of the Board of Directors, Board Meetings, Board Performance History, Relationship with Management, and Board Development.

Summary of the Board of Directors' self-assessment results for all 6 topics: The majority of the operations were deemed excellent, with an average score in the excellent range, equal to 91.37%.

2. The self-assessment of the subcommittees by committee (Audit Committee / Risk Management Committee / Remuneration Committee) consists of 4 topics: The structure and qualifications of the committee are appropriate, enabling the committee to function effectively, the subcommittee meetings have been conducted to enable the committee to perform its duties effectively at the meetings, and the roles, duties, and responsibilities of the subcommittees have been given sufficient time for consideration, review, and implementation, and the reporting of the subcommittees.

Summary of the self-assessment results of the Audit Committee for all 4 topics: The majority of the operations were deemed excellent, with an average score in the excellent range, equal to 92.97%.

Summary of the self-assessment results of the Risk Management Committee for all 4 topics: The majority of the operations were deemed excellent, with an average score in the excellent range, equal to 87.50%.

Summary of the self-assessment results of the Remuneration Committee for all 4 topics: The majority of the operations were deemed very good, with an average score in the excellent range, equal to 88.13%.

3. The individual self-assessment consists of 5 topics: Personal Qualities of the Board of Directors / Readiness to Perform Duties / Participation in Meetings / Roles, Duties, and Responsibilities of the Board of Directors / Relationship with the Board of Directors and the Management

Summary of the overall individual self-assessment results for the 5 topics: The majority of the operations were deemed excellent, with an average score in the excellent range, equal to 90.90%.

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	91.37%	100%
	Self-assessment	90.90	100%
	Cross-assessment (assessment of another director)	None	None
Audit Committee	Group assessment	92.97%	100%
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None
Risk Management Committee	Group assessment	87.50%	100%
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Remuneration Committee	Group assessment	88.13%	100%
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	None	None

8.1.2 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 past : 5
year (times)
Date of AGM meeting : 25 Apr 2024
EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	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	N/A	/	N/A
2. Mr. PAIBOON WARAPRATEEP (Vice-chairman of the board of directors)	5	/	5	1	/	1	N/A	/	N/A
3. Mr. PATTARAPOL WONGSASUTHIKUL (Director)	5	/	5	1	/	1	N/A	/	N/A
4. Mr. PRAWIT WARAPRATEEP (Director)	5	/	5	1	/	1	N/A	/	N/A
5. Ms. CHALONGKWAN WONGSASUTHIKUL (Director)	5	/	5	1	/	1	N/A	/	N/A
6. Mr. YANYONG TAVARORIT (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A

List of directors	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. Mrs. SUCHADA SODTHIBHAPKUL (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A
8. Mr. SURABHON KWUNCHAITHUNYA (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A
9. Asst. Prof. Dr. SOMPOP RANGUBTOOK (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A
10. Dr. PASITHPHOL TEMRITIKULCHAI (Director)	5	/	5	1	/	1	N/A	/	N/A
11. Mr. WONGSAKUL KITTIPROMWONG (Director, Independent director)	5	/	5	1	/	1	N/A	/	N/A

Remuneration of the board of directors

Types of remuneration of the board of directors

Monetary compensation is paid on a monthly and per-time basis, with details 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)			365,000.00		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	315,000.00	0.00	315,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
Remuneration Committee	10,000.00	0.00	10,000.00	No	
Risk Management Committee	40,000.00	0.00	40,000.00	No	
2. Mr. PAIBOON WARAPRATEEP (Vice-chairman of the board of directors)			340,000.00		N/A
Board of Directors	290,000.00	0.00	290,000.00	No	
Remuneration Committee	10,000.00	0.00	10,000.00	No	
Risk Management Committee	40,000.00	0.00	40,000.00	No	
3. Mr. PATTARAPOL WONGSASUTHIKUL (Director)			330,000.00		N/A
Board of Directors	290,000.00	0.00	290,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
Sustainability Committee	0.00	0.00	0.00	No	
Risk Management Committee	40,000.00	0.00	40,000.00	No	
4. Mr. PRAWIT WARAPRATEEP (Director)			330,000.00		N/A
Board of Directors	290,000.00	0.00	290,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
Sustainability Committee	0.00	0.00	0.00	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	40,000.00	0.00	40,000.00	No	
5. Ms. CHALONGKWAN WONGSASUTHIKUL (Director)			290,000.00		N/A
Board of Directors	290,000.00	0.00	290,000.00	No	
Executive Committee	0.00	0.00	0.00	No	
Sustainability Committee	0.00	0.00	0.00	No	
6. Mr. YANYONG TAVARORIT (Director)			380,000.00		N/A
Board of Directors	290,000.00	0.00	290,000.00	No	
Audit Committee	90,000.00	0.00	90,000.00	No	
7. Mrs. SUCHADA SODTHIBHAPKUL (Director)			342,000.00		N/A
Board of Directors	290,000.00	0.00	290,000.00	No	
Risk Management Committee	52,000.00	0.00	52,000.00	No	
8. Mr. SURABHON KWUNCHAITHUNYA (Director)			378,000.00		N/A
Board of Directors	290,000.00	0.00	290,000.00	No	
Audit Committee	75,000.00	0.00	75,000.00	No	
Remuneration Committee	13,000.00	0.00	13,000.00	No	
9. Asst. Prof. Dr. SOMPOP RANGUBTOOK (Director)			365,000.00		N/A
Board of Directors	290,000.00	0.00	290,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non-monetary remuneration	
Audit Committee	75,000.00	0.00	75,000.00	No	
10. Dr. PASITHPHOL TEMRITIKULCHAI (Director)			290,000.00		N/A
Board of Directors	290,000.00	0.00	290,000.00	No	
11. Mr. WONGSAKUL KITTIPROMWONG (Director)			300,000.00		N/A
Board of Directors	290,000.00	0.00	290,000.00	No	
Remuneration Committee	10,000.00	0.00	10,000.00	No	
12. Mr. Dhirapong Hirunprasurtwutti (Member of the subcommittee)			0.00		N/A
Risk Management Committee	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	3,215,000.00	0.00	3,215,000.00
2. Audit Committee	240,000.00	0.00	240,000.00
3. Executive Committee	0.00	0.00	0.00
4. Remuneration Committee	43,000.00	0.00	43,000.00
5. Risk Management Committee	212,000.00	0.00	212,000.00
6. Sustainability Committee	0.00	0.00	0.00

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)

8.1.3 Supervision of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated companies	:	Yes
Mechanism for overseeing subsidiaries and associated companies	:	Yes
Mechanism for overseeing management and taking responsibility for operations in subsidiaries and associated companies approved by the board of directors	:	The determination of the scope of duties and responsibilities of directors and executives as company representatives in establishing important policies, Disclosure of financial condition and operating results, Transactions between the company and related parties, Other significant transactions, Acquisition or disposal of assets, Internal control system of the subsidiary operating the core business is appropriate and sufficient in the subsidiary operating the core business

The Company systematically oversees the operations of its subsidiaries and associated companies as follows:

(1) The Board of Directors appoints qualified individuals to serve on the Board of Directors of each subsidiary and associated company to oversee business operations. These individuals report to and attend meetings with the Company's executive directors. Other management personnel hold periodic joint meetings to ensure systematic management, supervision, and to safeguard the best interests of the Company.

(2) The Company monitors the operating results. Subsidiaries submit their financial statements monthly to the parent company for consolidated financial statements. This allows for monthly analysis of each subsidiary's performance, disclosing financial position, operating results, and monitoring related party transactions. The acquisition or disposal of assets and other significant transactions are also disclosed completely, accurately, and promptly in accordance with the Company's regulations.

(3) The Company ensures that subsidiaries have appropriate and sufficiently stringent internal control systems. The Company also requires the internal audit unit to report on the adequacy of internal control systems, compliance with relevant laws and regulations to the Audit Committee.

8.1.4 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 requires that the Directors, Directors on sub-committees, executives, and employees must not seek personal gain that conflicts with the interests of the Company. Business operations must be conducted for the purpose of maximizing benefits for the Company. In the event of any conflict of interest, those involved or having an interest in the transaction under consideration must inform the Company of their relationship or interest in such transaction and must not participate in the consideration, including having no 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 on sub-committees, executives, and employees shall not engage in, carry on, or invest in any business that competes or may compete with the business of the Company and its subsidiaries, whether for

personal benefit or for the benefit of others, which may be detrimental to the Company, either directly or indirectly, or become a partner, a shareholder with decision-making power, or an executive in a business that competes or is similar to the Company or its subsidiaries, unless it can be shown that there is a mechanism to ensure that such action will not affect the Company, including measures that are in the best interests of the Company and the shareholders as a whole.

2. Seeking Benefits from Personal Business with the Company: All Directors, Directors on sub-committees, executives, and employees should disclose any business or activities carried out personally or with family, relatives, or dependents, which may have interests that could give rise to a conflict of interest with the Company or its subsidiaries, and prepare a disclosure of direct and indirect interests on an annual basis or when there is a material change in the disclosed details, such as:

- Jointly investing or having interests with vendors doing business with the Company or subsidiaries.
- Holding any position or acting as a consultant to vendors doing business with the Company or customers of the Company or subsidiaries.
- Trading in products or services with the Company or subsidiaries directly or through others. Review and update of policies.

3. Shareholding or Directorship in Other Businesses: In the event that Directors, Directors on sub-committees, executives, and employees hold shares, are partners in a significant amount, or hold positions as directors or consultants in other businesses, holding such positions must not cause the Directors, Directors on sub-committees, executives, and employees to act or omit to act in accordance with their duties or affect their work in the Company. In the event that the Directors, Directors on sub-committees, executives, and employees have acquired such shares or held positions as directors in such businesses prior to becoming Directors, Directors on sub-committees, executives, and employees of the Company, or before the Company entered into such business, or acquired them by inheritance, the Directors, Directors on sub-committees, executives, and employees must report to the Company immediately or as soon as possible (as the case may be). In the case of Directors, Directors on sub-committees, or executives of the Company, they shall report to the Company Secretary for the Company Secretary to report to the meeting of the Board of Directors and/or shareholders, as the case may be. In the case of employees of the Company, they shall report to their direct supervisors. Directors, executives, and employees who have an interest in any particular meeting shall 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 with potential conflicts of interest, which the Board of Directors must consider the appropriateness of the transactions carefully and independently within the framework of good corporate governance in conducting transactions with potential conflicts of interest, for the best interests of the Company as a priority, as if it were a transaction with an outside party. In the event that the Directors, Directors on sub-committees, executives, and employees need to enter into or be involved in transactions in which they have a conflict of interest, they must not participate in the consideration of such transactions.

In this regard, the Directors, Directors on sub-committees, executives, and employees should avoid entering into transactions that fall under the category of connected transactions as announced by the Capital Market Supervisory Board, the Securities and Exchange Commission, or the Stock Exchange of Thailand ("Connected Transactions"), which may give rise to a conflict of interest with the Company.

In conducting transactions of Directors, Directors on sub-committees, executives, and employees, or related persons, as announced by the Capital Market Supervisory Board, regulations, announcements, orders, or notifications of the SEC or the Stock Exchange, which fall under the category of connected transactions, the Directors, Directors on sub-committees, executives, and employees must comply with the principles, procedures, and regulations regarding the disclosure of connected transactions, the acquisition or disposal of assets of the Company and subsidiaries, the guidelines stipulated in the Connected Transaction Policy and/or other policies and regulations of the Company, as well as strictly comply with the accounting standards prescribed by the Federation of Accounting Professions.

In the event that the connected transaction is not in accordance with the general commercial conditions as approved by the Board of Directors, or the nature and size of the transaction is not within the scope of consideration, the Audit Committee shall consider and provide an opinion before submitting it for approval from the Board of Directors or shareholders, as the case may

be, in accordance with the guidelines stipulated in the Connected Transaction Policy and/or other policies and regulations of the Company.

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

Number of cases or issues related to conflict of interest

	2022	2023	2024
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 : Yes
inside information to seek benefits over the past year

The Company has a policy prohibiting the disclosure of financial results or other information affecting the Company's securities prices to outside parties or unrelated persons, and prohibits the trading of securities during the 1-month period before the financial statements or other information affecting the Company's/Group's securities prices are released to the public, and should wait at least 24 hours after the public disclosure before making such transactions.

In 2024, there were no findings of directors and executives using inside information for personal gain, and there was no trading of securities in the one month period before the financial statements were released to the public.

In 2024, the Company conducted an insider trading prevention test for the Group to measure the knowledge and understanding of executives and employees, and to help ensure that there are no violations in this regard, and the Company did not find any violations related to the use of inside information that has not yet been disclosed to the public. The Company continues to implement strict controls to prevent future violations of its insider trading policy.

Number of cases or issues related to the use of inside information to seek benefits

	2022	2023	2024
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 : Yes
past year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of

compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Company places importance on conducting business with integrity based on the principles of honesty, transparency, accountability, responsibility, and prudence towards stakeholders, society, and the environment under good corporate governance and the Company's Code of Business Conduct. The Company has established an "Anti-Corruption Policy" to provide clear guidelines for conducting business and developing into a sustainable organization. The Company has good practices in line with the established policies and requires the Board of Directors, executives, employees, and any person acting for the benefit of the Company to operate within the framework of the law and ethical principles by supporting the fight against corruption in all its forms. The Anti-Corruption Policy stipulates that the Board of Directors, executives, employees, and related parties must not engage in corruption, must not accept or give bribes, and must report any wrongdoing. In addition, the Company will protect whistleblowers and will not punish those who refuse to engage in corruption, even if it affects the business. The Company regularly assesses risks and monitors compliance with policies to prevent corruption. The Company approved the Anti-Corruption Policy on May 9, 2024, and requires that the Anti-Corruption Policy be reviewed, audited, and updated every 2 years, or immediately if there are any material changes.

The Audit Committee is responsible for reviewing the financial reporting and accounting system, internal control system, internal audit system, and risk management system to ensure that they meet international standards, are rigorous, up-to-date, and effective, as follows:

- **Business Risk Assessment:** The Company has assessed the risks of fraud and corruption, as well as reviewed risk management measures to ensure their continued appropriateness, with processes and measures in place to manage the risks of bribery and corruption.
- **Establishing Guidelines:** The Company has established an Anti-Corruption Policy, which includes guidelines and practices covering the acceptance or giving of gifts, assets, charitable donations and sponsorships, facilitation payments, political contributions, and the hiring of government officials and entertainment expenses for the Company and related parties. The Company has also established guidelines for entering into agreements with third parties in accordance with the guidelines in the Guideline Manual for Establishing Appropriate Internal Control Measures for Legal Entities to Prevent Bribery of State Officials.
- **Communication and Training for Employees:** The Company provides communication and awareness on the "Anti-Corruption Policy" through electronic mail (e-mail) to all employees, who are required to acknowledge receipt of the policy. The policy is also communicated through bulletin boards and the Company's website.
- **Monitoring and Evaluation:** The Company has a monitoring system in place to ensure that policies and procedures are effective, and reviews the internal control system to ensure that it is effective in combating bribery and corruption.

Number of cases or issues related to corruption

	2022	2023	2024
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes
procedures over the past year

The Board of Directors provides an opportunity for employees and stakeholders to report or file complaints when they encounter

matters that may constitute an offense, corruption, non-compliance with the Code of Conduct, or misconduct by the Board of Directors, executives, and employees of the company, as well as actions that may cause problems or damage to the company, including cases of violation of personal rights or unfair treatment, through the following channels and processes: Report via electronic mail at

1. Chairman of the Audit Committee

E-Mail: whistleblower@thaitex.com Or notify by mail by specifying the envelope or submitting it directly to

2. Chairman of the Audit Committee

Address: Thai Rubber Latex Group Public Company Limited 99/1-3 Moo 13, Bangna-Trad Road, Km.7, Bang Kaeo Subdistrict, Bang Phli District, Samut Prakan Province 10540

In the case of an informant or complainant who has a complaint with the Board of Directors, please submit your complaint directly to the Chairman of the Audit Committee.

Persons who can report or file complaints about fraud and corruption are all stakeholders of the company, including shareholders, customers, competitors, creditors, the government sector, communities, society, executives, and employees of the company. Regardless of how you notify us as mentioned above, the company will keep your information confidential.

Number of cases or issues related to whistleblowing

	2022	2023	2024
Total number of cases or issues received through whistleblowing channels (cases)	0	0	0

8.2 Report on the results of duty performance of the audit committee in the past year

8.2.1 Meeting attendance of audit committee

Meeting attendance of audit committee (times) : 5

List of directors	Meeting attendance of audit committee		
	Meeting attendance (times)	/	Meeting attendance rights (times)
1 Mr. YANYONG TAVARORIT (Chairman of the audit committee)	5	/	5
2 Mr. SURABHON KWUNCHAITHUNYA (Member of the audit committee)	5	/	5
3 Asst. Prof. Dr. SOMPOP RANGUBTOOK (Member of the audit committee)	5	/	5

8.2.2 The results of duty performance of the audit committee

The Audit Committee of Thai Rubber Latex Group Public Company Limited was appointed by the Meeting of the Board of Directors No. 1/2024 on February 22, 2024, consisting of 3 independent directors who have the qualifications and independence as specified by the Stock Exchange of Thailand, as follows:

1. Mr. Yanyong Thavornrodueang, Chairman of the Audit Committee
2. Mr. Surapol Khuanjai Thanya, Audit Committee Member
3. Asst. Prof. Dr. Sompop Ranguptum, Audit Committee Member

In 2024, the Audit Committee held 5 meetings with the Certified Public Accountants, the Internal Audit Office, and the Company's management. The Audit Committee has performed its duties in accordance with the policies of the Board of Directors and its responsibilities, which are in accordance with the regulations and requirements of the Stock Exchange of Thailand. The significant activities of the Audit Committee are summarized as follows:

1. **Financial Statement Review:** The Audit Committee reviewed the Company's consolidated and separate financial statements for each quarter and year together with management and the auditors, focusing on the appropriateness and consistency of accounting policies and practices. The Committee also considered the appropriateness of the use of assumptions, management's judgments, and estimates in the preparation of the financial statements, as well as significant audit matters reported by the auditors, clarity of disclosures, and compliance with financial reporting standards. The Committee also ensured that the financial statements, including related party transactions, were disclosed accurately and reliably. The Committee then presented the information to the Board of Directors for approval. The Committee is of the opinion that the Company's financial statements for the year 2024 are materially correct in accordance with financial reporting standards.
2. **Internal Audit Supervision:** The Audit Committee has approved the 2024 Annual Audit Plan by reviewing the adequacy and appropriateness of the internal control system. The management reports on the performance and corrective actions on a quarterly basis and follows up on a regular basis. The Audit Committee is of the opinion that the Company's internal control system is appropriate for the business operations.
3. **Review of Connected Transactions or Transactions with Potential Conflicts of Interest:** The Audit Committee has considered the

disclosure of connected transactions or transactions with potential conflicts of interest to be accurate and complete in accordance with the law and the regulations of the Stock Exchange of Thailand.

4. Review of Compliance with Relevant Rules and Regulations: The Audit Committee has strictly and regularly supervised the Company's operations and found that the Company has fully complied with the Securities and Exchange Act, the Stock Exchange of Thailand's regulations, and other laws related to the Company's business.

5. Appointment of Auditors and Determination of Audit Fees for 2024: The Audit Committee considered the selection of the Company's auditors by considering the qualifications, independence, expertise, experience, performance, scope, and approach of the audit, as well as the appropriateness of the fees. The Audit Committee then submitted its proposal to the Board of Directors for approval by the shareholders' meeting to consider the appointment of the following auditors: Consider the appointment of

1. Mr. Watchara Patpitak, Certified Public Accountant No. 6669 and/or
2. Mr. Boonyarit Thanomcharoen, Certified Public Accountant No. 7900 and/or
3. Mr. Yuthapong Sunthornin, Certified Public Accountant No. 10604 and/or

from KPMG Phoomchai Audit Limited (KPMG)

6. Review and Supervision in Accordance with the Anti-Corruption Policy: The Audit Committee has reviewed the Audit Committee Charter regarding the scope of duties and responsibilities of the Audit Committee to cover the review and supervision of the Company's compliance with the Company's Anti-Corruption Policy to ensure that the Company complies with the specified rules and ethics and is fair to all parties, including reviewing the Company's complaint and whistleblowing process through various channels, with appropriate measures to protect informants.

