

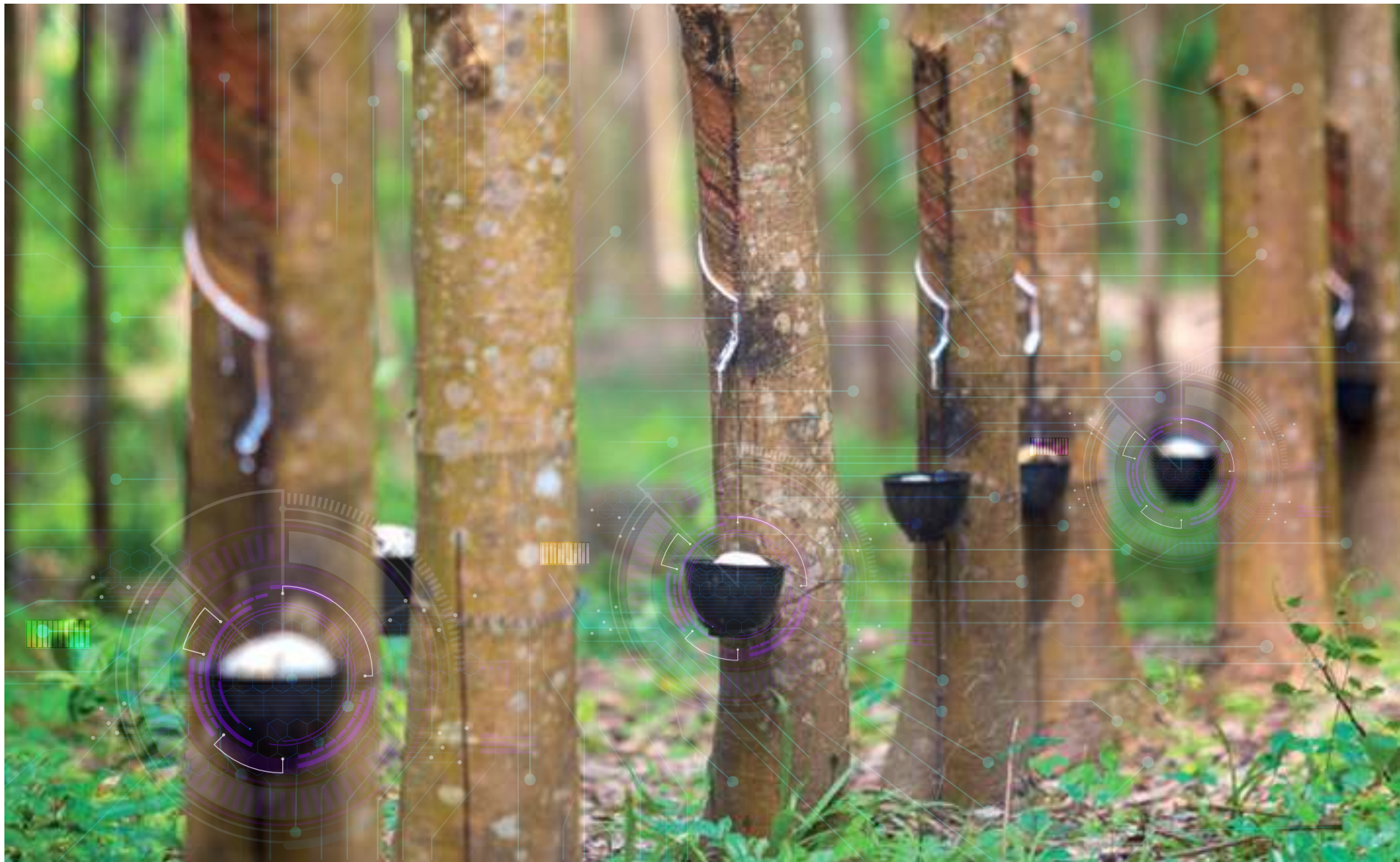


# SRI TRANG ECOSYSTEM



**Sustainability Report 2023**

Sri Trang Agro-Industry Public Company Limited



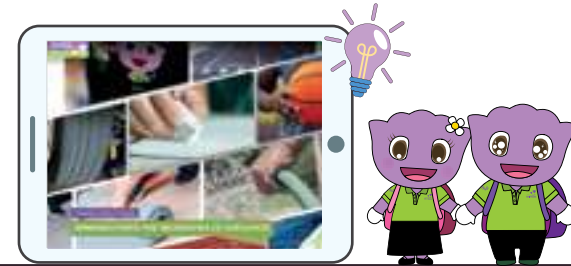


## CONTENTS

- 04** Message From Chairman and Board of Directors
- 06** Getting To Know Sri Trang
- 16** Sustainable Achievement in 2023
- 19** Achievements of ESG Towards Sustainable Business 2023
- 21** Sustainable Responsibility Management
- 24** The Practices with Stakeholders
- 28** About This Report
- 32** Materiality Topics
- 36** Membership of Organizations for Economic, Social and Environmental Development

## Corporate Governance and Economic

- 37** Business Overview and Economic Performance
- 39** Corporate Governance and Code of Conduct
- 53** Anti-Corruption and Whistleblowing
- 56** Risk Management
- 70** Supply Chain Management
- 80** Research, Development and Innovation
- 82** Building Good Relationships with Customers



## Social

- 85** Occupational Health and Safety
- 92** Human Rights and Non-Discrimination
- 98** Employees' Care and Development
- 107** Participation To Development Social and Communities

## Environment

- 119** Environmental Policy and Management
- 121** Climate Change and Energy Management
- 124** Waste and Unused Material Management

- 127** Consideration of Ecosystem and Biodiversity
- 129** Sustainable Water Management
- 131** Wastewater Management
- 132** Air Pollution Management
- 133** Performance Summary of Economics, Social and Environmental
- 163** GRI Content Index
- 173** UN Global Compact Principles
- 176** Assurance Statement



## Message From Chairman and Board of Directors

**Dr. Viyavood Sincharoenkul**

Chairman

**Mr. Veerasith Sinchareonkul**

Board of directors



“the DNA of Sri Trang Group has, for over a decade, been a green rubber company that prioritizes sustainable operations in all dimensions – environmental, social, governance, and economic (ESG).”

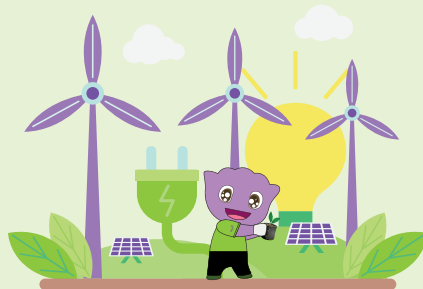
In 2023, the global economic landscape was shaped by several pivotal events. Inflation rates started to stabilize, with the US Federal Reserve implementing the interest rate increase policy that had successfully slowed inflation while avoiding recession and maintaining robust consumer spending. In Asia, China witnessed an economic slowdown and trouble in the real estate sector. Geopolitical conflicts like the war between Israel and Hamas and the worsening political situation in Myanmar and Thailand’s election also posed challenges affecting both the economic landscape and international relations. Despite the volatile circumstances, Sri Trang Group has managed to continue its business operations and growth, **maintaining its position as the world’s leading fully integrated natural rubber company, with a total natural rubber production capacity of over 3.62 million tons and expansion plans to reach a target of 4.12 million tons by 2025.**

The natural rubber industry in 2023 faced various challenges, from the inhospitable weather conditions and price volatility to slowing demand from certain industries. Despite these challenges, our experience of over 36 years and agility have enabled us to continue

to create value and growth. During the past year, we have successfully established raw material purchasing centers in Ivory Coast, West Africa, a region with high growth potential where we are also preparing to open a new processing facility, an opportunity for business expansion that reinforces our industry leadership.

All in all, 2023 was a year of significant global changes, with major trends such as the development of Generative Artificial Intelligence (AI) like ChatGPT, the focus on clean energy and the reduction of greenhouse gas and carbon dioxide emissions, and the push for electric vehicles (EVs). Sri Trang Group is keenly aware of the importance of these trends and has planned accordingly to leverage them for operational and industry developments. **We have invested in establishing a team of experts to explore AI solutions, innovations and megatrends for organizational benefits, seeing these as the crucial drivers for our business.**

With a clear vision and strong commitment to sustainable growth, **the DNA of Sri Trang Group has, for over a decade, been a green rubber company that prioritizes sustainable operations in all dimensions - environmental, social, governance, and economic (ESG).** Besides the FSC certifications for sustainable forest management, carbon credit registration and other sustainability initiatives, **in 2023, we focused on preparing for the EU Deforestation-Free Products Regulation (EUDR), which emphasizes traceability for seven product types, including rubber, being export to the European Union and which will be effective from late 2024. We have worked**



“ **Sri Trang Group will continue to focus on investing and fostering growth to maintain our leadership in the natural rubber business** ”

closely with customers and further developed the SRI TRANG FRIENDS PLATFORM and other digital systems to fully support our rubber traceability. We are confident that EUDR presents a business opportunity for Sri Trang Group and for Thailand, which is well-equipped and well-prepared. Crucially, Sri Trang Group has consistently focused on sustainable business practices that align with the sustainable development globally.

In 2024, we may continue to face various economic uncertainties, including the slowing inflation following expected interest rate cuts by the U.S. Federal Reserve, which could lead to uncertain economic conditions. Moreover, we have to monitor geopolitical tensions and climate conditions, both of which could potentially have an impact on our operations. Therefore, we must not be complacent and prepare for what the year may bring. Lastly, I would like to wish for everyone to succeed and overcome various challenges. **Sri Trang Group will continue to focus on investing and fostering growth to maintain our leadership in the natural rubber business, creating a difference by integrating digitalization with sustainable operations, and revolutionizing and leading the Thai rubber industry to a new level. Thank you.**

Dr. Viyavood Sincharoenkul  
Chairman



## Getting to Know Sri Trang



### Company Name (Disclosure 2-1) :

Sri Trang Agro Industry Public Company Limited

### Listed Name : STA

### Type of Business (Disclosure 2-6) :

Production and export of RSS, TSR and Concentrated Latex

### Established : April 30, 1987

### Headquarter (Disclosure 2-1) :

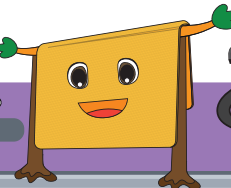
Sri Trang Agro Industry Public Company Limited  
(Headquarter) 10 Soi 10, Phetkasem Road, Hatyai,  
Songkhla, 90110 Thailand

### Tel : 0-7434-4663

### Fax : 0-7434-4676, 0-7434-4677, 0-7423-7423

### Number of Employee (Disclosure 2-7) : 6,461

### Registered Capital : Baht 1,535,999,998.00

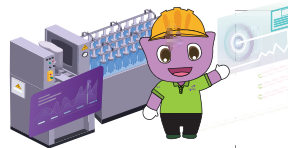


## Vision

Passionately, we drive possibilities  
>> the green rubber company >>



We are committed to delivering to our shareholders, having regard to sustainable growth and reasonable, consistent returns to shareholders, the highest level of satisfaction.



We are committed to an environmentally sound approach to production, through which we strive to inspire satisfaction and confidence in our customers and suppliers.



We are committed to the practices of good corporate governance and to operating with fairness and transparency with a view to improving the living and working conditions of our stakeholders.



We are committed to providing our employees with a pleasant work environment, fair compensation and career advancement opportunities.



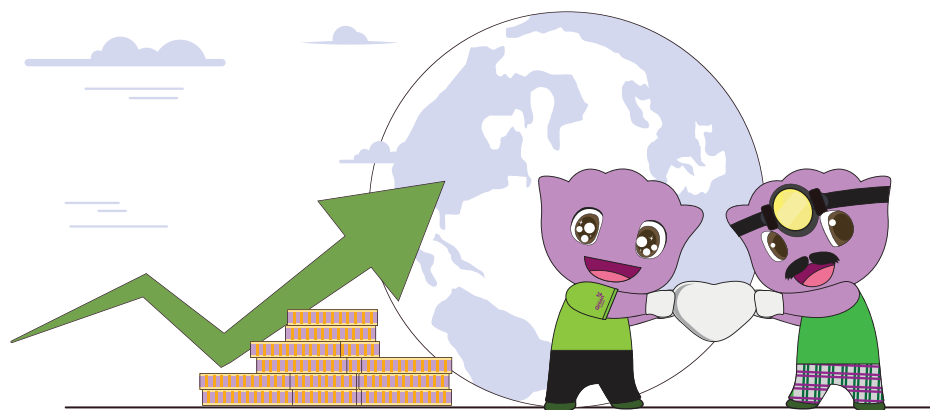
We are committed to minimizing the social and environmental impact of our operations and to the sustainable consumption of natural resources.

## Mission 2023

### Normalization comes with Challenges

- Keep up the strength.
- Keep growing and maintain a leading position, with a focus on sustainability and ESG.
- Be ready for any challenges ahead.

During the past two years, Sri Trang Group has demonstrated our outstanding performance, which has led our group to a stronger position and to become widely recognized as a leading company in the industry. The pandemic era has been coming towards its end as people have resumed their normal lives. We are now entering a new, post-pandemic era. However, the transition from the pandemic era to the post-pandemic one has not gotten off to a smooth start. Political conflicts and war and the global inflation have conspired to cause a global economic turbulence that will inevitably affect many businesses in the years to come. Looking back at our group, we have been able to build up our financial strength, immunity and creditability over the last two years. Nevertheless, we cannot underestimate the challenges and uncertainties that lie ahead and must be ready to deal with any unforeseeable occurrences. I am confident we will be well prepared for any challenges.

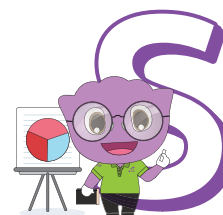


In addition, our group will continue to focus on growth through sustainability. It is not only through the ongoing capacity expansion and increase in market share, and technological development and innovation that we aim to maintain our leading position in the industry. We will also emphasize the ESG angles of our operations with many sustainability initiatives throughout the supply chain in order to make our industry and our world a better place.

We will take this opportunity to attract the demand that resulted from supply reduction in some parts of the world with scale and speed and on the basis of sustainability. We need to make sure our expansion is on time. At the same time, we need to present to the world our environmentally friendly products with competitive pricing. Lastly, I'd like to wish everyone a good health, both physical and mental, and encourage everyone to keep up the strength. I am certain that we have a very strong financial immunity and will get through this turbulent period with a great accomplishment.

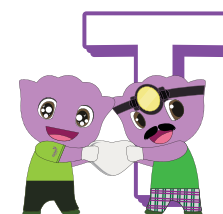
**Keep up the strength, grow through sustainability,  
and be ready for any challenges ahead**

#### Core Values



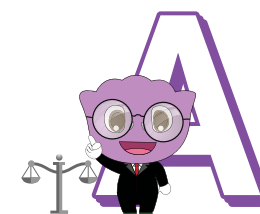
#### Specialist

We are the best in what we do.



#### Teamwork

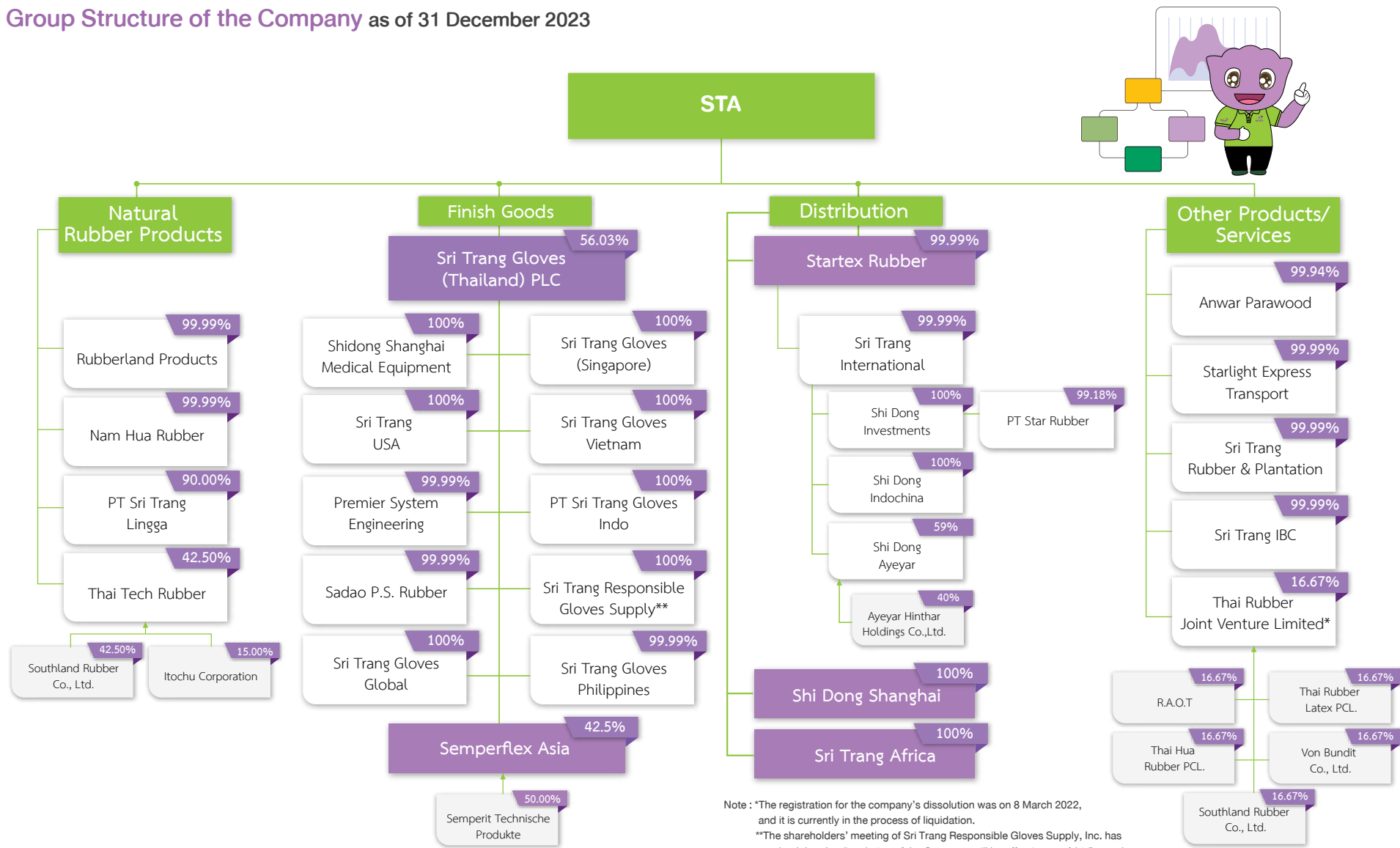
We work with tireless determination together as a team.



#### Accountability

We value honesty and have a strong sense of responsibility.

## Group Structure of the Company as of 31 December 2023



Note : \*The registration for the company's dissolution was on 8 March 2022, and it is currently in the process of liquidation.

\*\*The shareholders' meeting of Sri Trang Responsible Gloves Supply, Inc. has resolved that the dissolution of the Company will be effective as of 31 December

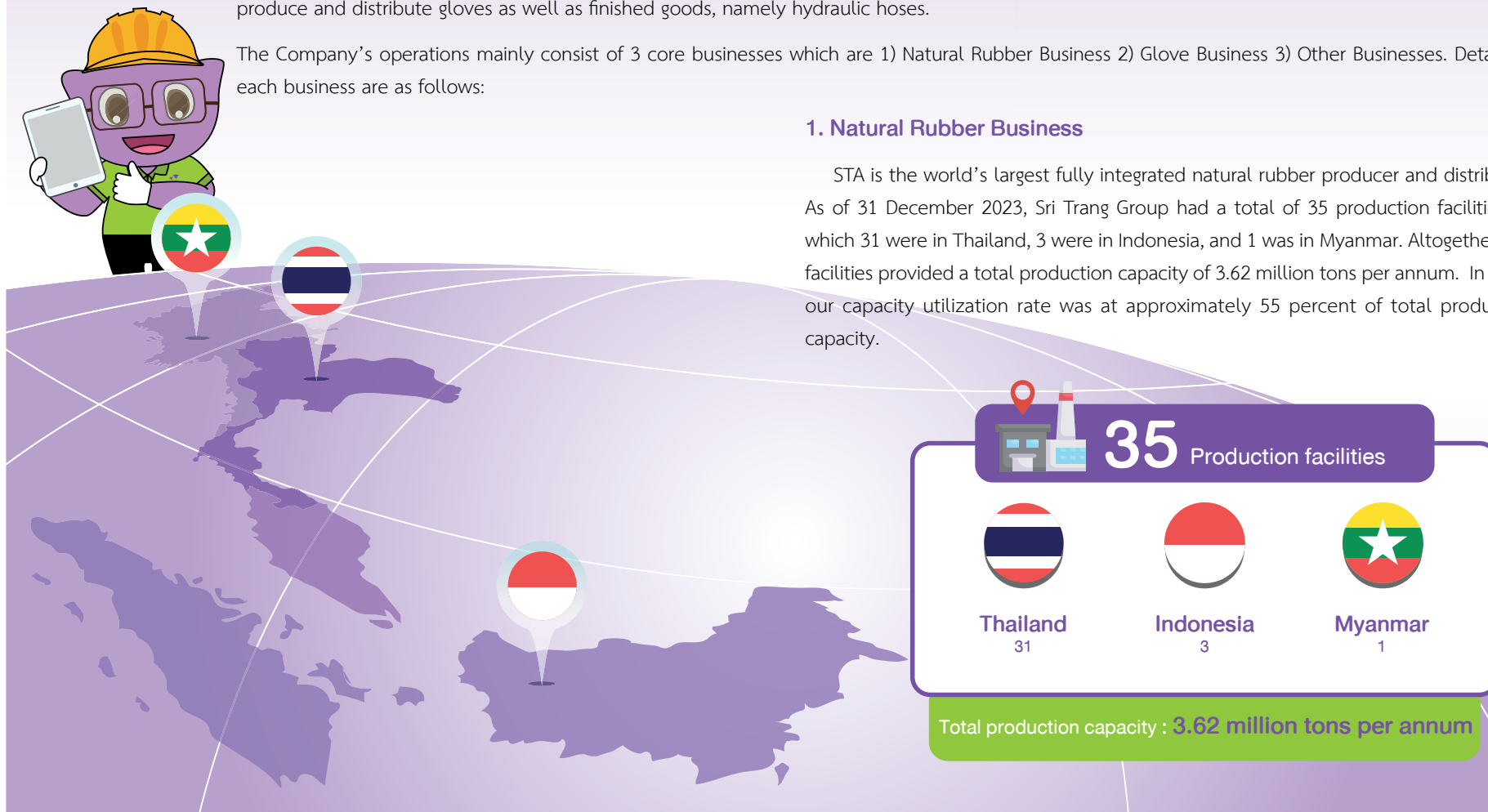
## Products and Services

The Company operates a fully integrated natural rubber supply chain business in various countries. The business starts from upstream business by engaging in rubber plantation in Thailand, midstream business by processing and distributing natural rubber products, and downstream business to produce and distribute gloves as well as finished goods, namely hydraulic hoses.

The Company's operations mainly consist of 3 core businesses which are 1) Natural Rubber Business 2) Glove Business 3) Other Businesses. Details of each business are as follows:

### 1. Natural Rubber Business

STA is the world's largest fully integrated natural rubber producer and distributor. As of 31 December 2023, Sri Trang Group had a total of 35 production facilities, of which 31 were in Thailand, 3 were in Indonesia, and 1 was in Myanmar. Altogether, the facilities provided a total production capacity of 3.62 million tons per annum. In 2023, our capacity utilization rate was at approximately 55 percent of total production capacity.



The Company produces and sells natural rubber products covering all common types of rubber, namely Technically Specified Rubber (TSR), Ribbed Smoked Sheet (RSS), and Concentrated Latex (LTX) for distribution to tire and latex glove manufacturers both in Thailand and in various countries around the world. Natural rubber products are one of the key products that generate revenue for the Company, which accounted for 77 percent of revenue from sales and services in 2023.

1



### TSR (Technically Specified Rubber)

#### Product Type

##### *Produced in Thailand*

- STR
- STR CV
- STR Mixture

##### *Produced in Indonesia*

- SIR
- SIR Mixture

##### *Produced in Myanmar*

- Myanmar Block Rubber

#### Use

Raw material for the manufacture of automotive tires.

2



### RSS (Ribbed Smoked Sheet)

#### Product Type

- 5 grades of RSS: RSS1, RSS2, RSS3, RSS4 and RSS5
- RSS 1XL

#### Use

Raw material for the manufacture of automotive tires, automotive parts, belts, pipes, shoes, and etc.

3



### Concentrated Latex (LTX)

#### Product Type

- *60% Concentrated Latex*
- HA – High Ammonia Latex
- MA – Medium Ammonia Latex
- LA – Low Ammonia Latex
- Double Centrifuge Latex

#### Use

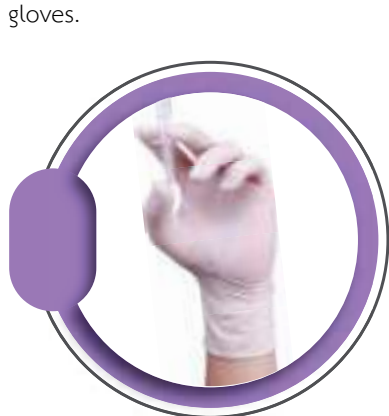
Raw material for the manufacture of examination gloves, condoms, elastic, adhesives, and etc.

The raw materials used in the production of TSR, RSS, and Concentrated Latex are cup lump, unsmoked rubber sheets, and fresh latex, respectively. Because raw materials accounted for over 90 percent of the production costs, STA has established procurement centers in the vicinity of raw material sources. Moreover, we have launched applications called “SRI TRANG FRIENDS” and “SRI TRANG FRIENDS STATION” for purchasing raw materials from rubber farmers in Thailand. This application helps facilitate and create a new experience for all rubber suppliers to sell rubber anywhere and anytime which is considered a disruptor in rubber trading business for the sustainable rubber industry in Thailand, aligning with the company’s sustainable development guidelines.



## 2. Gloves Business

Sri Trang Gloves (Thailand) Public Company Limited (“STGT”), one of Sri Trang Group’s flagship companies, engages in the production and distribution of medical examination gloves, industrial gloves, and general-purpose gloves from both latex and nitrile rubber. The gloves are available in various types, namely powdered, powder-free, and nitrile gloves.



**Powdered gloves**



**Powder-free gloves**



**Nitrile gloves**

In addition to supplying products as an OEM (Original Equipment Manufacturer), we also market and distribute our products under our own “Sri Trang Gloves” brand, both the domestically and internationally.

**2023**

Thailand's  
largest  
producer  
of latex gloves



**23%**  
of the revenue  
comes from sales  
and service

Installed production  
capacity of  
**50,785** million pcs/year

- ▶ STGT is Thailand’s largest producer of latex gloves and 1 of the top 5 global rubber glove manufacturers. In 2023, we had a market share of **10.5 percent of the global consumption of rubber gloves**.
- ▶ In 2023, we achieved our annualized installed capacity of 50,785 million pieces of gloves per annum. Our glove product is one of the key products contributing to the Company’s revenue, which accounts for **23 percent of the Group’s total revenues in 2023**.



### 3. Other Businesses

#### Rubber and other economic crops plantation business

STA operates rubber and other economic crops plantation systematically and completely through our subsidiary, Sri Trang Rubber & Plantation (“SRP”). As of 31 December 2023, Sri Trang Group had an area of approximately 7,500 hectares for rubber and other economic crops businesses in 19 provinces of Thailand. The rubber trees planted have been providing yield since 2015. Most of the plantation areas located in the northern and northeastern regions of Thailand. This has been an advantage for our mid-stream business both for raw material procurement and NR production. In 2023, we estimated that 76 percent of the rubber trees planted can be tapped.

#### Production and selling of finished products business

The production and selling of finished products business is conducted through Semperflex Asia (“SAC”), a joint venture invested by STA and Semperit. SAC is established to manufacture and sell high-pressure hydraulic hose products of various types, including high-quality hydraulic hoses used in the industry, mining, and specialized applications, as well as various small hoses for use with modern high-pressure hydraulic systems.

#### Sales and Distribution

The Company has established a trading and distribution network of natural rubber products and rubber gloves both domestically and abroad, including Thailand, Singapore, China, the United States of America, Indonesia, Vietnam, and the Philippines through its subsidiaries and affiliates are Sri Trang International, Shi Dong Shanghai, Shidong Shanghai Medical Equipment, Sri Trang Indochina, Sri Trang USA, Sri Trang Gloves (Singapore), Sri Trang Gloves Vietnam, and PT Sri Trang Gloves Indo, Sri Trang Gloves Vietnam and Sri Trang Gloves Philippines.

#### Transportation and Logistics

Starlight Express Transport Co., Ltd. provides transportation and logistics service provider for the domestic distribution of the Company’s natural rubber products within Thailand. These services include the preparation and movement of goods for shipping and the arrangement of all related import and export documents.

#### Maintenance and Research and Development

Premier System Engineering Co., Ltd. is a service provider for the maintenance of machinery and equipment, including inventing and developing advanced production processes. In addition, it also researches and develops unique qualification products to meet customers’ needs.