7. Good Corporate Governance: The Audit Committee has reviewed the effectiveness and efficiency of good corporate governance and found that the Board of Directors, management, and employees have strictly complied with the established policies. The Company is committed to conducting business with honesty, integrity, transparency, and responsibility to society and the environment, which is an operation to create value for shareholders and create value that benefits all stakeholders. The goal is to ensure that the operations are in line with the ESG framework sustainably, under the principles of corporate governance, good corporate governance, and business ethics.

8. Audit Committee Performance Evaluation: The Audit Committee has conducted an evaluation of the performance of the Audit Committee, both individually and as a whole, to ensure that the Audit Committee's performance is effective, supportive, and promotes good corporate governance. The Audit Committee has complete composition and qualifications and has performed its duties effectively and in accordance with the scope of duties and responsibilities specified in the Audit Committee Charter.

8.3 Summary of the results of duty performance of subcommittees

8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 4

List of Directors	Meeting attendance Executive Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. VORATHEP WONGSASUTHIKUL (The chairman of the executive committee)	4	/	4
2 Mr. PATTARAPOL WONGSASUTHIKUL (Member of the executive committee)	4	/	4
3 Ms. CHALONGKWAN WONGSASUTHIKUL (Member of the executive committee)	4	/	4
4 Mr. PRAWIT WARAPRATEEP (Member of the executive committee)	4	/	4

The results of duty performance of Executive Committee

The Executive Committee is responsible for overseeing the management of the company's business operations by the management team to ensure that the operations are carried out in accordance with the established policies and that the business can be operated continuously and efficiently. The committee is also responsible for developing and expanding the business for sustainable growth. The committee will assist the Board of Directors in considering, refining, and reviewing important matters before presenting them to the Board of Directors for consideration.

In 2024, the Executive Committee held a total of 4 meetings. The committee has performed its duties in accordance with the company's management policies to consider, refine, and propose solutions and recommendations on various important matters of the company. The key points are summarized below:

1. Consider the establishment of business policies and strategic plans. Consider and establish the company's business plans and strategies, including sustainable development plans covering environmental (Environment), social (Social), and governance and economic (Governance and Economic) aspects of the company for presentation to the Board of Directors on a quarterly basis. The plans have been communicated to executives and employees at all levels of the organization for their acknowledgement and implementation in accordance with the established goals.
2. Consider the company's structure and authority to operate. The Executive Committee has performed its duties in considering the company's structure, authority to operate, as well as considering and determining the policy on employee compensation rates and salary structure for submission to the Board of Directors meeting for further approval.
3. Consider, monitor, and review the performance of all departments on a quarterly basis, including solutions to problems, to ensure compliance with the plan and the assignments from the Board of Directors. Determine the direction, policies, strategies, goals, and sustainable development plans covering environmental (Environment), social (Social), and governance and economic (Governance and Economic) aspects of the company for presentation to the Board of Directors.

4. Consider the appropriateness and approve the business plan, annual budget, headcount, and investments of the company before submitting them to the Board of Directors for approval.

5. Consider and determine the policy on employee compensation rates and salary structure from the proposal by the Human Resources Department on a special occasion for submission to the Board of Directors meeting for further approval.

The Executive Committee is committed to performing its duties with care, honesty, integrity, prudence, and is ready to develop the business to its fullest potential, taking into account the best interests of the company, shareholders, and all stakeholders. The committee will also ensure that the company has an operating system that is in accordance with the law and ethical standards in accordance with good corporate governance principles to lead the company towards sustainable and stable progress.

Meeting attendance Remuneration Committee

Meeting Remuneration Committee (times) : 1

List of Directors	Meeting attendance Remuneration Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. SURABHON KWUNCHAITHUNYA (The chairman of the subcommittee)	1	/	1
2 Mr. VORATHEP WONGSASUTHIKUL (Member of the subcommittee)	1	/	1
3 Mr. PAIBOON WARAPRATEEP (Member of the subcommittee)	1	/	1
4 Mr. WONGSAKUL KITTIPROMWONG (Member of the subcommittee)	1	/	1

The results of duty performance of Remuneration Committee

The Remuneration Committee was established to set policies and consider the criteria for remuneration of employees, the Board of Directors, and senior management to ensure appropriateness, clarity, and transparency. It reviews the appropriateness of the criteria currently in use, compares them with remuneration data from other companies in the same industry, and sets appropriate criteria to achieve the expected performance. It ensures fairness and rewards individuals who contribute to the company's success. The committee reviews all types of compensation, such as salaries, performance-based compensation, and meeting allowances. It considers the performance evaluation criteria assigned by the Board of Directors, considers adjustments to annual remuneration by taking into account duties, responsibilities, and related risks, and prioritizes increasing shareholder value in the long term as part of the performance evaluation.

In 2024, the Remuneration Committee held a total of 1 meeting to perform its duties in accordance with the policies, regulations, and rules of the Remuneration Committee. It set the policy on remuneration and other benefits, including the amount of remuneration and other benefits given to the Board of Directors and senior management, which must have clear and transparent criteria, to be proposed to the Board of Directors for consideration. The policy is also to be submitted to relevant regulatory agencies upon request.

Meeting attendance Risk Management Committee

Meeting Risk Management Committee (times) : 4

List of Directors	Meeting attendance Risk Management Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mrs. SUCHADA SODTHIBHAPKUL (The chairman of the subcommittee)	4	/	4
2 Mr. VORATHEP WONGSASUTHIKUL (Member of the subcommittee)	4	/	4
3 Mr. PAIBOON WARAPRATEEP (Member of the subcommittee)	4	/	4
4 Mr. PATTARAPOL WONGSASUTHIKUL (Member of the subcommittee)	4	/	4
5 Mr. PRAWIT WARAPRATEEP (Member of the subcommittee)	4	/	4
6 Mr. Dhirapong Hirunprasurtwutti (Member of the subcommittee)	4	/	4

The results of duty performance of Risk Management Committee

In 2024, the Risk Management Committee held 4 meetings to perform its duties in accordance with the risk management policy, under the policy of the Board of Directors and its responsibilities, which are in line with the Risk Management Committee regulations, according to the regulations and requirements of the Stock Exchange of Thailand. The performance is significant and can be summarized as follows:

1. Risk management has been carried out effectively and in accordance with the organization-wide risk management policy, including the establishment of a risk management system or process, monitoring risk issues, and managing risks appropriately and in a timely manner, including Information Security Policies and Practices to mitigate potential impacts on the Company.
2. Risk Management Supervision The Committee has considered the overall risks of the Company, covering various risks, to ensure effective implementation, including the assessment and management of acceptable risk levels, in accordance with the risk management plan, risk management methods, and monitoring and evaluation covering the following risks.
 - 1) Market Risk in terms of Position and Foreign Exchange (FX).
 - 2) Credit Risk.
 - 3) Operational Risk.
 - 4) Liquidity Risk.
 - 5) Legal and Regulatory Risk or reputational risk, including investor relations or corruption risk.
 - 6) ESG (Environment Social and Governance) Risk and Emerging Risk.
3. Reporting of significant risks that the Company must manage, risk management approaches, and progress of risk management results to the Board of Directors on a quarterly basis at the Board of Directors meetings to ensure that the risk management approach is sufficient to manage the various key risks.
4. Risk Management Committee Evaluation The Risk Management Committee has reviewed and evaluated the performance of its duties and responsibilities in a comprehensive and effective manner, referring to the charter and good practices, and reported to the Board of Directors for acknowledgement to improve the effectiveness of the operation and achieve the objectives. The Risk Management Charter has been reviewed and approved by the Board of Directors on February 22, 2024, at the Board of Directors Meeting No. 1/24.

Meeting attendance Sustainability Committee

Meeting Sustainability Committee (times) : 4

List of Directors	Meeting attendance Sustainability Committee		
	Meeting attendance (times)	/	Meeting attendance right (times)
1 Mr. PATTARAPOL WONGSASUTHIKUL (The chairman of the subcommittee)	4	/	4
2 Ms. CHALONGKWAN WONGSASUTHIKUL (Member of the subcommittee)	4	/	4
3 Mr. PRAWIT WARAPRATEEP (Member of the subcommittee)	4	/	4

The results of duty performance of Sustainability Committee

The Board of Directors has always placed importance on adhering to good corporate governance principles and recognizes the significance of conducting business responsibly towards society and the environment. Therefore, it has resolved to appoint the Sustainability Committee to be responsible for considering and formulating policies and guidelines related to sustainability development. This leads to a transparent and fair corporate governance system, building confidence among stakeholders, adding value, and promoting the Company's competitiveness for sustainable growth.

In 2024, there were 4 committee meetings, as follows:

1. To determine the direction, policies, strategies, goals, and sustainability development plans to cover the environmental, social, and governance (ESG) aspects of the Company and present them to the Board of Directors.
2. To support and drive collaboration in sustainability efforts throughout the organization by providing guidance and promoting the integration of sustainability practices into business strategies, risk assessments, and organizational plans, both in the short and long term, to achieve the organization's sustainability goals.
3. To review and recommend the Company's sustainability practices to align with best practices and international standards, keeping them up-to-date, and present them to the Board of Directors for improvement considerations.
4. To consider and approve the Company's annual material sustainability issues in alignment with the needs and expectations of stakeholders, external context, organizational direction, and goals, and propose them to the Board of Directors for approval and assignment to the management for implementation and response.
5. To monitor, track, and summarize the organization's sustainability performance and report the progress to the Board of Directors at least once a year. Oversee the disclosure of the Company's sustainability information through the annual report and the Company's sustainability report.

9. Internal control and related party transactions

9.1 Internal control

Summary of the opinion of the board of directors regarding the internal control of the company

Summary of the Board of Directors' opinion on the adequacy and appropriateness of the internal control system

including risk management. The Audit Committee has established a comprehensive internal control system

covering finance, operations, and compliance with relevant laws, regulations, and rules. It has also established an effective monitoring mechanism to safeguard and manage shareholders' equity and company assets at all times. A written authorization hierarchy is defined in the authority manual, along with the responsibilities of executives and employees.

9.1.1 Adequacy and appropriateness of the company's internal control system

Company's internal control system : The Committee of Sponsoring Organizations of the Treadway Commission (COSO)

The Committee of Sponsoring Organizations of the Treadway Commission (COSO)

The Board of Directors places great importance on the internal control system and ensures effective operational control. The Board has assigned the Audit Committee to be responsible for reviewing the internal control system to ensure that it is appropriate for the Company's operations and sufficient to safeguard the Company's assets, as well as to prevent improper benefits. The Company's internal control system has been developed in accordance with the Internal Control-Integrated Control Framework defined by the Committee of the Sponsoring Organizations of the Treadway Commission (COSO). The key components of the Company's internal control system are as follows:

1. Control Environment

The Company promotes and supports a good internal control environment by setting the Company's business goals and direction, establishing good corporate governance policies,

(Corporate Governance), Code of Conduct, and operational manuals in writing. These are communicated to employees at all levels, and penalties are established for violations. An appropriate organizational structure is established to facilitate work operations and ensure checks and balances. Additionally, the Company has an independent internal audit unit that reports directly to the Audit Committee, responsible for auditing and reviewing operations to support a good internal control environment.

2. Risk Assessment

The Company has a risk management system in place with the appointment of a Risk Management Committee. The Committee is responsible for setting the risk management policy framework and guidelines in accordance with COSO principles. It is also responsible for considering, approving, and establishing control measures to prevent and respond to risks. In addition, it is responsible for promoting compliance with risk management policies throughout the organization. During operations, the Committee will regularly monitor and assess risk factors that may affect such operations.

3. Control Activities

The Company has established effective and efficient control activities, including a supervisory process to ensure compliance with the Company's policies and practices, as follows:

- Establishing written policies, procedures, and work processes that are regularly reviewed and updated.

- Establishing an organizational structure with adequate personnel and appropriate segregation of duties.
- Clearly defined and documented approval authority at each level, including approval limits at each level, to align with the organizational structure, business model, and changing job nature.
- Safeguarding the Company's assets from loss and preventing them from being used for personal gain.
- Assigning the Information Technology Department to be responsible for managing appropriate and effective security, including communicating to employees about information technology system security requirements and methods for preventing information technology threats.
- Management monitors and supervises operations to ensure compliance with plans, rules, regulations, laws, and requirements.
- The Audit Committee reviews the internal control system by monitoring progress or consulting with management, including issues identified by internal audit and the auditors.

4. INFORMATION AND COMMUNICATION

The Company has established a reliable, accurate, and up-to-date information system for employee operations and management through an effective internal communication system. In addition, the Company has an Investor Relations unit that coordinates with investors to provide information about the Company's operations and investments, such as the Company's website, email, and call center. The Company has also provided channels for reporting complaints or whistleblowing for employees and external parties through the channels designated by the Company.

5. Monitoring Activities

The Company regularly monitors its operations and evaluates its internal controls to respond to changing circumstances. It also proposes necessary operational guidelines to implement solutions within an appropriate timeframe. This will be reported to the management and the Audit Committee for their consideration and acknowledgment of internal control updates regularly.

9.1.2 Deficiencies related to the internal control system

Based on the review and monitoring of the Company's internal control system performance, it was found that the Company has fully complied with the guidelines and regulations stipulated in the internal control system. No significant deficiencies or problems were found in internal control during the internal audit of 2024.

	2022	2023	2024
Total number of deficiencies related to the internal control system (cases)	0	0	0

9.1.3 Opinions of the audit committee and auditor's observations on internal control

Does the audit committee have opinions on internal control : Yes
different from the board of directors' opinions?

The Audit Committee has reviewed the assessment of the Company's internal control system and has no disagreement with the opinion of the Board of Directors.

The Company's auditor is KPMG Phoomchai Audit Limited, which audits the quarterly financial information and the 2024 financial statements. They reviewed the accounting internal control system (to determine the approach, timing, scope, and method of the audit). The auditor did not find any deficiencies in the internal control system that would have a material effect on the

preparation of the financial statements.

Does the auditor have any observations on the company's : No
internal control?

9.1.4 Opinions of the audit committee on the position of the head of the internal audit unit

Head of the internal audit unit : Internal personnel

The Company has an Internal Audit Department which reports directly to the Audit Committee to support the governance of internal audit operations to be independent, effective and efficient. The Company has appointed Ms. Pramaneek Kaewjairak to the position of Internal Audit Manager since January 4, 2024 onwards. The Audit Committee is of the opinion that the incumbent is knowledgeable, qualified, and understands the Company's business. Therefore, the Audit Committee believes that she is suitable to perform such duties well.

9.1.5 Appointment, discharge, and transfer of the head of the internal audit unit

Does the appointment, discharge, and transfer of the head of : Yes
the internal audit unit require the audit committee approval?

The Company requires that the consideration and approval of the appointment, removal, or transfer of the Head of Internal Audit must be approved or endorsed by the Audit Committee.

9.2 Related party transactions

In 2023, the Company had significant business transactions with related companies and individuals, which are related by having common shareholders, directors, or executives. The transactions occurred in the ordinary course of business, as follows:

Abbreviation Description

Listed Company

TRUBB = Thai Rubber Latex Group Public Company Limited

Direct Subsidiaries

LS = Latex Systems Public Company Limited (TRUBB holds 96.08%)

TRLP = Thai Rubber Land and Plantation Company Limited (TRUBB holds 99.99%)

WFX = WorldFlex Public Company Limited (TRUBB holds 66.35%)

SRIT = Shanghai Runmao International Trading Co., Ltd. (TRUBB holds 99.99%)

HPNR = Thai Rubber HPNR Company Limited (TRUBB holds 99.99%)

TBG = Thai Rubber Gloves Company Limited (TRUBB holds 99.99%)

MTRJC = Myanmar Thai Rubber Joint Corporation Limited (TRUBB holds 64.0%)

Subsidiaries

CBD = Thai Tex CBD Smart Farm Company Limited (TRUBB holds 80%)

Associated Companies

WSB = Wangsamboon Rubber Plantation Company Limited (TRLP holds 48.43%)

Related Companies

SDR = Suan Yang Soidao Company Limited

Related party transactions

Does the company have any related party transactions? : Yes

9.2.1 - 9.2.2 Names of the group of persons who may have a conflict of

interest, nature of relationship, and information on related party transactions ⁽¹¹⁾

Persons/entities with potential conflicts

Name of person or entity/type of business	Nature of relationship	Information as of date
LS Manufacturing and distribution of mattresses, pillows, and other products made from natural latex.	(TRUBB holds 96.08% of the shares)	31 Dec 2024
TRLP Para rubber cultivation	(TRUBB holds 99.99%)	31 Dec 2024
WFX The business manufactures and distributes rubber threads, both starch-coated and silicone-coated. These rubber threads serve as components in various finished products, including garments, apparel, socks, underwear, medical devices, and furniture.	(TRUBB holds a 66.35% stake)	31 Dec 2024
HPNR Sheet and Block Rubber Production	(TRUBB holds 99.99% of shares)	31 Dec 2024
To be generated. The business operates in the manufacturing and distribution of gloves, specifically medical examination gloves and general-purpose gloves. The production utilizes natural rubber latex or nitrile (synthetic rubber) as raw materials.	(TRUBB holds 99.99% of shares)	31 Dec 2024
WallStreetBets Para rubber cultivation	(TRLP, in which a subsidiary of TRUBB holds a 99.99% stake, invested in WSB at 48.43%)	31 Dec 2024
SDR Para rubber cultivation	(The shareholder group holds 38.57% of shares in TRUBB and 80.42% of shares in SDR)	31 Dec 2024

Details of related party transactions

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
LS			
<p>Transaction 1</p> <p>80.00</p> <p>99.56</p> <p>94.75</p> <p><u>Nature of transaction</u></p> <p>TRUBB sells concentrated latex to LS for use in the production of gloves and rubber bands.</p> <p><u>Details</u></p> <p>(TRUBB holds 96.08% shareholding)</p> <p><u>Necessity/reasonableness</u></p> <ul style="list-style-type: none"> - LS purchases concentrated latex from TRUBB due to its quality. - TRUBB offers the same price to LS as to other customers (market price). <p><u>Audit committee's opinion</u></p> <p>The Company has explained the necessity and reasonableness of the items in the table above. The Board of Directors and the Audit Committee have acknowledged the aforementioned items on February 28, 2025.</p>			
TRLP			
<p>Transaction 1</p> <p>69.00</p> <p>55.48</p> <p>74.44</p> <p><u>Nature of transaction</u></p> <p>TRUBB purchases fresh latex from TRLP for concentrated latex production.</p> <p><u>Details</u></p> <p>(TRUBB holds 99.99% shareholding)</p> <p><u>Necessity/reasonableness</u></p> <p>TRUBB is priced the same as rubber purchased from other gardens in the same region (market price).</p> <p><u>Audit committee's opinion</u></p> <p>The Company has explained the necessity and reasonableness of the items in the table above. The Board of Directors and the Audit Committee have acknowledged the aforementioned items on February 28, 2025.</p>			
WFX			
<p>Transaction 1</p> <p>1,074.00</p> <p>735.94</p> <p>618.15</p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p><u>Nature of transaction</u></p> <p>TRUBB sells concentrated latex to WFX for use in the production of elastic yarn.</p> <p><u>Details</u></p> <p>TRUBB holds 66.35% of the shares.</p> <p><u>Necessity/reasonableness</u></p> <p>TRUBB is priced the same as it is sold to other customers (market price).</p> <p><u>Audit committee's opinion</u></p> <p>The Company has explained the necessity and reasonableness of the items in the table below. The Board of Directors and the Audit Committee have acknowledged the aforementioned items on February 28, 2025.</p>			
HPNR			
<p>Transaction 1</p> <p>278.00</p> <p>207.74</p> <p>208.93</p> <p><u>Nature of transaction</u></p> <p>TRUBB sells Skim to HPNR for Trading.</p> <p><u>Details</u></p> <p>(TRUBB holds 99.99% shareholding)</p> <p><u>Necessity/reasonableness</u></p> <p>TRUBB is priced the same as it is sold to other customers (market price).</p> <p><u>Audit committee's opinion</u></p> <p>The Company has explained the necessity and reasonableness of the items in the table above. The Board of Directors and the Audit Committee have acknowledged the aforementioned items on February 28, 2025.</p>			
To be generated.			
<p>Transaction 1</p> <p>31.00</p> <p>35.51</p> <p>42.82</p> <p><u>Nature of transaction</u></p> <p>TRUBB sells concentrated latex to TBG for use in the production of rubber gloves.</p> <p><u>Details</u></p> <p>(TRUBB holds 99.99% shareholding)</p> <p><u>Necessity/reasonableness</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>TRUBB is priced the same as it is sold to other customers (market price).</p> <p><u>Audit committee's opinion</u></p> <p>The Company has explained the necessity and reasonableness of the items in the table above. The Board of Directors and the Audit Committee have acknowledged the aforementioned items on February 28, 2025.</p>			
WallStreetBets			
<p>Transaction 1</p> <p>5.00</p> <p>5.00</p> <p>4.55</p> <p><u>Nature of transaction</u></p> <p>TRUBB purchases fresh latex from WSB for concentrated latex production.</p> <p><u>Details</u></p> <p>(TRLP, a subsidiary in which TRUBB holds a 99.99% stake, invested in WSB at 48.43%)</p> <p><u>Necessity/reasonableness</u></p> <ul style="list-style-type: none"> - Both WSB Garden and TRUBB Factory are located in the same region of Eastern Thailand, which provides logistical advantages for procurement and transportation cost savings. - TRUBB offers the same pricing for purchases from WSB Garden as it does for other rubber gardens in the same region (market price). <p><u>Audit committee's opinion</u></p> <p>The Company has explained the necessity and reasonableness of the items in the table above. The Board of Directors and the Audit Committee have acknowledged the aforementioned items on February 28, 2025.</p>			
SDR			
<p>Transaction 1</p> <p>13.00</p> <p>11.29</p> <p>17.13</p> <p><u>Nature of transaction</u></p> <p>TRUBB purchases fresh latex from SDR for concentrated latex production.</p> <p><u>Details</u></p> <p>(The shareholder group holds 38.57% of TRUBB shares and 80.42% of SDR shares.)</p> <p><u>Necessity/reasonableness</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2022	2023	2024
<p>- Both the SDR rubber plantation and the TRUBB factory are located in the same eastern region, which provides logistical advantages for procurement and reduces transportation costs.</p> <p>- TRUBB offers the same pricing as purchases from other rubber plantations in the same region (market price).</p> <p><u>Audit committee's opinion</u></p> <p>The Company has explained the necessity and reasonableness of the items in the table above. The Board of Directors and the Audit Committee have acknowledged the aforementioned items on February 28, 2025.</p>			

Remark : ⁽¹¹⁾ Related Party Transactions - Normal Course of Business

9.2.3 Policy and future trends of related party transactions and the compliance with the obligations specified in the prospectus of the company

Measures and procedures for approving related party transactions or connected transactions

Policy on pricing of transactions between related parties

Policy details are in Note 4 to the Financial Statements, Significant Transactions with Related Persons or Entities in the 2024 Annual Report, which was audited by a certified public accountant.

Future trends in related party transactions


The company does not have a policy of making new transactions, but if necessary, it will consider maximizing benefits for shareholders. Transactions in 2024 will continue in 2025.

9.2.4 Information on appraised assets and appraisal price in conjunction with the execution of related party transactions

Can be referred in attachment 4: assets for business undertaking and details of asset appraisal

Part 3 Financial Statement

Board of Directors' Responsibility Statement for the
Financial Report



Board of Directors' Responsibility Report for the Financial Statements

The Board of Directors is responsible for the financial statements and consolidated financial statements of Thai Rubber Latex Group Public Co. Ltd and its subsidiaries, including financial information presented in Form 56-1 One Report. The financial statements are prepared in accordance with the financial reporting standards, including accounting practices adopted in Thailand. The selection of appropriate accounting policies is considered, and consistent practices are maintained. Additionally, there is sufficient disclosure of key information in the accompanying notes to the financial statements.

The Board of Directors has appointed an Audit Committee, which consists of independent directors, to assist in overseeing the accuracy of financial reporting, internal control systems, risk management systems, and internal audit systems to be adequate, appropriate, and effective, as reflected in the Audit Committee's duty performance report.

The Board of Directors is of the opinion that the overall internal control system of the company is sufficient and appropriate. It instills confidence in the financial statements of the company and its subsidiaries for the year ended December 31, 2024. The financial statements are accurate and reliable, adhering to generally accepted accounting standards and complying with all relevant laws and regulations



(Mr. Prawit Waraprateep)

Managing Director of Internal Audit
and Corporate Governance Division



(Mr. Pattarapol Wongsasuthikul)

Chief Executive Officer Director



Auditor's Report

**Thai Rubber Latex Group Public Company Limited
and its Subsidiaries**

Financial statements for the year ended
31 December 2024
and
Independent Auditor's Report

Independent Auditor’s Report

To the Shareholders of Thai Rubber Latex Group Public Company Limited

Opinion

I have audited the consolidated and separate financial statements of Thai Rubber Latex Group Public Company Limited and its subsidiaries (the “Group”) and of Thai Rubber Latex Group Public Company Limited (the “Company”), respectively, which comprise the consolidated and separate statements of financial position as at 31 December 2024, the consolidated and separate statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of material accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of the Group and the Company, respectively, as at 31 December 2024 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Audit of the Consolidated and Separate Financial Statements* section of my report. I am independent of the Group and the Company in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that is relevant to my audit of the consolidated and separate financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Fair value measurement of investment properties and property, plant, and equipment	
Refer to Notes 3, 11 and 12	
The key audit matter	How the matter was addressed in the audit
<p>Investment properties and property, plant, and equipment are measured at fair value which was determined by independent property valuers regularly.</p> <p>As at 31 December 2024, the Group revalued the fair value of its investment properties and property, plant, and equipment by independent property valuers hired by the management which used the valuation techniques of market comparison and replacement costs.</p> <p>Determining the fair value requires a number of significant judgments and estimates. Since the carrying value of the assets is significant, this is the key audit matter.</p>	<p>My audit procedures included the following:</p> <ul style="list-style-type: none"> • Understanding the process and controls of the valuation process; • Evaluating the qualifications, competence and independence of the Group’s external appraisal valuers; • Using the work of expert engaged by KPMG in evaluating methodologies and key assumptions of the valuation; and • Considering the adequate disclosures in accordance with Thai Financial Reporting Standards.

Impairment testing of rubber plantation development costs and investments in subsidiaries	
Refer to Notes 3, 9 and 14	
The key audit matter	How the matter was addressed in the audit
<p>The economic volatility had significant impact to the operation of Thai Rubber Land and Plantation Co., Ltd., Thai Rubber H P N R Co., Ltd., Thai Rubber Gloves Co., Ltd. and Latex Systems Public Company Limited, subsidiaries. The management determined the impairment indicator in investment in subsidiaries in the separate financial statements and rubber plantation development costs in the consolidated financial statements, it resulted to impairment assessment of the assets.</p> <p>The impairment testing of assets involves significant judgment by management to identify any indicators of impairment and recoverable amount. Judgmental aspects include estimate and assumptions which includes the future cash flows forecasts according to the operating plan. I considered this as the key audit matter.</p>	<p>My audit procedures included the following:</p> <ul style="list-style-type: none"> • Assessing the reasonableness of impairment indicator; • Assessing the discounted cash flows prepared by the management and the key assumptions which underpin management’s forecast on the assessment of recoverable amount of the assets with reference to current market situations, its operating plan, my knowledge of the business, other information obtained during the audit; • Evaluating the historical projection prepared by management’s experiences, compared with the actual operating result; • Verifying the mathematical accuracy of the impairment calculation; and • Considering the adequate disclosures in accordance with Thai Financial Reporting Standards.

Emphasis of Matter

I draw attention to Note 28 regarding Litigations to evict the subsidiary from the land occupied and used by the subsidiary for rubber plantation. As at 31 December 2024, the subsidiary is in the process of filing an appeal to the Court. The outcome of the litigations remains uncertain and cannot be concluded at the present. My opinion is not modified in respect of this matter.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report but does not include the consolidated and separate financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and separate financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the correction be made.

Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRSs, and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

(Watchara Pattarapitak)
Certified Public Accountant
Registration No. 6669

KPMG Phoomchai Audit Ltd.
Bangkok
28 February 2025

Financial Statements

Thai Rubber Latex Group Public Company Limited and its Subsidiaries
Statement of financial position

Assets	Note	Consolidated financial statements 31 December		Separate financial statements 31 December	
		2024	2023	2024	2023
		(in Baht)			
Current assets					
Cash and cash equivalents	5	151,510,795	210,881,168	27,920,312	64,417,698
Trade accounts receivable	4, 6, 25	1,000,495,947	793,962,973	924,398,928	751,113,717
Other current receivables	4, 30	166,070,055	134,258,742	87,468,121	81,283,894
Short-term loans to subsidiary	4	-	-	7,629,809	-
Short-term loans to other party		820,000	6,300,000	820,000	6,300,000
Inventories	7	1,188,035,681	1,128,133,146	893,908,680	763,069,827
Other current financial assets	25	2,947,699	23,724,778	866,877	3,676,687
Other current assets	30	16,191,348	17,334,163	3,060,901	2,348,007
Total current assets		2,526,071,525	2,314,594,970	1,946,073,628	1,672,209,830
Non-current assets					
Non-current investments in financial assets	25	5,100,000	5,100,000	5,100,000	5,100,000
Investments in associate	8	28,577,670	28,557,313	-	-
Investments in subsidiaries	9, 15	-	-	3,092,117,851	3,091,527,618
Long-term loans to subsidiary	4	-	-	236,160,725	29,643,755
Investment properties	11, 15	824,307,288	765,903,704	532,950,000	209,893,200
Property, plant and equipment	12, 15	4,334,309,918	4,483,500,970	1,240,700,028	1,122,235,720
Intangible assets		2,181,890	2,943,366	1,900,755	2,285,303
Land possessory rights	13, 28	160,898,008	171,156,474	5,436,860	5,619,566
Rubber plantation development costs	14	844,723,861	860,823,385	-	-
Withholding tax deducted at source		117,890,607	96,556,762	112,515,988	91,482,542
Deferred tax assets	22	505,715	37,168	-	-
Restricted deposit at financial institution		6,785,153	6,718,450	6,785,152	6,718,450
Other non-current assets		24,685,344	26,168,339	5,297,959	5,241,170
Total non-current assets		6,349,965,454	6,447,465,931	5,238,965,318	4,569,747,324
Total assets		8,876,036,979	8,762,060,901	7,185,038,946	6,241,957,154

The accompanying notes are an integral part of these financial statements.

Thai Rubber Latex Group Public Company Limited and its Subsidiaries
Statement of financial position

	Note	Consolidated financial statements 31 December		Separate financial statements 31 December	
		2024	2023	2024	2023
<i>(in Baht)</i>					
Liabilities and equity					
Current liabilities					
Bank overdrafts and short-term borrowings					
from financial institutions	15	3,434,728,420	3,086,044,859	3,218,367,420	2,868,260,859
Trade accounts payable	4	200,952,373	230,646,110	46,888,450	51,527,647
Other current payables	4	143,992,501	136,948,516	69,432,483	43,877,899
Accrued expenses		78,038,153	55,123,183	37,335,650	25,360,105
Current portion of long-term borrowings					
from financial institutions	15	230,800,000	467,059,785	100,000,000	172,339,750
Current portion of lease liabilities	15	37,158,812	16,393,255	21,989,797	13,290,243
Short-term borrowings from related party	4, 15	-	-	47,000,000	47,000,000
Other current financial liabilities	25	3,422,277	84,941	2,023,680	-
Other current liabilities		5,490,644	6,553,924	1,926,059	1,875,978
Total current liabilities		4,134,583,180	3,998,854,573	3,544,963,539	3,223,532,481
Non-current liabilities					
Long-term borrowings from financial institutions	15	704,046,720	576,076,211	589,629,809	150,000,000
Lease liabilities	15	66,882,416	41,100,526	59,227,531	35,029,393
Deferred tax liabilities	22	450,643,472	456,718,888	111,986,184	93,088,109
Non-current provision for employee benefits	16	91,722,606	98,426,611	55,985,285	64,601,236
Other non-current liabilities		3,996,114	4,695,261	-	-
Total non-current liabilities		1,317,291,328	1,177,017,497	816,828,809	342,718,738
Total liabilities		5,451,874,508	5,175,872,070	4,361,792,348	3,566,251,219
Equity					
Share capital:					
Authorised share capital	17	1,022,219,530	1,022,219,530	1,022,219,530	1,022,219,530
Issued and paid-up share capital	17	817,775,785	817,775,625	817,775,785	817,775,625
Share premium					
Share premium on ordinary shares	17	504,943,490	504,942,690	504,943,490	504,942,690
Surplus on share-based payment		17,395,000	17,395,000	-	-
Differences on changes in ownership interests					
in subsidiaries	18	147,431,781	241,706,561	-	-
Retained earnings (Deficit)					
Appropriated					
Legal reserve	18	170,458,673	166,543,832	102,221,953	101,287,662
Unappropriated (Deficit)		(243,787,347)	(73,604,357)	847,182,254	792,470,067
Other components of equity	18	1,442,991,878	1,359,775,524	551,123,116	459,229,891
Equity attributable to owners of the parent		2,857,209,260	3,034,534,875	2,823,246,598	2,675,705,935
Non-controlling interests	10	566,953,211	551,653,956	-	-
Total equity		3,424,162,471	3,586,188,831	2,823,246,598	2,675,705,935
Total liabilities and equity		8,876,036,979	8,762,060,901	7,185,038,946	6,241,957,154

The accompanying notes are an integral part of these financial statements.

Thai Rubber Latex Group Public Company Limited and its Subsidiaries
Statement of comprehensive income

	Note	Consolidated		Separate	
		financial statements		financial statements	
		Year ended 31 December		Year ended 31 December	
		2024	2023	2024	2023
<i>(in Baht)</i>					
Revenues					
Revenues from sales of goods	19	7,647,616,257	6,604,479,320	4,917,199,900	4,362,075,383
Other income		74,906,127	48,189,224	37,178,948	88,612,939
Gain on exchange rate		13,658,976	-	1,275,850	2,203,594
Total revenue		7,736,181,360	6,652,668,544	4,955,654,698	4,452,891,916
Expenses					
Costs of sales of goods	7	(7,222,989,119)	(6,373,624,924)	(4,406,252,154)	(4,020,128,733)
Distribution costs		(200,388,911)	(224,833,354)	(142,079,381)	(165,249,055)
Administrative expenses	30	(287,990,780)	(274,887,366)	(185,657,050)	(146,083,674)
Loss from impairment on asset	12	(77,521,028)	(5,031,702)	-	-
Loss on exchange rate	30	-	(14,094,906)	-	-
Gain (loss) on derivatives	30	(24,114,416)	11,872,786	(4,833,490)	(3,070,976)
Total expenses		(7,813,004,254)	(6,880,599,466)	(4,738,822,075)	(4,334,532,438)
Profit (loss) from operating activities		(76,822,894)	(227,930,922)	216,832,623	118,359,478
Finance costs		(244,519,063)	(197,062,837)	(181,636,285)	(146,021,420)
Share of profit (loss) of associates accounted for using equity method	8	20,357	(137,247)	-	-
Profit (loss) before income tax expense		(321,321,600)	(425,131,006)	35,196,338	(27,661,942)
Tax income (expense)	22	35,085,802	(29,641,730)	4,854,238	(22,391,685)
Profit (loss) for the year		(286,235,798)	(454,772,736)	40,050,576	(50,053,627)
Other comprehensive income					
<i>Items that will be reclassified subsequently to profit or loss</i>					
Exchange differences on translating financial statements		(1,442,433)	(3,659,756)	-	-
Share of other comprehensive income of associate accounted for using equity method		-	147,582	-	-
Total items that will be reclassified subsequently to profit or loss		(1,442,433)	(3,512,174)	-	-
<i>Items that will not be reclassified subsequently to profit or loss</i>					
Gain on revaluation of assets	12	155,273,763	2,764,093	134,361,409	-
Gain on remeasurements of defined benefit plans	16	-	8,702,055	-	6,189,851
Income tax relating to items that will not be reclassified to profit or loss	22	(29,032,620)	(1,868,368)	(26,872,282)	(1,237,970)
Total items that will not be reclassified subsequently to profit or loss		126,241,143	9,597,780	107,489,127	4,951,881
Other comprehensive income (expense) for the year, net of income tax		124,798,710	6,085,606	107,489,127	4,951,881
Total comprehensive income (expense) for the year		(161,437,088)	(448,687,130)	147,539,703	(45,101,746)
Profit (loss) attributable to:					
Owners of the parent		(219,952,532)	(362,237,277)	40,050,576	(50,053,627)
Non-controlling interests		(66,283,266)	(92,535,459)	-	-
Profit (loss) for the year		(286,235,798)	(454,772,736)	40,050,576	(50,053,627)
Total comprehensive income (expense) attributable to:					
Owners of the parent		(96,423,643)	(355,354,434)	147,539,703	(45,101,746)
Non-controlling interests		(65,013,445)	(93,332,696)	-	-
Total comprehensive income (expense) for the year		(161,437,088)	(448,687,130)	147,539,703	(45,101,746)
Basic earnings (loss) per share					
Basic earnings (loss) per share <i>(in Baht)</i>	23	(0.27)	(0.44)	0.05	(0.06)

The accompanying notes are an integral part of these financial statements.

Thai Rubber Latex Group Public Company Limited and its Subsidiaries
Statement of changes in equity

	Consolidated financial statements														
	Note	Issued and paid-up share capital	Share premium	Surplus on share-based payment	Differences on changes in ownership interest	Retained earnings/(Deficit)		Other components of equity					Total equity attributable to owners of the parent	Non-controlling interests	Total equity
						Legal reserve	Unappropriated (Deficit)	Translation reserve	Share of other comprehensive income (loss) of associates accounted for using equity method	Revaluation reserves	Total other components of equity				
													<i>(in Baht)</i>		
For the year ended 31 December 2023															
Balance at 1 January 2023		817,775,625	504,942,690	17,395,000	324,627,273	163,484,430	354,368,632	(14,159,411)		1,479,916	1,386,829,514	1,374,150,019	3,556,743,669	599,669,870	4,156,413,539
Transactions with owners, recorded directly in equity															
<i>Distributions to owners</i>															
Dividends	24	-	-	-	-	-	(98,129,355)	-	-	-	-	-	(98,129,355)	-	(98,129,355)
Dividends paid in subsidiary	10	-	-	-	-	-	-	-	-	-	-	-	-	(32,802,189)	(32,802,189)
Total distributions to owners		-	-	-	-	-	(98,129,355)	-	-	-	-	-	(98,129,355)	(32,802,189)	(130,931,544)
<i>Changes in ownership interests in subsidiaries</i>															
Distribution of non-controlling interests without a change in control		-	-	-	1,045,039	-	-	-	-	-	-	-	1,045,039	8,954,961	10,000,000
Acquisition of ownership interests in subsidiaries without a change in control	9	-	-	-	(83,965,751)	3,059,402	-	-	-	11,136,305	11,136,305	(69,770,044)	69,164,010	(606,034)	
Total changes in ownership interests in subsidiaries		-	-	-	(82,920,712)	3,059,402	-	-	-	11,136,305	11,136,305	(68,725,005)	78,118,971	9,393,966	
Comprehensive income (expense) for the year															
Loss		-	-	-	-	-	(362,237,277)	-	-	-	-	-	(362,237,277)	(92,535,459)	(454,772,736)
Other comprehensive income (expense)		-	-	-	-	-	6,869,622	(2,898,454)	147,582	2,764,093	13,221	6,882,843	(797,237)	6,085,606	
Total comprehensive income (expense) for the year		-	-	-	-	-	(355,367,655)	(2,898,454)	147,582	2,764,093	13,221	(355,354,434)	(93,332,696)	(448,687,130)	
Transfer to retained earnings		-	-	-	-	-	25,524,021	-	-	(25,524,021)	(25,524,021)	-	-	-	
Balance as at 31 December 2023		817,775,625	504,942,690	17,395,000	241,706,561	166,543,832	(73,604,357)	(17,057,865)		1,627,498	1,375,205,891	1,359,775,524	3,034,534,875	551,653,956	3,586,188,831

The accompanying notes are an integral part of these financial statements.