## Business Value Chain

The Company places importance on participatory interaction with stakeholders throughout the value chain of business operations from upstream to downstream for the purpose of mutual sustainable growth as follows:

### 1 Sourcing raw materials and services

Sourcing raw materials from rubber farmers and rubber sellers whose practices are consistent with the Company's sustainable natural rubber procurement policy.

Providing support in educating rubber plantation farmers and raw material suppliers on the quality of rubber required by our factories and reducing potential environmental impacts.

Using the SRI TRANG FRIENDS application for rubber trading to facilitate access, ensure convenience, timeliness and transparency, as well as reduce complexity.

Procurement of products and services from trading partners based on the acquisition of quality raw materials that are socially and environmentally responsible.

Providing knowledge, developing potential and upgrading the production and service capabilities of partners to meet standards, and promoting new suppliers to reduce risk from small trading partners.

Conducting annual supplier assessment, including ESG risk assessment, to improve the quality and delivery of raw materials in line with the Company's requirements.

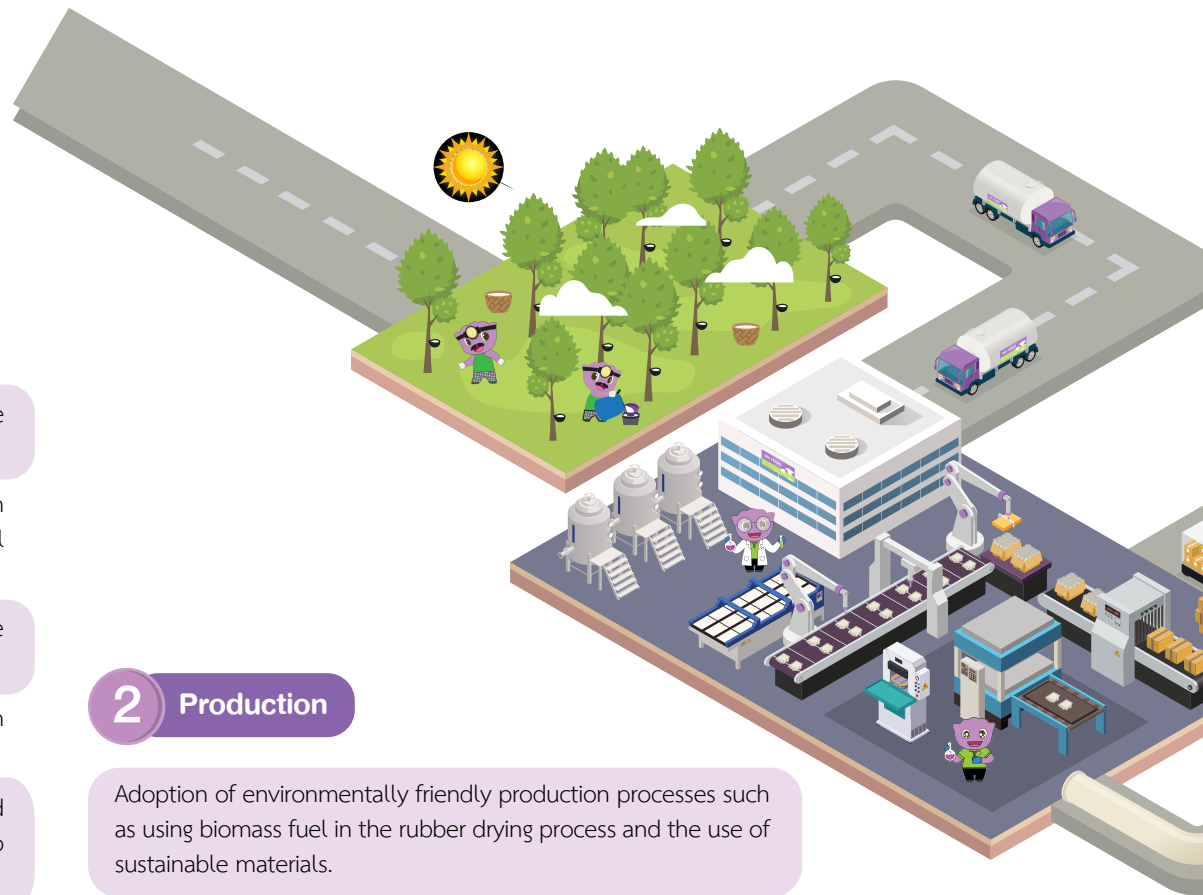
### 2 Production

Adoption of environmentally friendly production processes such as using biomass fuel in the rubber drying process and the use of sustainable materials.

Installation of an efficient wastewater treatment system which allows all treated water to be reused for the STR factory.

Using a Bio-Filter treatment system to mitigate the impact of rubber drying odor.

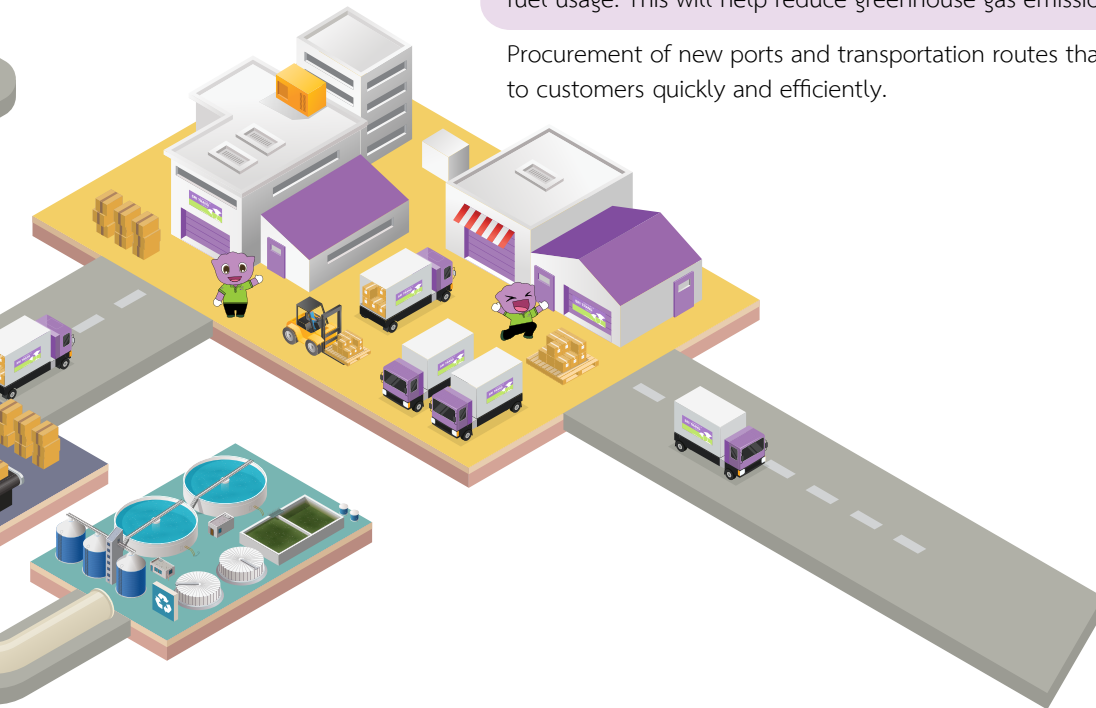
Managing waste from business processes using the principles of 3Rs (Reduce, Reuse & Recycle) and the principles of Circular Economy by utilizing waste to create benefits and value, and reduce management costs.



### 3 Storage and transportation of goods

Adopting efficient logistics and warehouse management systems to reduce empty trips and fuel usage. This will help reduce greenhouse gas emissions from transportation.

Procurement of new ports and transportation routes that can transport goods for delivery to customers quickly and efficiently.



### 4 Sales

Compliance with the Code of Ethics on Customer Relations, including maintaining customer confidentiality to build confidence and trust.

Adoption of a standard trading system whereby accurate and complete product information is provided and various communication channels with customers are effectively maintained.

Channels for receiving complaints and procedures for handling complaints are established in order to respond quickly and efficiently to problems from customers.

Customer needs are assessed and analyzed and suggestions from customers are taken into account to improve products and services to create greater customer satisfaction.



### Support process

**Research and development** are utilized in terms of enhancing product quality, increasing energy efficiency, managing and increasing the value of waste, as well as applying technology and artificial intelligence to develop every operational process in order to increase work efficiency and reduce costs.



## Sustainable Achievement in 2023

### Internationally

#### S&P Global

##### S&P Global

Received Corporate Sustainability Assessment (CSA) of 56 points in the Auto Components industry group, which was assessed with 24 sustainability indicators covering 3 dimensions, namely corporate governance, environmental and social.

*Received an evaluation score 56*



##### Sustainalytics

The Company received an ESG Risk Rating from Morningstar Sustainalytics in the Chemicals Industry Group, which assessed sustainability risks covering 2 dimensions, namely risk level in terms of exposure and risk level in terms of management, and *Received the evaluation result at the level of "Medium".*



##### Ecovadis

STA has achieved a Silver Medal from EcoVadis, the world's most trusted provider of business sustainability ratings, which is assessed with 21 sustainability indicators covering 4 dimensions: environmental, labor and human rights, ethics, and sustainable procurement.

*Achieved a "Silver" Medal*



##### Refinitiv

The Company received a sustainability performance score assessment from Refinitiv in the Automobiles & Auto Parts Companies business group, which was assessed using 10 sustainability indicators covering 3 dimensions: environmental, social and corporate governance, and *Received an evaluation score 69,* which 50 to 75 scores is the Third Quartile Scores within this range indicates good relative ESG performance and above average degree of transparency in reporting material ESG data publicly.

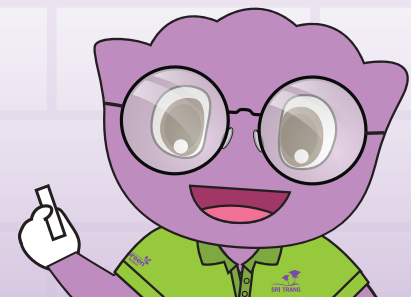


##### SPOTT (Sustainability Policy Transparency Toolkit)

The Company has participated in the evaluation with SPOTT (Sustainability Policy Transparency Toolkit), which is a framework for evaluating information about the organization's various policies and practices in terms of environmental, societal and governance aspects, encompassing a total of 10 categories developed by ZSL (Zoological Society of London) and *Received an evaluation result of 37.3%*

##### ESG Book

The Company received a score for its sustainability performance from ESG Book. *Received a score of 55.57*



## Nationally Governance



### SET ESG Ratings (AAA) for 2023 Agro-industry and food industry group (AGRO)

from the Stock Exchange of Thailand, marking the 9<sup>th</sup> year that the Company has been selected as “Sustainable stocks” (formerly known as Thailand Sustainability Investment or THSI) which reflects conducting business responsibly towards stakeholders, taking into account environmental, social and corporate governance aspects (or ESG) throughout the value chain.

### Sustainability Disclosure Recognition 2023

For the 4<sup>th</sup> consecutive year, the Company has joined as one of the Sustainability Disclosure Community (SDC) established by Thaipat Institute to encourage listed companies and SDC business members to realize and attach importance to dissemination of operating information that covers economic, social, and environmental aspects or ESG other than financial information. This shows the sustainability of the business that will benefit stakeholders of the business and jointly respond to the Sustainable Development Goals (SDGs) No. 12.6.

### CAC Change Agent Award 2023

This initiative from the Thai Private Sector Collective Action Against Corruption (CAC), which reinforces the Company’s business operations based on good governance principles whereby more than 20 SME partners were invited to join in signing a declaration of intent with the CAC project to create a transparent business network free from corruption.

### CSR-DIW and CSR-DIW Continuous for 2023

Sri Trang Group of Companies received the CSR-DIW and CSR-DIW Continuous awards for the year 2023 from the Ministry of Industry. This reflects our commitment to operating with social and environmental responsibility and promote sustainable living with the community.

#### CSR-DIW

- Sri Trang Agro-Industry Public Company Limited: Surat Thani Branch, Sa Kaeo Branch, Ubon Ratchathani Branch, Kalasin Branch, Sakon Nakhon Branch and Loei Branch

#### CSR-DIW Continuous

- Sri Trang Agro-Industry Public Company Limited: Hat Yai Branch, Sikao Branch, Thung song Branch, Phitsanulok Branch, Kanchanadit Branch, Trang Branch, Chumpon Branch and Huai Nang Branch
- Rubberland Products Company Limited: Hat Yai Branch, Bueng Kan Branch, Buriram Branch and Mukdahan Branch
- Nam Hua Rubber Company Limited

## Nationally Social



**The organization in Supporting People with Disabilities of the Year 2023** from the Ministry of Social Development and Human Security, Thailand.

- Sri Trang Agro-Industry Public Company Limited: Excellent level
- Rubberland Products Company Limited: Outstanding level, For the 4<sup>th</sup> consecutive year
- Nam Hua Rubber Company Limited: Outstanding level

### Good Labour Practice- GLP commendation

from the Department of Labor Welfare and Protection

- Sri Trang Agro-Industry Public Company Limited (Pattani Branch)

## Nationally Environment

**Eco-industrial factory that is valuable to society “Eco Factory”, Gold Award level**

- Rubberland Products Company Limited (Mukdahan Branch)

**Project to drive the BCG economy with a circular economy system in industrial plants,** from the Department of Industrial Works;

- Sri Trang Agro-Industry Public Company Limited (Sa Kaeo Branch)
- Nam Hua Rubber Company Limited

**Passed the criteria for evaluating environmental governance** from the Ministry of Industry

- Rubberland Products Company Limited: Mukdahan Branch, Buri Ram Branch and Bueng Kan Branch



**Low Emission Support Scheme (LESS) Certificate** from Thailand Greenhouse Gas Management Organization (Public Organization)

- Sri Trang Agro-Industry Public Company Limited: Trang Branch, Sikao Branch, Thung Song Branch, Udon Thani Branch, Chumphon Branch, Surat Thani Branch, Kanchanadit Branch, Ubon Ratchathani Branch, Phitsanulok branch, Sa Kaeo Branch, Kalasin Branch, Huai Nang Branch, Pattani Branch, Sakon Nakorn Branch, Narathiwat Branch, Chiang Rai Branch, Hat Yai Branch and Loei Branch

- Rubberland Products Company Limited: Hat Yai Branch, Bueng Kan Branch, Buri Ram Branch and Mukdahan Branch

- Nam Hua Rubber Company Limited

**Green Industry** from Ministry of Industry

- **Green Industry Level**, 2 factories: Sri Trang Agro-Industry Public Company Limited, Narathiwat Branch and Chiang Rai Branch

- **Green Industry Level 3**, 20 factories:

- Sri Trang Agro-Industry Public Company Limited: Trang Branch, Sikao Branch, Thung Song Branch, Udon Thani Branch, Chumphon Branch, Surat Thani Branch, Kanchanadit Branch, Ubon Ratchathani Branch, Phitsanulok branch, Sa Kaeo Branch, Kalasin Branch, Huai Nang Branch, Pattani Branch, Sakon Nakorn Branch and Loei Branch

- Rubberland Products Company Limited: Hat Yai Branch, Bueng Kan Branch, Buri Ram Branch and Mukdahan Branch



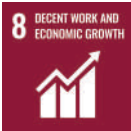




- Nam Hua Rubber Company Limited




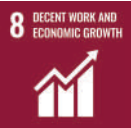









- **Green Industry level 4 (Green Culture):** Sri Trang Agro Industry Public Company Limited, Hat Yai Branch



## Achievements of ESG Towards Sustainable Business 2023



Dimension	Material Topics	Goals	Performance of 2023
<p>Corporate Governance and Economic (Green Company)</p> <p>“Aiming for sustainable growth”</p>       	Supply chain management	<ul style="list-style-type: none"> <li>• Tier 1 Suppliers who receive communication/training of Supplier Code of Conduct and Guidelines: 100 percent</li> <li>• Tier 1 Suppliers who have signed acknowledgment of Supplier Code of Conduct and Guidelines: 100 percent</li> <li>• Significant suppliers in Tier 1 were assessed for environment, social and governance (ESG) risk in their operating sites: 100 percent by 2030</li> </ul>	<ul style="list-style-type: none"> <li>• 100 percent</li> <li>• 100 percent</li> <li>• 15 percent</li> </ul>
	Risk management & Business continuity	<ul style="list-style-type: none"> <li>• The number of disruptions exceeding the threshold was 0 cases and was not significantly affected</li> </ul>	<ul style="list-style-type: none"> <li>• 0 case</li> </ul>
	Code of conduct and Good corporate governance	<ul style="list-style-type: none"> <li>• Received an excellent rating (5 stars) continuously every year from the Corporate Governance Report of Thai Listed Companies (CGR) Project</li> <li>• Zero violation of business ethics</li> </ul>	<ul style="list-style-type: none"> <li>• Excellent rating (5 stars)</li> <li>• 2 cases</li> </ul>
	R&D and Innovation	<ul style="list-style-type: none"> <li>• Number of innovations in energy, production process, products and sustainability: at least 5 cases/year</li> </ul>	<ul style="list-style-type: none"> <li>• 7 cases/year</li> </ul>
	Building good relationships with customers	<ul style="list-style-type: none"> <li>• Customer satisfaction survey results: more than 80 percent</li> </ul>	<ul style="list-style-type: none"> <li>• 87 percent</li> </ul>
	Anti-corruption	<ul style="list-style-type: none"> <li>• Employees who have taken training course on business ethics and anti-corruption: 100 percent</li> </ul>	<ul style="list-style-type: none"> <li>• 100 percent</li> </ul>

Dimension	Material Topics	Goals	Performance of 2023
Social (Green Procurement) “Creating increased happiness for internal and external society”      	Occupational Health and Safety	<ul style="list-style-type: none"> <li>• Zero number of fatal work-related accidents</li> <li>• Zero cases of occupational illnesses among workers</li> </ul>	<ul style="list-style-type: none"> <li>• 0 cases</li> <li>• 0 cases</li> </ul>
	Product quality and Product responsibility	<ul style="list-style-type: none"> <li>• Zero cases of product recalls</li> <li>• Percentage of prohibited substance contamination detected in the product: 0</li> </ul>	<ul style="list-style-type: none"> <li>• 0 cases</li> <li>• 0 percent</li> </ul>
	Human Rights and Non-discrimination	<ul style="list-style-type: none"> <li>• Zero cases of human rights and non-discrimination violations</li> </ul>	<ul style="list-style-type: none"> <li>• 0 cases</li> </ul>
	Employees' Care and Development	<ul style="list-style-type: none"> <li>• Survey results on employee well-being and engagement in percentage: 85</li> <li>• Employee training average: 35 hours/person/year</li> </ul>	<ul style="list-style-type: none"> <li>• 89 percent</li> <li>• 47 hours/person/year</li> </ul>
	Community Support and Participation	<ul style="list-style-type: none"> <li>• Survey results on satisfaction from participating in the project: more than 85 percent</li> <li>• At least 5 projects per year linked to business activities resulting in improved living conditions</li> <li>• At least three community engagement projects can be measured under a social return on investment (SROI) analysis</li> </ul>	<ul style="list-style-type: none"> <li>• 98 percent</li> </ul>
Environment (Green Process and Green Product) “Focus on efficient environmental management system”       	Greenhouse gas emissions reduction	<ul style="list-style-type: none"> <li>• Total reduction of greenhouse gas emission (Scope 1 and 2) per product unit by 10 percent compared to the base year 2021 by 2026</li> <li>• Carbon Neutrality by 2030</li> <li>• Net Zero by 2050</li> </ul>	<ul style="list-style-type: none"> <li>• -7.47 percent</li> </ul>
	Energy management and Renewable energy consumption	<ul style="list-style-type: none"> <li>• Reduce the use of non-renewable energy (including energy from fossil fuels and electricity) per product unit by 20 percent compared to the base year 2021 by 2026</li> <li>• Reduce electrical energy use per product unit by 7 percent compared to the base year 2021 by 2026</li> </ul>	<ul style="list-style-type: none"> <li>• -6 percent</li> <li>• -12 percent</li> </ul>
	Waste and unused materials management	<ul style="list-style-type: none"> <li>• Reduce the amount of waste generated per product unit by 10 percent compared to the base year 2022 by 2026</li> <li>• Zero waste to landfill by 2030</li> </ul>	<ul style="list-style-type: none"> <li>• 19.56 percent</li> <li>• 794 Tons</li> </ul>
	Consideration of ecosystems and biodiversity	<ul style="list-style-type: none"> <li>• 100 percent of manufacturing plants located in Thailand have undergone a preliminary biodiversity risk assessment</li> </ul>	<ul style="list-style-type: none"> <li>• 100 percent</li> </ul>
	Water management and wastewater treatment	<ul style="list-style-type: none"> <li>• Reduce new water withdrawals from water sources per product unit by 20 percent compared to the base year 2022 by 2026</li> </ul>	<ul style="list-style-type: none"> <li>• 10 percent</li> </ul>
	Environmental management system	<ul style="list-style-type: none"> <li>• 100 percent of factories operating in Thailand receive ISO 14001 certification by 2032</li> </ul>	<ul style="list-style-type: none"> <li>• 65 percent</li> </ul>
	Air pollution management	<ul style="list-style-type: none"> <li>• Zero number of incidents of non-compliance with environmental laws and regulations</li> </ul>	<ul style="list-style-type: none"> <li>4 cases</li> </ul>





## Sustainable Social Responsibility Management

The Company's Board of Directors has established policies and guidelines for social responsibility, which are considered the main mission of Sri Trang Group, our core mission, lays on the 5 meaning of "GREEN" Natural Rubber.



1

### Good Corporate Governance

The Company is dedicated to good practices of corporate governance focusing on the structure of the Board of Directors, management, and shareholders to create a competitive advantage which will build growth and increase value of shareholders in the long run. In addition, other stakeholders are also taken into consideration.

2

### Responsibility to Supply Chain

Sri Trang Group's core business is to produce primary natural rubber products (Midstream processing). Yet, the Company has extended business line to cover the whole supply chain right start from rubber plantations to the production of finished products. This allows the Company to strictly control the quality of products to respond downstream business who focus on the quality of the product at most. Another main concern of downstream businesses, whether latex examination glove producers or tire makers, is to ensure the safety for users. Thus, our responsibilities through supply chain management cover:

#### 2.1 Rubber farmers and rubber dealers

Our Group is strived for fair, transparent, clear principles, and accountability procurement of natural rubber which is the main raw materials for our production. We also encourage rubber farmers to produce high quality of rubber without contamination and to properly store the rubber so that the quality of raw materials will meet our factory's standard. Moreover, we support rubber farmers with knowledge to properly operate rubber plantations in order to increase yield which will in turn increase their revenues as well as sustainable quality of life.

#### 2.2 Customer

Our Group is committed to producing high quality products and provide good services to create the highest satisfaction for the customers. We sincerely handle complaints from customers and promptly improve and correct flaws that might be caused from productions and/or services to create the highest effective and efficient production.

3

**Environmental Friendly and Safe Operation**

As our Group's nature of business is directly related to the natural and environment, we strictly adhere to environmental practices by implementing the effective environmental management systems. We also set up measures to prevent and minimize the environmental impacts caused by different activities from our Group to comply with laws and regulations. Furthermore, we aim to develop and promote more green areas within the factories to retain moisture, increase fresh air, and reduce unfavorable odors from production process. In addition, we reduce the use of chemicals in rubber plantation and production of natural rubber products as well as finished products since it might affect the environment and communities in the long run. Aside from environmental-friendly production and being aware that we are part of community, we stick to practice guidelines to preserve and maintain the ecological and social environment of the surrounding communities which will not only create the livable community but also support companies to smoothly and steadily run the business in the long term.

In terms of health & safety, our Group fully complies with laws, regulations and other related requirements. We provide training, set up adequate and effective health & safety rules and plans in workplace, and create a safe working environment for employees, contractors, and the other related parties.



4

**Engagement with Transparency**

Our Group is committed to operating business with fairness, transparency, and accountability in all process. We believe that to operate business with fairness and ethic, comply with laws, and respect the rules of society could build confidence of stakeholders and reduce conflict of interest. This will benefit business operation of the company in the long run. We also encourage every level of our employees to work with integrity and adhere to ethic of business. Employees should not exploit benefits that may cause conflict of interest to the Company and its stakeholders and should not improperly indulge on business operation. We also have a policy against all forms of corruption to establish standards of transparent business operation which will benefit the organization and rubber industry in the long run.

5

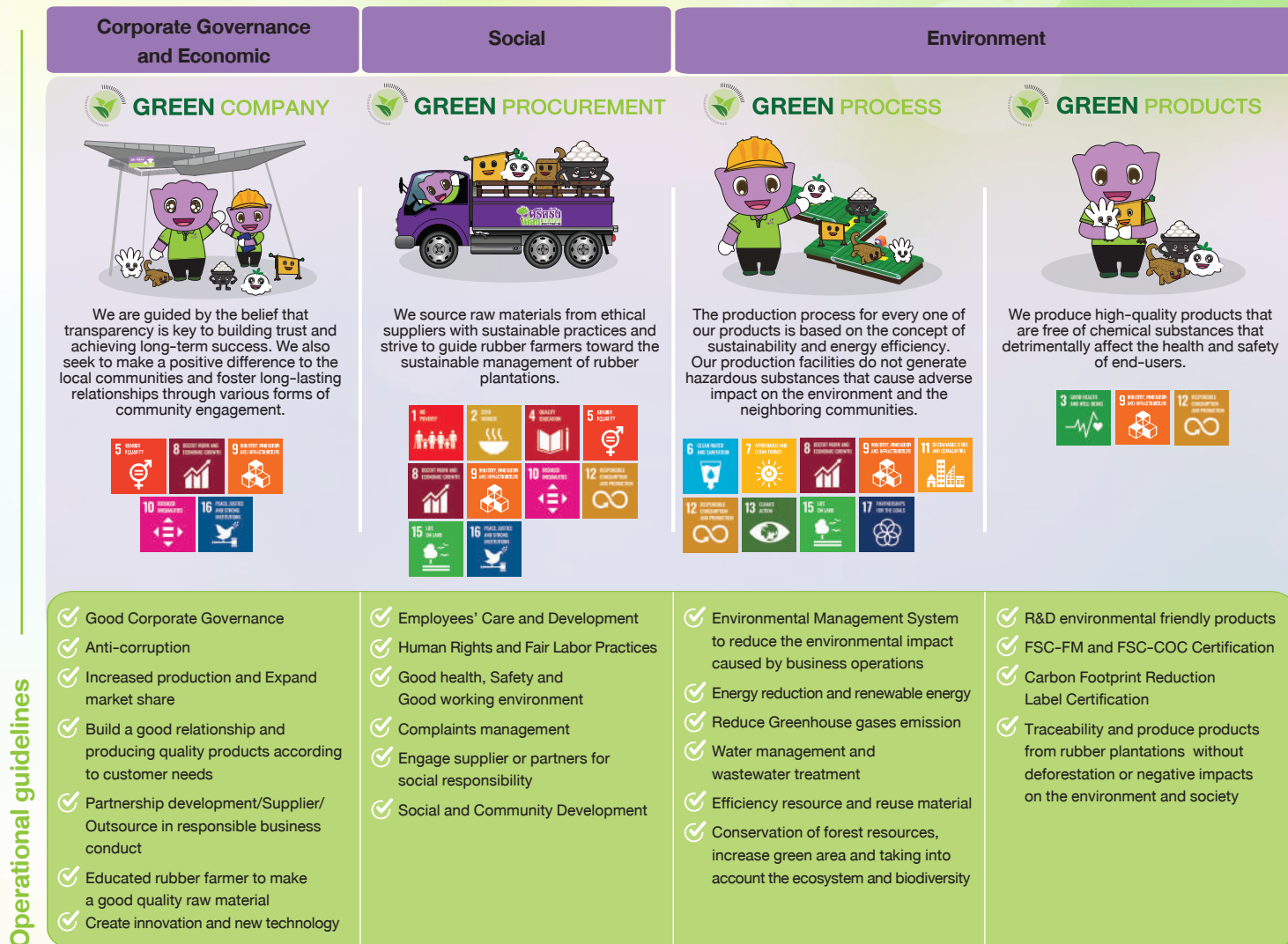
**Nurture Sustainability Attitudes Towards Organization**

The Company believes that effective and sustainable CSR practices is rooted from the awareness of employees in every level from all departments. They need to have a positive attitude to follow the policies and have responsibility to society and other related parties. Our people also volunteer to participate in the community development and of business partners' quality of life improvement. Moreover, they cooperate to change their working behavior and daily lifestyle in accordance with environmental conservation guidelines, to reduce energy consumption costs, and to enhance the effectiveness of organization. In addition, the Company promotes and supports staffs to devote to social activity, for example, to volunteer and participate activities of community, alleviate natural disaster victims, appropriately and continuously support any kinds of shortages in the community, and create a benevolent society and social care for each other to remain forever.