Thai Rubber Latex Group Public Company Limited and its Subsidiaries
Statement of changes in equity

Note	Consolidated financial statements													
	Issued and paid-up share capital	Share premium	Surplus on share-based payment	Differences on changes in ownership interest	Retained earnings/(Deficit)		Other components of equity					Total equity attributable to owners of the parent	Non-controlling interests	Total equity
					Legal reserve	Unappropriated (Deficit)	Translation reserve	Share of other comprehensive income (loss) of associates accounted for using equity method	Revaluation reserves	Total other components of equity				
<i>(in Baht)</i>														
For the year ended 31 December 2024														
Balance at 1 January 2024	817,775,625	504,942,690	17,395,000	241,706,561	166,543,832	(73,604,357)	(17,057,865)		1,627,498	1,375,205,891	1,359,775,524	3,034,534,875	551,653,956	3,586,188,831
Transactions with owners, recorded directly in equity														
<i>Contributions by owners</i>														
Share options exercised	17	160	800	-	-	-	-	-	-	-	-	960	-	960
Total contributions by owners		160	800	-	-	-	-	-	-	-	-	960	-	960
<i>Changes in ownership interests in subsidiaries</i>														
Acquisition of non-controlling interests without a change in control	9	-	-	-	(94,274,780)	2,980,550	-	-	-	10,391,296	10,391,296	(80,902,934)	80,312,702	(590,232)
Total changes in ownership interests in subsidiaries		-	-	-	(94,274,780)	2,980,550	-	-	-	10,391,296	10,391,296	(80,902,934)	80,312,702	(590,232)
Comprehensive income for the year														
Loss		-	-	-	-	(219,952,532)	-	-	-	-	-	(219,952,532)	(66,283,266)	(286,235,798)
Other comprehensive income		-	-	-	-	-	195,564	-	-	123,333,327	123,528,891	123,528,891	1,269,819	124,798,710
Total comprehensive income (expense) for the year		-	-	-	-	(219,952,532)	195,564	-	-	123,333,327	123,528,891	(96,423,641)	(65,013,447)	(161,437,088)
Transfer to legal reserve		-	-	-	934,291	(934,291)	-	-	-	-	-	-	-	-
Transfer to retained earnings		-	-	-	-	50,703,833	-	-	-	(50,703,833)	(50,703,833)	-	-	-
Balance as at 31 December 2024		817,775,785	504,943,490	17,395,000	147,431,781	170,458,673	(243,787,347)	(16,862,301)	1,627,498	1,458,226,681	1,442,991,878	2,857,209,260	566,953,211	3,424,162,471

The accompanying notes are an integral part of these financial statements.

Thai Rubber Latex Group Public Company Limited and its Subsidiaries
Statement of changes in equity

	Note	Separate financial statements				Other components of equity	Total equity
		Issued and paid-up share capital	Share premium	Retained earnings			
				Legal reserve	Unappropriated (in Baht)		
For the year ended 31 December 2023							
Balance at 1 January 2023		817,775,625	504,942,690	101,287,662	920,162,153	474,768,906	2,818,937,036
Transactions with owners, recorded directly in equity							
<i>Distributions to owners</i>							
Dividends	24	-	-	-	(98,129,355)	-	(98,129,355)
Total distributions to owners		-	-	-	(98,129,355)	-	(98,129,355)
Comprehensive income (expense) for the year							
Loss		-	-	-	(50,053,627)	-	(50,053,627)
Other comprehensive income		-	-	-	4,951,881	-	4,951,881
Total comprehensive income (expense) for the year		-	-	-	(45,101,746)	-	(45,101,746)
Transfer to retained earnings		-	-	-	15,539,015	(15,539,015)	-
Balance at 31 December 2023		817,775,625	504,942,690	101,287,662	792,470,067	459,229,891	2,675,705,935

The accompanying notes are an integral part of these financial statements.

Thai Rubber Latex Group Public Company Limited and its Subsidiaries
Statement of changes in equity

	Note	Separate financial statements				Other components of equity	Total equity
		Issued and paid-up share capital	Share premium	Retained earnings			
				Legal reserve	Unappropriated (in Baht)		
For the year ended 31 December 2024							
Balance at 1 January 2024		817,775,625	504,942,690	101,287,662	792,470,067	459,229,891	2,675,705,935
Transactions with owners, recorded directly in equity							
<i>Contributions by owners</i>							
Share options exercised	17	160	800	-	-	-	960
Total contributions by owners		160	800	-	-	-	960
Comprehensive income for the year							
Profit		-	-	-	40,050,576	-	40,050,576
Other comprehensive income		-	-	-	-	107,489,127	107,489,127
Total comprehensive income for the year		-	-	-	40,050,576	107,489,127	147,539,703
Transfer to legal reserve		-	-	934,291	(934,291)	-	-
Transfer to retained earnings		-	-	-	15,595,902	(15,595,902)	-
Balance at 31 December 2024		817,775,785	504,943,490	102,221,953	847,182,254	551,123,116	2,823,246,598

The accompanying notes are an integral part of these financial statements.

Thai Rubber Latex Group Public Company Limited and its Subsidiaries

Statement of cash flows

	Consolidated		Separate	
	financial statements		financial statements	
	Year ended 31 December		Year ended 31 December	
	2024	2023	2024	2023
	<i>(in Baht)</i>			
<i>Cash flows from operating activities</i>				
Profit (loss) for the year	(286,235,798)	(454,772,736)	40,050,576	(50,053,627)
<i>Adjustments to reconcile profit (loss) to cash receipts (payments)</i>				
Tax expense (income)	(35,085,802)	29,641,730	(4,854,238)	22,391,685
Finance costs	244,519,063	197,062,837	181,636,285	146,021,420
Depreciation and amortisation	296,468,772	292,897,519	81,730,689	71,734,891
Amortisation of rubber plantation development costs	15,018,120	16,124,861	-	-
Amortisation of land possessory rights	6,387,545	6,398,417	182,706	193,577
Impairment loss recognised in profit or loss	967,167	10,000,125	30,411,145	5,530,434
Impairment loss on land possessory rights	3,870,921	-	-	-
Reversal of loss on inventory devaluation	(1,057,464)	(6,962,181)	-	-
Loss on write-off of inventories	1,150,129	-	-	-
Unrealised gain on foreign exchange	(9,919,343)	(48,664,699)	(3,513,634)	(13,775,741)
Unrealised (gain) loss on derivatives	24,114,415	(11,872,786)	4,833,490	3,070,976
Gain on fair value adjustment	(7,178,882)	(516,168)	(11,656,800)	(311,187)
Gain on disposal of property, plant and equipment	(601,899)	(1,678,047)	(513,819)	(1,021,639)
Loss on written-off of property, plant and equipment	1,399,531	9,420,616	-	403,055
Impairment losses on property, plant and equipment	77,521,028	5,031,702	-	-
Loss on written-off of rubber plantation development costs	1,387,206	754,589	-	-
Share of (profit) loss of associates accounted for using equity method, net of tax	(20,357)	137,247	-	-
Loss on written-off of tax	-	1,648,930	-	-
Provision for employee benefits	8,187,654	11,688,472	4,121,472	3,168,975
Dividends received	(25,940)	(44)	(25,940)	(64,679,855)
Interest income	(1,262,203)	(1,504,179)	(3,716,326)	(2,607,351)
	<u>339,603,863</u>	<u>54,836,205</u>	<u>318,685,606</u>	<u>120,065,613</u>
<i>Changes in operating assets and liabilities</i>				
Trade and other current receivables	(229,173,161)	125,578,877	(172,935,721)	(77,944,602)
Inventories	(59,995,200)	(169,703,329)	(130,838,853)	(200,903,626)
Other current assets	1,340,410	19,982,692	(712,894)	28,611,028
Other non-current assets	1,179,585	(12,408,029)	(56,789)	(1,427,660)
Trade and other current payables	(15,570,395)	(41,377,250)	21,515,779	(35,986,463)
Accrued expenses	22,914,970	(105,416,593)	11,975,545	(56,827,712)
Other current liabilities	(1,063,280)	(2,263,506)	50,081	(376,018)
Other non-current liabilities	(699,147)	1,191,450	-	-
Non-current provision for employee benefits paid	(14,891,659)	(4,537,516)	(12,737,423)	(469,733)
Net cash generated from (used in) operating activities	<u>43,645,986</u>	<u>(134,116,999)</u>	<u>34,945,331</u>	<u>(225,259,173)</u>
Taxes received	1,096,472	40,238,922	-	40,238,926
Taxes paid	(22,921,098)	(24,136,600)	(24,153,415)	(22,073,927)
Net cash from (used in) operating activities	<u>21,821,360</u>	<u>(118,014,677)</u>	<u>10,791,916</u>	<u>(207,094,174)</u>

The accompanying notes are an integral part of these financial statements.

Thai Rubber Latex Group Public Company Limited and its Subsidiaries

Statement of cash flows

	Consolidated		Separate	
	financial statements		financial statements	
	Year ended 31 December		Year ended 31 December	
	2024	2023	2024	2023
	<i>(in Baht)</i>			
<i>Cash flows from investing activities</i>				
Increase in short-term loans to related party	-	-	(7,629,809)	-
(Increase) decrease in short-term loans to other party	5,480,000	(300,000)	5,480,000	(300,000)
Increase in long-term loan to related party	-	-	(206,516,970)	-
Acquisition of interest in subsidiary	(590,233)	-	(590,233)	(606,033)
Increase in restricted deposit at financial institution	(66,703)	(31,353)	(66,703)	(31,353)
Acquisition of investment property	-	(291,174)	(342,000,000)	(291,174)
Acquisition of property, plant and equipment	(99,924,842)	(280,540,596)	(50,542,558)	(137,674,701)
Acquisition of other intangible assets	(14,500)	(305,593)	-	(139,593)
Proceeds from disposal of property, plant and equipment	1,724,007	3,288,676	514,018	1,021,846
Increase in rubber plantation development costs	(305,802)	(424,992)	-	-
Dividends received	25,940	44	25,940	64,679,855
Interest received	1,262,203	1,743,904	885,099	2,420,875
Net cash used in investing activities	(92,409,930)	(276,861,084)	(600,441,216)	(70,920,278)
<i>Cash flows from financing activities</i>				
Increase in bank overdrafts and short-term borrowings				
from financial institutions	348,683,561	582,219,642	350,106,561	562,487,676
Payment of lease liabilities	(29,354,742)	(18,301,785)	(21,883,966)	(13,072,013)
Repayment of long-term borrowings from financial institution	(647,919,085)	(205,800,000)	(172,339,750)	(105,000,000)
Proceed from exercising rights of options to purchase common shares	960	-	960	-
Proceed from sales and leaseback	47,501,641	-	39,856,489	-
Proceed from long-term loans from financial institution	539,629,809	-	539,629,809	-
Proceeds from issue share in indirect subsidiary	-	10,000,000	-	-
Dividends paid to owner of the Company	-	(98,129,355)	-	(98,129,355)
Dividends paid to non-controlling interests	-	(32,802,189)	-	-
Interest paid	(233,359,105)	(188,524,944)	(180,844,573)	(142,174,594)
Other finance costs paid	(12,522,409)	(5,174,875)	(1,373,616)	(1,612,392)
Net cash from financing activities	12,660,630	43,486,494	553,151,914	202,499,322
Net decrease in cash and cash equivalents,				
before effect of exchange rates	(57,927,940)	(351,389,267)	(36,497,386)	(75,515,130)
Effect of exchange rate changes on cash and cash equivalents	(1,442,433)	(3,659,756)	-	-
Net decrease in cash and cash equivalents	(59,370,373)	(355,049,023)	(36,497,386)	(75,515,130)
Cash and cash equivalents at 1 January	210,881,168	565,930,191	64,417,698	139,932,828
Cash and cash equivalents at 31 December	151,510,795	210,881,168	27,920,312	64,417,698

The accompanying notes are an integral part of these financial statements.

Thai Rubber Latex Group Public Company Limited and its Subsidiaries

Statement of cash flows

	Consolidated		Separate	
	financial statements		financial statements	
	Year ended 31 December		Year ended 31 December	
	2024	2023	2024	2023
	<i>(in Baht)</i>			
Supplemental disclosures of cash flow information				
Non-cash transactions				
Transfer land and building to investment property	38,409,791	133,000,000	-	-
Decrease assets acquired under lease liabilities from contract termination	(2,188,580)	-	-	-
Reclassify in banks overdraft and short-term borrowings from financial institution to long-term debt	-	137,596,876	-	-
Purchase of property, plant and equipment during the period information as follow				
Total purchase of property, plant and equipment during the period	124,706,155	275,862,424	65,449,239	143,556,986
<i>Add:</i> settlement of payable for property, plant and equipment previously purchased	8,069,063	19,674,003	67,309	153,313
<i>Less:</i> payable on purchase of property, plant and equipment	(2,526,983)	(8,069,063)	(48,821)	(67,309)
<i>Less:</i> increase in assets acquired under lease liabilities	(30,019,983)	(6,926,768)	(14,925,169)	(5,968,289)
<i>Less:</i> acquisition of advance for property, plant and equipment purchase	(303,410)	-	-	-
Purchase of property, plant and equipment paid by cash	<u>99,924,842</u>	<u>280,540,596</u>	<u>50,542,558</u>	<u>137,674,701</u>

The accompanying notes are an integral part of these financial statements.

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These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on 28 February 2025.

1 General information

Thai Rubber Latex Group Public Company Limited, the “Company”, is incorporated in Thailand and was listed on the Stock Exchange of Thailand in July 1991. The Company’s registered office at No. 99/1-3 Moo 13, Bangna-Trad Road, K.M. 7, Tambol Bangkaew, Amphur Bangplee, Samutprakarn.

Branches at followings:

- : No. 29 Moo 2, Tambol Nong Yai, Amphur Nong Yai, Chonburi
- : No. 35 Moo 4, Tambol Krasom, Amphur Takuatung, Phangnga
- : No. 198 Moo 7, Tambol Chomsawan, Amphur Maechan, Chiangrai
- : No. 124 Mooban Klongpom Moo 11, Tambol Banphru, Amphur Hatyai, Songkhla
- : No. 293/2 Moo 1, Surat-Nasarn Road, Tambol Khunthale, Amphur Mueang, Suratthani
- : No. 44/5 Moo 8, Kachet-Hatyai Road, Tambol Kachet, Amphur Mueang, Rayong

The Company’s major shareholders during the financial year were Wongsasuthikul Group (22.45% shareholding) and Woraprateep Group (16.00% shareholding).

The principal activities of the Company and its subsidiaries (“the Group”) are comprehensive rubber businesses covering the whole value chain of rubber and latex products, which are the rubber plantation in Thailand, the producer of latex concentrate and latex rubber, latex rubber thread, latex foam mattress and rubber gloves. Details of the Company’s associates and subsidiaries as at 31 December 2024 and 2023 are given in notes 8 and 9.

2 Basis of preparation of the financial statements

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRS”), guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission. The financial statements are presented in Thai Baht, which is the Company’s functional currency. The accounting policies are described in each notes have been applied consistently to all periods presented in these financial statements.

The preparation of financial statements in conformity with TFRS requires management to make judgements, estimates and assumptions that affect the application of the Group’s accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions that described in each note are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

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3 Material accounting policies

(a) Basis of consolidation

The consolidated financial statements relate to the Company and its subsidiaries (together referred to as the “Group”) and the Group’s interests in associates.

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

Associates are those entities in which the Group has significant influence, but not control or joint control, over the financial and operating policies.

The Group recognised investments in associates using the equity method in the consolidated financial statements until the date that significant influence ceases. They are initially recognised at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group’s dividend income and share of the profit or loss and other comprehensive income of equity-accounted investees, until the date on which significant influence ceases.

Intra-group balances and transactions, are eliminated on consolidation. Unrealised gains arising from transactions with associates are eliminated against the investment to the extent of the Group’s interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

(b) Investments in subsidiaries and associates

Investments in subsidiaries and associates in the separate financial statements are measured at cost less allowance for impairment losses.

(c) Foreign currencies

Transactions in foreign currencies including non-monetary assets and liabilities denominated in foreign currencies are translated to the respective functional currencies at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate at the reporting date. Non-monetary assets and liabilities measured at fair value in foreign currencies are translated at the exchange rates at the dates that fair value was determined.

Foreign currency differences are generally recognised in profit or loss.

Foreign operations

The assets and liabilities of foreign operations are translated to Thai Baht at the exchange rates at the reporting date. The revenues and expenses of foreign operations translated to Thai Baht at rates approximating the exchange rates at the dates of the transactions.

Foreign exchange differences are recognised in other comprehensive income and accumulated in the translation reserve until disposal of the investment, except to the extent that the translation difference is allocated to non-controlling interests.

When a foreign operation is disposed of in its entirety or partially such that control lost, the cumulative amount in the translation reserve related to that foreign operation is reclassified to profit or loss as part of the gain or loss on disposal.

Thai Rubber Latex Group Public Company Limited and its Subsidiaries
Notes to the financial statements
For the year ended 31 December 2024

(d) Financial instruments

(d.1) Classification and measurement

Financial assets and financial liabilities (except trade accounts receivable (*see note 3(f)*)) are initially recognised when the Group becomes a party to the contractual provisions of the instrument, and measured at fair value plus or minus, for an item not at fair value through profit or loss (FVTPL), taking into account for transaction costs that are directly attributable to its acquisition.

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI); or fair value through profit or loss (FVTPL). Financial assets are not reclassified subsequent to their initial recognition unless the Group/Company changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

On initial recognition, financial liabilities are classified as measured at amortised cost using the effective interest method. Interest expense, foreign exchange gains and losses and any gain or loss on derecognition are recognised in profit or loss.

Financial assets measured at amortised costs are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by expected credit losses. Interest income, foreign exchange gains and losses, expected credit loss and any gain or loss on derecognition are recognised in profit or loss.

(d.2) Derecognition and offset

The Group derecognises a financial asset when the contractual rights to receive the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

The difference between the carrying amount extinguished and the consideration received or paid is recognised in profit or loss.

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and the Group intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(d.3) Derivatives

Derivative are recognised at fair value and remeasured at fair value at each reporting date. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss.

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(d.4) Impairment of financial assets other than trade accounts receivables

The Group recognises allowances for expected credit losses (ECLs) on financial assets measured at amortised cost.

The Group recognises ECLs equal to 12-month ECLs unless there has been a significant increase in credit risk of the financial instrument since initial recognition or credit-impaired financial assets, in which case the loss allowance is measured at an amount equal to lifetime ECLs.

ECLs are a probability-weighted estimate of credit losses based on forward-looking and historical experience. Credit losses are measured as the present value of all cash shortfalls discounted by the effective interest rate of the financial asset.

The Group assumes that the credit risk on a financial asset has increased significantly if it is more than 30 days past due, significant deterioration in credit rating, significant deterioration in the operating results of the debtor and existing or forecast changes in the technological, market, economic or legal environment that have a significant adverse effect on the debtor's ability to meet its obligation to the Group.

The Group considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held); or
- the financial asset is more than 365 days past due.

(d.5) Write offs

The gross carrying amount of a financial asset is written off when the Group has no reasonable expectations of recovering. Subsequent recoveries of an asset that was previously written off, are recognised as a reversal of impairment in profit or loss in the period in which the recovery occurs.

(d.6) Interest

Interest income and expense is recognised in profit or loss using the effective interest method. In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability.

(e) Cash and cash equivalents

Cash and cash equivalents comprise cash balances, call deposits and highly liquid short-term investments which has a maturity of three months or less from the date of acquisition.

(f) Trade accounts receivable

A trade receivable is recognised when the Group has an unconditional right to receive consideration. A trade receivable is measured at transaction price less allowance for expected credit loss. Bad debts are written off when the Group has no reasonable expectations of recovering.