## Strategies for driving business towards sustainability

From policy and vision that strives towards “The Green Rubber Company”. The Company has established operational guidelines in each area to support the Company’s 4 GREEN strategy and the United Nations Sustainable Development Goals (UN SDGs) as follows:

### 4 GREEN



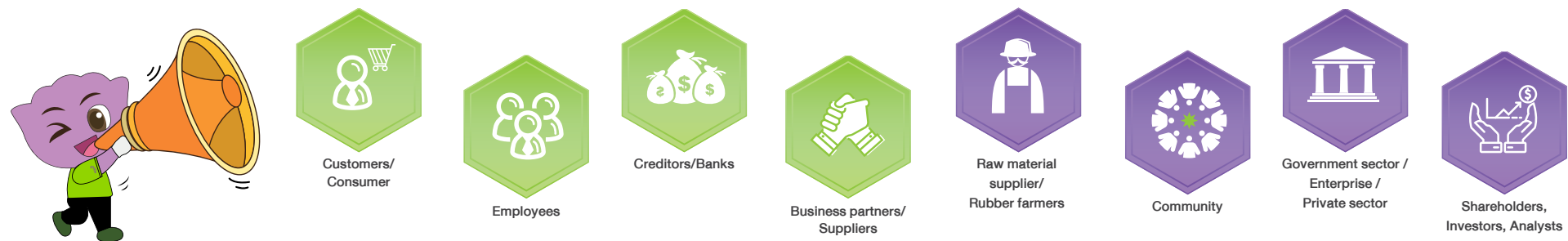
Operational guidelines



## The Practices with Stakeholders



The Company recognizes the importance of stakeholder engagement. It has identified stakeholder groups that are involved in operations throughout the value chain, analyzed and prioritized by considering the criteria for the level of impact from the Company's operations to the group of stakeholders and the level of influence of stakeholders on business operations (Disclosure 2-29), as well as conducting a survey of the needs and expectations of all stakeholder groups towards the Company's operations in order to meet the expectations of stakeholders correctly, appropriately and to the point. The company has designated the relevant departments to be responsible and respond to the needs and expectations in accordance with the Company's guidelines.

The Company conducts yearly reviews of stakeholders' expectations and adjusts the responses appropriately. In 2023, the Company classified the stakeholders into 8 groups, sorted by priority as follows:



Stakeholders	Communication channel/Participation	Needs/Expectation	Responses tp expectation	Indicators/result 2023
<b>Customers/Consumer</b> 	<ul style="list-style-type: none"> <li>Online communication: phone, e-mail, website, Facebook, Line@, whatsapp and Wechat</li> <li>Annual customer satisfaction survey</li> <li>Factory visiting</li> <li>Engage activities with customers</li> <li>Customers meeting</li> <li>Trade exposition</li> <li>Sustainability questionnaire</li> </ul>	<ul style="list-style-type: none"> <li>Obtain quality products and services on time</li> <li>Comply with Fair dealings</li> <li>Keep confidential information of customer</li> <li>Jointly in product development</li> <li>Involvement in projects or membership in international organizations such as Rubberway and GPSNR</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with ethics and conduct of relation with Customers</li> <li>Implementation of standard system ISO9001, 14001 and ISO 45001, BSCI, FSC™</li> <li>Product research and development</li> <li>Improvement of production process to meet customers' requirements</li> </ul>	<ul style="list-style-type: none"> <li>Customer satisfaction score 87%</li> <li>11% of market share from global demand for natural rubber</li> <li>3 New customers</li> <li>2 New products are STR10 FSC100% and STR20 FSC100%</li> <li>GPSNR membership</li> </ul>

Stakeholders	Communication channel/Participation	Needs/Expectation	Responses tp expectation	Indicators/result 2023
<b>Employees</b> 	<ul style="list-style-type: none"> <li>The Company's monthly meeting</li> <li>Kaizen, QCC, 5s, Safety talk, KYT</li> <li>Intranet, email, website, Facebook, Line STA Family</li> <li>Suggestion box</li> <li>Channels for complaints</li> <li>Employee activities</li> </ul>	<ul style="list-style-type: none"> <li>Fair remuneration and good welfare</li> <li>Respect in Human Rights and Non-Discrimination</li> <li>Safety and good working environment</li> <li>Promoting good health</li> <li>Career stability and opportunities for career advancement</li> <li>Competency development</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with ethics and conduct of responsibilities of employees</li> <li>Compliance with Human Right and Non-Discrimination Policy</li> <li>Whistle Blowing Policy</li> <li>Implementation of standard system ISO 14001, ISO 45001 and BSCI</li> <li>Provide annual health check-ups and health and accident insurance</li> <li>Establish personnel training and development plans</li> <li>Internal activity: Happy workplace/ Activity Prize</li> </ul>	<ul style="list-style-type: none"> <li>Zero complaint from employee</li> <li>Turnover rate 36.67%</li> <li>The lost time accident rate of employees totals 0.94</li> <li>1,231 works from KAIZEN and QCC activities</li> </ul>
<b>Creditors/Banks</b> 	<ul style="list-style-type: none"> <li>Meeting</li> <li>Phone, e-mail</li> <li>Company website</li> </ul>	<ul style="list-style-type: none"> <li>Comply with the contractual terms and conditions</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with contractual terms and conditions</li> <li>Accurate and timely response to questions about financial conditions</li> </ul>	<ul style="list-style-type: none"> <li>Confidence in doing business with the Company</li> </ul>
<b>Business partners/ Suppliers</b> 	<ul style="list-style-type: none"> <li>Online communication, telephone, email, website</li> <li>Annual visit and audit of suppliers</li> <li>Meetings with business partners and suppliers</li> <li>Joint activities</li> </ul>	<ul style="list-style-type: none"> <li>Standard procurement system that is transparent and verifiable</li> <li>Standard procurement system that is transparent and verifiable</li> <li>Received income from appropriate workloads</li> <li>Received payment for goods and services on time</li> <li>Jointly developed product quality</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with purchasing policy</li> <li>Announce and operate according to the anti-corruption policy</li> <li>Obtaining CAC certification and encouraging partners to join</li> <li>Provide complaint channels in case of procurement that is not transparent and/or unfair</li> <li>Partner development</li> </ul>	<ul style="list-style-type: none"> <li>Delivery on time and meet the requirements</li> <li>The results of the annual supplier assessment</li> <li>299 new suppliers have signed the declaration of intent to anti-corruption in the Supplier Business Code of Ethics</li> <li>Suppliers applying to join the Thai Private Sector Action Coalition against Corruption (CAC)</li> </ul>

Stakeholders	Communication channel/Participation	Needs/Expectation	Responses tp expectation	Indicators/result 2023
<b>Raw material supplier/ Rubber farmers</b> 	<ul style="list-style-type: none"> <li>SRI TRANG FRIENDS application</li> <li>Line@sritranggroup, Facebook, Call center</li> <li>Phone, e-mail, website</li> <li>Publication media; brochures, Vinyl</li> <li>Site Visit and evaluating suppliers</li> <li>Engagement activities</li> <li>Participation with Rubber Farmer, Cooperative and Government Sector</li> </ul>	<ul style="list-style-type: none"> <li>Quick and updated information within timeframe</li> <li>Comply with fair agreements</li> <li>Free trade and competitive prices with transparency and fairness</li> <li>Obtain accurate knowledge of the quality of raw materials and rubber</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with ethics and conduct of relations with business partners</li> <li>Develop SRI TRANG FRIENDS application to provide and facilitate the trading of raw materials</li> <li>The process of approving new sellers, canceling and re-approving</li> <li>Raw material trading process</li> <li>Process for receiving raw materials and requirements for imported raw materials</li> <li>Evaluation of suppliers</li> <li>Anti-corruption policy and practices</li> <li>“Sri Trang Puen Chao Suan” Project</li> </ul>	<ul style="list-style-type: none"> <li>Increasing raw material supplier more than 924 suppliers</li> <li>Quality raw material within requirement</li> <li>Supplier evaluation A grade 91 % (Target &gt;70%)</li> <li>“Good quality latex” Project achieved a satisfaction score of 97.8%</li> <li>Rubber trucks that meet the standard in according with “Bun Tuk Yang Tid Rang Srang Roi Yim” project average 99.12%</li> </ul>
<b>Community</b> 	<ul style="list-style-type: none"> <li>Participate activities with community</li> <li>Community survey</li> <li>Publication signboard</li> </ul>	<ul style="list-style-type: none"> <li>Participation in community and society</li> <li>Support for community activities</li> <li>Social and environment responsibility</li> <li>Respect in human right and anti-corruption</li> </ul>	<ul style="list-style-type: none"> <li>Providing Social and community development project</li> <li>Support and jointing for community activities</li> <li>Recruitment local employee</li> <li>Environmental management to protect the impact on the community</li> <li>Open house</li> </ul>	<ul style="list-style-type: none"> <li>Supporting to community development 836 projects</li> <li>Supporting community activities amount of 5.0 million baht</li> <li>Employees from the community 1,999 person</li> <li>The satisfaction survey from the community project is 98%</li> </ul>

Stakeholders	Communication channel/Participation	Needs/Expectation	Responses tp expectation	Indicators/result 2023
<b>Government sector / Enterprise / Private sector</b> 	<ul style="list-style-type: none"> <li>Meeting and informing</li> <li>Factory visit</li> <li>Participation in various projects</li> <li>Participation as a working committee on requested by government agencies</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with state laws and regulations</li> <li>There is a standardized environmental management system that no negative impact action with society &amp; environment</li> <li>Have good occupational safety and health</li> <li>To cooperate and support various projects of the government sector</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with state laws and regulations</li> <li>Provide accurate and fast information</li> <li>Support and Participated in activities of Government sector</li> <li>Participation as a working committee with government agencies</li> </ul>	<ul style="list-style-type: none"> <li>Permission to operation continual</li> <li>Obtaining Green Industry Certification Level 3 or higher</li> <li>Certificate/Awards from government</li> </ul>
<b>Shareholders, Investors, Analysts</b> 	<ul style="list-style-type: none"> <li>Shareholders' annual general meeting</li> <li>Q&amp;A by phone and e-mail</li> <li>Annual report and Sustainability report</li> <li>The Company's website</li> <li>Analyst Meeting</li> <li>Meeting domestic and foreign investors, such as roadshow activities organized by securities companies</li> </ul>	<ul style="list-style-type: none"> <li>The Company has good performance and continuous growth</li> <li>Consistent dividend payment</li> <li>Shareholders receive accurate, complete, timely, and sufficient information for decision making</li> <li>The Company operates with transparency, good governance and a good internal control system</li> </ul>	<ul style="list-style-type: none"> <li>Operates strategically along with good corporate governance</li> <li>Appropriate dividend policy</li> <li>The Company adheres to the ethics and code of conduct regarding responsibility to shareholders</li> <li>Accurate, timely, and sufficient disclosure of information</li> <li>Accurate, up-to-date, and user-friendly website</li> <li>Participating in the evaluation of various ESG indexes such as SET ESG Rating, S&amp;P Global</li> </ul>	<ul style="list-style-type: none"> <li>The Company sets a policy for dividend payment at 30 percent of net profit, but not more than the retained earnings in the Company's separate financial statements. As for FY2023 the Company announced total dividend payment of 1.00* baht per share</li> <li>The company received the SET ESG Ratings 2023, achieving the highest AAA level for the 9<sup>th</sup> consecutive year (formerly known as THSI)</li> <li>The Company attended meetings with domestic and international investors, fund managers and media in total of 18 times in 2023</li> <li>Number of visits through investor relations section in Company website in 2023 was a total of 12,423 times**</li> </ul>

Remark: \*The Board of Directors resolved to approve the payment of dividends for 2023 at the rate of 1.00 baht per share, with the right to receive such dividends remaining uncertain until approved by the annual general meeting of shareholders for the year 2024, scheduled for April 9, 2024.

\*\*The number of visitors to the company's website in the section related to investor relations is tracked using the Google Analytics 4 (GA4) counting method.



## About this report

Sri Trang Agro-Industry Public Company Limited has prepared the 2023 Sustainability Report, its 11<sup>th</sup> edition, to publicize its annual sustainability performance. This report covers corporate governance and the economic, social and environmental dimensions of the Company as reference for stakeholders. The Company discloses information on sustainability based on the reporting guidelines according to GRI Standards 2021, whereby the reporting period is from 1 January 2023 to 31 December 2023 (Disclosure 2-3).

In addition, the Company has analyzed and linked performance results that respond to the global sustainable development goals (SDGs) and the UN Global Compact to demonstrate our commitment to conducting business along with social and environmental stewardship as well as appropriately responding to the expectations of all groups of stakeholders.

## Sustainability reporting

This report shows performance results on important sustainability issues that affect stakeholders and the operations of the Company encompassing its natural rubber business, including the rubber plantation business, rubber sheet business group, concentrated latex business group, block rubber business group and offices operating in Thailand, which is the main operation area of the corporate group. Details represented in the table show the names of companies within the scope of the 2023 sustainability report (Disclosure 2-2).

In 2023, the Company has expanded the scope of presenting environmental information (electricity use) covers offices consisting of Sri Trang Agro-Industry Public Company Limited's head office and STA's Bangkok branch. Information on employee compensation ratios (female:male) has expanded to cover the scope of these 2 offices and Sri Trang Rubber and Plantation Company Limited. Corporate governance and economic information and the number of personnel covers the operating results of the subsidiaries, associate and other companies both domestically and abroad to be consistent with the annual report. In addition, the Company has re-calculated the turnover rate data for the year 2023 so as to be comparable with companies in the same industry group (Disclosure 2-4). Regarding important sustainability issues (Disclosure 3-2) of the Company that has changed, these are presented under the topic important sustainability issues (page 32).

## Assurance of the Report (Disclosure 2-5)

Information on corporate governance and economic performance is derived from the accounting data collection system as well as the annual report. The accounts have been duly audited by a licensed auditor. As for environmental and social performance data, these are reviewed at each department's management meeting (Disclosure 2-14) to ensure that the information reported is accurate, complete, and effectively responds to the key sustainability issues and all groups of stakeholders. The Sustainability Development Committee has agreed to provide independent assurance on the disclosure of sustainability information at the limited level of assurance in accordance with GRI Standards 2021 by BSI Group (Thailand) Company Limited to enhance confidence in reporting and disclosing of the Company's information on sustainability. It covers information on environmental and social operations, including:

### Information on environmental operations



Energy consumption within the organization



Water withdrawal



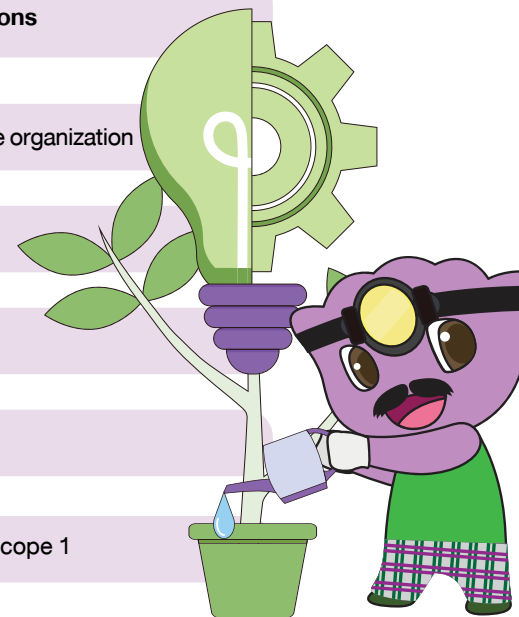
Water discharge



Water consumption



Greenhouse gas emissions Scope 1





Greenhouse gas emissions Scope 2



Greenhouse gas emissions intensity



Nitrogen oxides, sulfur oxides and other significant air emissions



Waste generated



Waste diverted from disposal



Waste directed to disposal

#### Information on social operations



Work-related injuries



Work-related ill health



Ratio of basic salary and remuneration of women to men



Details of external assurance can be found at the end of the Sustainability Report 2023.

**For more information, please contact (Disclosure 2-3)**

**Department of Corporate Sustainability, Sri Trang Group**

Park Ventures Ecoplex Building, Room No. 1701, 17<sup>th</sup> Floor,  
No. 57, Wireless Road, Lumpini Subdistrict, Pathumwan District,  
Bangkok 10330, Thailand

**Telephone:** (66) 0-2207-4500 ext. 3811

**Fax:** (66) 0-2108-2241-44

**E-mail:** [sustainability@sritranggroup.com](mailto:sustainability@sritranggroup.com)

The Company has released this report via QR Code and can be downloaded from the Company website on the sustainability report page (<https://www.sritranggroup.com/en/sustainability/report>)



[illegible]

STA Business	No.	STA Factory	Factory Name	GRI 302-1 (2016)	GRI 303-3 (2018)	GRI 303-4 (2018)	GRI 303-5 (2018)	GRI 305-1 (2016)	GRI 305-2 (2016)	GRI 305-4 (2016)	GRI 305-7 (2016)	GRI 306-3 (2020)	GRI 306-4 (2020)	GRI 306-5 (2020)	GRI 403-9 (2018)	GRI 403-10 (2018)	GRI 405-2 (2016)
				Energy consumption within the organization	Water withdrawal	Water discharge	Water consumption	Direct (Scope 1) GHG emissions	Energy indirect (Scope 2) GHG emissions	GHG emission intensity	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Waste generated	Waste diverted from disposal	Waste directed to disposal	Work-related injuries	Work-related ill health	Ratio of basic salary and remuneration of women to men
Technically Specified Rubber (TSR) /Standard Thai Rubber (STR)	15	STA-UB	Sri Trang Agro-Industry Public Company Limited (Ubon Ratchathani Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	16	STA-PL	Sri Trang Agro-Industry Public Company Limited (Phitsanulok Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	17	STA-KS	Sri Trang Agro-Industry Public Company Limited (Kalasin Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	18	STA-SG	Sri Trang Agro-Industry Public Company Limited (Sa Kaeo Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	19	STA-LI	Sri Trang Agro-Industry Public Company Limited (Loei Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	20	NHR	Nam Hua Rubber Company Limited	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	21	RBL-BK	Rubberland Products Company Limited (Bungkan Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	22	RBL-BR	Rubberland Products Company Limited (Buri Ram Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	23	RBL-MD	Rubberland Products Company Limited (Mukdahan Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	24	STA-SN	Sri Trang Agro-Industry Public Company Limited (Sakon Nakhon Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
Blanket (BK)	25	STA-PT	Sri Trang Agro-Industry Public Company Limited (Pattani Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	26	STA-NW	Sri Trang Agro-Industry Public Company Limited (Narathiwat Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	27	STA-CR	Sri Trang Agro-Industry Public Company Limited (Chiang Rai Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
Rubber plantations	28	SRP	Sri Trang Rubber & Plantation Company Limited														/
Office	29	STA-HQ	Sri Trang Agro-Industry Public Company Limited (Headquarters)	/	/		/		/								/
	30	STA-BKK	Sri Trang Agro-Industry Public Company Limited (Bangkok Branch)	/	/		/		/								/



## Materiality Topics

To facilitate our economic, social, and environmental operations in achieving the corporate sustainability goal and to be able to respond suitably and measurably to stakeholders' expectations. The Company identified, assessed, and prioritized material topics affecting business operations and stakeholders in order to develop approaches and establish action plans to manage those material topics properly.

### Process for selecting material topics (Disclosure 3-1)

The Company has selected important sustainability issues according to the principles of the international guidelines for disclosing sustainability information (GRI 3: Material Topics 2021), which consists of 4 steps as follows.



1

Understand the organization's context



2

Identify actual and potential impacts



3

Assess the significance of impacts



4

Prioritize the most significant impacts for reporting



### 1. Understand the organization's context

The Company compiles the list of issues that may affect the sustainability of the business operations and its stakeholders from internal factors which takes into account the corporate sustainability direction and goals, strategy preparation, as well as risks and opportunities regarding sustainability issues in business operations, and considers external factors, including surveying the needs and expectations of stakeholders, global sustainability trends and directions, comparing the key sustainability issues of companies in the same industry group and sustainability assessment/ranking topics of various institutions such as S&P Global (DJSI), THSI (SET), SASB, WEF Risk Report, CDP, Ecovadis, MSCI and Refinitiv to determine preliminary key issues.

## 2. Identify actual and potential impacts

The Company uses the list of sustainability issues it gathers to identify the actual and potential future impacts of the issues on the economy, the environment and stakeholders, including the impact on human rights both positive and negative in both the short term and in the long term that covers all activities of the Company's business operation throughout the value chain. The Company is made aware of stakeholder comments, interests, expectations, and concerns regarding said issues from every stakeholder group through online surveys via Microsoft Forms.

## 3. Assess the significance of impacts

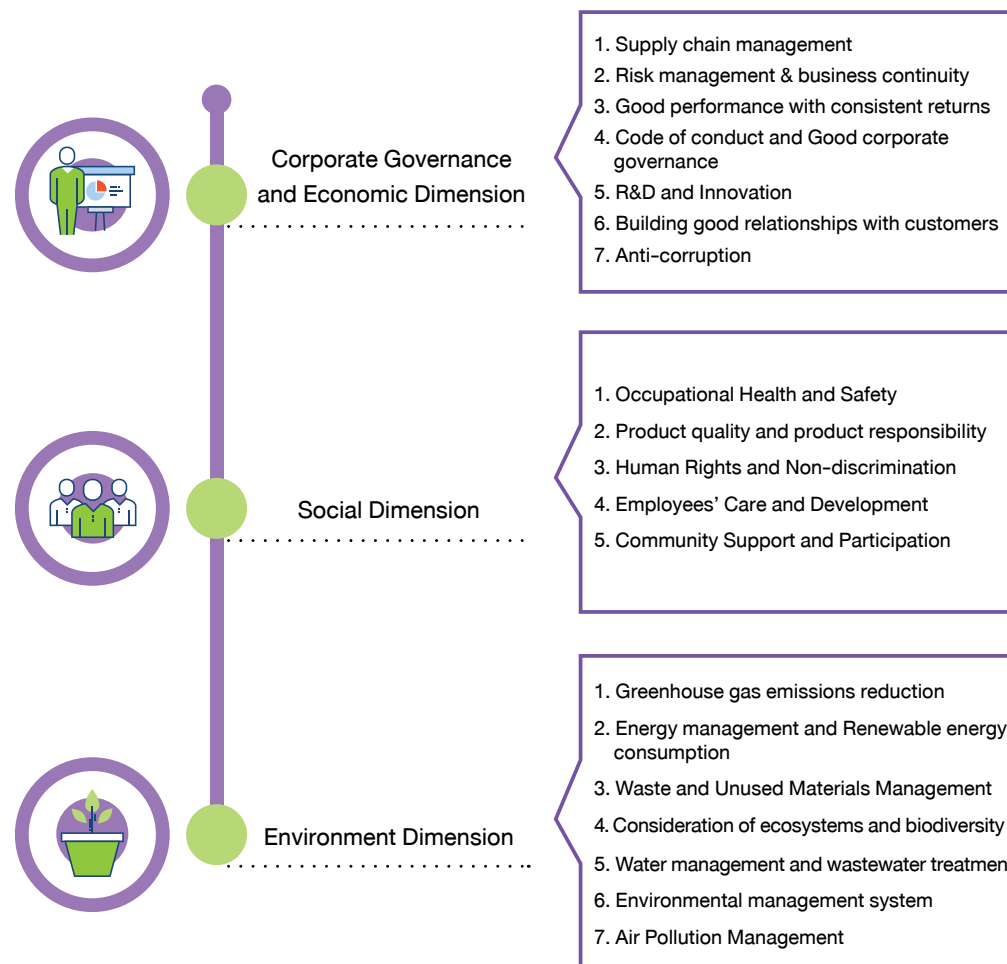
The Company then assesses the materiality of said sustainability issues and prioritizes their impacts in both positive and negative terms. The results from the analysis are then used to show the level of impact which will vary due to the severity, scale, scope, remediability and likelihood that are taken into account which will have different scores. The impact level to the Company is prioritized by the Sustainability Development Working Group and the negative impact score is used as a proxy for impacts in order to prioritize their significance.

## 4. Prioritize the most significant impacts for reporting

The Company presents key points obtained from the analysis and prioritization of the results of the survey of stakeholders and the level of impact for review by the Sustainability Development Working Group and to the Sustainability Development Committee (Disclosure 2-14) to consider the consistency of the key issue assessment results with the context, goals, and strategies of the Company for its approval to disclose such information.

From the selection process of material sustainability topics, it was found that there have been changes in the **corporate governance and economic dimensions**. The Company has reduced the issue of jointly developing trade partners/suppliers/outsources since this is under supply chain management. And for **social dimensions**, the Company has reduced the issue of complaint management because such issues are reported in the

topic of whistleblowing under the issue of anti-corruption, in order to render the reporting of performance results clearer and more concise. Therefore, there are 19 significant sustainability issues for the year 2023, which relate to business operations and is in the interests of stakeholders, of which the details are as follows:



Dimension	Materiality Topics	Stakeholders	Risk/Opportunity and the impact of materiality topics on the Company	Reporting content	Page
Corporate Governance and Economic	Supply chain management	Raw material supplier/ Rubber farmers, Business partners	Develop a framework and sustainable practice for our business partners and raw material supplier/ rubber farmers as well as create a traceability system in line with EUDR requirements to reduce risks from business partners' operations that may affect the Company as well as promoting the operations of business partners to achieve sustainable growth together with the Company.	– Supply Chain Management	70–79
	Risk management & business continuity	Shareholders, Customers/ Consumers, Business partners	Management of business risks, including preparing business continuity plan to deal with crises that may cause interruptions in business operations and managing emerging risks.	– Risk Management	56–69
	Good performance with consistent returns	Shareholders	Continuously building business growth/operating results and the stability of the Company's operations, as well as providing satisfactory returns to shareholders and distributing income to stakeholders appropriately.	– Business Overview and Economic Performance	37–38
	Code of conduct and Good corporate governance	Customers/Consumer, Raw material supplier/Rubber farmers, Government sector , Community	Follow the code of conduct business ethics, laws, and various related regulations both nationally and internationally to prevent legal disputes and build confidence among stakeholders, as well as create business growth and continuous business operations.	– Corporate Governance and Code of Conduct	39–52
	R&D and Innovation	Customers, Raw material supplier/Rubber farmers, Employee	Improvement of operational processes to be modern by introducing automation and Artificial intelligence to increase efficiency, reduce time and costs, including designing new products and services to meet customer needs and increase competitiveness in the market.	– Research, Development and Innovation	80–81
	Building good relationships with customers	Customers/Consumers	Retaining important customers and expanding the new customer base by building good relationships and satisfaction with customers to promote continuous business growth.	– Building Good Relationships with Customers	82–83
	Anti-corruption	Business partners, Raw material supplier/ Rubber farmers, Customers	Building confidence and transparency in business operations through anti-corruption initiatives in all forms and expansion of anti-corruption networks throughout the supply chain.	– Anti-Corruption and Whistleblowing	53–55
Social	Occupational Health and Safety	Employee, Business partners, Government sector, Community	Prevent and mitigate impacts on occupational health and safety at work both prevent loss of life and/or property, including complaints from stakeholders and build confidence to stakeholders in safety management, as well as building a good working environment.	– Occupational Health and Safety – Social Performance	85–91 151–152
	Product quality and product responsibility	Customers/Consumers	Placing emphasis on the continuous improvement of the quality and safety of products and services to prevent complaints about products and services and create utmost satisfaction for customers/consumers as well as applying the suggestions of stakeholders to improve and develop products and services to meet customer needs.	– Product Quality and Product Responsibility	83–84
	Human Rights and Non-discrimination	Employee, Customers/ Consumer, Suppliers, Raw material supplier/ Rubber farmers, Community	Announcing Human Rights and Non-Discrimination Policy, and conducting Human Rights Due Diligence (HRDD) in business processes to prevent impacts that may affect the business operations and reputation of the Company, including providing methods to prevent and mitigate human rights risks, to build confidence among stakeholders.	– Human Rights and Non-discrimination – Employees' Care and Development	92–97 98–106

Dimension	Materiality Topics	Stakeholders	Risk/Opportunity and the impact of materiality topics on the Company	Reporting content	Page
Social	Employees' Care and Development	Employee	Develop the knowledge and skills of employees so that they can work efficiently, contribute to driving the company's operations toward achieving its goals, such as improving work processes, reducing costs, or generating more income for the company, as well as attracting new talented employees to join the company.	– Employees' Care and Development – Social Performance	98-106 136-150
	Community Support and Participation	Community	Providing support and participation in local community to improving living conditions. Create shared value through social projects and activities to build confidence in business operations, including obtaining a social license to operate and preventing complaints from the community.	– Participation To Development Social and Communities	107-118
Environment	Greenhouse gas emissions reduction	Governance sector, Customer/consumer	Reducing greenhouse gas emissions from business operation to achieve the Company's goals and Thailand and World's greenhouse gas emissions reduction goals, including the management risks and impacts of climate change on business operations and increase competitiveness in the market.	– Climate Change and Energy Management – Environment Performance	121-123 154-155
	Energy management and Renewable energy consumption	Governance sector	Managing energy use for maximum efficiency, reducing non-renewable energy consumption and promoting the use of renewable energy to reduce energy costs and reduce greenhouse gas emissions.	– Climate Change and Energy Management – Environment Performance	121-123 153-154
	Waste and Unused Materials Management	Community, Governance sector	Managing waste and unused materials appropriately as required by law, also focusing on waste management in accordance with the 3Rs principle and the BCG Economy Model to reduce disposal costs and create new business opportunities by increasing the value of waste and unused materials.	– Waste and Unused Materials Management – Environment Performance	124-126 159-161
	Consideration of ecosystems and biodiversity	Governance/Private sector, Community	Protect ecosystems and biodiversity by inspection and do not buy raw materials that come from forest and any kinds of illegal to reduce the impact of non-compliance with laws and join in conservation by planting to increase green areas, releasing aquatic animals, etc.	– Consideration of Ecosystems and Biodiversity	127-128
	Water management and wastewater treatment	Community, Governance sector	Managing water use for maximum efficiency to reduce the impact and risk from increased water demand and managing wastewater to be of better quality than required by law to prevent violations of the law and complaints from the community.	– Sustainable Water Management – Wastewater Management – Environment Performance	129-130 131 156-158
	Environmental management system	Employee, Community, Governance sector	Establish stakeholder confidence through the implementation of a standardized environmental management system and the continual enhancement of environmental performance, thereby promoting eco-friendly production processes.	– Environmental Policy and Management	119-120
	Air Pollution Management	Community, Governance sector	Managing the air quality emission from the vents to be of better quality than required by law and managing odors from raw materials that may affect the air quality around the factory so as to prevent and reduce complaints from the community.	– Air Pollution Management – Environment Performance	132 155



## Membership of organizations for economic, social and environmental development

The Company has become members of various public and private organizations that contribute to the economic, social and environmental development of the natural rubber industry, and has participated in various activities and projects that support the implementation of the guidelines for sustainable development.