The Group estimates lifetime expected credit losses (ECLs), using a provision matrix to find ECLs rate. This method groups the debtors based on shared credit risk characteristics and past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

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Notes to the financial statements
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(g) Inventories

Inventories are measured at the lower of cost and net realisable value. Cost is calculated using the weighted average cost principle. Cost includes direct costs incurred in acquiring the inventories. In the case of manufactured inventories and work-in-progress, cost includes an appropriate share of production overheads based on normal operating capacity. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

(h) Investment properties

Investment properties are measured at cost on initial recognition and subsequently at fair value, with any change recognised in profit or loss. Cost includes expenditure that is directly attributable to the acquisition of the investment property. The cost of self-constructed assets includes capitalised borrowing costs. When the use of a property changes such that it is reclassified as property, plant and equipment, its fair value at the date of reclassification becomes its cost for subsequent accounting.

Differences between the proceeds from disposal and the carrying amount of investment property are recognised in profit or loss. When investment property that was previously classified as property, plant and equipment measured at revalued amounts is sold (*see note 3(i)*), the amounts included in the revaluation reserve are transferred to retained earnings.

(i) Property, plant and equipment

Land, buildings and machinery are measured at their revalued amounts. The revalued amount is the fair value determined on the basis of the property's existing use at the date of revaluation less any subsequent accumulated depreciation and impairment losses. Other equipment and vehicles are measured at cost less accumulated depreciation and impairment losses except for land, buildings and machinery which are measured at their revalued amounts.

Cost includes capitalised borrowing costs, and the costs of dismantling and removing the items and restoring the site on which they are located.

Differences between the proceeds from disposal and the carrying amount of property, plant and equipment are recognised in profit or loss. When there is a disposal of revalued assets, the amount recognised in revaluation reserve is reclassified to retained earnings.

Revaluations of assets are performed by independent professional valuers with sufficient regularity to ensure that the carrying amount of these assets does not differ materially from that which would be determined using fair values at the reporting date. Any increase in value, on revaluation, is recognised in other comprehensive income and presented in the "revaluation reserve" in other components of equity unless it offsets a previous decrease in value recognised in profit or loss in respect of the same asset, the increase is recognised in profit or loss. A decrease in value is recognised in profit or loss to the extent it exceeds the revaluation reserve previously recognised in other comprehensive income in respect of the same asset. The revaluation reserve is utilised by reference to the difference between depreciation based on the revalued carrying amount of the asset and depreciation based on the asset's original cost and transferred directly to retained earnings. Upon disposal of a revalued asset, any remaining related revaluation reserve is transferred directly to retained earnings and is not taken into account in calculating the gain or loss on disposal.

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When the use of a property changes from owner-occupied to investment property that is measured at fair value, the Group shall remeasure the property to fair value and reclassified it as investment property. Any gain arising on remeasurement is recognised in profit or loss to the extent the gain reverses a previous impairment loss on the specific property, with any remaining gain recognised in other comprehensive income and presented in the “revaluation reserve” in other components of equity. Any loss is recognised in other comprehensive income and presented in the “revaluation reserve” in other components of equity to the extent that an amount had previously been included in the revaluation reserve relating to the specific property, with any remaining loss recognised immediately in profit or loss.

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item when the future economic benefits embodied within the part will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

Depreciation is calculated on a straight-line basis over the estimated useful lives of each component of an asset and recognised in profit or loss. No depreciation is provided on freehold land and assets under construction.

The estimated useful lives are as follows:

Building and building improvements	5 - 50 years
Machinery	5 - 20 years
Office and other equipment	3 - 5 years
Vehicles	5 years
Other fixed assets	5 - 10 years

(j) Intangible assets

Intangible assets that have indefinite useful lives are measured at cost less impairment losses. Other intangible assets are measured at cost less accumulated amortisation and impairment losses. Subsequent expenditure is capitalised only when it will generate the future economic benefits. Amortisation is calculated on a straight-line basis over the estimated useful lives of intangible assets and recognised in profit or loss.

The estimated useful lives are as follows:

Software licences	5 years
Patents	10 years

The amortisation of patents is allocated to the cost of inventory and is recognised as cost of sales as inventory is sold; the amortisation of other intangible assets is included in administrative expenses.

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(k) Lease

At inception of a contract, the Group assesses that a contract is, or contains, a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee

At commencement or on modification of a contract, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices of each component. For leases, the Group decided not to separate the non-lease component, and recognise lease and non-lease component as lease.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date, except for leases of low-value assets and short-term leases which is recognised as an expense on a straight-line basis over the lease term.

Right-of-use asset is measured at cost, less any accumulated depreciation and impairment loss, and adjusted for any remeasurements of lease liability. The cost of right-of-use asset includes the initial amount of the lease liability adjusted for any prepaid lease payments, plus any initial direct costs incurred. Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term.

The lease liability is initially measured at the present value of all lease payments that shall be paid under the lease. The Group uses the Group's incremental borrowing rate to discount the lease payments to the present value. The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a lease modification. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

As a lessor

At inception or on modification of a contract, the Group allocates the consideration in the contract to each component on the basis of their relative standalone selling prices.

At lease inception, the Group considers to classify a lease that transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to lessees as a finance lease. A lease that does not meet this criteria is classified as an operating lease.

The Group recognises finance lease receivables at the net investment of the leases, which includes the present value of the lease payments, and any unguaranteed residual value, discounted using the interest rate implicit in the lease. Finance lease income reflects a constant periodic rate of return on the Group's net investment outstanding in respect of the leases.

The Group recognises lease payments received under operating leases in profit or loss on a straight-line basis over the lease term as part of other income. Initial direct costs incurred in arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as other income in the accounting period in which they are earned.

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(l) Impairment of non-financial assets

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated. For goodwill and intangible assets that have indefinite useful lives or are not yet available for use, the recoverable amount is estimated each year at the same time.

An impairment loss is recognised in profit or loss if the carrying amount of an asset exceeds its recoverable amount, unless it reverses a previous revaluation credited to equity, in which case it is charged to equity. The recoverable amount is assessed from the estimated future cash flows discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

Impairment losses of assets recognised in prior periods is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss in respect of goodwill is not reversed. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

(m) Rubber plantation development costs

Rubber plantation development costs represent the costs of rubber tree plantation, which are amortised over the estimated unit of production arising from the rubber trees, less allowance for impairment loss. Cost of supplying rubber replacement and infilling mature areas are expensed in profit or loss as incurred. No amortisation is provided on rubber plantation development costs that are not ready for harvest.

(n) Land possessory rights

Land possessory rights are stated at cost less accumulated amortisation. Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful lives 30 years. The amortisation is recognised in profit or loss.

(o) Employee benefits

Defined contribution plans

Obligations for contributions to the Group's provident funds are expensed as the related service is provided.

Defined benefit plans

The Group's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior periods. The defined benefit obligations is discounted to the present value, which performed annually by a qualified actuary using the projected unit credit method.

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Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised immediately in OCI. The Group determines the interest expense on the net defined benefit liability for the period by applying the discount rate used to measure the defined benefit obligation at the beginning of the annual period, taking into account any changes in the net defined benefit liability during the period as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

Short-term employee benefits

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

(p) Share-based payments

The grant-date fair value of equity-settled share-based payment awards granted to employees is generally recognised as an expense, with a corresponding increase in equity, over the vesting period of the awards. The amount recognised as an expense is adjusted to reflect the number of awards for which the related service and non-market performance conditions are expected to be met, such that the amount ultimately recognised is based on the number of awards that meet the related service and non-market performance conditions at the vesting date. For share-based payment awards with non-vesting conditions, the grant-date fair value of the share-based payment is measured to reflect such conditions and there is no true-up for differences between expected and actual outcomes.

(q) Provisions

Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as a finance cost.

(r) Fair values measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable input.

The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

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If an asset or a liability measured at fair value has a bid price and an ask price, then the Group/Company measures assets and asset positions at a bid price and liabilities and liability positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price - i.e. the fair value of the consideration given or received.

(s) Revenue from contracts with customers

Revenue recognition

Revenue is recognised when a customer obtains control of the goods in an amount that reflects the consideration to which the Group expects to be entitled, excluding those amounts collected on behalf of third parties, value added tax and is after deduction of any trade discounts and volume rebates.

Revenue from sales of goods is recognised on the date on which the goods are delivered to the customers.

(t) Income tax

Income tax expense for the year comprises current and deferred tax, which is recognised in profit or loss except to the extent that they relate to items recognised directly in other comprehensive income.

Current tax is recognised in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the temporary differences: the initial recognition of goodwill; the initial recognition of assets or liabilities in a transaction that is not a business combination or at the time of the transaction affects neither accounting nor taxable profit or loss, and does not give rise to equal taxable and deductible temporary differences; and differences relating to investments in subsidiaries and joint ventures to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Current deferred tax assets and liabilities are offset in the separate financial statements.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

(u) Earnings (loss) per share

The calculation of basic EPS has been based on the profit attributable to ordinary shareholders of the Company and the weighted-average number of ordinary shares outstanding.

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4 Related parties

Relationships with subsidiaries and associates are described in notes 8 and 9. Other related parties which the Group had significant transactions with during the year were as follows:

Name of entities	Country of incorporation / nationality	Nature of relationships
Soydao Rubber Estate Co., Ltd.	Thailand	Common directors
Key management personnel	Thailand	Persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of the Group/Company

Significant transactions for the years ended 31 December with related parties were as follows:

Significant transactions with related parties Year ended 31 December	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Subsidiaries				
Sales of goods/raw materials	-	-	964,657	1,078,521
Purchases of goods/raw materials	-	-	76,119	55,983
Interest income	-	-	3,204	2,196
Interest expense	-	-	1,838	1,833
Rental income	-	-	1,940	1,440
Dividend income	-	-	-	64,680
Purchases of assets	-	-	342,000	-
Associates				
Purchases of raw materials	4,551	5,005	4,551	5,005
Key management personnel				
Key management personnel compensation	51,503	44,295	37,148	30,385
Other related parties				
Purchases of goods/raw materials	17,126	11,288	17,126	11,288
Trade accounts receivable				
Subsidiaries	-	-	279,348	266,261
Less allowance for expected credit loss	-	-	(2,188)	(2,376)
Net	-	-	277,160	263,885
Other current receivables				
Subsidiaries	-	-	5,712	1,372

Separate

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	Interest rate			financial statements		31 December 2024
	31 December 2023	31 December 2024	31 December 2023	Increase	Decrease	
<i>Loans to</i>				<i>(in thousand Baht)</i>		
	<i>(% per annum)</i>					
Subsidiaries	4.0	4.0 – 5.0	54,890	214,147	-	269,037
Total			54,890			269,037
Less allowance for expected credit loss			(25,246)	-	-	(25,246)
Net			29,644			243,791

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
<i>Balances with related parties</i> <i>At 31 December</i>	<i>(in thousand Baht)</i>			
<i>Trade accounts payable</i>				
Subsidiary	-	-	13,054	433
Associate	553	235	553	235
Other related parties	1,778	883	1,778	883
Total	2,331	1,118	15,385	1,551
<i>Other current payables</i>				
Subsidiaries	-	-	532	592

	Interest rate			Separate financial statements		31 December 2024
	31 December 2023	31 December 2024	31 December 2023	Increase	Decrease	
<i>Loans from</i>	<i>(% per annum)</i>			<i>(in thousand Baht)</i>		
Subsidiary	3.9	3.9	47,000	-	-	47,000

Significant agreements with related parties

The Group had credit facilities granted by the banks to its guaranteed by assets of the Group and directors.

Building and structure sales and leaseback agreement

In November 2024, the Company entered into building and structure sales and leaseback agreement with Latex Systems Public Company Limited, which is the Company's subsidiary, amounting to Baht 206.5 million. Under the term of such agreement, the Company receives a monthly rental charge at the rate of Baht 0.5 million per month. The term of equipment lease agreement is for three years, commencing in December 2024.

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5 Cash and cash equivalents

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Cash on hand	807	639	521	329
Cash in transit	5,758	11,985	384	8,717
Cash at banks	144,946	198,257	27,015	55,372
Total	151,511	210,881	27,920	64,418

6 Trade accounts receivable

Aging analyses for trade accounts receivable are as follows:

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
<i>At 31 December</i>	<i>(in thousand Baht)</i>			
Within credit terms	807,102	672,838	600,680	542,656
Overdue:				
Less than 3 months	180,588	117,624	96,084	82,498
3-6 months	10,131	-	27,812	32,393
6-12 months	3,642	3,501	76,683	37,537
Over 12 months	294,089	294,089	259,569	192,648
Total	1,295,552	1,088,052	1,060,828	887,732
Less allowance for expected credit loss	(295,056)	(294,089)	(136,429)	(136,618)
Net	1,000,496	793,963	924,399	751,114

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
<i>Expected credit loss For the year ended 31 December</i>	<i>(in thousand Baht)</i>			
Additions (Deductions)	967	286	(189)	2,376

Information of credit risk is disclosed in note 25.

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7 Inventories

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Finished goods	958,472	835,440	860,181	724,160
Raw materials	155,491	250,540	22,531	28,682
Supplies	34,576	32,313	11,093	9,994
Packing materials	10,088	10,270	104	234
Goods in transit	36,596	7,814	-	-
Total	1,195,223	1,136,377	893,909	763,070
<i>Less</i> allowance for decline in value	(7,187)	(8,244)	-	-
Net	1,188,036	1,128,133	893,909	763,070
Inventories recognised in ‘cost of sales of goods’:				
- Cost	7,224,046	6,380,587	4,406,252	4,020,129
- Reversal of write-down	(3,104)	(9,522)	-	-
- Write-down to net realisable value	2,047	2,560	-	-
Net	7,222,989	6,373,625	4,406,252	4,020,129

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8 Investments in associates

Investments in associates as at 31 December 2024 and 2023 and dividend income for the years then ended were as follows:

	Nature of business	Country of operation	Consolidated financial statements						Carrying amount based on equity method	
			Effective ownership interest		Paid-up capital		Cost		2024	2023
			2024	2023	2024	2023	2024	2023		
			(%)				(in thousand Baht)			
<i>Associates</i>										
Wang Somboon Rubber Estate Co., Ltd.	Planting of rubber	Thailand	48.4	48.4	55,300	55,300	30,101	30,101	28,578	28,557

None of the Group' associates are publicly listed and consequently do not have published price quotations.

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9 Investments in subsidiaries

Investments in subsidiaries as at 31 December 2024 and 2023 and dividend income for the years then ended were as follows:

	Nature of business	Country of operation	Ownership interest		Separate financial statements								Dividend income for the year	
					Paid-up capital		Cost		Impairment		At cost-net			
					2024	2023	2024	2023	2024	2023	2024	2023		
			(%)						(in thousand Baht)					
Direct subsidiaries														
World Flex Public Company Limited	Production and distribution of rubber thread	Thailand	66.4	66.4	464,200	464,200	448,400	448,400	-	-	448,400	448,400	-	64,680
Thai Rubber Land and Plantation Co., Ltd.	Planting of rubber	Thailand	100.0	100.0	1,840,000	1,840,000	1,840,000	1,840,000	-	-	1,840,000	1,840,000	-	-
Thai Rubber H P N R Co., Ltd.	Trading of products from natural rubber	Thailand	100.0	100.0	500,000	500,000	500,000	500,000	-	-	500,000	500,000	-	-
Latex Systems Public Company Limited	Production and distribution of foam latex mattresses and pillows	Thailand	96.1	74.2	269,894	269,894	160,311	129,121	(47,433)	(16,833)	112,878	112,288	-	-
Thai Rubber Gloves Co., Ltd.	Production and distribution of rubber gloves	Thailand	100.0	100.0	150,006	150,006	150,006	150,006	-	-	150,006	150,006	-	-
Myanmar Thai Rubber Joint Corporation Limited	Production and distribution of products from natural rubber	Republic of the Union of Myanmar	64.0	64.0	107,672	107,672	68,910	68,910	(68,910)	(68,910)	-	-	-	-
Shanghai Runmao International Trading Co., Ltd.	Trading of products from natural rubber	Republic of China	100.0	100.0	35,399	35,399	40,834	40,834	-	-	40,834	40,834	-	-
Total							3,208,461	3,177,271	(116,343)	(85,743)	3,092,118	3,091,528	-	64,680

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	Nature of business	Country of operation	Ownership interest		Paid-up capital		Separate financial statements						Dividend income for the year	
							Cost		Impairment		At cost-net			
							2024	2023	2024	2023	2024	2023		
			2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
			(%)		<i>(in thousand Baht)</i>									
Indirect subsidiaries														
Thaitex CBD Smart Farm Co., Ltd.	Planting of hemp	Thailand	80.0	80.0	50,000	50,000	40,000	40,000	-	-	40,000	40,000	-	-
Thaitex Innovatex Co., Ltd.	Production and distribution of rubber gloves	Thailand	30.0	30.0	5,000	5,000	1,500	1,500	(1,500)	(1,500)	-	-	-	-
Total							41,500	41,500	(1,500)	(1,500)	40,000	40,000	-	-

All subsidiaries were incorporated in Thailand, except Myanmar Thai Rubber Joint Corporation Limited and Shanghai Runmao International Trading Co., Ltd., which were incorporated in the Republic of the Union of Myanmar and People's Republic of China, respectively.

None of subsidiaries are publicly listed, except World Flex Public Company Limited and consequently do not have published price quotation.

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<i>Material movement</i> <i>Year ended 31 December</i>	Separate financial statements	
	2024	2023
	<i>(in thousand Baht)</i>	
Acquire investment in Latex System Public Company Limited	31,190	606
Impairment losses	(30,600)	-

Latex System Public Company Limited (LS)

On 16 November 2023, the Company acquired an additional 22.4% interest in LS for Baht 0.6 million, increasing its ownership interest from 51.8% to 74.2%. The carrying amount of LS's net liabilities in the Group's financial statements on the date of acquisition was Baht 308.6 million. The Group recognizes increase in non-controlling interests of Baht 69.2 million, increase in revaluation reverses of Baht 11.1 million, and increase in the legal reserve of Baht 3.1 million attributable to owners of the Group of Baht 14.2 million due to changes in the Group's ownership interest in LS.

On 27 September 2024, the Company acquired an additional 21.9% interest in LS for Baht 0.59 million, increasing its ownership interest from 74.2% to 96.1%. The carrying amount of LS's net assets in the Group's financial statements on the date of the acquisition was Baht 392.6 million. The Group recognizes increase in non-controlling interests of Baht 80.3 million, increase in revaluation reserves of Baht 10.4 million, and increase in the legal reserve of Baht 3.0 million attributable to owners of the Group of Baht 13.4 million due to changes in the Group's ownership interest in LS.

During November 2024, the Company acquired land and building improvements from LS at higher price than fair values of assets, resulting in an increasing in investment in LS by Baht 30.6 million.

During the year 2024, the Company recognised an impairment loss on the investment in LS, a subsidiary of the Company, totaling Baht 30.6 million in the separate statement of income as the recoverable amount of investment in LS was less than its carrying amount (2023: *nil*).

The recoverable amount of investment in subsidiary was based on value in use, estimated using discounted cash flows. The fair value measurement was categorised as a Level 3 fair value.

The discount rate at 11.21% was based on the weighted average cost of capital, derived using a risk free rate referencing a 10-year government bond, market risk premium and average company beta. (2023: 10.71%)

The forecasted growth in EBITDA was derived from future outcomes based on past experience and adjusted for anticipated revenue growth rate in regional and industry trends. With references to external sources of information, raw material and utilities prices, logistic costs to research, innovations and development to enhance product and services standards in satisfying diverse customer requirements.

The cash flow projections included specific estimates for five years and a terminal value and terminal growth rate thereafter. The terminal growth rate was determined based on management's estimate of the long-term compound annual EBITDA growth rate, consistent with the assumptions that a market participant would make.

World Flex Public Company Limited ("WFX")

In 2024, the Company pledged share capital of WFX, a subsidiary, by 265.6 million shares (2023: 147.9 million shares) at carrying value of Baht 386.7 million (2023: Baht 215.3 million), as collateral to secure the Company's and a subsidiary's bank overdraft, and short and long-term loans.

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Thaitex CBD Smart Farm Company Limited (“CBD”)

On 13 March 2023, the extraordinary general meeting of CBD, an indirect subsidiary, approved an increase of registered share capital of Baht 10 million by increasing its registered capital 1 million ordinary shares at Baht 10 per share to a joint capital company (increase registered capital from Baht 40 million to registered capital Baht 50 million). The objective is to support the expansion of the CBD's business.

10 Non-controlling interests

The following table summarises the information relating to each of the Group's subsidiaries that has a material non-controlling interest, before any intra-group eliminations:

	World Flex Public Company Limited		Latex Systems Public Company Limited	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Non-controlling interest percentage	33.65%	33.65%	3.92%	25.79%
Current assets	621,358	639,660	52,222	76,994
Non-current assets	1,842,863	1,950,655	228,085	605,170
Current liabilities	(523,045)	(548,225)	(329,900)	(472,028)
Non-current liabilities	(176,358)	(155,529)	(383,495)	(518,216)
Net assets	1,764,818	1,886,561	(433,088)	(308,080)
Carrying amount of non-controlling interest	593,861	634,828	(16,977)	(79,454)
Dividend paid to non-controlling interest	-	(32,802)	-	-
Revenue	3,060,527	2,743,514	167,120	184,546
Profit (loss)	(130,385)	(141,193)	(135,119)	(94,317)
Other comprehensive income (expense)	8,642	(1,660)	55,619	2,026
Total comprehensive income	(121,743)	(142,853)	(79,500)	(92,291)
Profit (loss) allocated to non-controlling interest	(43,875)	(47,512)	(3,116)	(45,498)
(Dilution)/Concentration of investment	-	-	11,005	5,423
Net	(43,875)	(47,512)	(12,768)	(40,075)
Other comprehensive income (expense) allocated to non-controlling interest	2,908	(558)	2,180	523
Cash flows from operating activities	(9,388)	17,141	25,606	88,342
Cash flows from investing activities	(52,964)	(84,665)	360,005	(48,366)
Cash flows from financing activities	47,110	(192,328)	(381,719)	(41,194)

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11 Investment properties

	Notes	Consolidated financial statements			Separate financial statements		
		Land	Building	Total <i>(in thousand Baht)</i>	Land	Building	Total
At 1 January 2023		533,791	95,265	629,056	112,195	94,055	206,250
Transfer from property, plant and equipment	12	-	291	291	-	291	291
Transfer to property, plant and equipment	12	47,255	88,786	136,041	-	3,041	3,041
Gain (loss) on fair value adjustments		1,037	(521)	516	-	311	311
At 31 December 2023 and 1 January 2024		582,083	183,821	765,904	112,195	97,698	209,893
Additions		-	-	-	106,100	205,300	311,400
Transfer from property, plant and equipment	12	28,273	22,951	51,224	-	-	-
Gain (loss) on fair value adjustments		11,728	(4,099)	7,179	13,443	(1,786)	11,657
At 31 December 2024		621,634	202,673	824,307	231,738	301,212	532,950

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<i>Year ended 31 December</i>	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Amounts recognised in profit or loss				
Rental income	9,320	3,323	1,636	1,416

Investment properties comprise a number of commercial properties that are leased to third parties. Each of the lease contains an initial non-cancellable period of 1 to 10 years for land and building. Renewals are negotiated with the lessee. No contingent rents are charged.

The Group and the Company have pledged investment properties amounting to approximately Baht 413.3 million and Baht 533.0 million, respectively (2023: Baht 404.8 million and Baht 209.9 million, respectively) as collateral against credit facilities from a financial institution (see note 15).

The fair value of investment properties as of 31 December 2024 was determined by independent professional valuers, at market approach and depreciated replacement cost approach. The fair value of investment property has been categorised as a Level 3 fair value.

Valuation technique	Significant unobservable inputs	Inter-relationship between significant unobservable inputs and fair value measurement
Market comparison technique	The quoted prices and actual trading price of a similar comparative investment properties adjusted by other various factor.	The estimated fair value would increase (decrease) if the price per area were higher (lower).
Replacement cost technique	Construction cost and the depreciation of investment properties adjusted by other factors.	The estimated fair value would increase (decrease) if the condition of property and construction cost would increase (decrease).

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12 Property, plant and equipment

	Consolidated financial statements							Total
	Land and land improvement	Building and building improvements	Machinery	Office and other equipment <i>(in thousand Baht)</i>	Vehicles	Other fixed assets	Assets under construction and installation	
<i>Cost/Revaluation</i>								
At 1 January 2023	1,734,154	1,335,449	1,129,544	814,719	156,963	209,154	435,940	5,815,923
Additions	-	2,066	3,447	12,003	5,026	333	252,983	275,858
Transfers	-	281,458	43,229	52,259	-	10,670	(387,616)	-
Transfer to investment properties <i>(see note 11)</i>	(46,525)	(85,875)	-	-	-	-	(3,041)	(135,441)
Write-off	-	(2,753)	(1,017)	(934)	(2,050)	-	(6,956)	(13,710)
Disposals	-	-	(1,913)	(70,446)	(7,803)	-	-	(80,162)
At 31 December 2023 and 1 January 2024	1,687,629	1,530,345	1,173,290	807,601	152,136	220,157	291,310	5,862,468
Additions	-	7,582	1,062	6,232	711	15,435	93,684	124,706
Revaluation surplus	51,845	12,169	134,361	-	-	-	-	198,375
Reversal of revaluation surplus	-	(15,040)	(28,061)	-	-	-	-	(43,101)
Transfer	-	99,222	124,594	10,336	27	97,003	(331,182)	-
Transfer to investment properties <i>(see note 11)</i>	(28,273)	(28,854)	-	-	-	-	-	(57,127)
Write-off	-	(3,774)	(1,345)	(586)	-	-	(1,000)	(6,705)
Disposals	-	-	(269)	(755)	(3,171)	-	-	(4,195)
Reversal of asset revaluation	-	(30,164)	(301,970)	-	-	-	-	(332,134)
At 31 December 2024	1,711,201	1,571,486	1,101,662	822,828	149,703	332,595	52,812	5,742,287

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	Consolidated financial statements							
	Land and land improvement	Building and building improvements	Machinery	Office and other equipment <i>(in thousand Baht)</i>	Vehicles	Other fixed assets	Assets under construction and installation	Total
<i>Accumulated depreciation and impairment losses</i>								
At 1 January 2023	11,271	131,040	278,463	473,558	122,006	151,780	-	1,168,118
Depreciation charge for the year	621	72,693	111,504	82,134	10,355	13,516	-	290,823
Impairment loss	-	-	-	-	-	-	5,031	5,031
Offset of accumulated depreciation and impairment loss on buildings transferred to investment properties <i>(see note 11)</i>	-	(2,164)	-	-	-	-	-	(2,164)
Write-off	-	(332)	(975)	(933)	(2,050)	-	-	(4,290)
Disposals	-	-	(1,862)	(69,798)	(6,891)	-	-	(78,551)
At 31 December 2023 and 1 January 2024	11,892	201,237	387,130	484,961	123,420	165,296	5,031	1,378,967
Depreciation charge for the year	573	76,476	113,701	79,397	9,892	15,677	-	295,716
Impairment loss	-	61,061	16,460	-	-	-	-	77,521
Offset of accumulated depreciation and impairment loss on buildings transferred to investment properties <i>(see note 11)</i>	-	(5,903)	-	-	-	-	-	(5,903)
Write-off	-	(1,529)	(1,344)	(243)	-	-	-	(3,116)
Disposals	-	-	(99)	(358)	(2,617)	-	-	(3,074)
Reversal of revaluation surplus	-	(30,164)	(301,970)	-	-	-	-	(332,134)
At 31 December 2024	12,465	301,178	213,878	563,757	130,695	180,973	5,031	1,407,977

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	Consolidated financial statements							
	Land and land improvement	Building and building improvements	Machinery	Office and other equipment <i>(in thousand Baht)</i>	Vehicles	Other fixed assets	Assets under construction and installation	Total
<i>Net book value</i>								
At 31 December 2023								
Owned assets	1,672,173	1,257,006	733,383	319,784	17,063	54,861	286,279	4,340,549
Right-of-use assets	3,564	72,102	52,777	2,856	11,653	-	-	142,952
	<u>1,675,737</u>	<u>1,329,108</u>	<u>786,160</u>	<u>322,640</u>	<u>28,716</u>	<u>54,861</u>	<u>286,279</u>	<u>4,483,501</u>
At 31 December 2024								
Owned assets	1,695,675	1,268,203	869,291	258,606	12,097	136,733	47,781	4,288,386
Right-of-use assets	3,061	2,105	18,493	465	6,911	14,889	-	45,924
	<u>1,698,736</u>	<u>1,270,308</u>	<u>887,784</u>	<u>259,071</u>	<u>19,008</u>	<u>151,622</u>	<u>47,781</u>	<u>4,334,310</u>

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	Separate financial statements						Assets under construction and installation	Total
	Land and land improvement	Building and building improvements	Machinery	Office and other equipment <i>(in thousand Baht)</i>	Vehicles	Other fixed assets		
<i>Cost/Revaluation</i>								
At 1 January 2023	390,941	414,452	288,148	164,436	83,909	152,127	142,246	1,636,259
Additions	-	379	3,200	6,230	3,915	337	129,495	143,556
Transfers	-	42,136	32,778	1,326	-	4,511	(80,751)	-
Transfer to investment properties <i>(see note 11)</i>	-	-	-	-	-	-	(3,041)	(3,041)
Write-off	-	-	-	-	-	-	(403)	(403)
Disposals	-	-	-	(118)	(4,198)	-	-	(4,316)
At 31 December 2023 and 1 January 2024	390,941	456,967	324,126	171,874	83,626	156,975	187,546	1,772,055
Additions	-	5,140	507	1,957	-	15,436	42,410	65,450
Revaluation surplus	-	-	134,361	-	-	-	-	134,361
Transfers	-	88,378	52,578	268	-	57,740	(198,964)	-
Disposals	-	-	-	-	(1,800)	-	-	(1,800)
Reversal of revaluation surplus	-	-	(233,111)	-	-	-	-	(233,111)
At 31 December 2024	390,941	550,485	278,461	174,099	81,826	230,151	30,992	1,736,955

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	Separate financial statements						Assets under construction and installation	Total
	Land and land improvement	Building and building improvements	Machinery	Office and other equipment <i>(in thousand Baht)</i>	Vehicles	Other fixed assets		
<i>Accumulated depreciation</i>								
At 1 January 2023	12,540	57,601	167,002	156,952	74,676	114,014	-	582,785
Depreciation charge for the year	-	18,073	39,066	3,941	2,679	7,591	-	71,350
Disposals	-	-	-	(118)	(4,198)	-	-	(4,316)
At 31 December 2023 and 1 January 2024	12,540	75,674	206,068	160,775	73,157	121,605	-	649,819
Depreciation charge for the year	-	20,017	45,097	4,064	2,811	9,358	-	81,347
Disposals	-	-	-	-	(1,800)	-	-	(1,800)
Reversal of revaluation surplus	-	-	(233,111)	-	-	-	-	(233,111)
At 31 December 2024	12,540	95,691	18,054	164,839	74,168	130,963	-	496,255

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	Separate financial statements						Assets under construction and installation	Total
	Land and land improvement	Building and building improvements	Machinery	Office and other equipment <i>(in thousand Baht)</i>	Vehicles	Other fixed assets		
<i>Net book value</i>								
At 31 December 2023								
Owned assets	378,401	317,874	70,178	8,762	325	35,370	187,546	998,456
Right-of-use assets	-	63,419	47,880	2,337	10,144	-	-	123,780
	378,401	381,293	118,058	11,099	10,469	35,370	187,546	1,122,236
At 31 December 2024								
Owned assets	378,401	454,794	260,278	9,260	1,466	84,299	30,992	1,219,490
Right-of-use assets	-	-	129	-	6,192	14,889	-	21,210
	378,401	454,794	260,407	9,260	7,658	99,188	30,992	1,240,700

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The Group and the Company have pledged their property, plant and machinery which had a net book value of Baht 3,220.0 million and Baht 895.1 million, respectively (2023: Baht 2,870.5 million and Baht 772.3 million, respectively), as collateral to secure the Group's and the Company's bank overdrafts, trusted receipts, short and long term loans (see note 15).

Land, building and machinery of the Group/Company were remeasured by independent professional valuers at market approach and depreciated replacement cost approach. The fair value has been categorised as a Level 3 fair value. The Group/Company recognised revaluation reserves amounting to Baht 1,458.2 million and Baht 551.1 million, respectively, in other comprehensive income. At 31 December 2024, the net book value of land, building, and machinery of the Group/Company would have been amounting to Baht 2,010.0 millions and Baht 628.9 million, respectively, if they were measured at cost (2023: Baht 2,431.5 millions and Baht 336.0 million, respectively).

<u>Valuation technique</u>	<u>Significant unobservable inputs</u>	<u>Inter-relationship between significant unobservable inputs and fair value measurement</u>
Market comparison technique	The quoted prices and actual trading price of a similar comparative investment properties adjusted by other various factor.	The estimated fair value would increase (decrease) if the price per area were higher (lower).
Replacement cost technique	Construction cost and the depreciation of investment properties adjusted by other factors.	The estimated fair value would increase (decrease) if the condition of property and construction cost would increase (decrease).

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13 Land possessory rights

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
At 1 January	171,156	177,555	5,620	5,813
Amortisation	(6,387)	(6,399)	(183)	(193)
Allowance for impairment loss	(3,871)	-	-	-
At 31 December	<u>160,898</u>	<u>171,156</u>	<u>5,437</u>	<u>5,620</u>

As at 31 December 2024, the Group and the Company have land possessory rights of approximately 13,548 rais and 49 rais, respectively (2023: 13,548 rais and 49 rais, respectively). The Group and the Company are currently in the process of obtaining legal ownership acquisition.

14 Rubber plantation development costs

	Consolidated financial statements	
	2024	2023
	<i>(in thousand Baht)</i>	
At 1 January	860,823	877,278
Additions	306	425
Amortisation	(15,018)	(16,125)
Loss on write off	(1,387)	(755)
At 31 December	<u>844,724</u>	<u>860,823</u>

The recoverable amount of Rubber plantation development costs was based on value in use, estimated using discounted cash flows. The fair value measurement was categorised as a Level 3 fair value.

The discount rate at 6.91% was based on the weighted average cost of assets, derived using a risk free rate referencing a 10-year government bond, market risk premium and average company beta. (2023: 7.33%)

The forecasted growth in EBITDA was derived from future outcomes based on past experience and adjusted for anticipated revenue growth rate in regional and industry trends. With references to external sources of information, raw material and utilities prices, logistic costs to research, innovations and development to enhance product and services standards in satisfying diverse customer requirements.

The cash flow projections included specific estimates for five years and a terminal value and terminal growth rate thereafter. The terminal growth rate was determined based on management's estimate of the long-term compound annual EBITDA growth rate, consistent with the assumptions that a market participant would make.

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15 Interest-bearing liabilities

		Consolidated financial statements		Separate financial statements	
	<i>Note</i>	2024	2023	2024	2023
		<i>(in thousand Baht)</i>			
Bank overdrafts– secured		7,307	5,161	7,307	5,161
Short-term borrowings from financial institutions – secured		3,427,421	3,080,884	3,211,060	2,863,100
Short-term borrowings from related party – unsecured	4	-	-	47,000	47,000
Long-term borrowings from financial institutions – secured		934,847	1,043,136	689,630	322,340
Lease liabilities		104,401	57,494	81,217	48,320
Total interest-bearing liabilities		<u>4,473,616</u>	<u>4,186,675</u>	<u>4,036,214</u>	<u>3,285,921</u>

As at 31 December 2024, the Group has unutilised credit facilities from financial institutions at the total of Baht 2,345 million and USD 216 million (2023: Baht 2,694 million and USD 213 million), utilised credit facilities at the total of Baht 4,401 million and USD 17 million (2023: Baht 4,223 million and USD 17 million), and the Company has issued letter of guarantee to financial institutions to secure credit facilities granted by the financial institutions to its subsidiaries totalling Baht 220 million (2023: Baht 238 million). The Company had unutilised credit facilities totalling Baht 457 million (2023: Baht 807 million).

Credit facilities from financial institutions of the Group are secured by the collateral as explained in notes 4, 9, 11 and 12.

The details of long-term borrowings from financial institutions as at 31 December are summarised as follows:

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Long-term borrowings of the Company				
a) Long-term borrowings of Baht 270 million subject to interest at Minimum Loan Rate (“MLR”) minus 2% per annum and repayable in 20 installments. The repayments are to be made for every 3-month period, commencing December 2016. Later, the Company made a memorandum to extend the repayment term with interest at MLR minus 1.25% per annum and repayable in 20 installments (Baht 6 million for installment 1-2, Baht 10 million for installment 3-19 and the remain principle for installment 20). The repayments are to be made for every 3-month period, commencing September 2021.	-	47,340	-	47,340

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	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
b) Long-term borrowings of Baht 645 million subject to interest at MLR minus 2% per annum and repayable in 20 installments. The repayments are to be made for every 3-month period, commencing December 2016. Later, the Company made a memorandum to extend the repayment term with interest at MLR minus 1.25% per annum and repayable in 20 installments (Baht 15.75 million for installment 1-4, Baht 25.0 million for installment 5-19 and the remain principle for installment 20). The repayments are to be made for every 3-month period, commencing September 2021.	150,000	275,000	150,000	275,000
c) Long-term borrowings of Baht 539 million subject to interest at MLR minus 3% per annum (for installment 1-24) and 2% per annum (for installment 25 onwards) and repayable in 60 installments for Baht 9.08 million each. The repayments are to be made for every 3-month period, commencing from November 2026	539,630	-	539,630	-

Long-term borrowings of subsidiaries

Latex Systems Public Company Limited ("LS")^(a)

d) Long-term borrowings of Baht 300 million subject to interest at MLR minus 2% per annum and repayable in 24 installments for Baht 12.5 million each. The repayments are to be made for every 3-month period, commencing from September 2017. ^(b)	-	170,300	-	-
e) Long-term borrowings of Baht 100 million subject to interest at MLR minus 2% per annum and repayable in 24 installments for Baht 4.2 million each. The repayments are to be made for every 3-month period, commencing from January 2020. ^(c)	-	93,100	-	-
f) Long-term borrowings of Baht 400 million subject to interest at MLR minus 2% per annum and repayable in 24 installments for Baht 16.7 million each. The repayments are to be made for every 3-month period, commencing from February 2020. ^(d)	-	86,779	-	-
g) Long-term borrowings of Baht 128 million subject to interest at MLR and repayable in 48 installments. The repayments are to be made monthly, commenced from January	113,050	128,050	-	-

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	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
2024. ^(e)				
h) Long-term borrowings of Baht 10 million subject to interest at MLR and repayable in 38 installments. The repayments are to be made monthly, commenced from January 2024. ^(e)	6,547	9,547	-	-
<i>World Flex Public Company Limited</i>				
i) Long-term borrowings of Baht 400 million subject to interest at MLR minus 1.57% per annum and repayable in 48 installments for Baht 8.4 million each. The repayments are to be made monthly, commencing from October 2022. (At 31 December 2023 - drawdown the loans amounting to Baht 359 million)	<u>125,620</u>	<u>233,020</u>	<u>-</u>	<u>-</u>
Total	<u>934,847</u>	<u>1,043,136</u>	<u>689,630</u>	<u>322,340</u>
<i>Less: Current portion of long-term borrowings</i>	<u>(230,800)</u>	<u>(467,060)</u>	<u>(100,000)</u>	<u>(172,340)</u>
Net	<u>704,047</u>	<u>576,076</u>	<u>589,630</u>	<u>150,000</u>

Latex Systems Public Company Limited

During year 2023, Latex Systems Public Company Limited edited the long-term loan from financial institution contracts as following:

- (a) LS made a memorandum to extend the repayment term of long-term loans with financial institution for the repayments during June 2023 to May 2028 and the repayments are to be made again in January 2024.
- (b) The repayment schedule was amended to be made monthly installments of Baht 1.0 million during period 12 - 16, Baht 2.0 million during period 17 - 28, Baht 2.9 million during period 29 - 40, Baht 3.8 million during period 41 - 52, Baht 4.5 million during period 53 - 69, Baht 6.0 million during 60 - 63, and loan borrower would make the repayment of outstanding principal and interest according to the contract in period 64 (last period).
- (c) The repayment schedule was amended to be made monthly installments of Baht 1.0 million during period 3 - 7, Baht 1.1 million during period 9 - 19, Baht 1.6 million during period 20 - 31, Baht 1.9 million during period 32 - 43, Baht 2.2 million during period 44 - 50, Baht 3.5 million during period 51 - 54, and loan borrower would make the repayment of outstanding principal and interest according to the contract in period 55 (last period).
- (d) The repayment schedule was amended to be made monthly installments of Baht 1.0 million during period 3 - 19, Baht 1.3 million during period 20 - 31, Baht 1.5 million during period 32 - 43, Baht 2.4 million during period 44 - 50, Baht 3.9 million during 51 - 54 and loan borrower would make the repayment of outstanding principal and interest according to the contract in period 55 (last period).
- (e) LS made a memorandum to restructuring loans from a local financial institution to extend the repayment terms of short-term loans to long-term loans which has repayment terms more than 1 year in total of Baht 138 million. The repayments are to be made from January 2024.