### Economic

Thai Rubber Association

Thai Latex Association

Thai Rubber Glove Manufacturers Association (TRGMA)

Thai Hevea Wood Association

The Federation of Thai Industries

Wood Processing Industry Club

The Federation of Thai Industries

The Federation of Thai Industries Provincial Chapter

International Rubber Association (IRA)

The Natural Rubber Policy Committee, Ministry of Agriculture and Cooperatives



International Rubber Consortium Limited (IRCO) established by the Government of Royal Kingdom of Thailand, Government of Republic of Indonesia and Government of Malaysia

SGX Rubber committee member, Singapore

Rubber Trade Association member of Singapore

Thai AEO Importer & Exporter Association

Department of International Trade Promotion, Ministry of Commerce

Thai Listed Companies Association

Collective Action Coalition Against Corruption (CAC)

Global Platform for Sustainable Natural Rubber (GPSNR)

International Rubber Study Group (IRSG)



### Social

UNICEF Thailand (CRBP)

CSR club, Thai Listed Company Association



### Environment

Water Institute for Sustainability, The Federation of Thai Industries

SNRI Member of Sustainable Natural Rubber Initiative (SNR-i)

Thailand Carbon Neutral Network (TCNN)



## Business Overview and Economic Performance



Revenue from sale of goods and services

**84,245** million baht



Revenue from sale of Natural Rubber Products

**65,008** million baht



Revenue from sale of Gloves Products

**19,035** million baht



Sales Volume of Natural Rubber Products

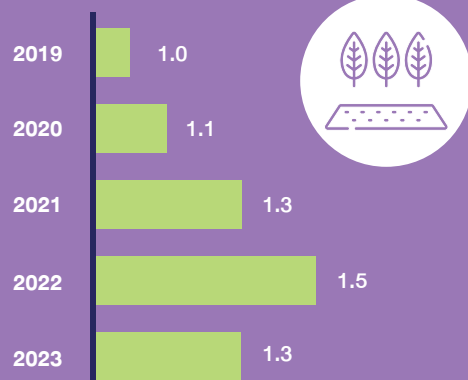
**1.3** million tons



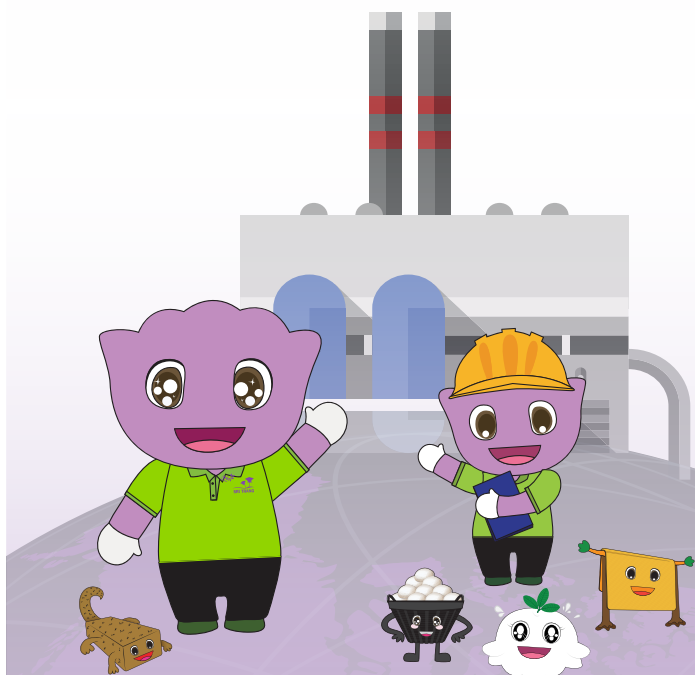
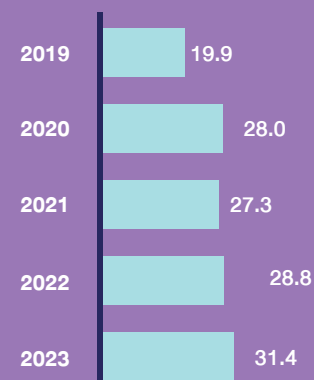
Sales Volume of Gloves Products

**31,384** million pieces

Sales Volume of Natural Rubber Products (million tons)



Sales Volume of Gloves Products (million pieces)

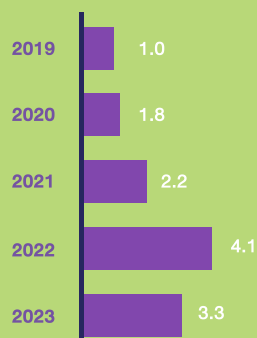


## Financial Information

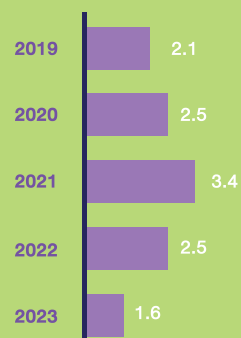
(Unit: million baht)	Y2019	Y2020	Y2021	Y2022	Y2023
<b>Statement of Comprehensive Income</b>					
Revenue from sale of goods and services	60,286	75,479	118,275	110,657	84,245
Earnings (loss) before interest, tax, depreciation, and amortization	3,274	20,505	32,440	10,391	3,985
Profit (loss) before tax	(68)	17,064	28,718	6,167	(527)
Profit (loss) attribute to owners of the Company	(149)	9,531	15,847	4,795	(434)
<b>Statement of Financial Position</b>					
Total assets	58,331	93,117	114,527	117,084	111,737
Total liabilities	32,842	39,720	49,479	47,897	43,591
Total equities	25,488	53,397	65,049	69,186	68,146

Note: The financial ratio is calculated referred to the guideline of Form 56-1 One Report preparation

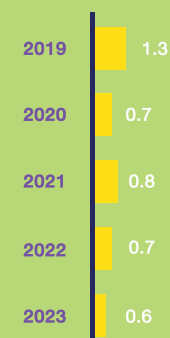
### Current Ratio (Times)



### Fixed Asset Turnover (Times)



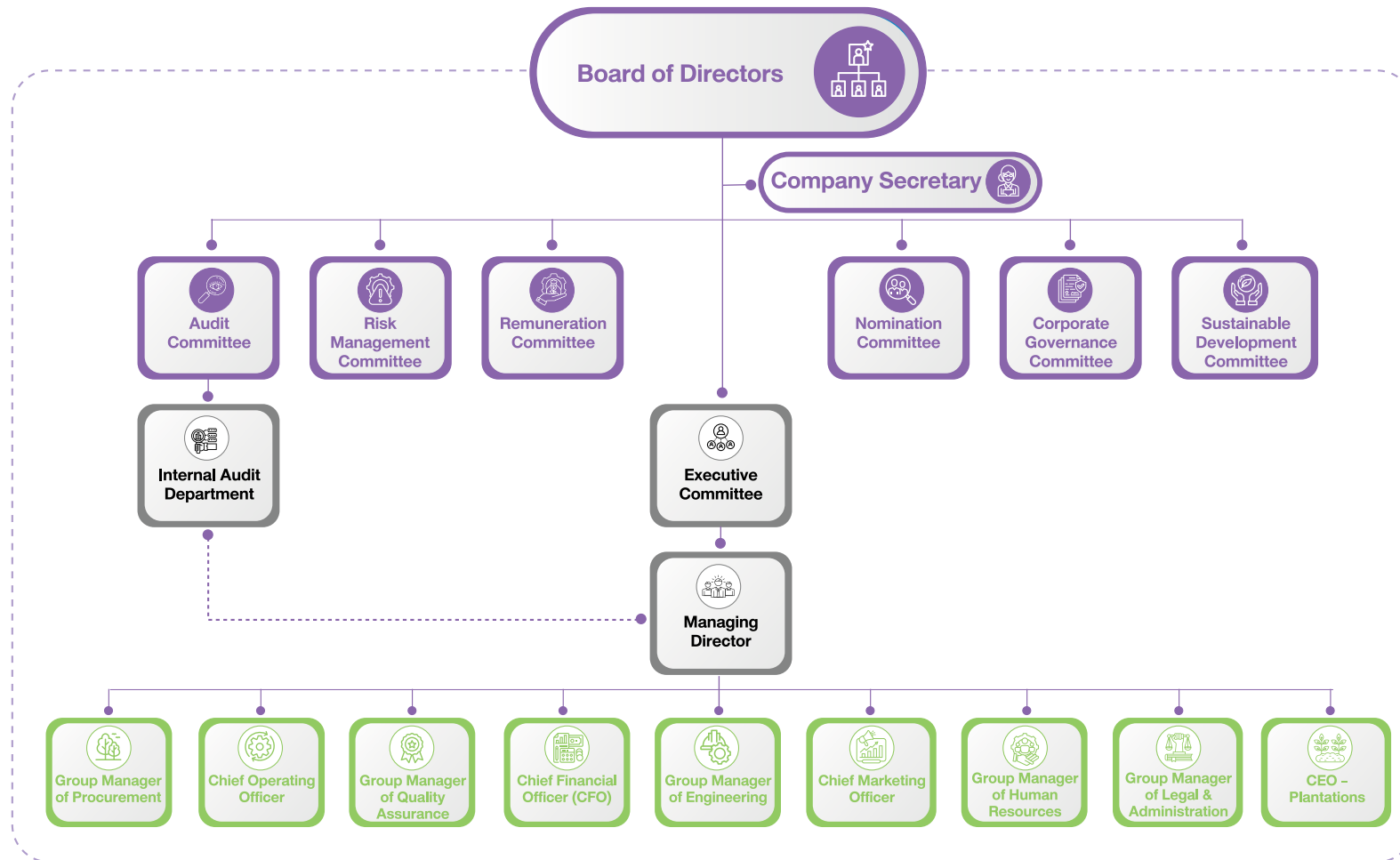
### Debt to Equity (Times)





## Corporate Governance and Code of Conduct

### Corporate Structure as of 31 December 2023



## Corporate Governance Policy

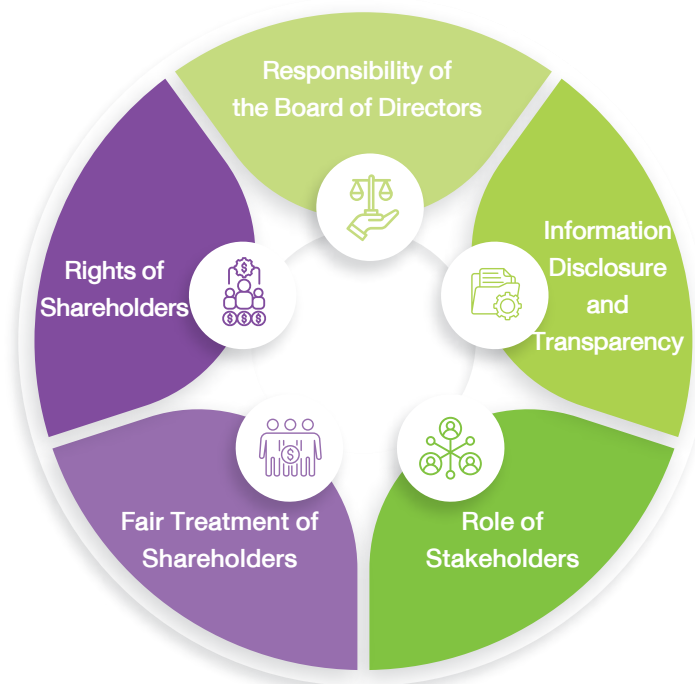
The Company has established a good corporate governance policy as one of the business policies aiming to improve business operation's efficiency and sustainable growth to build up the confidence of all shareholders, investors, and stakeholders. The Board of Directors of STA has adhered to the principles of good corporate governance outlined in the Corporate Governance Code 2017 (CG Code) issued by the Securities and Exchange Commission. The Company has also continually reviewed the recommendations from the Thai Institute of Directors Association (IOD) to amend and develop the policy to be always practical for the confidence of the Board of Directors of STA's efficient practices. The Company has acknowledged the guidelines for the corporate governance committee and adapted the revisions to the criteria for the Corporate Governance Report 2023 of the Thai Institute of Directors (IOD). The policy and regulations are reviewed on an annual basis.

The Board of Directors of STA has conducted the business operation appropriately and effectively following its objectives by utilizing expertise, diligence, conscientiousness, and due care to protect the interests of the Company and to comply with the laws, objectives, the Articles of Association of STA as well as the resolutions of the Board and shareholders' meeting. The roles and responsibilities of the Board of Directors of STA are all managed with due care, particularly in the process of decision making. Careful consideration is given using reasonable judgment based on honesty, transparency, ethics, and the concern of stakeholders as well as all aspects of the best interests of shareholders, as an organization leader that creates sustainable value for the business.

The Board of Directors has specified to monitoring the compliance on the policy and the communication to all employees through the internal intranet system (STA Family) and to the public on the Company's website under the topic of good corporate governance.

## Principles of Good Corporate Governance

STA has established and reviewed principles for good corporate governance following the Principle of Good Corporate Governance for Listed Companies as prescribed by the SET. The Principle of Good Corporate Governance is conducted by OECD Principles of Corporate Governance, consists of (1) Rights of Shareholders, (2) Fair Treatment of Shareholders, (3) Role of Stakeholders, (4) Information Disclosure and Transparency, (5) Responsibility of the Board of Directors. The details of the five principles of good corporate governance areas undergo a yearly review to ensure they are appropriate for the current business environment and can serve as cornerstone of the good corporate governance policy that meets international standards are as follows:



## 1. Rights of Shareholders

STA realizes that the main factors for building shareholders' trust and the confidence of STA's investment are the application of policies and operations that protect the fundamental rights of the shareholders, the sufficient and timely information, the inclusivity in attending the shareholders' meeting and expressing opinion, as well as the equality of all shareholders as prescribed by the laws and encouraging the shareholders to exercise their fundamental rights, for example;

- (1) Right to Receive Profit Sharing in the Form of Dividend
- (2) Right to Attend the Shareholders' Meeting
- (3) Right to Vote on Agenda Items in the Shareholders' Meeting
- (4) Equal Right to Express Opinions and Make Inquiries in the Shareholders' Meeting

## 2. Fair Treatment of Shareholders

STA has the policies of fair and equitable treatment to all groups of shareholders including institutional investors, foreign investors, and retail shareholders.

STA has established a channel of communication for minority shareholders to directly access information on various issues e.g. the activities of the Board of Directors, supervision of the operation, and auditing. Furthermore, minority shareholders may directly seek information from the Company Secretary of STA and the Investor Relations Office as following details:

- **The Audit Committee** | Email address: [auditcommittee@sritranggroup.com](mailto:auditcommittee@sritranggroup.com)
- **Company Secretary** | E-mail Address: [corporatesecretary@sritranggroup.com](mailto:corporatesecretary@sritranggroup.com)  
Tel. 0 2207 4590
- **Investor Relations** | E-mail Address: [ir@sritranggroup.com](mailto:ir@sritranggroup.com)  
Tel. 0 2207 4500 Ext. 1402 and 1404

## 3. Role of Stakeholders

STA fully realises that the growth and development of STA has resulted from the full support given by all interested parties. STA places importance on the rights of all stakeholders, both internal stakeholders such as personnel, staff members, and the Executives of STA and the subsidiaries and external stakeholders such as commercial partners ranging from the suppliers of raw materials to various groups of customers of finished products, financial institutions, government agencies that provide close co-operation, and finally, the shareholders of STA. In this regard, STA realises its responsibilities towards the above-mentioned stakeholders.

The followings are details of policies in connection with stakeholders:

### *Shareholders:*

STA is committed to be the representative of its shareholders in conducting its business operation in a transparent manner and having a reliable accounting and finance system that brings the highest satisfaction to shareholders by continuous considering the long-term, sustainable growth of STA and an adequate return.

### *Employees:*

The Company treats its employees equally and fairly by providing a good and safe working environment and adequate remuneration. Moreover, STA supports its employees in terms of providing the opportunity to develop knowledge, skills, and experiences for career improvement.

### *The use of Inside Information*

The Board of Directors oversees the use of inside information in accordance with the law and good corporate governance principles, which has been set out in writing in the policy for the use of inside information to prevent insider trading or seeking unlawful benefits.

### *Customers:*

STA is committed to creating customer satisfaction by producing quality products and delivering the products on a timely basis and maintaining a good sustainable relationship. A guideline for customer relations practice is included in the Code of Business Conduct under Conduct of Relations to the Customers.

**Business Partners:**

STA has the procurement policy to screen business partners and purchases goods and services from such business partners pursuant to commercial conditions. The Company always complies with the agreements entered with its business partners and strictly follows the laws and regulations. In addition, the Company establishes good business ethics aiming to encourage our business partners to run their business along with our ethics and practices, and this will be the opportunity both for the Company and business partners to contribute to social and environmental development to create sustainable growth together.

**Competitors:**

STA promotes and supports the policy of fair and free competition. STA will not take any actions that infringe or violate any laws related to commercial competition or that could cause harm reputation of its competitors.

**Creditors:**

STA complies with the conditions of loan agreements and provides accurate, transparent, and accountability information to creditors. Moreover, STA strictly adheres to the compliance with the prescribed conditions of the contract from creditors.

**Government Agencies and Related Organizations:**

STA strictly complies with various laws and regulations e.g. laws pertaining to the environment, safety, labour, tax management and accounting, as well as the government notifications relating to the business operations of STA.

**Society and Environment:**

STA is aware of and concerned about the safety, environment, and the quality of life of the people, and the importance of natural resources conservation, the promotion of energy sufficiency, the alternative use of natural resources to minimize the impact on society, the environment and people's quality of life to the greatest possible extent. As such, STA supports activities in the neighborhood community of the factories by providing the most efficient management of safety and environment.

**4. Information Disclosure and Transparency**

The Board of Directors of STA is responsible for the accurate, complete, clear, timely, and transparent disclosure of both significant financial and non-financial information of STA both Thai and English in balance and easy to understand form through STA's 56-1 One Report, and management discussion and analysis quarterly basis via easy-to-access channels, which reflects fairness and reliability at the same time of maintaining the commercial interest of STA so that the stakeholders are all equally able to receive information in compliance with the Securities and Exchange Commission, the Stock Exchange of Thailand, and the requirements of various regulators.

**5. Responsibility of the Board of Directors**

The Board of Directors of STA has the duty to understand and realize the responsibility under the principles of a good corporate governance leader company which consists of (1) Goals Determination, (2) Strategies and Policies Determination and Resource Allocation for Objective and Goals Achievement, (3) Monitor, Evaluating and Performance Reporting. The Board of Directors of STA oversees the business operation and the mission of STA to be following the approval given by shareholders, applicable laws, objectives, the Articles of Association of STA, and resolutions of the Board of Directors meeting and the shareholders meeting. The Board of Directors of STA must ensure that the Executives Directors perform their duties and exercise good business judgment in making business decisions and perform its duty with responsibility, due care, and loyalty in the best interests of the Company.

**Nomination and Appointment of Directors**

Nomination Committee has set directors selection criteria for the candidates to possess qualifications in accordance with the law and the specified criteria, which included experience, knowledge, and ability that will be beneficial to the Company, with no limitation in gender, race, ethnicity, nationality, or place of origin, as well as considering diversity and expertise as a whole by setting a target that at least 2 of the Directors must be female. The Company has prepared a Board Skill Matrix for consideration that the candidate's qualification is consistent with business operations and select persons to be nominated as Directors, Independent Directors, or the Audit Committee members to

propose to the Board of Directors and the shareholders' meeting to consider the election in accordance with the Company's Articles of Association.

#### ***Board of Directors' Independence from the Management***

STA separates the roles and responsibilities of the Board of Directors and the Management for ensuring the balance of power and authority. The Board of Directors is responsible for establishing policies and overseeing their consistency with the Company's primary business objectives and goals. The Management, on the other hand, is charged with administering day-to-day operations according to established policies with ethical business conduct, transparency, efficiency, and effectiveness, and reporting to the Board of Directors periodically as deemed appropriate.

#### ***Director Development***

The Company encourages and facilitates Directors to receive training or seminars in courses that are beneficial to their duties too be used as a guideline for continuous operational development.



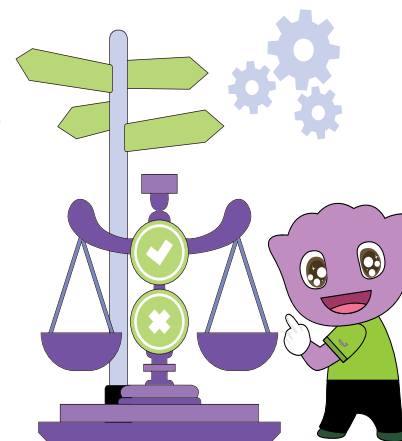
## **Code of Conduct**

In the review of Corporate Governance policy, the Board of Directors has defined the review on an annual basis. The policy is subject to annual review, revision, and approval by the Board and acts as a guideline for STA's directors, executives, and employees to comply to promote STA's business efficiency, management excellence, ethical business conduct, transparency, and accountability, with the ultimate goal of continuous improvement and elevation of STA's corporate governance system efficiency, instilling confidence among all stakeholder groups. STA's Code of Conduct is as follows;

- Responsibility to shareholders
- Relationship with customers
- Relationship with suppliers/ competitors
- Responsibility to employees
- Responsibility to social and environment

*(Please find more details on the Company's website <https://www.sritranggroup.com/en/cg/principles-ethics>)*

The Board of Directors is aware of human rights under the law and has established various policies such as policy on human rights and non-discrimination, anti-corruption policy and practices, and conflict of interest policy, insider information policy, as well as policies and practices concerning the non-infringement of intellectual property, policy to not get involved in politics, personal data protection policy, which have been published on the Company's website.



## The Board of Directors of STA

As of 31 December 2023,  
the Board of Directors of STA  
consists of

**12** directors  
with details as follows:

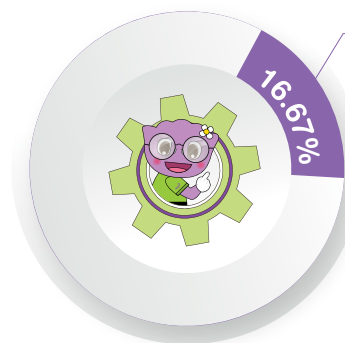
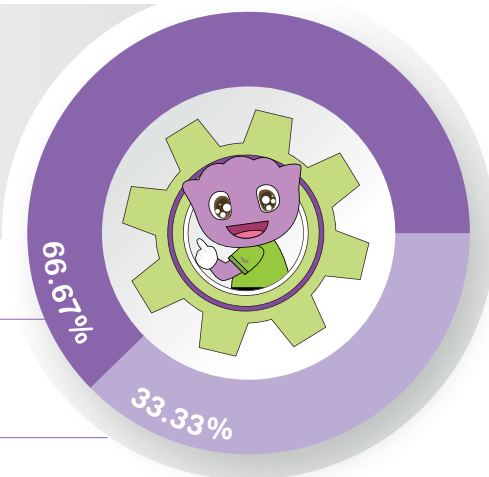
**Executive  
Directors**

**8**

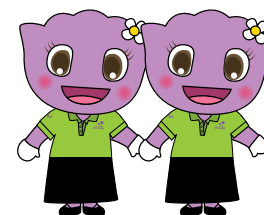
**Non-Executive  
Directors**

**4**

all of whom are independent



**2** female directors,  
all of whom are independent



Average Tenure of Directors in 2023 = **12** years

## Composition of the Board of Directors

Name	Position	Executive Director	Non- Executive Director	Indepen- dent Director
1. Mr. Viyavood Sincharoenkul	Chairman/ Chairman of the Executive Committee	✓		
2. Ms. Anusra Chittmittrapap	Vice Chairman/ Independent Director/ Chairman of the Audit Committee/ Chairman of the Corporate Governance Committee / Chairman of the Remuneration Committee		✓	✓
3. Mr. Veerasith Sinchareonkul	Director / Managing Director/ Chairman of the Risk Management Committee/ Chairman of the Sustainability Development Committee/ Member of the Corporate Governance Committee	✓		
4. Mr. Chaiyos Sincharoenkul	Director / Executive Director	✓		
5. Mr. Kitichai Sincharoenkul	Director/ Executive Director/ Member of the Nomination Committee	✓		

Name	Position	Executive Director	Non-Executive Director	Independent Director
6. Mr. Paul Sumade Lee	Director / Executive Director	✓		
7. Mr. Vitchaphol Sincharoenkul	Director / Executive Director/ Member of the Sustainability Development Committee	✓		
8. Mr. Patrawut Panitkul	Director / Executive Director/ Member of the Risk Management Committee	✓		
9. Mr. Chalernpop Khanjan	Director / Executive Director/ Member of the Risk Management Committee/ Member of the Sustainability Development Committee	✓		
10. Gen Thanasorn Pongarna	Independent Director/ Member of the Audit Committee/ Chairman of the Nomination Committee/ Member of the Remuneration Committee		✓	✓
11. Mr. Thanatip Upatising	Independent Director/ Member of the Corporate Governance Committee		✓	✓
12. Ms. Nongram Laohaareedilok	Independent Director/ Member of the Audit Committee/ Member of the Nomination Committee/ Member of the Remuneration Committee		✓	✓
Total Number of Directors		8 persons	4 persons	4 persons

Mrs. Pacharin Anuwongwattanachai is the Company Secretary

In 2023, the Board of Directors consisted of 12 members, with 4 independent directors, 2 of whom were women. The Board of Directors possesses skills in accordance with the business strategies of the Company through the Board Skill Matrix as well as diversity in educational background and experiences without other limitations.

In this regard, Directors of the Company have invaluable experience in accounting, finance, business administration, strategic planning, marketing, laws, foreign affairs, and rubber industry.

## Board Skills Matrix

Director	Education, Knowledge, Skill and Experience																		
	Work experience related to the company's business in agriculture and the rubber industry	Independent Director	Female Director	Business / Management	Account / Finance / Banking	Communication and Public Relations	Environment and Safety	Sustainability development	Good corporate governance	Economics	Engineering	Risk management and Crisis management	Marketing	Audit and Internal Audit	Information Technology and Cyber Security	Law	Human Resource Management	Political Science / Social Science	Research and Innovation
1. Dr. Viyavood Sincharoenkul	✓			✓			✓	✓	✓	✓		✓	✓						✓
2. Ms. Anusra Chittmittrapap		✓	✓	✓		✓	✓		✓			✓	✓	✓			✓		
3. Mr. Veerasith Sinchareonkul	✓			✓	✓	✓		✓	✓	✓		✓							
4. Mr. Chaiyos Sincharoenkul	✓			✓	✓		✓	✓	✓	✓	✓			✓				✓	
5. Mr. Kitichai Sincharoenkul	✓			✓	✓	✓	✓		✓	✓		✓				✓			
6. Mr. Lee Paul Sumade	✓				✓				✓	✓		✓	✓						
7. Mr. Vitchaphol Sincharoenkul	✓			✓	✓	✓			✓	✓			✓						
8. Mr. Patrawut Panitkul	✓			✓	✓				✓	✓				✓					
9. Mr. Chalernpop Khanjan							✓	✓	✓		✓	✓						✓	✓
10. Gen. Thanasorn Pongarna	✓	✓		✓		✓	✓	✓	✓		✓	✓		✓	✓		✓	✓	✓
11. Mr. Thanatip Upatising		✓		✓		✓	✓	✓	✓	✓		✓	✓				✓	✓	
12. Ms. Nongram Laohaareedilok		✓	✓	✓	✓			✓	✓			✓		✓			✓		

## The Sub-Committees

As of 31 December 2023, the sub-committees consist of the Executive Committee, the Audit Committee, the Nomination Committee, the Remuneration Committee, the Risk Management Committee, the Corporate Governance Committee, and the Sustainability Development Committee to help supervise and scrutinize important tasks, as well as give strategic opinions to the Board of Directors.