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During year 2024, Latex Systems Public Company Limited had repayment a long-term loan to a financial institution totaling of Baht 540 million.

World Flex Public Company Limited (“WFX”)

As of 31 December 2024, World Flex Public Company Limited was unable to comply with the condition regarding maintaining the Debt Service Coverage Ratio as specified in the loan agreement. However, WFX received the waiver letter related to maintaining the level of financial ratios from the financial institution.

16 Non-current provision for employee benefits

Defined benefit plan

The Group and the Company operate a defined benefit plan based on the requirement of Thai Labour Protection Act B.E. 2541 (1998) to provide retirement benefits to employees based on pensionable remuneration and length of service. The defined benefit plans expose to actuarial risks, such as longevity risk, currency risk, interest rate risk and market (investment) risk.

<i>Present value of the defined benefit obligations</i>	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
At 1 January	98,427	99,978	64,601	68,092
<i>Recognised in profit or loss:</i>				
Current service cost	6,090	10,627	2,974	2,593
Interest on obligation	2,098	1,061	1,147	576
<i>Recognised in other comprehensive income:</i>				
Actuarial loss (gain)				
- Demographic assumptions	-	(2,771)	-	-
- Financial assumptions	-	(9,729)	-	(5,464)
- Experience adjustment	-	3,798	-	(726)
Benefit paid	(14,892)	(4,537)	(12,737)	(470)
At 31 December	91,723	98,427	55,985	64,601

<i>Principal actuarial assumptions</i>	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(%)</i>			
Discount rate	2.7 - 3.3	2.6 - 3.4	2.7	2.7
Future salary growth	3.0 - 5.0	3.0 - 4.5	4.0	4.0

Assumptions regarding future mortality have been based on published statistics and mortality tables.

At 31 December 2024, the weighted-average duration of the defined benefit obligation was 10 years (2023: 10 years).

Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below:

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<i>Effect to the defined benefit obligation At 31 December</i>	Consolidated financial statements			
	Increase		Decrease	
	2024	2023	2024	2023
		<i>(in thousand Baht)</i>		
Discount rate (1%)	(6,642)	(6,486)	7,584	7,432
Future salary growth (1%)	7,963	6,954	(7,070)	(6,193)
Employee turnover rate (20%)	(6,090)	(5,272)	7,292	6,264

<i>Effect to the defined benefit obligation At 31 December</i>	Separate financial statements			
	Increase		Decrease	
	2024	2023	2024	2023
		<i>(in thousand Baht)</i>		
Discount rate (1%)	(3,632)	(3,616)	4,140	4,136
Future salary growth (1%)	4,326	3,861	(3,847)	(3,443)
Employee turnover rate (20%)	(2,768)	(2,438)	3,172	2,770

17 Share capital

	Par value per share <i>(in Baht)</i>	Separate financial statements			
		2024		2023	
		Number	Baht	Number	Baht
		<i>(thousand shares /in thousand Baht)</i>			
Authorised shares					
At 1 January					
- ordinary shares	1	<u>1,022,220</u>	<u>1,022,220</u>	<u>1,022,220</u>	<u>1,022,220</u>
Authorised shares at 31 December	1	<u>1,022,220</u>	<u>1,022,220</u>	<u>1,022,220</u>	<u>1,022,220</u>
Issued and paid-up shares					
At 1 January					
- ordinary shares	1	<u>817,776</u>	<u>817,776</u>	<u>817,776</u>	<u>817,776</u>
At 31 December					
- Ordinary shares	1	<u>817,776</u>	<u>817,776</u>	<u>817,776</u>	<u>817,776</u>

Warrants

Ordinary shares are allocated not exceeding 136.3 million units for issuance of the warrants to purchase ordinary shares of the Company ("TRUBB-W2") allocated to the existing shareholders of the Company who subscribe and pay for the newly issued ordinary shares in proportion to their respective shareholding (Right Offering) in the amount not exceeding 136.3 million unit at no cost, at the allocation of 1 existing ordinary shares to 1 unit of TRUBB-W2 Warrants. The exercise ratio is 1 unit of TRUBB-W2 Warrants to purchase 1 ordinary share with the exercise price of Baht 6.0 per share. The warrants will be expired within 3 years after issuance of TRUBB-W2 Warrants. There are 136.3 million units of TRUBB-W2 Warrants and can be exercised on specified date which the warrant exercise date is in 2021 and expired in September 2024.

As at 20 September 2024, there were exercise of TRUBB-W2 Warrants of 160 units which were converted into ordinary shares of 160 shares, equivalent to a value of Baht 960. The Company received payment on 20 September 2024.

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Share premium

Section 51 of the Public Companies Act B.E. 2535 requires companies to set aside share subscription monies received in excess of the par value of the shares issued to a reserve account (“share premium”). Share premium is not available for dividend distribution.

18 Reserves

Reserves comprise:

Appropriations of profit and/or retained earnings

Legal reserve

Section 116 of the Public Companies Act B.E. 2535 requires that a public company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward, to a reserve account (“legal reserve”), until this account reaches an amount not less than 10% of the registered authorised capital. The legal reserve is not available for dividend distribution.

Differences on changes in ownership interest in subsidiaries

Differences on changes in ownership interest in subsidiaries represent the differences of the book value of business under common control under cost as of the acquisition date and have been recorded as a difference. It is non-distributable and will be retained until the respective subsidiaries are sold or otherwise disposed of.

Other components of equity

Translation reserve

The translation reserves comprises all foreign currency differences arising from the translation of the financial statements of foreign operations, as well as the effective portion of any foreign currency differences arising from hedges of a net investment in a foreign operation.

Revaluation reserves

The revaluation reserve comprises the cumulative net change in the valuation of land, building and machinery included in the financial statements at valuation until such land, building and machinery is sold or otherwise disposed of.

	Revaluation reserves			
	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
At 1 January	1,375,206	1,386,830	459,230	474,769
Revaluation surplus – net of tax	123,333	2,764	107,489	-
Acquisition of the non-controlling interests	10,391	11,136	-	-
Amortisation/disposals	<u>(50,704)</u>	<u>(25,524)</u>	<u>(15,596)</u>	<u>(15,539)</u>
At 31 December	<u>1,458,226</u>	<u>1,375,206</u>	<u>551,123</u>	<u>459,230</u>

The revaluation surplus can neither be offset against deficit nor used for dividend payment.

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19 Segments information and disaggregation of revenue

(a) Segments information

Management determined that the Group's has three reportable segments, which are the Group's strategic divisions. The strategic divisions offer different products and services, and are managed separately because they require different technology and marketing strategies. The following summary describes the operations in each of the Group's principal reportable segments.

- Segment 1 Concentrated and prevulcanised latex
- Segment 2 Latex products
- Segment 3 Plantations

Each segment's performance is measured based on segment profit (loss) before tax, as included in the internal management reports that are reviewed by the Group's CODM. Segment profit (loss) before tax is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries. Inter-segment pricing is determined on an arm's length basis.

Revenue from sales of products of the Group came from concentrated and prevulcanized latex, latex products and plantations and recognised at a point in time.

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<i>For the year ended 31 December</i>	Consolidated financial statements							
	Concentrated and prevulcanised latex		Latex products		Plantations		Total	
	2024	2023	2024	2023	2024	2023	2024	2023
	<i>(in million Baht)</i>							
Information about reportable segments								
External revenue	4,228	3,497	3,400	3,088	20	19	7,648	6,604
Inter-segment revenue	965	1,079	3	1	74	55	1,042	1,135
Total revenue	5,193	4,576	3,403	3,089	94	74	8,690	7,739
Timing of revenue recognition								
At a point in time	4,228	3,497	3,400	3,088	20	19	7,648	6,604
Segment profit (loss) before income tax	19	(97)	(324)	(284)	(16)	(44)	(321)	(425)
Interest income	1	1	-	1	-	-	1	2
Interest expense	(180)	(145)	(64)	(52)	-	-	(244)	(197)
Depreciation and amortisation	(90)	(82)	(197)	(202)	(9)	(9)	(296)	(293)
Distribution costs	(143)	(165)	(57)	(60)	-	-	(200)	(225)
Employee benefit expenses	(206)	(210)	(302)	(311)	(21)	(27)	(529)	(548)
Segment assets	3,855	3,198	2,881	3,396	2,140	2,168	8,876	8,762
Segment liabilities	4,335	3,578	935	1,420	182	178	5,452	5,176

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(b) *Reconciliations of reportable segment revenues, profit or loss, assets and liabilities and other material items*

	Consolidated financial statements			
	Revenues		Profit or loss before tax	
	2024	2023	2024	2023
	<i>(in million Baht)</i>			
Reportable segments	8,690	7,739	(303)	(371)
Others	137	123	-	-
Elimination of inter-segment transactions	<u>(1,091)</u>	<u>(1,210)</u>	<u>(18)</u>	<u>(54)</u>
Total	<u>7,736</u>	<u>6,653</u>	<u>(321)</u>	<u>(425)</u>

	Consolidated financial statements			
	Assets		Liabilities	
	2024	2023	2024	2023
	<i>(in million Baht)</i>			
Reportable segments	12,708	12,321	6,143	5,608
Elimination of inter-segment transactions	<u>(3,832)</u>	<u>(3,559)</u>	<u>(691)</u>	<u>(432)</u>
Total	<u>8,876</u>	<u>8,762</u>	<u>5,452</u>	<u>5,176</u>

(c) *Geographical segments*

Segment 1, 2, and 3 are managed on a worldwide basis but operate manufacturing facilities and sales offices in Thailand, the People's Republic of China ("PRC") and the Republic of Union of Myanmar ("Myanmar").

In presenting geographical information on the basis, segment revenue is based on the geographical location of customers. Assets are based on the geographical location of the assets.

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<i>Geographical information</i>	Consolidated financial statements			
	Revenues		Non-current assets	
	2024	2023	2024	2023
	<i>(in million Baht)</i>			
Thailand	2,785	2,324	6,269	6,363
PRC	2,850	2,640	-	-
Malaysia	502	412	-	-
Islamic Republic of Pakistan	141	150	-	-
Republic of Korea	118	113	-	-
Hong Kong Special Administrative Region of the People's Republic of China	38	38	-	-
Other countries	1,214	927	47	50
Investments in associates and non-current assets	-	-	34	34
Total	7,648	6,604	6,350	6,447

<i>Geographical information</i>	Separate financial statements			
	Revenues		Non-current assets	
	2024	2023	2024	2023
	<i>(in million Baht)</i>			
Thailand	3,284	2,987	5,239	4,570
Malaysia	502	412	-	-
PRC	296	401	-	-
Islamic Republic of Pakistan	84	90	-	-
Republic of Korea	89	89	-	-
Hong Kong Special Administrative Region of the People's Republic of China	35	32	-	-
Other countries	627	351	-	-
Total	4,917	4,362	5,239	4,570

(d) Promotional privileges

The Group has been granted promotional certificates by the Office of the Board of Investment for rubber products. The Group has been granted several privileges including exemption and/or reduction from payment of income tax on the net profit derived from promoted operations with certain terms and conditions prescribed in the promotional certificates.

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20 Employee benefit expenses

	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Salaries, wages and bonus	499,487	484,184	185,655	184,145
Defined benefit plans	8,188	11,688	4,121	3,169
Defined contribution plans	9,333	12,155	4,007	4,039
Others	38,443	40,141	13,177	12,965
Total	<u>555,083</u>	<u>548,168</u>	<u>206,960</u>	<u>204,318</u>

Defined contribution plans

The defined contribution plans comprise provident funds established by the Group for its employees. Membership to the funds is on a voluntary basis. Contributions are made monthly by the employees at rates 3 to 5% of their basic salaries and by the Group at rates ranging from 3 to 5% of the employees' basic salaries. The provident funds are registered with the Ministry of Finance as juristic entities and are managed by licensed fund manager.

21 Expenses by nature

The financial statements include an analysis of expenses by function. Significant expenses by nature disclosed in accordance with the requirements of various TFRS were as follows:

	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Change in finished goods and work in process	(123,032)	(201,543)	(136,021)	(221,150)
Raw materials and supplies used	5,051,295	4,219,225	3,507,911	3,102,633
Purchase of finished goods	1,043,504	1,067,913	770,799	856,116
Depreciation and amortisation	296,469	292,898	81,731	71,735
Employee benefit expenses	555,083	548,168	206,960	204,318
Loss from impairment on asset	77,521	5,031	-	-

22 Income tax

<i>Income tax recognised in profit or loss</i>	Consolidated		Separate	
	financial statements		financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Current tax expense				
Current year	491	91	3,120	-
	<u>491</u>	<u>91</u>	<u>3,120</u>	<u>-</u>
Deferred tax expense				
Movements in temporary differences	(35,577)	114	(7,974)	(5,672)
Written-off of deferred tax	-	29,437	-	28,064
Tax (benefit) expense	<u>(35,086)</u>	<u>29,642</u>	<u>(4,854)</u>	<u>22,392</u>

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Consolidated financial statements						
	2024	2023				
	Tax	Tax				
<i>Income tax</i>	(expense)	(expense)	Net of	Before	Net of	Net of
	benefit	benefit	tax	tax	tax	tax
	Before	Before	(in thousand Baht)	(expense)	(expense)	(expense)
	tax	tax		benefit	benefit	benefit
Recognised in other comprehensive income						
Revaluation of property, plant and equipment	155,274	(29,033)	126,241	2,764	-	2,764
Defined benefit plan actuarial gains	-	-	-	8,702	(1,868)	6,834
Net	155,274	(29,033)	126,241	11,466	(1,868)	9,598

Separate financial statements						
	2024	2023				
	Tax	Tax				
<i>Income tax</i>	(expense)	(expense)	Net of	Before	Net of	Net of
	benefit	benefit	tax	tax	tax	tax
	Before	Before	(in thousand Baht)	(expense)	(expense)	(expense)
	tax	tax		benefit	benefit	benefit
Recognised in other comprehensive income						
Revaluation of property, plant, and equipment	134,361	(26,872)	107,489	-	-	-
Defined benefit plan actuarial gains	-	-	-	6,190	(1,238)	4,952
Net	134,361	(26,872)	107,489	6,190	(1,238)	4,952

Reconciliation of effective tax rate				
Consolidated financial statements				
	2024	2023		
	Rate	Rate	(in thousand	(in thousand
	(%)	(%)	Baht)	Baht)
Profit (loss) before income tax expense			(321,322)	(425,131)
Income tax using the Thai corporation tax rate	(20)	(20)	(64,264)	(85,026)
Written-off of deferred income tax			-	29,437
Expenses not deductible for tax purposes			15,962	7,648
Recognition of previously unrecognised tax losses			(11,403)	-
Current year losses for which no deferred tax assets was recognised			29,530	75,210
Share of profit (loss) of associates accounted for using equity method			-	(27)
Others			(4,911)	2,400
Net	(11)	7	(35,086)	29,642

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	Separate financial statements			
	2024		2023	
	<i>Rate</i> (%)	<i>(in thousand</i> <i>Baht)</i>	<i>Rate</i> (%)	<i>(in thousand</i> <i>Baht)</i>
Profit (loss) before income tax expense		35,196		(27,662)
Income tax using the Thai corporation tax rate	20	7,039	(20)	(5,532)
Written-off of deferred income tax		-		28,064
Income not subject to tax		-		(12,936)
Expenses not deductible for tax purposes		(981)		1,756
Recognition of previously unrecognised tax losses		(11,403)		-
Current year losses for which no deferred tax asset was recognised		-		11,403
Others		491		(363)
Net	(14)	(4,854)	81	22,392

	Consolidated financial statements			
	Assets		Liabilities	
<i>Deferred tax</i> <i>At 31 December</i>	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Total	28,983	25,368	(479,121)	(482,050)
Set off of tax	(28,477)	(25,331)	28,478	25,331
Net deferred tax asset (liabilities)	506	37	(450,643)	(456,719)

	Separate financial statements			
	Assets		Liabilities	
<i>Deferred tax</i> <i>At 31 December</i>	2024	2023	2024	2023
	<i>(in thousand Baht)</i>			
Total	43,110	36,833	(155,096)	(129,921)
Set off of tax	(43,110)	(36,833)	43,110	36,833
Net deferred tax liabilities	-	-	(111,986)	(93,088)

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Movements in total deferred tax assets and liabilities during the years ended 31 December 2024 and 2023 were as follows:

	Consolidated financial statements				At 31 December 2024
	At 1 January 2024	(Charged) / Credited to			
		Profit or loss	Other comprehensive income <i>(in thousand Baht)</i>	Equity	
<i>Deferred tax assets</i>					
Trade accounts receivable (<i>expected credit loss</i>)	-	193	-	-	193
Employee benefit obligations	17,669	(3,991)	-	-	13,678
Financial assets at FVTPL	4,498	-	-	-	4,498
Others	3,201	7,413	-	-	10,614
Total	<u>25,368</u>	<u>3,615</u>	<u>-</u>	<u>-</u>	<u>28,983</u>
<i>Deferred tax liabilities</i>					
Property, plant and equipment (<i>revaluation</i>)	(353,898)	20,473	(29,032)	8,620	(353,837)
Investment properties (<i>revaluation</i>)	(86,376)	(2,227)	-	-	(88,603)
Amortisation of rubber plantation development costs	(31,938)	(4,051)	-	-	(35,989)
Others	(9,838)	9,147	-	-	(691)
Total	<u>(482,050)</u>	<u>23,342</u>	<u>(29,032)</u>	<u>8,620</u>	<u>(479,120)</u>
Net	<u>(456,682)</u>	<u>26,957</u>	<u>(29,032)</u>	<u>8,620</u>	<u>(450,137)</u>

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	Consolidated financial statements			
	(Charged) / Credited to			
	At 1 January 2023	Profit or loss	Other comprehensive income	At 31 December 2023
		<i>(in thousand Baht)</i>		
<i>Deferred tax assets</i>				
Trade accounts receivable (<i>expected credit loss</i>)	26,849	(26,849)	-	-
Employee benefit obligations	19,994	(457)	(1,868)	17,669
Financial assets at FVTPL	4,498	-	-	4,498
Others	4,660	(1,459)	-	3,201
Total	56,001	(28,765)	(1,868)	25,368
<i>Deferred tax liabilities</i>				
Property, plant and equipment (<i>revaluation</i>)	(364,490)	10,592	-	(353,898)
Investment properties (<i>revaluation</i>)	(81,983)	(4,393)	-	(86,376)
Amortisation of rubber plantation development costs	(27,710)	(4,228)	-	(31,938)
Others	(7,081)	(2,757)	-	(9,838)
Total	(481,264)	(786)	-	(482,050)
Net	(425,263)	(29,551)	(1,868)	(456,682)
		Separate financial statements		
		(Charged) / Credited to		
	At 1 January 2024	Profit or loss	Other comprehensive income	At 31 December 2024
		<i>(in thousand Baht)</i>		
<i>Deferred tax assets</i>				
Employee benefit obligations	12,921	(1,723)	-	11,198
Financial assets measured at FVTPL	18,148	6,120	-	24,268
Long-term borrowings (<i>impairment</i>)	5,049	-	-	5,049
Others	715	1,880	-	2,595
Total	36,833	6,277	-	43,110
<i>Deferred tax liabilities</i>				
Property, plant and equipment (<i>revaluation</i>)	(103,451)	9,882	(26,872)	(120,441)
Investment properties (<i>revaluation</i>)	(21,045)	(3,138)	-	(24,183)
Others	(5,425)	(5,047)	-	(10,472)
Total	(129,921)	1,697	(26,872)	(155,096)
Net	(93,088)	7,974	(26,872)	(111,986)

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	At 1 January 2023	Separate financial statements (Charged) / Credited to		At 31 December 2023
		Profit or loss (in thousand Baht)	Other comprehensive income	
Deferred tax assets				
Trade accounts receivable (expected credit loss)	26,849	(26,849)	-	-
Employee benefit obligations	13,619	540	(1,238)	12,921
Financial assets measured at FVTPL	18,148	-	-	18,148
Long-term borrowings (impairment)	5,049	-	-	5,049
Others	1,407	(692)	-	715
Total	65,072	(27,001)	(1,238)	36,833
Deferred tax liabilities				
Property, plant and equipment (revaluation)	(110,084)	6,633	-	(103,451)
Investment properties (revaluation)	(19,656)	(1,389)	-	(21,045)
Others	(4,790)	(635)	-	(5,425)
Total	(134,530)	4,609	-	(129,921)
Net	(69,458)	(22,392)	(1,238)	(93,088)

Deferred tax assets arising from unused tax losses that has not been recognised in the financial statements were as follows:

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
Loss carry forward	162,840	144,713	-	11,403
Total	162,840	144,713	-	11,403

The tax losses expire within 5 years according to the Revenue Code. The deductible temporary differences do not expire under current tax legislation. Deferred tax assets have not been recognised in respect of these items because it is not probable that future taxable profit will be available against which the Group can utilise the benefits therefrom.