### (1) The Executive Committee

Name	Position
1. Mr. Viyavood Sincharoenkul	Chairman of Executive Committee
2. Mr. Veerasith Sinchareonkul	Managing Director
3. Mr. Chaiyos Sincharoenkul	Executive Director
4. Mr. Kitichai Sincharoenkul	Executive Director
5. Mr. Lee Paul Sumade	Executive Director
6. Mr. Vitchaphol Sincharoenkul	Executive Director
7. Mr. Patrawut Panitkul	Executive Director
8. Mr. Chalernpop Khanjan	Executive Director

### (2) The Audit Committee

Name	Position
1. Ms. Anusra Chittmittrapap	Chairman of the Audit Committee
2. Gen Thanasorn Pongarna	Member of the Audit Committee
3. Ms. Nongram Laohaareedilok	Member of the Audit Committee

### (3) The Nomination Committee

Name	Position
1. Gen Thanasorn Pongarna	Chairman of the Nomination Committee (Independent Director)
2. Ms. Nongram Laohaareedilok	Member of the Nomination Committee (Independent Director)
3. Mr. Kitichai Sincharoenkul	Member of the Nomination Committee (Executive Director)

### (4) The Remuneration Committee

Name	Position
1. Ms. Anusra Chittmittrapap	Chairman of the Remuneration Committee (Independent Director)
2. Gen Thanasorn Pongarna	Member of the Remuneration Committee (Independent Director)
3. Ms. Nongram Laohaareedilok	Member of the Remuneration Committee (Independent Director)

### (5) The Risk Management Committee

Name	Position
1. Mr. Veerasith Sinchareonkul	Chairman of the Risk Management Committee (Managing Director)
2. Mr. Chalernpop Khanjan	Member of the Risk Management Committee (Executive Director)
3. Mr. Patrawut Panitkul	Member of the Risk Management Committee (Executive Director)
4. Mr. Chaidet Pruksanusak	Member of the Risk Management Committee
5. Mr. Nattee Thiraputhbhokin	Member of the Risk Management Committee

## (6) The Corporate Governance Committee

Name	Position
1. Ms. Anusra Chittmittrapap	Chairman of the Corporate Governance Committee (Vice Chairman / Independent Director)
2. Mr. Thanatip Upatising	Member of Corporate Governance Committee (Independent Director)
3. Mr. Veerasith Sinchareonkul	Member of Corporate Governance Committee (Managing Director)

## (7) The Sustainable Development Committee

Name	Position
1. Mr. Veerasith Sinchareonkul	Chairman of the Sustainable Development Committee (Managing Director)
2. Mr. Vitchaphol Sincharoenkul	Member of the Sustainable Development Committee (Executive Director)
3. Mr. Chalernpop Khanjan	Member of the Sustainable Development Committee (Executive Director)
4. Mr. Nattee Thiraputhbhokin	Member of the Sustainable Development Committee

Ms. Thanravee Thanonworaphong is the Secretary of the Sustainable Development Committee.

### Scope of Duties and Responsibilities of the Sustainable Development Committee

1. To determine directions, policies, strategies, goals, plans, risks and opportunities for sustainable development covering environmental dimension, social dimension, and governance & economic dimension of the Company and propose to the Board of Directors;
2. To support and drive cooperation in operations regarding sustainability throughout the organization by advising and promoting the integration of sustainability performance into business strategies, risk assessment, and corporate plans for both short-term and long-term to achieve the organization's sustainability goals;

3. To review and recommend the Company's sustainability practices to be in line with best practices and international standards and up-to-date at all times, and propose such practices to the Board of Directors for consideration, improvement, and development.
4. To consider and approve the organization's annual sustainability issues in accordance with the needs and expectations of the stakeholders, external context, direction, and goals of the organization, as well as propose to the Board of Directors for approval, and assign the management to respond and follow up;
5. To follow up and summarize the sustainability performance of the organization and report progress to the Board of Directors at least once a year;
6. To oversee the disclosure of The Company's sustainability information through the Company's annual report and annual sustainability report;
7. To consider the appointment of a sustainability working group as it deems appropriate.
8. To supervise, inspect, and follow up on the Company's management operations related to climate change, including setting, reviewing, and improving related policies and/or guidelines, and managing said climate risks as well as giving consideration in setting guidelines and strategies for operations and activities to reduce greenhouse gas emissions.

The Sustainable Development Committee has established a Sustainability Development Working Group on 1 April 2022. The Working Group is responsible for implementing policies, conducting the Company's sustainability activities according to the policy, and follow up on the implementation of the plan and communicate important issues related to corporate sustainability to employees at all levels, so that employees are aware of sustainability issues that may affect the Company's goals.

## Assessment of the Board of Directors, Sub-Committees, and CEO

The Company arranges for the performance assessment of the Board of Directors both as a whole and individually, as well as the Sub-Committees and the President, then present the results at the Board of Directors' meeting annually. The assessments are to be used as a framework for auditing whether the Board of Directors has performed their duties completely, appropriately, within their scope of duties, and in accordance with good corporate governance principles. The committees that are subjected to the performance assessment are as follows:

- The Board of Directors (as a whole)
- The Board of Directors (individual)
- The Audit Committee
- The Nomination Committee
- The Remuneration Committee
- The Risk Management Committee
- The Corporate Governance Committee
- The Sustainable Development Committee
- Managing Director (CEO)

## Guidelines

The performance assessment of the Board of Directors is based on an assessment form prepared in accordance with the guidelines of the Stock Exchange of Thailand. In 2023, the Company reviewed and adapted the assessments in line with the criteria of the Thai Institute of Directors Association (IOD) and within the framework of the business and suit with the characteristics and structure of the Board of Directors. The result of the assessment is an important part for the improvement of the Board of Directors' duties and operations to be more efficient and effective in the future.



### The self-assessment of the Board of Directors (as a whole)

consists of 6 topics, as follows:



Structure and qualifications of the committee



Roles and responsibilities of the board



Board meetings



The board's performance of duties



Relationship with management



Self-development of directors

### The self-assessment of individual member of the Board of Directors

consists of 5 topics, as follows:



Personal features



Readiness to perform duties



Participation in meetings



Roles, duties and responsibilities



Relationship with the board of directors and management

## The performance assessment of the CEO

consists of 10 topics, as follows:



Leadership



Strategy  
Formulation



Strategy Implementation



Financial planning  
and results



Relationships with  
the Board of Directors



Relationships with  
external stakeholders



Management and  
Relationships with personnel

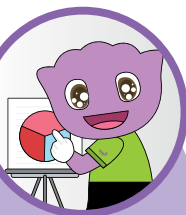
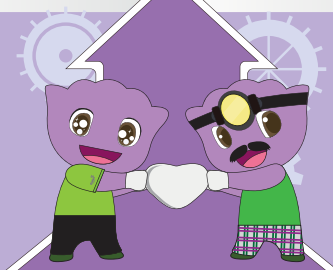


Succession



Knowledge regarding  
products and services

Personal  
qualifications



Scoring is done by indicating the opinions of each judge with a symbol (/ ) in the score boxes ranging from 0-4 in an assessment form, with levels ranging from strongly disagree to strongly agree or with no action taken to excellent action taken. Then, the total score is evaluated by calculating it as a percentage of the full score. The scoring criteria is as follows:

- Greater than or equal to 90 percent = Excellent
- Greater than or equal to 80 percent = Very good
- Greater than or equal to 70 percent = Good
- Greater than or equal to 60 percent = Fair
- Less than 60 percent = Poor

### Performance assessment process

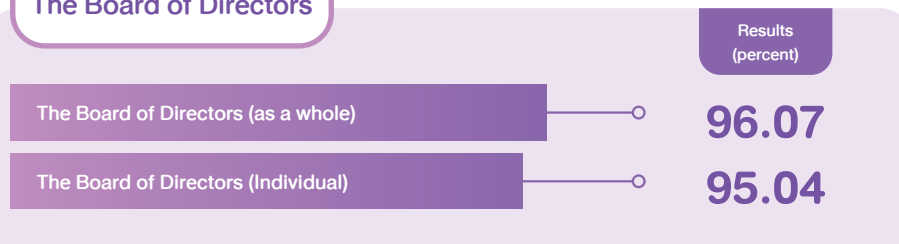
Company Secretary delivers performance assessment forms to all Directors for the purpose of assessing the performance of the Board of Directors and the Sub-Committees in which they hold the positions to assess the performance over the past year. Then,

Company Secretary will collect the completed assessment forms and summarize the results according to established criteria, and report the performance of all committees to the Company's Board of Directors.

In 2023, the Board of Directors, Sub-Committees, and the CEO's assessment results can be summarized as follows:



### The Board of Directors



### The Sub-Committee

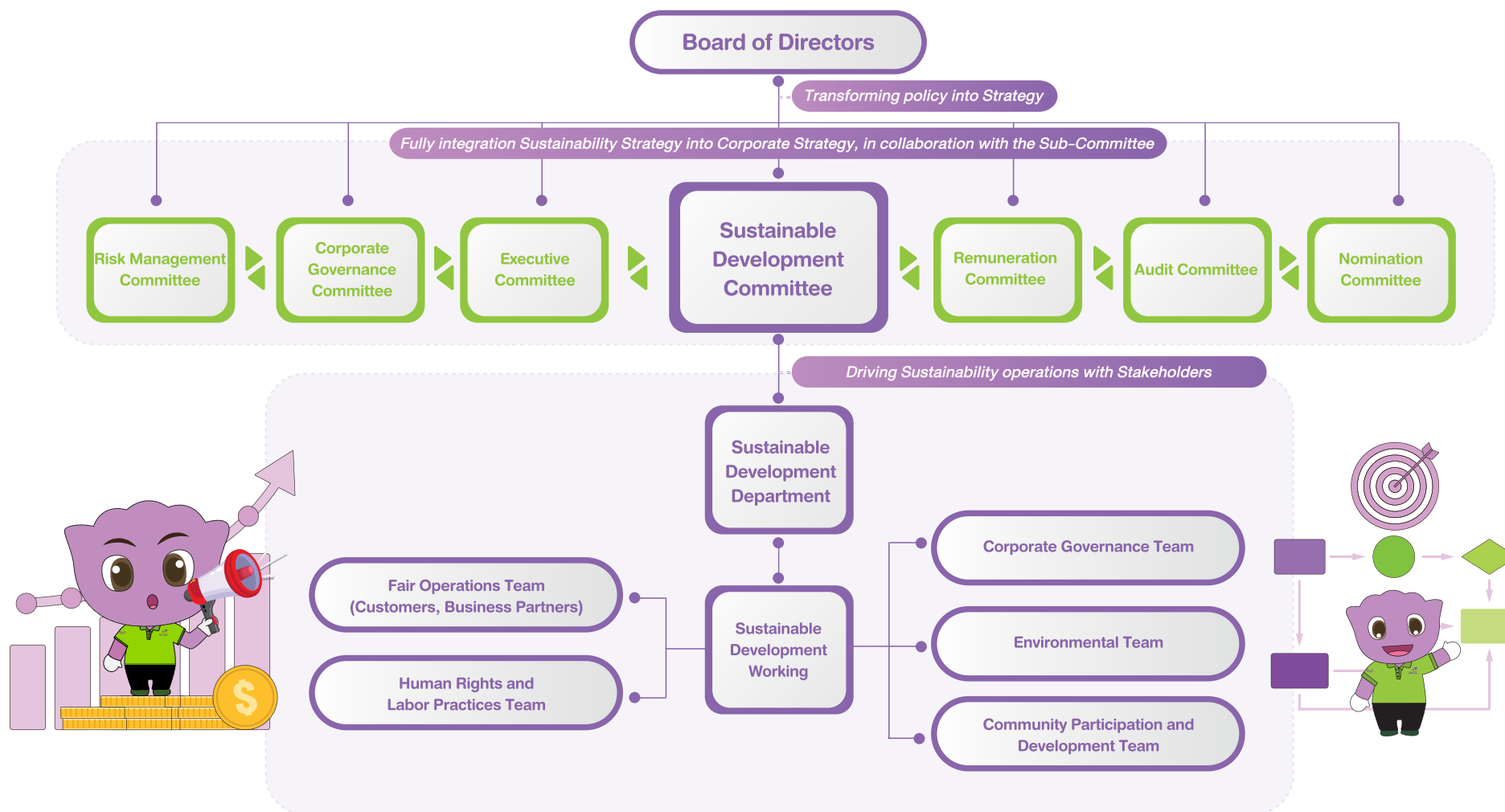


### Chief Executive Officer (CEO)



## Sustainability Management Structure

The Company has announced the “Corporate Sustainability Development Policy” and established a sustainability management structure whereby the Sustainable Development Committee of the Company was established which is responsible for overseeing and setting policies and goals through the “4Green” strategy into the operational plans of the organization to ensure that operations are carried out according to the vision and the set goals are achieved effectively, as well as being able to appropriately respond to the expectations of all 8 groups of the Company’s stakeholders.





## Anti-Corruption and Whistleblowing

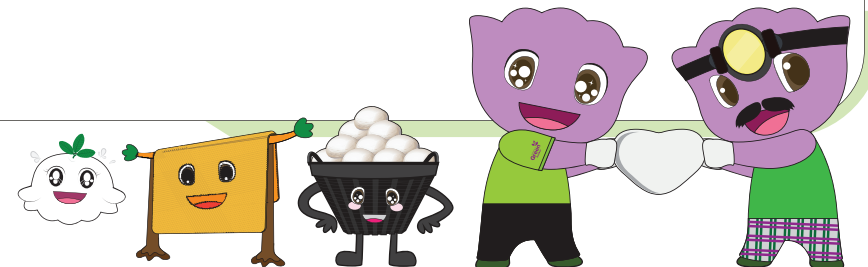
The Company places importance on good corporate governance for transparent and ethical operation and being against all forms of corruption. The Board of Directors has assigned the Corporate Governance Committee to be responsible for setting anti-corruption policies and monitoring compliance with such policies to promote transparency, accountability, and to build an ethical organizational culture to prevent corruption. In 2023, the Company carried out activities to enhance good governance, business ethics, and anti-corruption efforts as follows:



The Company reviewed its anti-corruption policy and communicated the policy to counteract corruption to the Board of Directors, Executives, and Employees via E-mail and intranet. The Company was also required an annual review of its anti-corruption policy to ensure its completeness and covers all risks of corruption in the Company's business operations, including bribery, political contributions, and charitable donations. The appropriate guidelines have been established to prevent risks that may arise from such activities.



The Company had been certified for renewing its participation in the Thai Private Sector Collective Action Against Corruption project in 2018. And from continuing to conduct business with transparency, the company has been certified to renew membership of CAC in 2021. In 2023, the company encouraged business partners to join in declaring their intentions with CAC, the company received the CAC Chang Agent award as a company that has expanded its transparent business network. Demonstrated ability to develop and improve operational processes with transparency and to set standards for business governance. This creates a business network with transparency, strength, and free from corruption. It also demonstrates the Company's commitment.





The Company provides training to the employees to create correct understanding and knowledge about anti-corruption policies through the **“Have A Good Days with STA Culture”** course. The target is to have 100 percent of employees receive training. In 2023, 100 percent of employees have undergone the training, and a knowledge test was given with 100 percent passing rate. This is to embed good governance, ethical values, and anti-corruption policies, preventing conflicts of interest, gift-receiving guidelines, whistleblowing, and protection for whistleblowers. This is to equip employees with the necessary understanding and knowledge to apply correctly.

The Company has announced a ‘No Gift Policy’ during the New Year holiday and any other occasions through the website [www.sriranggroup.com](http://www.sriranggroup.com) to express the intention and communicate to all stakeholders including business partners, customers, affiliated companies and other third parties.



The Company arranges risk assessments for fraud both inside and outside the organization in order to prevent and subjugate fraud by analyzing the risks of fraud cases that affect business operations, determining the level of risk importance, and appropriate measures for assessable risks and the results are reported to the relevant committee for acknowledgment.

The Company arranges internal audits to ensure that the established internal control and risk management systems help the Company achieves its goals, as well as monitors compliance with regulatory requirements and help find weaknesses in the control system in order to advise on developing an operating system to be efficient and effective, free from fraud, and in accordance with good corporate governance guidelines.

The policy on the anti-corruption is disclosed on the Company’s website (<https://www.sriranggroup.com/misc/cg/20231201-sta-anti-corruption-en.pdf>)

### Whistleblowing

The Company has committed to conducting business with transparency, integrity, and accountability. It is aligned with the principles of good governance and expects all stakeholders to report any incidents that may violate these principles in order to take corrective action. The Company has a policy for whistleblowing and protecting the whistleblowers to ensure that complaints are handled efficiently. The Company provides various channels for receiving complaints made by any stakeholders regarding any unethical actions, misbehavior, suspected violation of laws, regulations, and ethical business practices, corruption, as well as incorrect financial reporting and defective internal controls which may cause damage to the Company as well as establishing measures to protect complainants acting in good faith.

## Channels

Complaints can be submitted through the following channels;



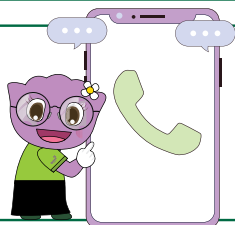
### Channel 1

By post or submit directly to Company Secretary, Sri Trang Agro-Industry Public Company Limited. 17Fl, Park Ventures Ecoplex, Unit 1701, 1707-1712 57 Wireless Road, Lumpini, Pathumwan, Bangkok 10330



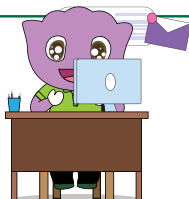
### Channel 2

By Telephone number +66 2207 4590



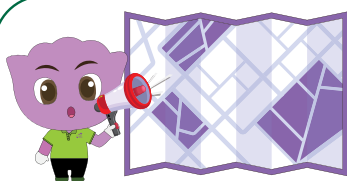
### Channel 3

By E-mail Address:  
corporate.secretary@sritranggroup.com



### Channel 4

By directly reporting to the units responsible for that issue



These whistleblowing channels are informed to our employees via internal training sessions and email, and are published on STA's website for external stakeholders to be acknowledge as well.

In 2023, The summary of complaints through these channels are as follows:

Types of Complaints	Number of Complaints
Corruption or Bribery	5
Discrimination or Harassment	-
Customer Privacy Data	-
Conflicts of Interest	-
Money Laundering or Insider Trading	-
Unethical Competition	4
Working Environment and Safety	-
Services/ Products	7
Unethical Behavior	-
Other	3

The company follows up on complaints according to the complaints procedure. In 2023, of the total complaints, 17 complaint cases have been completed according to the complaint dealing process, It was found to be a violation of the code of ethics. and corruption or committing 2 complaint about claiming benefits in the process of purchasing raw materials and purchasing general products. The company has taken punishment according to the procedures and measures have been established guidelines for improving work processes to be more efficient to prevent a similar incident from happening again.

In handling complaints, the relevant departments must complete the resolution within the specified period and all types of complaints must be responded to in time to show the awareness and seriousness of the Company's management.

The policy on the whistleblowing is disclosed on the Company's website (<https://www.sritranggroup.com/en/cg/good-cg/whistle-blowing>)



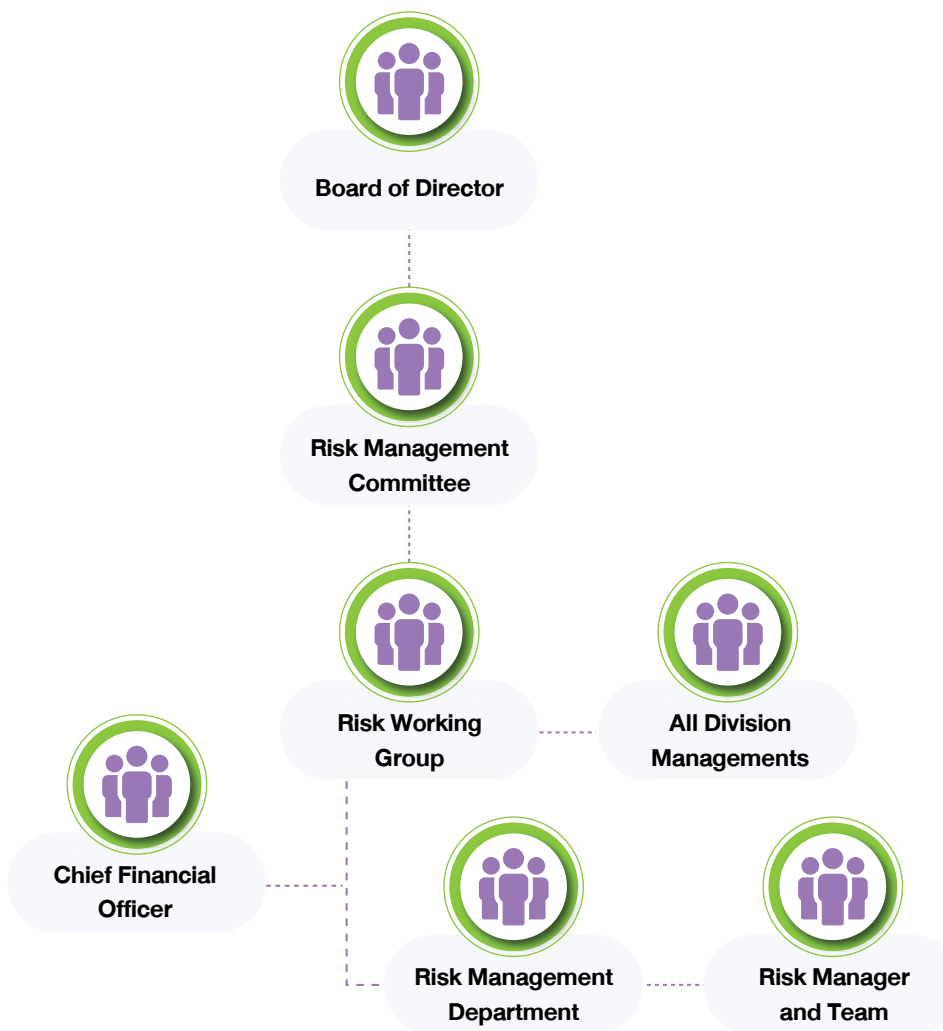
## Risk Management

### Policy and Risk Management Plan

Due to complex and rapidly changing business environment which may affect the ability to achieve the goal to drive the organization for sustainable successes, risk management is an important process that helps the Company to handle business uncertainty systematically, to create business potential, to increase business opportunities, and to support the achievement of short-term and long-term organization's goals as well as to build confidence and credibility to stakeholders.

The Company has a risk management structure consisting of the Risk Management Committee (RMC), responsible for determining the policy and framework as a guideline for practice among Sri Trang's group including supervision and support for risk management in various aspects to succeed at the overall organization and project levels. In addition, the RMC also sets up a Risk Working Group (RWG), consisting of executives from several departments, which is responsible for following-up risk management operations regularly to comply with the policy, objectives, risk appetite, and also operate by the Risk

Management Department, is an independent unite, the risk management framework approved by the Risk Management Committee. Moreover, the RWG's responsibility is to promote and cultivate employees at all levels to understand the importance of risk management and to be able to bring risk management concepts in practices to create as a corporate culture.



In addition, to increase management flexibility and align with business operation in various environments, the Company has established risk management at the level of business groups/lines or specific committees, for example;

#### Regulatory Affairs Committee

is responsible for effectively considering, controlling, managing, communicating, and providing information to government entities in the same direction without any conflicts and to comply with laws and regulations.

#### Working Team for Complying with Personal Data Protection Act

is responsible for ensuring work plans, guidelines, and practices to be complying with the Personal Data Protection Act.

#### Sustainable Development Committee

is responsible for conducting work plan and governing the Company's operations to be following the organization's sustainable development policy which cover environment, social and governance dimensions.

### Risk Management Performance

In 2023, the Risk Management Committee regularly held 4 meetings with a quorum and 1 special meeting. The key matters of the meeting are shown as follows;

- Considering, suggesting, and approving risk management including the preparation of yearly corporate risk management plan in order to align with the strategy, mission, and goals of the organization.

- Considering the Key Risk Indicator (KRI) to be used in the risk management process in terms of risk monitoring and risk reporting for management to use as information in determining measures to prevent and mitigate potential risks.
- Considering, suggesting in preparing a Business Continuity Management Plan (BCP) to cope with any incidents or crises including preventing and mitigating potential impacts.
- Reviewing the Risk Management Policy and the Risk Management Committee's charter to be in line with good practice, rules and regulations of the SEC and SET.
- Reporting the Risk Management Committee's performance to the Board of Director on a quarterly basis.

The Company has implemented a risk management system in accordance with international standards, COSO (The Committee of Sponsoring Organizations of the Treadway Commission) or ERM COSO (2017) to be applied along with several standards involved in the business. The Company has paid attention to manage 4 key risk factors namely strategic risks, operational risks, financial risks, and compliance risks as well as other emerging risks, ESG risk and project investment risks in each time horizon (Short term, Medium term and Long term) that may affect the achievement of the vision, mission, objectives, and goals of the Company, in case there is any improper management. Moreover, there is KRIs as a monitoring tool and evaluate risk status for preparation of contingency plans in a timely manner and promote a risk management culture by reviewing risk information at least once a quarter and reviewing the risk management plan annually.

## Risk Factors Affect the Company's Business

### 1. Risk factors Affect to Sri Trang Group



#### Strategic Risk

##### Natural Rubber Price Volatility

**Risk Description and Causes:** The Commodities includes natural rubber, which tends to have price fluctuations. which entrepreneurs in the natural rubber industry has limitations on harvesting time and changes in the price of natural rubber as mentioned. Factors, affect the price of natural rubber and natural rubber products sold by the company, are demand and supply of natural rubber, raw material price fluctuations, prices of crude oil, energy, oil-based chemicals and speculation in trading in the futures market (Commodity Future Exchange)

**Time Horizon:** Long Term (> 5 years)

#### Impact Analysis:

- Company's operating performance may be significantly reduced due to the income from the company's natural rubber products in the fiscal year end of December 31, 2023, the proportion is approximately 77 percent.
- Trading in the agricultural futures market (Commodity Future Exchange) may make rubber prices sensitive from speculation that in addition to regional and global economic factors.

**Risk Mitigation Plan:** The Company has a policy to manage risks arising from fluctuations in the price of natural rubber both managing the process of acquiring raw materials in quantity and price, expanding raw material purchasing centers and production to various regions of the world (**Global source**) such as Ivory Coast, along with using natural rubber trading contracts in the futures market and with product delivery, the contracts will be fair value as of the reporting date in the financial statements. In addition, the Company has implemented hedging accounting to reduce the impact of changes in fair value due to changes in the price of natural rubber. (Please find more details in Notes to Consolidated Financial Statements under item 4.21 and 36.1)

## Discrepancy between Growth in Demand for Natural Rubber and Expectations

**Risk Description and Causes:** The natural rubber and rubber gloves are products that are in demand from a wide variety of user groups in countries around the world. As a result, the amount of consumption demand and market expansion can change from many factors whether there are consumption behavior, trends, substitute products, changes in technology as well as rules and regulations, experiment in order to replace natural rubber in the event that the price of natural rubber increases. And the Food and Drug Administration (FDA) and in some country's announcement prohibiting the use of powdered rubber gloves in medicine, etc.

**Time Horizon:** Medium Term (> 3 – 5 years)

### Impact Analysis:

- Company's operating performance may be significantly reduced due to the income from the company's natural rubber products in the fiscal year end of December 31, 2023, the proportion is approximately 77 percent.
- The company may disadvantage of competition and market share in the long term from the inability to develop products to meet the needs of diverse consumers and the substitute products.

**Risk Mitigation Plan:** The Company is closely aware of changes that may affect the demand for consumption of natural rubber and rubber gloves and plan to manage risks to minimize the impact. For the natural rubber products, the company has produces rubber products, namely TSR, RSS, and LTX that have various usage characteristics according to customer needs, helping to alleviate risks that may arise from specific customer groups. In addition, the company has diversified risk by vertically integrated business model also allows us to against a negative impact on any part of our operations. Rubber Glove Products, the company manages such risks starting from our machinery can produce both latex and nitrile gloves, which allows us to timely adjust the proportion of glove production. We also have a variety of customer bases that have varying preferences and regulations. Our production and marketing strategies can be timely adjusted to respond to changing market demand.

## Operations and Investments in Foreign Countries

**Risk Description and Causes:** The company has operated and invested in many countries such as Thailand, Singapore, Indonesia, Vietnam, Myanmar, China, Philippines, Ivory Coast, and the United States. Therefore, the Company is exposed to risks associated in these countries from situations such as inflation, interest rate, economic conditions, insurgency military, conflict terrorism political, safety conditions, laws and regulations, import duties and other tariffs, natural disasters, foreign exchange bans or capital transfers or the seizure of private businesses or private property, etc.

**Time Horizon:** Long Term (> 5 years)

### Impact Analysis:

- Company's operating performance may be reduced significantly.
- The significantly affected by various circumstances in the country may make our business halted or disrupted.

**Risk Mitigation Plan:** The company has assessed the risks and closely follow operations performance, environmental conditions, and changes in related laws and regulations both domestically and abroad to assess opportunities, obstacles, and guidelines for appropriate operations to reduce the negative impact that may occur on the company.

## Dependence upon Services of Key Management

**Risk Description and Causes:** One important factor affecting the growth of the Company is the ability to recruitment, development and maintain the professional managements. Therefore, it depends on the Company's ability to retain key executives as well as develop and train new executives (Successor). If a member of experienced management team unable or unwilling to work in their position, the Company may not be able to find a suitable person to replace in appropriate time that may have a negative impact on the business. In addition, the process for recruiting new executives which must compete with other companies.

**Time Horizon:** Long Term (> 5 years)

### Impact Analysis:

- The company may not be able to recruit talents to support the company's expansion plans, which may have a negative impact on the business and the Company's performance significantly.

**Risk Mitigation Plan:** The Board of Directors has appointed a Nomination Committee to recruit and search for qualified candidates who could potentially assume positions as the Company's directors or executives to ensure that such persons will have the required knowledge, skills, and experience to carry out our business strategies. In addition, the company has established a personnel management process for important positions in the organization (**Succession Plan**), including appropriate **job rotation** to ensure that the management have a variety of skills suitable for the positions, such as developing leaders according to the **STA Development Program**, creating a performance evaluation system and compensation, which includes competitive benefits, as well as creating a career path system, etc.

## Operational Risk

### Factories or Production Disruption

**Risk Description and Causes:** The company's production requires a lot of necessary resources to the production factory can regularly operate. If there is a natural disaster, accident, epidemic, force majeure, labor or raw material shortage, disruptions in public utilities such as water supply, water recycle systems, electricity, and any other catastrophic events or events beyond the control of the company It can lead to disruptions or significant interruptions in operation business.

**Time Horizon:** Short Term (1 - 3 years)

### Impact Analysis:

- Company's performance may decrease significantly. In 2023, the company will not be affected by crisis or natural disasters that factories had to be significantly disrupted.

**Risk Mitigation Plan:** The Company has in place a **business continuity plan (BCP)** to ensure continuity of the Company's operations in the event of a contingency or any unforeseen circumstances that could disrupt the operations. However, having such plan in place merely ensures that the operations would continue, and any damage would be minimal. It does not necessarily mean that the operations would continue to run as smoothly as they would under normal circumstances. In addition, the Company has **industrial all risks insurance** to protect the business from any loss or damage that might result from a natural disaster or any unforeseen circumstance, as well as **business interruption insurance** to minimize the financial impact that could result from any disruption to operations.

## Information Technology Risk

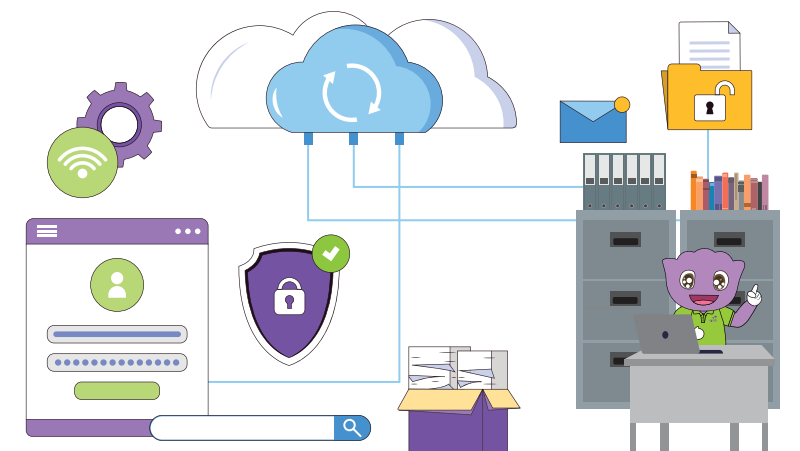
**Risk Description and Causes:** The rapidly changing business environment make the company has introduced innovation and new technology continuously to increase the organization's efficiency, including improve staff's knowledge and expertise to create business opportunities and adapt for changes that may occur in the future, such as using SAP system and the "SRI TRANG FRIENDS" application to facilitate the purchasing of natural rubber around the country and can help reducing the company's fixed costs in the long term, The increased reliance on digital technology may lead to IT Risk factors from operating networks that must be connected with internet, the various important information may be stolen or disrupted, which may affect the continuity of the business reliability and reputation of the company.

**Time Horizon:** Medium Term (> 3 - 5 years)

### Impact Analysis:

- Business operations may be interrupted due to cyberattacks, system failures, or important data leaks. In 2023, the Company has not found any incidents or trends of cyber threats or data leaks that are significant to business operations.

**Risk Mitigation Plan:** The company is aware of risks related to information technology and **cyber threats** and has established policies to manage various information technology risks by communicating via **intranet** for all executives and employees to know and practice. The data protection policy for third parties, employees, directors, and shareholders is disclosed to public, including the cookie usage policy. There is a data backup system (**DR Site**) emergency plan (**Disaster Recovery Plan**) to prepare for emergencies, including a security **incident management** plan for supervision. In practice we have arranged for monitoring, checking, and warning of abnormal cyber behavior and watch out for new threats by a risk assessment to plan for proactive prevention as well as drilling plans to deal with threat and recovery in the event of various unexpected events in a timely manner. In addition, the company has continuously raised awareness of cyber security among employees through **e-mails** and annual knowledge training to cultivate employees to be more careful in using information systems.



## Financial Risk

### Exchange Rate Volatility

**Risk Description and Causes:** While our financial report is shown in Thai Baht, our raw materials purchasing for natural rubber products are transacted in Thai Baht and Indonesian Rupiah, and our raw materials purchasing for gloves are transacted in Thai Baht and U.S. Dollar. However, approximately 85 percent of our total revenues is denominated in U.S. Dollars. (approximately 12 percent of our total revenues is denominated in Thai Baht.) Therefore, the fluctuations in the exchange rates between Thai Baht, Indonesian Rupiah, U.S. Dollars, or other currencies, could adversely affect our business, financial position, and operating results. Any fluctuations in the exchange rates between Thai Baht, Indonesian Rupiah, and Malaysian Ringgit could adversely affect our price competitiveness to other natural rubber and glove producers from Indonesia and Malaysia, respectively.

**Time Horizon:** Short Term (1 - 3 years)

**Impact Analysis:**

- Costs increase and the Company's performance may be significantly reduced due to income from sales to foreign customers in the fiscal year end, December 31, 2023, the proportion is approximately 88 percent.

**Risk Mitigation Plan:** The Company has attempted to mitigate foreign exchange risks by using financial derivatives to hedge our foreign exchange exposure arising from the purchase and sale of products in currencies other than Thai Baht. Such derivatives are recorded at their fair value on the date of the statement of financial position. In addition, the Company has adopted cash flow hedge accounting in order to reduce the effect of changes in fair value due to exchange rate movement. (Please find more details in Notes to Consolidated Financial Statements under item 4.21 and 36.1.)

## Compliance Risk

### Illegal and Corruption Risk

**Risk Description and Causes:** The group of companies operate comply with the law and regulations both within Thailand and abroad, the Company must comply with laws and regulations in many countries. Therefore, failure to comply or partially comply with the laws, regulations, and policies of each country as well as corruption, it may affect the reputation of the company and lead to punishment and fines or loss of business opportunities. The legal process can be taking a long time and expensive. It is also possible that these regulations and/or social practices may be more strictness in the future.

**Time Horizon:** Long Term (> 5 years)

**Impact Analysis:**

- It may affect to the Company's performance, reputation, and business opportunities if the group of companies unable to comply with laws and regulations. In 2023, no significant issues were related to corruption.
- Expenses and fines are very high value that may affect to the Company's performance decrease significantly.

**Risk Mitigation Plan:** The Company has established a business unit that is responsible for monitoring and controlling the amendments of the relevant laws and regulations, including assessing and monitoring risks related to fraud within the organization. The unit will then analyze the impacts on the Company's operations and communicate to the managements and related business units to ensure that the Company will be able to conduct the business in compliance with the relevant laws and regulations. In addition, the Company has determined regulations and various schemes to ensure compliance with the relevant laws and regulations, such as the Good Corporate Governance and Business Ethics Handbook, the Anti-Corruption Policy, and the whistle-blower system as well as the annual review of compliance and regulations, etc.

## Government Intervention

**Risk Description and Causes:** When the rubber price falls to low level, government and related organization might implement intervention measures such as decreasing the natural rubber export quota to ease the drop in natural rubber price. However, the measures implemented may cause domestic natural rubber prices to be inconsistent with prices in the global markets or may cause the Company's sales volume to be inconsistent with market demand, which may impact the cost structure, revenue, and profit of the Company and industry.

**Time Horizon:** Short Term (1 – 3 years)

### Impact Analysis:

- If the company is unable to manage raw material costs and selling prices efficiently and in a timely manner It may have a negative impact on the Company's performance significantly.

**Risk Mitigation Plan:** The Company carefully manages its operations under the prevailing circumstances, taking account of the intervention by the Government or any other authorities. Having production facilities located in different strategic locations, both domestically and internationally, also enables us to maintain our competitiveness in the global market.

## 2. Environmental Social and Governance (ESG) Risk

### Environmental Risk

#### Water Management and Wastewater Treatment

**Risk Description and Causes:** In the current climate change and El Nino situation, there is a physical acute risk that has a significant impact on water management because the lack of seasonal rain and there is no rain in the upstream area, so the amount of water stored in the dam decreased, eventually resulting in a drought crisis. Then the amount of water may not be sufficient for use within the factory and nearby communities if the Company lacks an efficient water use management process consistent with the amount of demand for use or lack of effective monitoring and inspection processes for the quantity and quality of water use will likely put the factory in a water shortage situation or is a Water-stressed areas.

**Time Horizon:** Short Term (1 – 3 years)

**Nature of Risk:** Acute Risk

### Impact Analysis:

- The operations may be disrupted by drought and amount of water is not sufficient to meet the demand for use in the process. This may have a negative impact on the Company's performance significantly, in 2023 the company has a risk assessment of areas with very high level to water stress for 17 percent of the total production area.

**Risk Mitigation Plan:** The company has established a working group to monitor and report the situation of water use and storage within the factory on monthly, there is review and survey the area of the water reservoir plan, surface water sources and underground water source and recycled water source to determine the critical point and contingency plan for water use in each factory. In 2024, the company has set a goal to reduce water use by 40 percent compared to the base year 2019. The company has organized training course "Smart water management for sustainable development" by experts with specific expertise to encourage employees to know and aware of water conservation and prepare for the El Nino situation and manage water from all sources efficiently. To monitor the operational efficiency, we develop a shallow groundwater recharge system under "Shallow Groundwater Recharge Industry Project" of the Groundwater Development Fund Department of Groundwater Resources and the Federation of Thai Industries to encourage to use vacant space within the factory for development as a source for collecting rainwater and adding to the shallow groundwater level.

## Energy Management and Alternative Energy

**Risk Description and Causes:** Energy is important element in the operations and an important cost to the Company's performance. At the same time, the energy creates a continuous physical risk to the environment from the release of greenhouse gases from energy using in the production process if the company does not set strategies for energy management and choosing appropriate alternative energy, including developing innovations that help reduce energy use operations processes. It may cause higher costs and negative impacts on the environment.

**Time Horizon:** Long Term (> 5 years)

**Nature of Risk:** Chronic Risk

### Impact Analysis:

- The Company may lose a competitive disadvantage due to higher production costs than competitors.
- Business operations may be disrupted due to insufficient energy situations from over-reliance on core energy.
- The company may lose its reputation that is not support environmentally and expanding business with green innovations in energy.

**Risk Mitigation Plan:** The company studies, develops, and improves efficiency in the production process. Planning to maintenance of machinery so that production can be carried out at full efficiency under appropriate energy use or modifying machinery to be energy-saving equipment, such as using a **Turbo Blower** type aerator for the wastewater treatment system, it replaces the original **Root Blower** type aerator, it more energy efficient and efficient in waste treatment. The company also has a project to produce electricity from solar energy on a floating buoy (**Solar Floating**) and the roof (**Solar Rooftop**), it is a clean and renewable energy to reduce the use of fossil energy and greenhouse gas emissions.



## Social Risk

### Business Operations affect to Community and Society

**Risk Description and Causes:** Due to the Company Operate a production that may have environmental issues or affect to stakeholders, this may be complained from communities or government on issues, such as waste management remaining from the production process, management of water, air, odor pollution, environmental claims regarding the destruction of ecosystems or biodiversity, human rights, non-discrimination and inequality, occupational health and safety in the work area. In the future, rules and/or social practices may change or become stricter.

**Time Horizon:** Medium Term (> 3 - 5 years)

**Impact Analysis:**

- It may affect the reputation, fines of damages or disrupting or terminating the operations. In 2023, the company did not receive any significant complaints or penalties about an impact on the community and society.

**Risk Mitigation Plan:**

The company has migrated environmental and social risks through the ISO 14001 environmental management system by analyzing the organizational context (SWOT), including the expectations of stakeholders to identify and assess risks that may affect the company. The assessment can be classified as follows:

1. Resource management and pollution control focusing on environmentally friendly production, such as reducing the amount of water by using 100% recycle water in the process, using **biomass** as fuel energy, unaccepted any type of illegal wood as fuel and the **Integrated Biodiversity Assessment Tool (IBAT)** is used to assess biodiversity risks and impacts covering the Company's business activity areas. Including, measures to control and prevent pollution through technology to ensure accuracy and monitoring of the status of the pollution treatment system via an online that can be monitored and tracked at real time.
2. Complying with relevant laws, rules, regulations, the Company has established risk management measures, such as preparing a **procedure** to ensure systematic supervision and specify the group of companies must comply with relevant internal and external laws/regulations through work manuals and workshops. The Company has supervised compliance with the manual through **internal audit** and closely following the changes in laws and regulations related to the Company.
3. Set standards for managing complaints from customers, communities, employees, and stakeholders through the Whistleblowing channel as well as carrying out the community and social development activities, career development and living conditions, health in terms of helping disaster victims and the underprivileged and promoting a good environment, etc.

## Governance Risk

### Supply Chain Management

**Risk Description and Causes:** The company is the world's largest fully integrated producer and distributor of natural rubber, which must be operated jointly with many external partners, therefore we need to rely on efficient supply chain management to ensure continuity in the delivery of main raw materials for production, including raw rubber sheets, cup lump and field latex. If the company lacks a proper process, such as relying on a single or large rubber raw material trader, business ventures and cultivation that affect the environment or violate laws such as the EU Deforestation Regulation (EUDR) law or there is a conflict of interest between raw material traders and company representatives, it will make the company face with higher risks in supply chain management.

**Time Horizon:** Medium Term (> 3 - 5 years)

**Impact Analysis:**

- Company's performance may be significantly reduced from a shortage of main raw materials.
- The Company may lose reputation or be penalized from promoting environmentally harmful and illegal cultivation.
- Customers do not purchase products that are found to be at risk of non-conformity with EU Deforestation Regulation.

**Risk Mitigation Plan:** The company is aware the importance of effective supply chain management. Therefore, a fully integrated business model has been established from upstream, midstream to downstream, allowing the company have a variety of main products, including RSS, TSR, LTX and gloves, which diversify risk of the customer group. In 2023, no single customer who is not a related person accounted for more than 7 percent of our total sale volume of natural rubber products and 7 percent of our total sale volume of gloves. In addition, raw material management, the company has a strategy to build procurement network and set up production plants scattered in the southern, northern and northeastern, as well as expanding raw material purchasing centers and production to various regions of the world (**Global source**) such as Africa, Indonesia and Myanmar to ensure continuity of raw materials and production processes. **Supplier Relationships Management**, increase the number of rubber raw material traders and control amount of purchases per person to prevent monopoly or reliance on large trader. Internal audit process that controls and prevents conflicts of interest between raw material traders and company's representatives. The company is also able to trace back the source of rubber raw materials (**Traceability**) by setting up a working group to design and determine measures, such as a retrospective inspection system, **tracking** the process of each product and preparation for data reporting to ensure that the company and business partners do not carry out actions that affect the environment or commit illegal acts.

### 3. Emerging Risk

#### Climate Change Risks and Regulations, Standards, and Sustainability Goals

**Risk Description and Causes:** Climate Change, caused by global warming, is one of the environmental risks that impact to the Company's business in 2 dimensions; Physical Risks, which results from disasters, such as storms, unseasonal rain, floods, heat waves, or droughts, etc. and Transition Risks, which results from changing in policies, rules, or new regulations leading to a low-carbon society, such as CBAM, pushing consumption and production behavior to be more attentive to environment friendly. Including choosing green technology with a focus on reducing waste, emissions and greenhouse gases, the company must set guidelines for managing and dealing with climate change to alleviate the impact from production that may affect production costs, competitiveness, and sustainability of business in the future.

**Time Horizon:** Long Term (> 5 years)

**Nature of Risk:** Physical Risk and Transition Risk

##### Impact Analysis:

- Company's performance may be significantly reduced from the shortage of raw materials, which affects production.
- The Company may lose reputation or be penalized from promotes environmentally harmful and illegal cultivation of business partners.

##### Risk Mitigation Plan:

The Company has guidelines and continue to implement measures to reduce greenhouse gas emissions and cope with risks in the future as follows;

- Establish policy and framework as well as supporting investment in low carbon projects to enhance the amount of greenhouse gas emissions reduce to achieve the goal.
- **Carbon Footprint** preparation by find significant origins and implement measures to reduce the amount of greenhouse gas emissions, such as energy management and increase production efficiency.
- Increase the proportion of renewable energy usage.
- Join as a member of the **Thailand Carbon Neutral Network (TCNN)**, established by the Thailand Greenhouse Gas Management Organization (Public Organization).
- Participate in projects of the Greenhouse Gas Management Organization (**TGO**) such as **T-VER** and **LESS**
- Follow up performance and review strategies for reducing greenhouse gas emissions, then improve operations to be consistent with policies, rules, and regulations that is emerging or continuously change.
- Establish business continuity policies and manual to deal with physical risks that may occur and result in sudden business disruptions.

**Opportunity Analysis:** The company is still committed to research and develop innovations and new production knowledge under environmentally friendly technology to reduce energy usage with reasonable production costs and reduce greenhouse gas emissions, including upstream business operations that are certified for amount of greenhouse gases reduced/absorbed (carbon credits). The Companies whose greenhouse gas emissions still exceed the standard still desire to purchase carbon credits to compensate for the portion of their greenhouse gas emissions.

## Disruptive Technology Risk

**Risk Description and Causes:** Nowadays, the rapid innovation and technological change (Disruptive Technology) is more influence because business uses new technology to increase efficiency in various operations and make competitive potential, so it necessary for entrepreneurs to adapt, including the quality of products, services, and the knowledge and abilities of personnel to keep up with the change. The advancement of technology is beginning a greater role in the natural rubber industry especially the production technology that allows entrepreneurs have lower costs in the long run, make a competitive advantage from being able to set low selling price, and reduce amount of unskilled labor that replaced by technology, which may cause widespread impacts. However, the development of technology in the Company still considers the impacts on the environment, community and society.

**Time Horizon:** Long Term (> 5 years)      **Nature of Risk:** Transition Risk

### Impact Analysis:

- Company's performance may be significantly reduced from competitors in the market have cheaper product costs.

**Risk Mitigation Plan:** The company has a continuous plan for innovation and technology development in production to increase efficiency in competition (production efficiency and cost reduction) under the principles of promoting sustainability and being environmentally friendly and added value for products. The Company also develop the employee to keep up with technological changes, including skill development, general knowledge, and specialized knowledge along with creating awareness of social and environmental responsibility.

**Opportunity Analysis:** The Company has studied and researched new projects with a determination to develop innovation and technology potential related to production processes to cover all product groups of the Company (RSS, TSR, LTX) to meet customer needs and sustainable environmental management leads to increased opportunities and competitiveness.

## 4. Investment and Project Risk

Investment, new projects, or new businesses of the company are always faced with a risk from improper resource management, inexperienced team or incorrect budget, complexity and uncertainty in the project structure, if there is a lack of good management, the project will not succeed as planned.

### Risk Mitigation Plan

In addition to considering the consistency of corporate strategy and return on investment, project investment risk management is another crucial component of business success. Therefore, every investment project must have a systematic risk analysis by the relevant business unit in each field and shall be considered and approved by the Board of Directors or related authorized personnel in order to ensure that the projects are implemented in accordance with defined plans and goals, and not affect the community and the environment.

## 5 Risks to Investment in Our Shares

### (1) Currency Fluctuation Risk for Shareholders Holding the Company's Shares on the SGX-ST

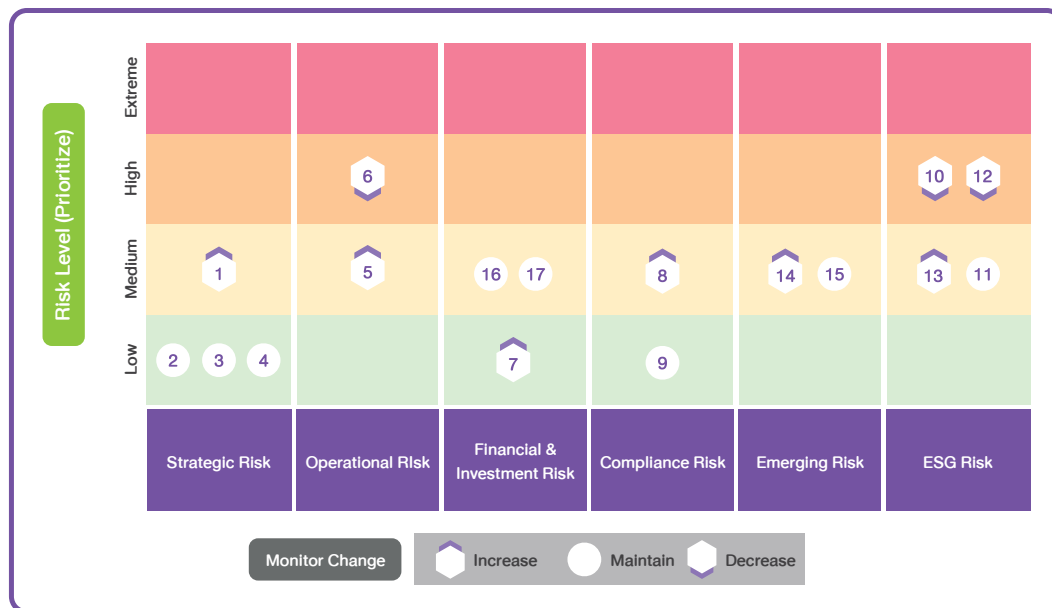
The Company's shares traded on the SGX-ST are denominated in Singapore Dollars, while dividends, if any, will be paid in Thai Baht. Shareholders who hold shares traded on the SGX-ST, therefore, bear currency risk arising from fluctuations of Singapore Dollars against Thai Baht.

#### Risk Mitigation Plan

In paying dividends to our shareholders of shares traded on the SGX-ST, the Company will set the convertible rate from Thai Baht to Singapore Dollars on the day nearest to the date of dividend payment to minimize the currency fluctuation risk.

Note: There are some risks that may be unknown to the Company and other risks that the Company currently considers to be immaterial. These risks could have an impact upon the operations of the Company in the future.

## 2.2 Risk Prioritize and Monitoring Change



#### Risk factors Affect to Sri Trang Group

1. Natural Rubber Price Volatility
2. Discrepancy between Growth in Demand for Natural Rubber and Expectations
3. Operations and Investments Abroad
4. Dependence upon Services of Key Management
5. Factories or Production Disruption
6. Information Technology Risk
7. Exchange Rate Volatility
8. Illegal and Corruption Risk
9. Government Intervention

#### ESG Risk

10. Water Management and Wastewater Treatment
11. Energy Management and Alternative Energy
12. Business Operations affect to Community and Society
13. Supply Chain Management

#### Emerging Risk

14. Climate Change Risks and Regulations, Standards, and Sustainability Goals
15. Disruptive Technology Risk

#### Investment Risk

16. Investment and Project Risk
17. Currency Fluctuation Risk for Shareholders Holding the Company's Shares on the SGX-ST





## Supply Chain Management

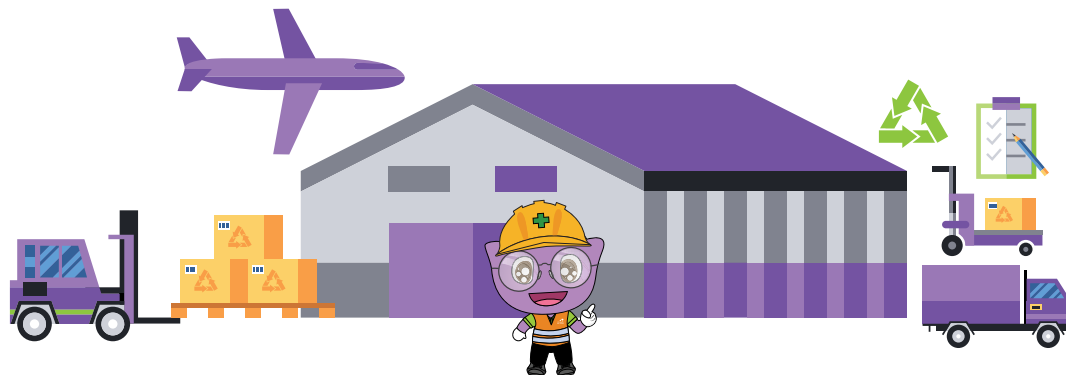
Responsible supply chain management is an essential factor in the efficient delivery of goods from production processes to consumers. It can reduce risks such as cost risks, raw material and inventory shortage risk, and business interruption risk, which directly affects business operations and the Company's image, as well as reducing the impact on stakeholders throughout the supply chain. Therefore, the Company places importance on management, from selecting potential business partners, providing an assessment and traceability, and covering diversity and equality, such as doing business with suppliers whose business owners are women and vulnerable communities, such as people with disabilities, as well as integrating sustainable development practices into business operations and taking into account social, environmental and corporate governance issues throughout the supply chain to increase opportunities, reduce risks and enhance the competitiveness of the business, and strengthen sustainable business partnerships and alliances.

In addition, the impact of the COVID-19 epidemic has resulted in the Company changing its operations throughout the supply chain to be more flexible and agile, such as managing the supply chain in a virtual online format with partners to adjust the supply chain management plan covering procurement of raw materials to delivery of products to consumers.

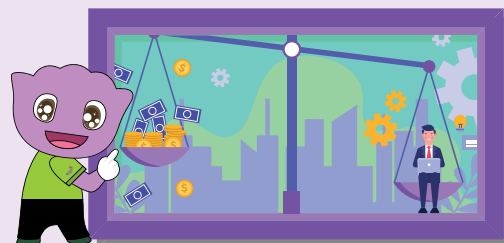
### General Purchasing

The Company has set the purchasing policy of Sri Trang Group to conform with the social responsibility policy and strictly adheres to the business code of conduct regarding trading partners and competitors to prevent monopoly, unfair competition and corruption, and to generate new sellers by establishing working guidelines for the organization and selecting running the business with partners who are socially responsible, such as green procurement, buy energy-saving equipment, have a non-child labor force, no forced labor or slave labor, no violation of human rights, fair employment, and common care of the environment as well as promoting knowledge and understanding for partners to be socially responsible. In the systems of **ISO9001, ISO 14001, ISO 45001, and BSCI Code of Conduct**, there is a supplier assessment covering social and environmental aspects while working in the Company's area and annual evaluations.

The Company prepared a Supplier Code of Conduct and Guidelines to promote business partners to conduct business in a sustainable manner and in accordance with the Company's business practices. The Company refers to the charter and standards recognized internationally, such as the International Labor Organization (ILO) and the United Nations World Agreement (UN Global Compact).

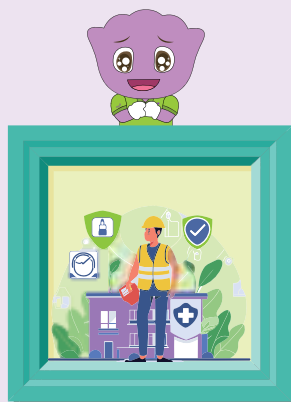


The practical guidelines for business partners are divided into four areas as follows:



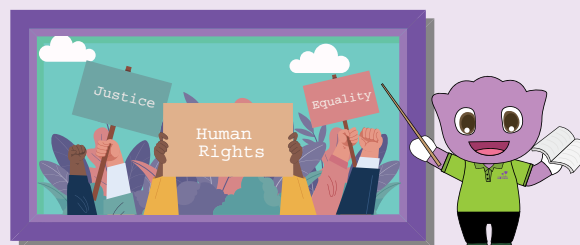
**Business Ethics**

Conducting business with accuracy, integrity, transparency and fairness; not taking any action that takes advantage of unfair competition; not engaging in any form of corruption, including all forms of bribery; timely delivery of products or services according to requirements; proper use of personal information; not disclosing confidential customer information; and risk management on economy, society and the environment.



**Safety and Occupational Health**

Emphasizing safety and working environments for employees and those who work in the Company's area by providing a safe and hygienic working environment, reducing and controlling the risk of accidents and potential health impacts that may arise from the operation, providing complete and appropriate personal protective equipment, and being prepared for emergencies.



**Implementations on Labor and Human Rights**

No child labor, slave labor, or forced labor; treating workers fairly without discrimination, including labor protections, paying compensation according to the rights and benefits employees are entitled to receive correctly and fairly, and respecting the right of freedom of association and participation in negotiations.



**Environmental Protection**

Complying with environmental regulations and laws, as well as various commitments, promoting the efficient use of natural resources, selecting sustainable materials, supplying sustainable energy sources, applying the 3Rs principles and the circular economy to waste management, being aware of factors affecting ecosystem diversity, and promoting the prevention of global warming problems and participating in climate change mitigation.