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23 Earnings (loss) per share

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in thousand Baht/thousand shares)</i>			
<i>Profit (loss) attributable to ordinary shareholders</i>				
Profit (loss) attributable to ordinary shareholders of the Company (Basic)	<u>(219,953)</u>	<u>(362,237)</u>	<u>40,051</u>	<u>(50,054)</u>
<i>Ordinary shares outstanding</i>				
Number of issued shares at 1 January	<u>817,776</u>	<u>817,776</u>	<u>817,776</u>	<u>817,776</u>
Weighted average number of ordinary Shares outstanding (Basic) at 31 December	<u>817,776</u>	<u>817,776</u>	<u>817,776</u>	<u>817,776</u>
Basic earnings (loss) per share (in Baht)	<u>(0.27)</u>	<u>(0.44)</u>	<u>0.05</u>	<u>(0.06)</u>

At 31 December 2024, the option of 136.3 million warrant (2023: 136.3 million warrant) were excluded from the diluted weighted-average number of ordinary shares calculation because their effect would have been anti-dilutive.

24 Dividends

	Approval date	Payment schedule	Dividend rate per share (in Baht)	Amount (in million Baht)
2023				
2022 Annual dividend	26 April 2023	May 2023	0.12	98.13

25 Financial instruments

(a) Carrying amounts and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy. It does not include fair value information for financial assets and financial liabilities measured at amortised cost if the carrying amount is a reasonable approximation of fair value.

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	Carrying amount Financial instruments measured at FVTPL	Consolidated financial statements		
		Fair value		
<i>At 31 December 2024</i>		Level 2 <i>(in thousand Baht)</i>	Level 3	Total
Financial assets				
Other financial assets:				
Forward exchange contract	2,948	2,948	-	2,948
Non-current investments in financial assets	5,100	-	5,100	5,100
Total other financial assets	8,048			
Financial liabilities				
Other financial liabilities:				
Forward exchange contract	(3,422)	(3,422)	-	(3,422)
Total other financial liabilities	(3,422)			
		Separate financial statements		
		Fair value		
<i>At 31 December 2024</i>	Carrying amount Financial instruments measured at FVTPL	Level 2 <i>(in thousand Baht)</i>	Level 3	Total
Financial assets				
Other financial assets:				
Forward exchange contract	867	867	-	867
Non-current investments in financial assets	5,100	-	5,100	5,100
Total other financial assets	5,967			
Financial liabilities				
Other financial liabilities:				
Forward exchange contract	(2,024)	(2,024)	-	(2,024)
Total other financial liabilities	(2,024)			

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	Consolidated financial statements			
	<u>Carrying amount</u>	<u>Fair value</u>		
	Financial instruments measured at FVTPL	Level 2 <i>(in thousand Baht)</i>	Level 3	Total
At 31 December 2023				
Financial assets				
Other financial assets:				
Forward exchange contract	23,725	23,725	-	23,725
Non-current investments in financial assets	5,100	-	5,100	5,100
Total other financial assets	28,825			
Financial liabilities				
Other financial liabilities:				
Forward exchange contract	(85)	(85)	-	(85)
Total other financial liabilities	(85)			

	Separate financial statements			
	<u>Carrying amount</u>	<u>Fair value</u>		
	Financial instruments measured at FVTPL	Level 2 <i>(in thousand Baht)</i>	Level 3	Total
At 31 December 2023				
Financial assets				
Other financial assets:				
Forward exchange contract	3,677	3,677	-	3,677
Non-current investments in financial assets	5,100	-	5,100	5,100
Total other financial assets	8,777			

Financial instruments measured at fair value

Type	Valuation technique
Forward exchange contracts	<i>Forward pricing:</i> The fair value is determined using quoted forward exchange rates at the reporting date.
Non-current investments in financial assets measured at FVTPL	The latest net asset value.

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(b) Financial risk management policies

Risk management framework

The Group's board of directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The board of directors has established the risk management committee, which is responsible for developing and monitoring the Group's risk management policies. The committee reports regularly to the board of directors on its activities.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Group's audit committee oversees how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Group's audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

(b.1) Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers.

(b.1.1) Trade accounts receivable

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry and country in which customers operate.

The risk management committee has established a credit policy under which each new customer is analysed individually for creditworthiness before the Group's standard payment and delivery terms and conditions are offered. The Group's review sale limits which established for each customer and reviewed quarterly. Any sales exceeding those limits require approval from the risk management committee.

The Group limits its exposure to credit risk from trade accounts receivables by establishing a maximum payment period of 4 months. Outstanding trade receivables are regularly monitored by the Group. An impairment analysis is performed by the Group at each reporting date. The provision rates of expected credit loss are based on days past due for individual trade receivables/groupings of various customer segments with similar credit risks to reflect differences between economic conditions in the past, current conditions and the Group's view of economic conditions over the expected lives of the receivables.

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(b.1.2) Cash and cash equivalent and derivatives

The Group's exposure to credit risk arising from cash and cash equivalents and derivative assets is limited because the counterparties are banks and financial institutions which the Group considers to have low credit risk.

(b.1.3) Guarantees

The Group's policy is to provide financial guarantees only for subsidiaries' liabilities. At 31 December 2024, the Company has issued a guarantee to certain banks in respect of credit facilities granted to subsidiaries (*see note 15*).

(b.2) Liquidity risk

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows.

The following table are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and include contractual interest payments and exclude the impact of netting agreements.

<i>At 31 December 2024</i>	Consolidated financial statements				
	Carrying amount	Contractual cash flows			Total
		1 year or less	More than 1 year but less than 5 years	More than 5 years	
<i>(in thousand Baht)</i>					
<i>Non-derivative financial liabilities</i>					
Bank overdrafts	7,307	7,843	-	-	7,843
Short-term borrowings from financial institutions	3,427,421	3,455,722	-	-	3,455,722
Trade accounts payable	200,952	200,952	-	-	200,952
Long-term borrowings from financial institutions	934,847	270,689	586,029	203,502	1,060,220
Lease liabilities	104,041	40,206	63,520	8,010	111,736
	4,674,568	3,975,412	649,549	211,512	4,836,473
<i>Derivative financial liabilities</i>					
Forward exchange contracts	3,422	3,422	-	-	3,422

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Separate financial statements					
Contractual cash flows					
<i>At 31 December 2024</i>	Carrying amount	1 year or less	More than 1 year but less than 5 years	More than 5 years	Total
<i>(in thousand Baht)</i>					
<i>Non-derivative financial liabilities</i>					
Bank overdrafts	7,307	7,843	-	-	7,843
Short-term borrowings from financial institutions	3,211,060	3,237,754	-	-	3,237,754
Trade accounts payable	46,888	46,888	-	-	46,888
Short-term borrowings from related party	47,000	48,838	-	-	48,838
Long-term borrowings from financial institutions	689,630	127,959	464,450	203,502	795,911
Lease liabilities	81,217	25,058	57,981	6,450	89,489
	<u>4,083,102</u>	<u>3,494,340</u>	<u>522,431</u>	<u>209,952</u>	<u>4,226,723</u>
<i>Derivative financial liabilities</i>					
Forward exchange contracts	<u>2,024</u>	<u>2,024</u>	<u>-</u>	<u>-</u>	<u>2,024</u>

Consolidated financial statements					
Contractual cash flows					
<i>At 31 December 2023</i>	Carrying amount	1 year or less	More than 1 year but less than 5 years	More than 5 years	Total
<i>(in thousand Baht)</i>					
<i>Non-derivative financial liabilities</i>					
Bank overdrafts	5,161	5,550	-	-	5,550
Short-term borrowings from financial institutions	3,080,884	3,234,753	-	-	3,234,753
Trade accounts payable	230,646	230,646	-	-	230,646
Long-term borrowings from financial institutions	1,043,136	554,228	592,138	-	1,146,366
Lease liabilities	57,494	18,327	40,911	3,000	62,238
	<u>4,417,321</u>	<u>4,043,504</u>	<u>633,049</u>	<u>3,000</u>	<u>4,679,553</u>
<i>Derivative financial liabilities</i>					
Forward exchange contracts	<u>85</u>	<u>85</u>	<u>-</u>	<u>-</u>	<u>85</u>

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<i>At 31 December 2023</i>	Separate financial statements					Total
	Carrying amount	Contractual cash flows				
		1 year or less	More than 1 year but less than 5 years	More than 5 years		
<i>Non-derivative financial liabilities</i>						
Bank overdrafts	5,161	5,550	-	-		5,550
Short-term borrowings from financial institutions	2,863,100	3,015,725	-	-		3,015,725
Trade accounts payable	51,528	51,528	-	-		51,528
Short-term borrowings from related party	47,000	48,833	-	-		48,833
Long-term borrowings from financial institutions	322,340	190,499	157,504	-		348,003
Lease liabilities	48,319	14,885	36,822	-		51,707
	3,337,448	3,327,020	194,326	-		3,521,346

(b.3) Market risk

The Group is exposed to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is as follows:

(b.3.1) Foreign currency risk

The Group is exposed to foreign currency risk relating to purchases and sales which are denominated in foreign currencies. The Group primarily utilizes forward exchange contracts with maturities of less than one year to hedge such financial assets and liabilities denominated in foreign currencies. The forward exchange contracts entered into at the reporting date also relate to anticipated purchases and sales, denominated in foreign currencies, for the subsequent period.

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<i>Exposure to foreign currency at 31 December</i>	Consolidated financial statements 2024				2023		
	USD	CNY	MMK	Total (in million Baht)	USD	CNY	Total
Financial assets	537	136	1	674	417	85	502
Financial liabilities	(20)	(14)	(27)	(61)	(7)	-	(7)
Net statement of financial position exposure	517	122	(26)	613	410	85	495
Forward exchange purchase contracts	161	32	-	193	-	-	-
Forward exchange selling contracts	(414)	-	-	(414)	(666)	(2)	(668)
Net exposure	264	154	(26)	392	(256)	83	(173)

Sensitivity analysis

A reasonably possible strengthening (weakening) of Thai Baht against all other foreign currencies at the reporting date would have affected the measurement of financial instruments denominated in a foreign currency. This analysis assumes that all other variables, in particular interest rates, remain constant.

<i>Impact to profit or loss</i>	Movement (%)	Consolidated financial statements		Separate financial statements	
		Strengthening	Weakening (in million Baht)	Strengthening	Weakening
2024					
USD	10	58	(58)	26	(26)
CNY	10	3	(3)	-	-
2023					
USD	10	66	(66)	18	(18)

(b.3.2) Interest rate risk

Interest rate risk is the risk that future movements in market interest rates will affect the results of the Group's operations and its cash flows. The Group is primarily exposed to interest rate risk from its borrowings (*see note 15*) are mainly variable. So the Group is primarily exposed to interest rate risk.

<i>Exposure to interest rate risk At 31 December</i>	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
<i>Financial instruments with variable interest rates</i>				
Long-term borrowings from financial institutions	934,847	1,043,136	689,630	322,340
Net statement of financial position exposure	934,847	1,043,136	689,630	322,340

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26 Capital management

The Board of Directors' policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board regularly monitors the return on capital, by evaluating result from operating activities divided by total shareholders' equity, excluding non-controlling interests and also monitors the level of dividends to ordinary shareholders.

27 Commitments with non-related parties

	Consolidated financial statements		Separate financial statements	
	2024	2023	2024	2023
	<i>(in million Baht)</i>			
Capital commitments				
Property, plant and equipment	33	81	10	22

As at 31 December 2024 and 2023, the Group and the Company had the following commitments:

- The Company entered into purchase agreements with local company to purchase latex, at quantity and price specified in the agreements.
- A subsidiary had registered with the People's Republic of China to set up a corporate office for a period of 20 years from 9 January 2006 to 8 January 2026.

Bank guarantees

As at 31 December 2024, there were outstanding bank guarantees of approximately Baht 20 million and Baht 10 million, respectively (2023: Baht 19 million and Baht 8 million, respectively) issued by the banks on behalf of the Group and the Company, respectively, in respect of certain performances obligation as required in the normal course of their businesses.

28 Litigation

- (a) A subsidiary was sued as a defendant in a civil case about the eviction and claiming for obstructing the use of land, claiming the default in the payment of the land rental fee, which included both the title deeds that were in the process of being revoked and the title deeds that had already been revoked, in total of 1,430 Rai. The subsidiary purchased the land rights from the villagers and had been openly occupying and benefiting from the land by planting rubber trees on the entire area since 2006. The Court of First Instance has ruled in favor of the plaintiff in 2024 that the subsidiary must pay compensation for the loss of benefit to the plaintiff approximately of Baht 0.8 million with interest. Beside the provision for damage as aforesaid, it may cause the damage related to land possessory rights and rubber plantation development cost of the subsidiary totaling Baht 218.6 million. The subsidiary is in the process of filing an appeal against the judgement of the Court of First Instance. In addition, the subsidiary has written to the relevant government agencies if the land is subject to the revocation order, so that the subsidiary can present a statement to the Appeal Court for the consideration of the case to ensure fairness for the subsidiary.

As of 31 December 2024, the outcome of the litigation remains uncertain and cannot be concluded at the present. Therefore, the subsidiary has not determined an estimate of the damages related to the litigation.

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- (b) A subsidiary was sued as a defendant in a civil case about the eviction from the land without destroying the rubber trees planted on the land, claiming the right from acquisition of the land title deed approximately 237 Rai. The subsidiary purchased the land rights from the villagers and had been openly occupying and benefiting the land by planting rubber trees on the entire area since 2006. The Court of First Instance has ruled in favor of the plaintiff in 2024 that the subsidiary must pay compensation approximately of Baht 0.8 million and the plaintiff had to pay the subsidiary approximately Baht 7.1 million for the rubber trees with the interest. Beside the provision for damage as aforesaid, it may cause the damage related to land possessory rights and rubber plantation development cost of the subsidiary totaling Baht 25.1 million. The subsidiary is in the process of filing an appeal against the judgement of the Court of First Instance. In addition, the subsidiary has written to the relevant government agencies if the land is subject to the revocation order, so that the subsidiary can present a statement to the Appeal Court for the consideration of the case to ensure fairness for the subsidiary.

As of 31 December 2024, a subsidiary recognised provision of potential losses totaling Baht 1.3 million and allowance of impairment loss on land possessory rights totaling Baht 3.9 million. However, the subsidiary is in the process of filing an appeal against the judgement of the Court of First Instance.

29 Events after the reporting period

At the Board of the Directors' meeting of the Company No. 1/2025 held on 28 February 2025, the meeting resolved various agendas as summarized as follows:

1. Approval to reduce the registered capital of Thai Rubber Latex Group Public Company Limited ("TRUBB") by Baht 204.44 million from the original registered capital of Baht 1,022.22 million, divided into 1,022.22 million ordinary shares with a par value of Baht 1.00 per share to a new registered capital of Baht 817.78 million, and to consider approving the amendment to the Company's memorandum of association, Section 4, to be consistent with the reduction of the Company's registered capital.
2. Approval of the issuance and offering of convertible debentures in the total amount not exceeding 500,000 units, with an offering price of Baht 1,000 per unit of convertible debentures. The total offering value will not be exceeding Baht 500 million to the Company's existing shareholders who are entitled to receive allocation in proportion to their shareholding (Right Offering) ("Convertible Debentures"). The conversion price of the convertible debentures shall not be lower than 90.00 percent of the market price, calculated from the weighted average price of the Company's shares listed on the Stock Exchange for no less than 7 consecutive business days but not more than 15 consecutive business days ("Floating Conversion Price") prior to the date on which the convertible debenture holders will exercise their conversion rights, whereby the conversion price shall not be lower than Baht 1.60 per share ("Minimum Conversion Price").
3. Approved the issuance and offering of the Company's 3rd warrant (TRUBB-W3) in an amount not exceeding 90 million units, or 11.01 percent of the Company's paid-up capital as of the date of the Company's Board of Directors' Meeting No. 1/2025, held on 28 February 2025, to the Company's existing shareholders who will subscribe for and receive the conversion of convertible debentures issued and offered to the existing shareholders in proportion to their shareholding (Right Offering) at no cost (zero baht) in the ratio of 1 convertible debenture unit to 180 TRUBB-W3 units. Such warrants will have a term of 3 years from the date of issuance of the warrants, with an exercise ratio of 1 warrant unit to 1 ordinary share, and an exercise price of Baht 3.00 per share.

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4. Approval to increase the Company's registered capital by Baht 402.50 million from the original registered capital of Baht 817.78 million, divided into 817.78 million ordinary shares with a par value of Baht 1.00 per share, to a new registered capital of Baht 1,220.28 million, and to consider approving the amendment to the Company's memorandum of association, Section 4, to be consistent with the increase in the Company's registered capital.

30 Reclassification of accounts

Certain accounts in the statement of financial position and statement of comprehensive income for the periods ended 31 December 2023 have been reclassified to conform to the presentation in the statement of financial position and the comprehensive income as at 31 December 2024 as follows:

<i>For the period ended 31 December</i>	Consolidated financial statements		
	Before reclassification	Reclassification <i>(in thousand Baht)</i>	After reclassification
Other current receivables	75,039	59,220	134,259
Other current assets	76,554	(59,220)	17,334
Loss on exchange rate	-	(14,095)	(14,095)
Administrative expenses	(282,141)	2,222	(279,919)
Gain (loss) on derivatives	-	11,873	11,873
		-	

<i>For the period ended 31 December</i>	Separate financial statements		
	Before reclassification	Reclassification <i>(in thousand Baht)</i>	After reclassification
Other current receivables	38,291	42,993	81,284
Other current assets	45,341	(42,993)	2,348
Gain on exchange rate	-	2,204	2,204
Administrative expenses	(146,951)	867	(146,084)
Gain (loss) on derivatives	-	(3,071)	(3,071)
		-	

The reclassifications have been made because, in the opinion of management, the new classification is more appropriate to the Group's business.

Back up attachment

Back up attachment

Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary, and the representative for contact and coordination in case of a foreign company

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0249/2024/1743036615443.pdf>



Attachment 2 : Details of the directors of subsidiaries

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0249/2024/1743036615445.pdf>



Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0249/2024/1743036615447.pdf>



Attachment 4 : Assets for business undertaking and details of asset appraisal

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0249/2024/1743036615449.pdf>



Attachment 5 : Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0249/2024/1743036615720.pdf>



Attachment 6 : Report of the Audit Committee

Link to attachment: <https://eonemedia.setlink.set.or.th/report/0249/2024/1743036615451.pdf>