(The full version of the Supplier Code of Conduct and Guidelines is available at <https://www.sritranggroup.com/misc/cg/20211122-sta-supplier-code-of-conduct-en.pdf>)

## Supplier Assessment

Regarding the assessment of risks that may arise from suppliers, the Company groups significant suppliers that may affect the organization's operations to enable proper management. The Company has categorized suppliers by dividing significant suppliers based on the following criteria:

1. Be suppliers with high trading volume (divided by business partner group).
2. Be suppliers distributing raw materials and products and providing key services to the Company's business operating processes.
3. Be suppliers with a small number of partners in the future.

Based on the criteria, significant suppliers are divided into two main groups: Goods and Services. In selecting suppliers, the Company evaluates and chooses new suppliers based on assessment criteria covering social, such as labor, safety, environment, governance and business continuity management. For significant suppliers, the Company, in collaboration with the quality department and/or the sustainability department, conducts annual site visits to assess suppliers regarding social, environmental and governance issues, along with sending an assessment form to the suppliers for self-assessment at least once every two years. If any supplier is found to pose a high risk during self-assessment, the Company proactively conducts an audit to ascertain real risks, as well as provide training, knowledge, and advice for suppliers to understand and implement, thereby reducing risks associated with ongoing business operations.

For transparency in the procurement system, the Company has an internal audit system and an assessment of risks likely arising from corruption. If non-transparency or corruption is found, the Company will proceed with disciplinary action against that employee under the Company's regulations, and that trading partner or supplier will be blacklisted.

## Goals

- Tier 1 Suppliers who receive communication/training of Supplier Code of Conduct and Guidelines: 100 percent.
- Tier 1 Suppliers who have signed acknowledgment of Supplier Code of Conduct and Guidelines: 100 percent.
- Significant suppliers in Tier 1 were assessed for environment, social and governance (ESG) risk in their operating sites: 100 percent by 2030.



## Key Performances in 2023

Topics	Unit	2023
Total Suppliers	Number	2,215
<b>Supplier Classification</b>		
• Tier 1 Suppliers refer to suppliers who directly produce or provide services to the Company	Number	2,215
• Non-Tier 1 Suppliers refer to suppliers who produces or provides services to Tier 1 Suppliers	Number	0
• Significant Suppliers in Tier 1 refer to significant suppliers who directly produce or provide services to the Company	Number	935
• Significant Suppliers in non-Tier 1 refer to significant suppliers who produces or provides services to Tier 1 Suppliers	Number	0
Total spend on significant suppliers in Tier-1	%	89
Purchasing local products and services	Million Baht	543
Proportion of local purchasing of products and services	%	9.60
<b>Supplier Code of Conduct for Tier 1 Suppliers</b>		
• Tier 1 Suppliers receive communication/training	%	100
• Tier 1 Suppliers sign acknowledgment	%	100
<b>Sustainability Risk Management</b>		
• Suppliers who have been assessed for sustainability risks	%	100
• Significant suppliers in Tier 1 were assessed for environment, social and governance (ESG) risk in their operating sites	%	15
• Suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plans	Number	0
• Suppliers with substantial negative impacts that were terminated	Number	0
<b>Supplier Development</b>		
Suppliers Supported in Corrective Action Plan Implementation	%	15
Suppliers in Capacity Building Programs	%	15

## Supplier Development

The Company prioritizes education, potential development, and upgrading trading partners' production and service capabilities to meet standards, as well as encouraging social responsibility, clarification, and oversight of suppliers' respect for human rights, fair treatment of their workers, and social and environmental responsibility.

The Company provides communication, annual contractor training, study visits, partner meetings, and annual supplier assessments to provide advice, collaborate to solve problems, improve the quality of raw materials to meet the Company's requirements, and monitor and evaluate trading partners to jointly develop sustainable business operations.

### The implementation of the B2P system in the procurement process

The procurement and accounting department have jointly developed the project using the B2P system in the procurement process, utilizing Blockchain to increase work efficiency by bringing documents in procurement into the system such as PO, GR, Invoice, and Payment to reduce work time for relevant departments and reduce manual processes. Major changes to the implementation of the B2P system include:

- Receiving purchase orders: via the B2P system
- Invoice/Debit Note/Credit Note: Seller creates a document on the B2P system
- Receiving Payment: Receive weekly payments via bank transfer from the SCB
- Check the billing situation: The seller checks the status via the B2P website
- Dashboard: The seller checks information, invoice, and payment status from the system and uses the Dashboard for an overview

The project has been in operation since 2022 with 74 partners participating in the project, and has continued in 2023 with 40 partners participating in the project. It is geared toward digital transactions and development of automated processes to increase capabilities and reduce operating costs between the Company and its trading partners.

It can reduce the working time of employees in PO communication to suppliers, data entry, and invoice scanning by approximately 20% of the work process. This results in increased productivity. For the business partners of the Company, they directly benefit from the new billing process through the B2P system, which can create invoices in the system in real time and check the payment situation according to the payment schedule, including dashboard usage to see an overview.

## Natural Rubber Raw Materials Procurement

The Company also focuses on procuring natural rubber raw materials under the principles of fair trade, transparency, clear principles, and verifiability, supporting farmers to produce quality rubber free from impurities and properly store the rubber in order to obtain quality rubber that the factory requires, as well as promoting rubber farmers to have knowledge and understanding in doing the rubber business correctly according to academic principles. This will increase the productivity of rubber farmers, which will lead to additional income and sustainably improve the quality of life and livelihood of rubber farmers.

In natural rubber procurement, which is the main raw material in the Company's production process, the Company has prepared a Sustainable Natural Rubber Procurement Policy to serve as a practical guideline for natural rubber suppliers to conduct business sustainably, the same as the Company, as well as to prevent risks and impacts to the business, and to build confidence among rubber customers. In 2023, the Company has reviewed policy to be consistent with the **Global Platform for Sustainable Natural Rubber (GPSNR) Policy Framework** which covers guidelines for natural rubber suppliers on the following issues:



Sustainable Natural Rubber Procurement Policy		
Governance and Economic Dimension	Environmental Dimension	Social Dimension
<ol style="list-style-type: none"> <li>1. Good corporate governance</li> <li>2. Traceability and risk management</li> <li>3. Quality and productivity improvement</li> <li>4. Systems and Processes to Drive Effective Implementation of the Policy and the GPSNR Policy Framework</li> <li>5. Monitoring and Reporting on Progress Towards, and Conformance with the Policy and the GPSNR Policy Framework</li> </ol>	<ol style="list-style-type: none"> <li>6. Care for the environment</li> <li>7. Forest conservation</li> <li>8. Wetlands/peat</li> <li>9. Biodiversity and ecosystem conservation</li> <li>10. Water and soil management</li> <li>11. Efficient use of resources and waste management for maximum benefit</li> <li>12. Energy efficiency improvement and greenhouse gas reduction</li> <li>13. Air pollution and chemical management</li> </ol>	<ol style="list-style-type: none"> <li>14. Respect for human rights and non-discrimination</li> <li>15. Respect for the customary, traditional and communal land tenure rights of local communities and indigenous people</li> <li>16. Labor and working conditions</li> <li>17. Occupational safety and health</li> </ol>

The Company shall continue to communicate and monitor compliance with the Sustainable Natural Rubber Procurement Policy for natural rubber suppliers in order to assess operational risks of natural rubber suppliers in the supply chain and continue to improve and develop operations with natural rubber suppliers to be in line with the policy.

Since 2019, the Company has received certification for sustainable forest management standards in the rubber plantation business, from the upstream business to the downstream business, consisting of the FSC™-FM (Forest Management Certification) category, standards for sustainable forestry management in the rubber plantation business and FSC™-COC (Chain-of-Custody Certification) product chain management standards in the rubber plantation business, latex purchasing center, concentrated latex business and medical natural rubber gloves business. In 2023, the Company received FSC™-COC (Chain-of-Custody Certification) certification, product chain management standards for Standard Thai Rubber products of Phitsanulok factory. Undergoing said standards evaluation systems is assurance that the certified products are products that come from rubber plantations which are managed sustainably in accordance with internationally accepted principles.



# Time to expand!

STA was certified by FSC™ to ensure that our products come from responsibly managed forests that provide environmental, social and economic benefits.

After success in the glove businesss, we believe it is time to expand our supply of sustainable rubber in the tire industry and to facilitate the world's better transition to EV cars and greener vehicles.

Today, we are proud to announce that Sri Trang Phitsanulok Branch (BD6) can supply FSC™ – certified rubber (STR20) from now on.



## Sri Trang Phitsanulok Branch

We welcome all inquiries and opportunities for further collaboration with those who might have an interest in FSC™ – certified rubber. And we look forward to forming new strategic partnerships on achieving TSR FSC™ certified with you!



COC



Full Cap: 10,000

tons/mth



### Preparedness to accept the EU Deforestation Regulation

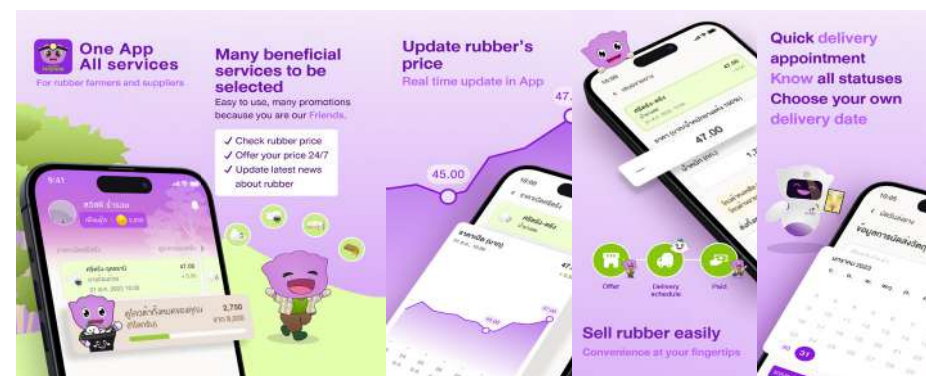
The Company is also preparing to deal with the EU Deforestation Regulation or EUDR, which is a regulation of the European Union (EU) that is expected to come into effect in 2024, announced in an effort to reduce the problem of forest destruction, deteriorating environmental problems as well as the problem of labor rights violations from the agricultural sector around the world, with developments as follows:

### “Sri Trang Friends” application, Sri Trang Friends Station Rubber Purchasing Program, and the Super Driver rubber transport services

The Company has created a business ecosystem, Sri Trang Ecosystem, which is traceable through the use of the applications “Sri Trang Friends” and “Sri Trang Friends Station”. The Sri Trang Friends application is considered an application that has revolutionized the Thai rubber industry to create rubber purchasing standards that are transparent, verifiable, equitable and fair to all sellers of rubber raw materials. There is also the development of new functionalities that can always meet the needs of rubber farmers and all rubber sellers **in accordance with the vision of the application that aims to be the ultimate tool to raise the quality in every dimension of the lives of farmers and people to connect amiably with each other and meet every need in a sustainable way.**



In 2023, the Company has developed functions for Sri Trang Friends application such as displaying historical price graphs, rubber offerings, setting rubber delivery transactions, checking past transaction history, applying for membership to sell rubber, articles and knowledge about rubber, checking on the weather, fun activities, campaigns, games, and collecting Friends Coins to exchange prizes or discounts from partner stores, etc. From the functionality that meets the needs of farmers and rubber traders, there will be **more than 50,000 users in 2023** who are both rubber farmers, rubber traders, and stakeholders in the Thai rubber industry.



The Company still plans for cooperation with business partners in various fields, to continuously develop functions and expand new services in accordance with the slogan of the application. **“One app completes all services for fellow rubber farmers”.**

In addition, the Sri Trang Group also has the “Sri Trang Friends Station” application that supports use in **2 main services**:

1. Sri Trang Friends Station rubber purchasing program for all rubber buyers to use in purchasing rubber within their own shops or businesses, in order to promote the Thai rubber industry by establishing guidelines for purchasing rubber that are standardized, reliable, and transparent.

2. Super Driver service is a service that helps facilitate or solve problems for people who are interested in selling rubber to the factories, especially rubber farmers, but they face problems with transportation or distance. Currently, Super Driver service can be called to pick up rubber from the plantations and deliver to the factory. Sale of rubber can be made directly to the factory by making a trading transaction through the Sri Trang Friend of Farmers application. This super driver service is creating a new career for rubber farmers and those with pickup trucks who are interested in applying can have a career and extra income from transporting rubber from other plantations to the factory, thereby generating income for farmers who sell rubber directly to the Sri Trang group.

In 2023, there are already 69 Super Drivers in 13 provinces, generating additional income for Super Drivers of more than THB 1,600,000 from picking up and delivering rubber from 484 farmers who are sellers, in line with the mission of the application that gives importance to developing the quality of life of farmers and the local populace while creating sustainable income growth and a better society as well.



The above operation is considered to have created a friendly business ecosystem that is stable and allows traceability back to the source of raw materials. It also creates sustainable income and societal growth. The Company continues to have plans to develop both applications and various services in response to all the needs of rubber farmers, partners in the natural rubber trade, stakeholders in its continuing effort to develop the Thai rubber industry sustainably.

Both applications can be downloaded from the App Store and Play Store and interested persons may also find details at [www.sritrangfriends.com](http://www.sritrangfriends.com) or make inquiries for further information or apply for the services at Line@SRITRANGFRIENDS or Facebook “ศรีตรัง เพื่อนชาวสวน - Sri Trang Friends” or phone 02-217-4522.

**SRI TRANG FRIENDS APPLICATION**  
One App All services for rubber farmers and suppliers

*Sell rubber easily,  
Convenience at  
your fingertips.*

Excellent for rubber  
purchasing with  
guaranteed standards.

Traders purchase rubber from  
Farmers via "Sri Trang Friends Station" App.

A new career, challenging you to join as  
a "Super Driver", hero of rubber farmers

**SUPER DRIVER**  
ฮีโร่ของชาวสวน

Hero of rubber  
farmers

Facebook: @Sritrangfriends  
Line: ศรีตรังเพื่อนชาวสวน  
Twitter: @Sritrangfriends



## Raw Material Suppliers and Rubber Farmers Development



Based on the Green Procurement approach that focuses on the procurement of clean rubber raw materials and giving importance to sustainability for natural rubber business partners. The Company encourages rubber raw material suppliers, cooperatives and rubber farmers to conduct business with environmental and social responsibility by providing knowledge and understanding of sustainable rubber business and the production of quality rubber along with reducing the impact on the environment and society. The Company operates through the “Sri Trang Friends” projects such as the “Good Quality Latex Creates Happiness” project, the “Bun Tuk Yang Tid Rang Srang Roi Yim” project, and the “Production of good quality cup lump rubber” project. These projects aim to reduce the use of improper cup lump rubber (Coagulant Agent) and encourage farmers to produce clean, safe, contaminant-free cup lump rubber. The project implementation covers the northeastern, northern, eastern, and southern regions by the procurement department and quality inspection department will visit rubber plantation farmers who are raw material suppliers to provide knowledge along with communicating the characteristics of rubber wanted and unwanted by the factory, including the impact of poor-quality rubber or unwanted by the factory. This annual operation is conducted under the Sri Trang Friends of Farmers Project. For more information, please refer to “Participation to Development Social and Communities”.

In addition, the Company sent officials as lecturers on the topic, “Rubber quality that factories require for a sustainable rubber trade” at the project seminar “**Stakeholders who Elevate Level of Service 2023**” organized by the Surat Thani Provincial Rubber Central Market Office. A total of 60 people attended the seminar, including rubber farmers, representative of the Rubber Farmers Institute and rubber business operators.



## Credit Term with Suppliers

Assignment of trade credit to each trading partner is prioritized by the Company. This ensures sustainable growth through collaborative partnerships within the supply chain, timely delivery of standardized products, and adherence to business ethics. The credit terms should be reflective of both the Company’s creditworthiness and its liquidity management capabilities of the Company and suppliers. Generally, the credit term of the Company maintains credit terms with suppliers within 30 days.

Credit Term	Average Credit Term in 2023
30 Day	20.4 Day



## Research, Development and Innovation

The Company has R&D projects covering all product groups such as Technically Specified Rubber (TSR), Ribbed Smoked Sheets (RSS), Concentrated Latex, and rubber glove products. The Company focuses on improving the efficiency of production processes and enhancing the quality of products to respond to customers' needs and sustainably manage the environment, which lead to an increase in opportunities and competitiveness for the Company. The Company has a research and development policy with 3 main objectives and goals as follows:

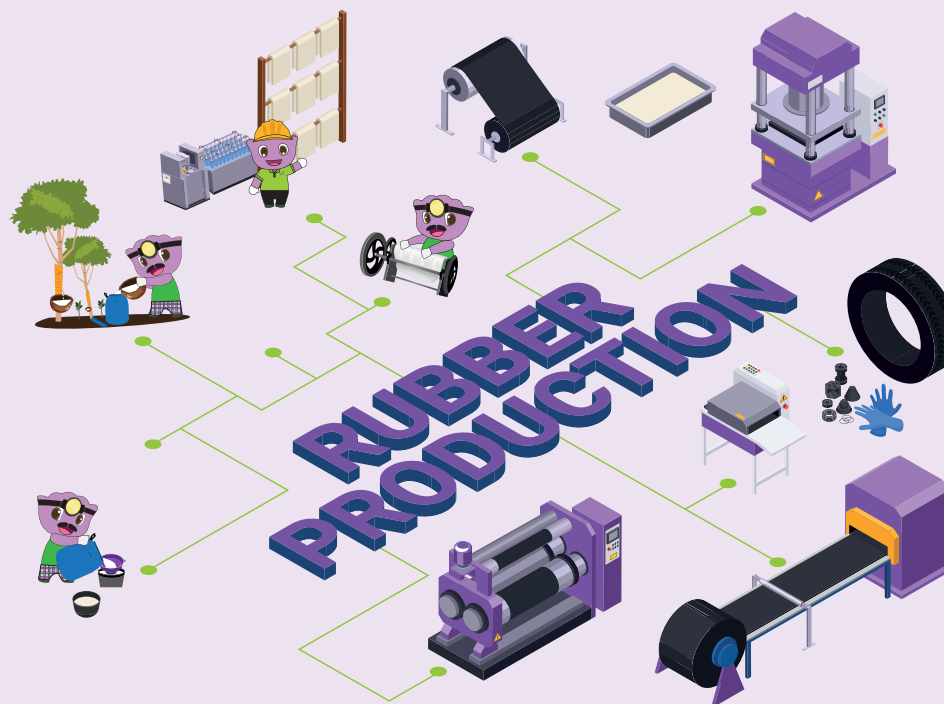


### Goal

Number of innovations in energy, production process, products and sustainability: at least 5 cases/year

Research and development policy, more detail

(<https://www.sritrangroup.com/misc/cg/20230726-sta-research-and-development-policy-en.pdf>)



### Performance in 2023

**72**

Projects

To enhance STA competitiveness (to increase productivity and reduce cost)

**9**

Projects

To promote the sustainable and environmentally friendly operation

**7**

Projects

To create business opportunities and support new businesses



**88\***

Total Projects

**70.1 million Baht**

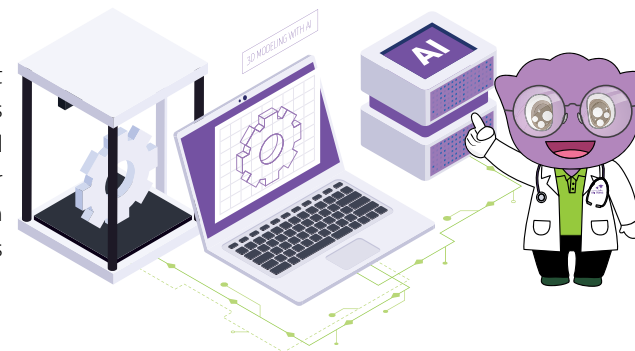
Total R&D expenses in 2023

Remark: \* The number of consecutive projects from the previous year is 31 projects.

## Outstanding innovation examples

### Innovation in artificial intelligence development for natural rubber and glove factories

In 2022, the success of research and development in automation and smart technologies were expanded and built upon. This led to the development of the Sri Trang AI Machine (SAM) project in 2023. The objective of the SAM project is to utilize digital technologies to transform work processes. This involves the development of artificial intelligence (AI) and the creation of automated control systems to produce TSR. The aim was to improve automated machinery efficiency for precise decision-making, reduced production costs, and enhanced competitiveness. All these projects were developed in collaboration with Premier System Engineering Co., Ltd., which is a subsidiary that specializes in engineering jobs such as machine design and installation, automatic systems, etc.



### Useful Soil Project

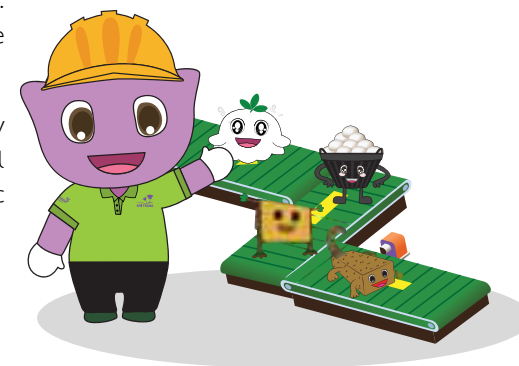
Sri Trang Agro Industry Public Company Limited in the Loei Branch, in collaboration with the Faculty of Science and Technology at Loei Rajabhat University, has upgraded the useful project. The project aims to develop a sludge, transforming sediment from washing tires into soil improvement materials using a special formula for sustainable rubber plantations. This sludge is mixed with local waste materials and undergoes a fermentation process following academic principles. Research and development results found that after tapping rubber, fertilizer usage can be reduced by 40.88 kilograms per rai, together with 12.5 kilograms of organic compost per tree per year, which can reduce the cost of purchasing fertilizer for maintaining rubber plantations.



### Innovation to add value to the natural rubber products

The Company has upgraded its research and development of natural rubber products by analyzing and developing both raw materials and final products in collaboration with the natural rubber research and innovation institute under Prince of Songkhla University and leading car tire rubber producers. Moreover, the quality control system has been improved to provide more accurate and faster test results, as well as improve product quality.

Furthermore, the Company prioritizes intellectual property development by registering patents with the Department of Intellectual Property (DIP). In 2023, the Company received a patent for the Robotic System for Pulling Rubber.





## Building Good Relationships with Customers

The Company has been abiding by **the Company's business ethics concerning customer relations**, with an aim to create the best satisfaction and confidence with the customers in receiving the best quality products and services, with the right prices. The department also provides complete and correct information about every product, on-time delivery, product guarantees as well as sufficient communications channels for customers to make complaints about the Company's products and services. The Company is responsible for collecting customers' information and maintaining confidentiality without wrongfully using such for the benefit of oneself and those involved. In addition, the Company also attaches importance to producing clean and safe products for customers as well as downstream industries, according to the quality, occupational health & safety, environmental and energy conservation policy.

In order to build the confidence of customers in terms of products and services, the Company invites customers to visit the Company's production facilities to provide customers with understanding as well as confidence in the operations and products of the Company, and to acknowledge the expectations and requirements of customers in order to further improve operations, products and services. Throughout the past business operations, there has never been any **complaints about the marketing communications and customer personal data** from the customers (Disclosure 417-2, 417-3, 418-1).

In addition, the Company's customers from many countries worldwide have prioritized ESG matters. The company has continuously communicated and responded to sustainability surveys from customers, utilizing the feedback to enhance its operations. In 2023, there were notable operational achievements, including:



### Joining the Global Platform for Sustainable Natural Rubber (GPSNR)

In order to demonstrate the intention and commitment to operating the natural rubber business under the sustainability policy, the Company has developed the Sri Trang Friends Platform and Sri Trang Friends Station Application to connect stakeholders in the rubber industry from upstream to downstream, to enable traceability from planting rubber trees to product delivery, thereby creating new standards for social responsibility and equality for all groups of stakeholders.



### Participating in the assessment and mapping of social and environmental risks throughout the natural rubber supply chain with the application "RUBBERWAY"

The Company has started risk assessments for 7 factories in Thailand, 2 factories in Indonesia, 3,618 smallholders, 692 intermediaries and 100% of the survey results recorded GPS location data. The Company plans to expand the survey to 100% according to customer needs.



### Launch of 2 new products

STR10 FSC100% and STR20 FSC100%.



## Customer Satisfaction Assessment

The Company conducts a survey and assessment of customer satisfaction annually, the results of which are evaluated to further develop the Company's products and services to better meet the needs of customers as much as possible. The Company's satisfaction assessment survey covers the accuracy and completeness of document, delivery, product quality, the response to complaints as well as the speed of replying to customers. The satisfaction survey will be delivered to the customer by the marketing department, analyzed and evaluation by the Quality Department then send the results to relevant department to improvement.



Years	Results
2021	83%
2022	87%
2023	87%

Based on the customer survey regarding assessment of business interruption risks, the Company has established and regularly reviewed a risk register that controls business interruption issues and proceeded to announce the Business Continuity Management Policy, appoint a working group, organize training on business continuity management system requirements ISO 22301:2019 for all employees, and organize training courses on

business continuity management to senior executives which included Risk Management & Business Impact Analysis, as well as creating business continuity procedures (BCP) and conducting drills at Thung Song branch as the pilot branch, which is expected to be completed in early 2024 and there are plans to expand to other branches.

## Product Quality and Product Responsibility

The Company pays attention to every detail of the production process and undertakes a strict quality control regimen in order for customers to receive quality products for safe use. The Company is also committed to reducing the environmental impacts of the products by choosing raw materials and other materials that are environmentally friendly, choosing to reuse materials that create low carbon footprint. Moreover, the Company is committed to not allowing the use of hazardous substances in our products in accordance with national and international laws and standards related to the use of chemicals, such as REACH Regulation, etc.

### Goals and Performance Regarding Product Quality and Product Responsibility



2023 Goals	2023 Performance
Zero cases of product recalls	0 cases
Zero percentage of detected prohibited substances in the product	0 percent

## Carbon Label Product Certification

The Company promotes products to be certified with the **Carbon Footprint of Product (CFP)** mark of the Greenhouse Gas Management (Public Organization) or TGO used as a database for developing products to further reduce greenhouse gas emissions in the future which is important information that is of interest to customers. In 2023, the Company has registered the Carbon Footprint of Product for 12 products.

## Handling Plastic Wrapping

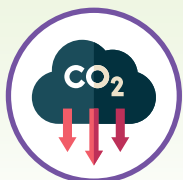
The Company is aware of the problem of large amounts of plastic waste being discarded and remaining in the environment which affects the abundance of the ecosystem. The Company has therefore chosen to use recycled plastic (Grade B plastic), Linear Low-Density Polyethylene (LLDPE), as much as possible to wrap products to reduce pollution from plastic waste. In 2023, the Company used a total of 1,401.59 tons of recycled plastic, which can help reduce greenhouse gas emissions by 2,993.24 tons of carbon dioxide equivalent.

In 2023



Used Recycled plastic

**1,401.59 tons**



Reduce Greenhouse gas emissions

**2,993.24 tons of carbon dioxide**



Note: The Emission Factor or CFP of Linear Low-Density Polyethylene (LLDPE) according to the Thai National LCI Database, TIIS-MTEC-NSTDA (with TGO electricity 2016-2018) is 2.1356 kgCO<sub>2</sub>e/kg.



## Occupational Health and Safety

Occupational health and safety is an essential aspect of sustainability in the Company's business operations. Improper safety management may result in the disruption of the production process, loss of life, property and the impact on the image and reputation of the Company as well as the Company's stakeholders. As a result, to manage risks that may affect stakeholders and the organization, particularly employees, contractors/trade partners, and surrounding communities, the Company has established an **Occupational Health & Safety Policy** that requires all employees and contractors to have a duty of care for the safety of themselves and their colleagues, including compliance with the law. The Company has adopted the ISO 45001:2018 Occupational Health and Safety Management System for the management (Disclosure 403-1) by setting objectives, goals, and management plans, regularly reviewing and tracking operating results. The Company sets up the Occupational Safety, Health and Working Environment Committee (OSH&E Committee) to perform supervisory duties and continually improve safety, occupational health, and work environment implementations, as well as setting occupational health and safety goals of the Company.

In 2023, the Company has 7 factories that have received ISO 45001 certification from external agencies, including the rubber sheet factory, Hat Yai branch, Trang branch, the rubber block factory, Sikao branch, Huai Nang branch, Sakon Nakhon branch, Udon Thani branch, and the concentrated latex factory, Hat Yai branch, with further plans to request additional certification in 2024 for 7 factories and set goals for the certification of the Company's block rubber product group to cover all branches by 2026.

Furthermore, the Company holds quarterly meetings on occupational health and safety in the natural rubber group and reports results to the Audit Committee. In this regard, the Company received an award for an outstanding model establishment in safety, occupational health, and working environment from the Department of Labor Protection and Welfare and has been certified as a disease-free, safe, physically and mentally healthy establishment by the Department of Health continuously in many branch factories. It confirms that we have efficient occupational health and safety management. In 2023, the company carried out the following operations;

### Hazard Identification Process, Risk Assessment, and Incident Investigations (Disclosure 403-2)

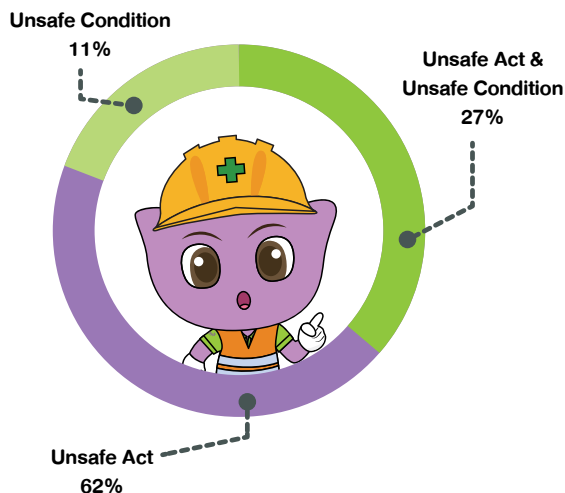
To proactively manage and prevent accidents and reduce risks that may cause serious accidents, including occupational diseases. The Company has carried out work-related hazard identification and assessment of occupational health and safety risks by covering both activities performed by employees and contractors. In identifying hazards, duties, nature of work, location, activities, and potential hazards are taken into account, including social factors, work design, past incidents, and changing work processes in order to prepare a risk control and established control measures to eliminate hazards and reduce risks at work following the Hierarchy of Controls. The Company also sets up a risk assessment and process review at least once a year in order to continually improve and develop the occupational health and safety management system.



The Company has also established procedures for dealing with physical or property incidents, including occupational diseases. Employees have to analyze hazards or abnormal events in the work process, investigate the root cause of the incident, and then define measures to effectively correct and prevent a recurrence, including continually improving safety management. Moreover, the Company organizes a monthly meeting of the safety working group of every branch factory to promote the creation of a safety culture in the Company group. The Company also communicates accidents through the RCS Application, an accident notification system within the Company group to be informed when an accident occurs at any branch in order to prepare and prevent the recurrence of accidents.

In 2023, the results of the safety risk assessment revealed that risks of high-consequence work-related injuries include chemical accidents, machines (belts, rollers), and fire. The working group has developed measures to control and reduce the risks by providing protective guards to prevent the rotating part of the machine, installing the safety switch system, training on the use of safety at work manual, and organizing a “Behavior Base Safety (BBS)” activity.

From the Company’s incident reporting and analyses, it was found that 62 percent of bodily accidents were caused by unsafe actions, 11 percent were caused by unsafe working conditions, and 27 percent were caused by unsafe actions and unsafe working conditions, as per the following details.



#### The top 5 unsafe acts are

1. Carelessness, incautiousness, absent-mindedness, haste in working
2. Working without personal protective equipment
3. Working with an incorrect method or procedure
4. Lack of good regulations, methods and control measures
5. Employee lacks knowledge and expertise or is a new employee or in a recently changed job

#### The top 5 unsafe conditions are

1. Defective machinery, tools or equipment
2. Incorrect factory layout or confined workspace
3. Machinery and equipment without guards
4. The factory floor is uneven, potholed, slippery, waterlogged and damaged
5. Unsafe working environments such as light, noise and heat

In addition to the issue of bodily accidents, fire is an incident that results in the loss of very high-value property. To raise safety and proactive prevention awareness regarding fire suppression in the factory, the Safety Center team has assessed the accident and fire preventive measures according to the manual of the Institute for the Promotion of Occupational Safety, Health, and Work Environment (public organization), which consists of four topics:

1. Fire prevention and suppression
2. Electrical radiator/boiler system that uses liquid as a heat conductor
3. Chemical safety
4. General safety related to fire

Findings from the evaluation showed that the Company's block rubber factory, rubber sheet factory and concentrated latex factory passed the evaluation criteria by more than 90 percent and the inspection team has prepared a plan to follow up on corrective actions and provide recommendations. In addition, the Company has undertaken a risk improvement survey in 2023 by the insurance department in collaboration with 8 TQM companies of which the implementation of the recommendations and improvements was subsequently followed up by the Occupational Health and Safety Department.



### Health and Occupational Health Services (Disclosure 403-3)

Apart from the importance of safety at work, the Company is aware of the care and prevention of health hazards of employees and those who work in the Company's area, which may have an environment that may cause health hazards. The Company has adopted a proactive occupational health process. It provides occupational medicine doctors to assess the health risks of employees and those who work by covering operations in all areas that lead to plan appropriate control and risk reduction measures. It also entails regular monitoring and measuring of various working conditions, such as light, sound, heat, dust, and chemicals. In the event that the measurement results do not meet the specified safety standards, the Company will take corrective and preventive measures to design and improve the work area to have a better environment and systematically monitor to make such measurements pass the specified standards.

The Company provides a hospital room for health services to employees and contractors working in the area. It also provides health checks for new employees before starting their work or a change in positions, an annual health check-up of employees, and health check-up according to risk factors by occupational medicine doctors, including providing safety officers acting for supervision, suggestions, and consultation to employees and contractors on issues related to occupational health and safety.



### Participation in Consulting and Communicating Information Related to Occupational Health and Safety (Disclosure 403-4)

The Company has appointed the Occupational Safety, Health and Working Environment Committee, a working group established by law in the workplace. The responsibilities of this committee are to promote employees' participation in occupational health and safety operations and risk management. It is the participation of representatives from the management team and employees collaborating to establish a safe and good working environment, including a continuous and consistent improvement and development of the occupational health and safety management system. The employee representative working group consists of employees at the operational level. The employees' representatives consist of operational staff elected from different lines to communicate with employees from all lines and levels. The working group is required to hold a meeting at least once a month to exchange information, provide feedback, and follow up on the progress of safety operations to improve operations continually and consistently.

The Company has also organized activities to promote safety and there is active communication so that employees at all levels can be well-informed, such as reporting safety behavior via BBS Observation card through the RCS Application to report risky behavior or safe behavior, answering monthly safety questions, 5S activities, KAIZEN QCC KYT and Safety Talk, etc. The Company has organized activities to create a culture of safety and environmental conservation for the 4<sup>th</sup> consecutive year in an online format concurrently in every factory branch between 1-20 May 2023 to create awareness and emphasize work safety for all employees. This promotes the creation of a safety culture in the organization which the Company has operated on a continuous basis.



### Occupational Health and Safety Training for Employees (Disclosure 403-5)

The Company provides occupational health and safety training to all employees and contractors before the start of work or job change by considering the necessary training courses according to work characteristics, work risks, and compliance the law, such as the course for safety officers at the supervisor level, basic firefighting training, first aid, proper and safe forklift and hand lift driving, safety training in the use of chemicals, electrical safety, and safety training for working in confined spaces. It also includes the formation of an emergency response team and annual training on emergency practical guidelines, such as fire suppression, fire evacuation, chemical spill suppression, responses to robbery and terrorism, and flood responses, and so on, in order to improve skills, knowledge, and understanding of what could be dangerous and lead to an accident, including methods for preventing and controlling hazards while working to raise awareness of conscious work so that employees and contractors can perform their duties safely. The Company will survey the need for training and prepare an annual training plan, including follow-up to have training according to the specified plan. The Company provides competent speakers according to various training courses, both outside and inside the organization, training evaluations as well as a systematic training record of all employees.

## Employee Health Promotion (Disclosure 403-6)

Since employees are an important resource of an organization, employee healthcare is an important issue for consideration by the organization. In addition to the training programs according to the action plan of the Occupational Health and Safety Department, the Company has encouraged employees to have access to medical services and arranged activities to promote health and hygiene as well as creating a healthcare culture in the organization to provide employees with a good quality of life as follows:

- Health and accident insurance for employees
- Annual employee health check
- Health check according to risk factors according to an occupational medicine doctor's advice
- Preliminary medical examination service at the company's hospital room free of charge
- Sports events within the Company
- Participated in various government programs that promote health and safety and received various awards such as the following:

▶ **Award of honor for outstanding model enterprise in safety, occupational health, and working environment 2023, National level (Gold level), the 2<sup>nd</sup> consecutive year;**

- Rubberland Products Company Limited: Hat Yai Branch

▶ **Award for Outstanding Model Business Establishment in Safety, Occupational Health, and Working Environment 2023 at the provincial level;**

- Sri Trang Agro-Industry Public Company Limited: Narathiwat Branch, Surat Thani Branch and Udon Thani Branch
- Rubberland Products Company Limited: Bueng Kan Branch and Mukdahan Branch
- Starlight Express Transport Company Limited
- Nam Hua Rubber Company Limited (STR and LTX Factory)

▶ **Disease-free, safe, physically and mentally happy workplace 2023**



### Gold level

- Sri Trang Agro-Industry Public Company Limited: Chiang Rai Branch, Pattani Branch, Thung Song Branch and Phitsanulok Branch
- Rubberland Products Company Limited: Mukdahan Branch

### Silver level

- Sri Trang Agro-Industry Public Company Limited: Kalasin Branch, Udon Thani Branch, Sakon Nakhon Branch, Loei Branch, Ubon Ratchathani Branch, Trang Branch, Sikao Branch, Huai Nang Branch, Narathiwat Branch and Hat Yai Branch
- Rubberland Products Company Limited: Hat Yai Branch
- Nam Hua Rubber Company Limited
- Starlight Express Transport Company Limited

▶ **Model organization for “Road Safety” 2023 from the Thai Health Promotion Foundation and the Environmental Quality Development Association**

- Sri Trang Agro-Industry Public Company Limited: Ubon Ratchathani Branch
- Rubberland Products Company Limited: Mukdahan Branch

- ▶ **Outstanding Level of Smoke-free establishment 2023, from the Thai Health Promotion Foundation and the Environmental Quality Development Association**



- Sri Trang Agro-Industry Public Company Limited: Kalasin Branch

- ▶ **Driving force in propelling operations to prevent and solve drug problems under the banner of TO BE NUMBER ONE 2023**

#### National level

- Sri Trang Agro-Industry Public Company Limited: Narathiwat Branch
- Rubberland Products Company Limited: Bueng Kan Branch

#### Provincial level

- Sri Trang Agro-Industry Public Company Limited: Loei Branch
- Rubberland Products Company Limited: Mukdahan Branch

- ▶ **Integrated Drug-Free Workplace Project, Trang Province and passed the criteria for evaluating drug-free establishments 2023**

- Sri Trang Agro-Industry Public Company Limited: Trang Branch
- Starlight Express Transport Company Limited

The Company has also organized programs and services to provide health check-ups for employees over the age of 35, including a regular campaign to promote good hygiene for employees through various communication channels, such as public relations boards, voice calls, internet mail, and Line Application.

### **Prevention and Mitigation of Occupational Health and Safety Impacts Directly Linked to Business Relationships (Disclosure 403-7)**

The Company envisages the negative impacts of occupational health and safety risks on business operations that may be caused by the actions of suppliers or contractors. The Company has required safety supervision for working in the company's areas, an annual contractor training, a safety agreement with contractors, and checking the availability of various equipment before issuing work permits. The Company has also established a Supplier Code of Conduct and guidelines for suppliers to foster to operate business sustainably and follow the Company's operating guidelines. The guidelines are as follows:



- Arrange a safe and hygienic working environment and control the risks of accidents and potential health effects caused by the operations and provide health service and appropriate medical assistance.
- Provide regular occupational health and safety training.
- Provide appropriate personal protective equipment.
- Assess and prepare readiness for potential emergencies, including the restoration.

## Occupational health and safety goals



- The number of fatalities as a result of work-related injury is zero.

- The total number of occupational illnesses among workers is zero.

## Performance

From the operations of occupational health and safety, the Company has continuously followed up and reported the performance of occupational health and safety. The performance is according to the target as shown in the table below (other occupational health and safety performances according to the GRI 403 indicators can be found in the occupational health and safety performance table at the end of the report page 151).

Occupational Health and Safety Data		Unit	2020	2021	2022	2023
<b>Fatality as a result of Work-Related Injury</b>						
Employee	Case	2	0	0	0	0
Contractor	Case	0	0	0	0	0
<b>Number of Occupational illnesses</b>						
Employee	Case	0	0	0	0	0
Contractor	Case	0	0	0	0	0





## Human Rights and Non-Discrimination

### Human Rights Management Framework

The Company is aware of the importance and impact that may arise from human rights issues in its business operations covering employees, workers, business partners, communities, as well as stakeholders in the Company's value chain. The Company reviewed the policy on human rights and non-discrimination in accordance with international human rights principles and standards. It adheres to the UN Guiding Principles on Business and Human Rights (UNGP), which are principles of protection, respect and remedy in the event of human rights violations, the United Nations Universal Declaration of Human Rights (UDHR), the Children Rights and Business Principles (CRBP) and implementation of the UN Global Compact, as well as our commitment to protect and respect human rights on various issues to show the intention to conduct business that respects human rights and non-discrimination. This includes monitoring human rights risk through Human Rights Due Diligence (HRDD) in the business process, assessing human rights risk and impact, as well as establishing preventive and remedial measures when there is an impact from human rights violations as a guideline and operating framework to build confidence in business operations that respect human rights. The guidelines have been established for adherence by the Board of Directors, executives and employees at all levels.



The human rights and non-discrimination policy is published on the Company's website. (<https://www.sritranggroup.com/misc/cg/20221108-sta-human-rights-and-non-discrimination-policy-en.pdf>)



### Respect and commitment to support children's rights

The Company has been one of the initial 30 organizations that have declared their intention to support child-friendly business operations under the 10 Principles of Child Rights and Business Practices (CRBP) developed by UNICEF, the UN Global Compact, and Save the Children by integrating them with the social responsibility policy and strategies of the Company's operation as follows:

#### CRBP Principles

#### the Company's operation

##### Green Product

• Article 5. ensures that products and services are safe and that awareness of children's rights is promoted through products and services

• Safe and environmentally friendly product (Survival)

##### Green Process

• Article 7. Respect and promote children's rights when conducting business related to the environment, ownership and use of land

• Environmentally production process (Protection)  
• Using recycled water (Survival)

##### Green Procurement

• Article 2. Support the elimination of child labor in operations and business dealings

• No child labor policy (Protection)  
• Developed the quality of life of rubber farmers (Development)  
• FSC™ certification (Protection, Development)

##### Green Company

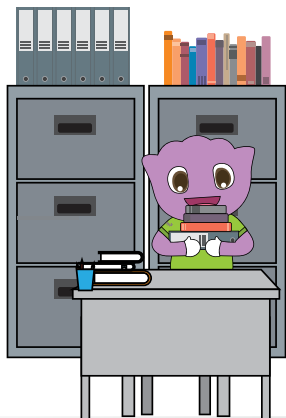
• Article 3. Provide decent work for young workers, parents and caregivers  
• Article 9. Help protect children affected by emergencies  
• Article 10. reinforcing the role of state and communities in protecting and fulfilling children's rights

• Care for pregnant (Survival)  
• Provides a corner to promote breastfeeding  
• Job relocation for pregnant  
• Non-discrimination for employment (Pregnant) (Protection)  
• The provision of emergency aid to children who are affected by a calamity or natural disaster (Survival)  
• STA STEM Education (Development)  
• STA Safety School (Development)

## Human Rights Due Diligence Process (HRDD)

The Company has implemented a comprehensive process for reviewing human rights, adhering to the guidelines outlined in the UN Guiding Principles on Business and Human Rights (UNGPR). This process serves as a standardized practice to assess human rights risks continuously. Evaluations are conducted at least every three years and involve the following steps:

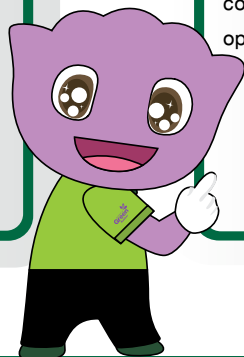




#### 4

### Establishing mitigation and prevention measures

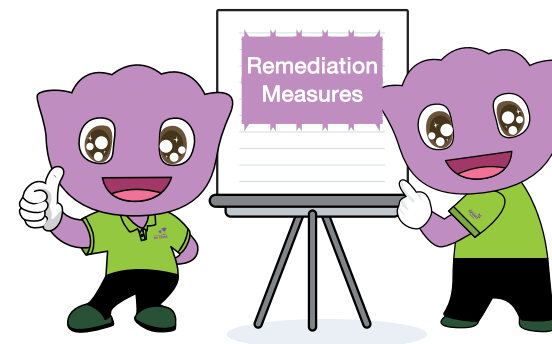
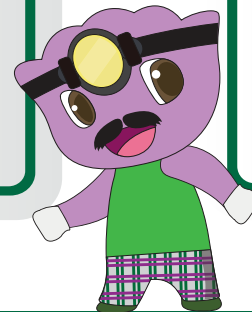
The Company implements measures to prevent and mitigate the potential impacts resulting from the assessment of human rights risks, particularly in high to very high, as guidelines for minimizing and controlling the negative impacts to a level that a minimum or within acceptable.



#### 5

### Human rights issues monitoring and review

The Company establishes indicators to monitor and review the effectiveness of measures taken to mitigate and control negative impacts from human rights risks, such as the number of complaints received and the status of remedial actions. This ensures that every human rights issue is effectively addressed. Furthermore, The Company consistently conducts reviews of its human rights operations in response to changes in business activities and stakeholders. Therefore, the company will conduct regular reviews of its human rights operations, which include identifying and assessing human rights risks, implementing measures to mitigate and prevent impacts from these risks, and providing channels for employees and stakeholders to report complaints regarding any human rights violations associated with the Company's business activities to improve and building confidence in the efficiency of human rights operations processes.



#### 6

### Remediation actions

The Company establishes guidelines for implementing remedial measures, both financial and non-financial, to assist individuals who may have been affected by human rights impacts resulting from The Company's operations. This includes incorporating lessons learned to formulate preventive measures against future incidents.



## Key Performances in 2023

Goal	Performances of 2023
Zero cases of human rights and non-discrimination violations	0 case

## Human Rights Risk Review

The Company has reviewed the checklist of human rights risks related to the business to be consistent with the context of the Company's current operations. It has investigated human rights risks in the Company's business processes, covering operations related to employees/workers, migrant workers, temporary workers, community/society, customers and consumers, business partners, contractors and suppliers of raw rubber materials. The Company has human rights risk assessment results in its operating areas as shown in the table below:

Human rights risk assessment areas	Percentage of human rights risk assessment received	Percentage of assessments that found human rights risks	Percentage of assessments with human rights risks that have prevention, mitigation and remedial processes
The company's operating area	100 (27 Factory)	0	0

The investigation of human rights risks related to business operations found that the Company has no human rights risks and there has never been an incident and has never been affected by human rights risks in the Company's business operations. As a result, there is no violation of human rights in the organization and the supply chain from the Company's operations.

In addition, the Company recognizes the importance of human rights operations in the supply chain. Therefore, the Company has preliminarily assessed human rights risks in the operations of suppliers and contractors on labor, compensation, welfare and the safety of employees and workers in suppliers' establishments, as well as the contractor's labor use issues. From the investigation of human rights risks in the aforementioned issues.

## Human Rights Risk Management Measures

The Company has no human rights risks from the operations of suppliers in these issues. Nonetheless, the Company has considered other risk issues regarding human rights that may arise from the operations of suppliers. Therefore, the Company has established guidelines for human rights risk prevention and impact mitigation measures covering the operations of tier 1 suppliers and non-tier 1 suppliers in the supply chain as follows:

**Risk Identified:** Human Rights Risk Management in the Supply Chain

**Details:**

- There is a possibility that the Company may be indirectly involved in purchasing products from tier 1 suppliers and/or purchasing through distributors or tier 1 suppliers stores that purchase products from non-tier 1 suppliers where there may be violations of human rights in the operations of suppliers.

**Prevention and Mitigation Guidelines:**

- Communicate Human Rights and Non-Discrimination Policy to the Company's tier 1 suppliers whom the Company is doing business with directly in the supply chain for acknowledgment and adherence to human rights practices in the Company's business operations, as well as communicate with other non-tier 1 suppliers in the Company's supply chain.
- Communicate the Supplier Code of Conduct to the Company's tier 1 suppliers for acknowledgment, compliance and communication with other non-tier 1 suppliers in the Company's supply chain.

- Collaborate with the Company's tier 1 suppliers in preparing human rights risk assessments in the operations of tier 1 suppliers and important non-tier 1 suppliers, as well as work with suppliers in preparing preventive and mitigating measures for the impact that might occur.
- Follow news and investigate potential complaints about suppliers in the Company's supply chain.

### Communicating human rights knowledge throughout the organization

The Company has organized online training courses on human rights and non-discrimination presented by human rights academics from the Office of the National Human Rights Commission for relevant employees who may be at risk of violating human rights in the workplace. The purpose of the training is to create awareness and understanding of human rights practices related to business operations, to foster the ability to prevent risk of human rights violation in operations. In addition, human rights and non-discrimination courses have been included in the process of E-Self Learning for newly hired employees and current employees can also study and review said information on human rights and non-discrimination at their convenience. In 2023, a total of 2,027 employees participated in the training.



Online training course

Furthermore, the Company has adhered to the principles of human rights for staff/employees as well as the community and society surrounding the Company's area of operation, additionally as follows:



### Staff and employees

Arrange for staff and employees to receive knowledge pertaining to safety, health care and the environment through activities to create a culture of safety and environmental conservation.

Organize activities to promote health care under the Development of Safety Guidelines for a Healthy, Safe and Happy Workplace Project to continuously care for employees in every situation.

Conducting annual health examinations according to risk factors to ensure confidence in a safe workplace environment.

Provide ramps and various facilities so that persons with disabilities are able to work and live as regular employees.



### Surrounding communities and society

The Company has organized a "Safe Community" project to promote knowledge on safety, fire protection and life-saving assistance using CPR principles for leaders and representatives of the community.

Field visit to survey the impact of the Company's operations.

Support community health check-ups in collaboration with local agencies in order to promote community healthcare in the factory area.

Implement a school safety program in order to educate about safety, accident prevention and emergency procedures with students of the schools in the areas where the factories are located.

## Negotiation

The Company provides opportunities for communication between executives and employees in negotiating employee benefits with the Company through the welfare committees which comprise representatives elected by the employees of each of the companies in the corporate group. All employees, constituting 100%, are covered by a collective bargaining agreement. (Disclosure 2-30) The Company also provides channels for complaints and suggestions via mail and electronic mail to the Secretary of each company.

From regular consultative meetings between management and the Welfare Committee of the companies in the corporate group, which represents employees, **there were no major labor disputes and no human rights complaints. Moreover, there has not been any issue regarding significant violation of societal legal or regulatory requirements and there no cases of alleged negative impact on social issues in the past 3 years.**

## Measures for Receiving Complaints and Whistleblowing

The Company provides communication channels with employees and stakeholders on human rights issues, including channels for receiving reports or complaints about human rights violations that may arise from the Company's operations as well as providing measures to protect complainants and maintain confidentiality, measures to monitor impacts and remediation measures, based on fairness and human rights principles.



### The channels for receiving complaints and whistleblowing are as follows:

- Notification through supervisors, factory manager or human resources department (Headquarters)
- By E-mail Address to the secretary of the company: CORPORATESECRETARY@SRITRANGGROUP.COM
- By Telephone number: 02-2074590
- By E-mail Address to the anti-corruption committee of the company: ATCC@SRITRANGGROUP.COM

The responsible working group has coordinated with the department manager or representatives of agencies assigned to collect data and study the processes related to personal data protection of the Company and the corporate group, conduct inquiries and interviews with agency representatives in each department, collaborate with external consultants to create a system for managing personal data protection and prepare a report on legal gaps (Gap Assessment), including reviewing and improving various documents and contracts related to the business operations of the Company and the corporate group to comply with the Personal Data Protection Act B.E. 2562.

In 2023, the Company introduced the OneTrust program to assist in the management of privacy notice preparation linked to the Company's website and various programs to communicate to employees, external parties and related parties in such tasks as preparing consent forms in case there is need to use the information, exercising the rights of the data owner (Data Subject Request: DSAR) in the case where there is a request to exercise said rights, preparing a record of processing activities (ROPA) in order to know the personal data flow diagram in work activities, and establishing a system for managing personal data violations. In the event of a data leak, incident management will be undertaken by a working group under the supervision of the personal data protection officers to ensure that the process is in accordance with the Personal Data Protection Act.

## Personal Data Protection

The Company has established a Committees and working group in compliance with the Personal Data Protection Act B.E. 2562 to create understanding among the operators in the preparation process of the Company and companies in the corporate group, including establishing a privacy policy, processes regarding consent, support for the exercising of rights of the owner of the data, preparation of required documents, as well as the formulation of measures to maintain the security of information, etc.



## Employees' Care and Development

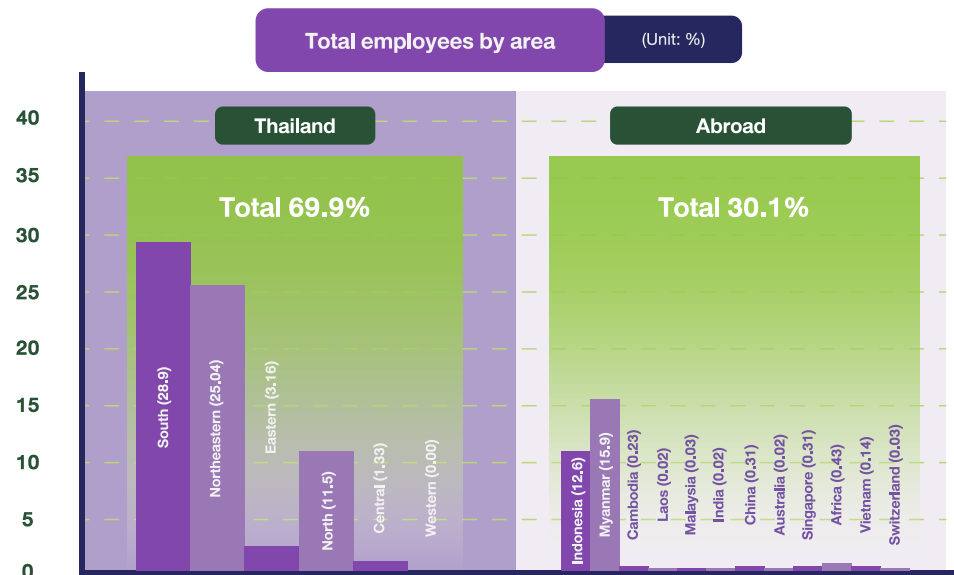
### Recruitment

The Company recruits employees with consideration to human rights and non-discrimination in any form, whether due to gender, age, religion, nationality, race, class or disability. The Company has a policy of recruiting from internal personnel through the process of job modification or transfer of work lines in order to foster advancement and growth among employees. For outsourcing, the Company recruits personnel according to the specific job duties for each position, along with measure of EQ or emotional intelligence in order to get employees who are good and competent, suitable for the job position whereby the necessary recruitment details are specified in full through various channels such as the Company's website, various job search websites, open admission in universities and booths in provincial job fairs so that interested candidates can choose to apply for the desired position equally.

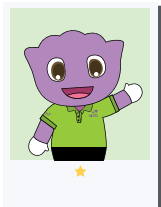
The Company places importance on the promotion of employment for underprivileged and disabled people in the areas where we do business to support the United Nations Sustainable Development Goals of eliminating poverty, fostering quality education, and decent employment, and reducing social inequality. The Company employs people with disabilities in communities under Section 33 of the Promotion and Development of the Quality of Life of Persons with Disabilities Act B.E. 2550 (2007) and in cooperation with government agencies and local administration organizations to provide suitable jobs for them to work in those agencies. Moreover, the Company builds facilities for disabled employees, such as ramps, toilets, and car parks, including organizing activities to develop capabilities and create happiness for disabled employees regularly.

### Recruitment Performance

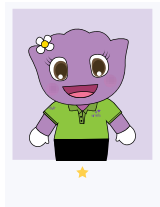
As of 31 December 2023, the Company had 6,461 employees



### Employee termination by sex

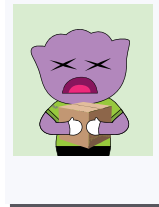


75%

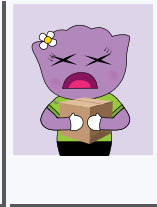


25%

### Turnover rate



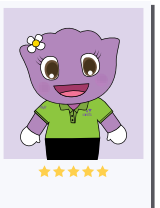
36.67%



### New Employee by sex

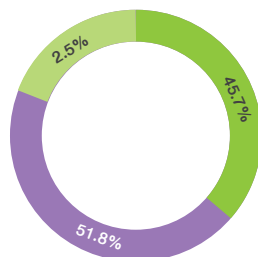


75%



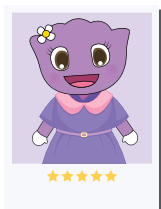
25%

### New Employee by age



- Under 30 years
- 30-50 years
- Upper 50 years

### Employees who return to work after maternity leave



90.57%

Hiring new employee	2020	2021	2022	2023
Total number of new employee hires (Persons)	1,370	2,258	2,928	1,681
Open positions filled by internal candidates (%)	31	35	28	52
Average hiring new employee cost (Baht/Person)	9,177	2,389	4,244	6,475

Disable employees	2020	2021	2022	2023
Total disable employees (Persons)	46	46	43	46
Inside <sup>(1)</sup> (Persons)	39	40	38	36
Outside <sup>(2)</sup> (Persons)	7	6	5	10
Wages Payable (Baht)	6,204,000	6,264,000	5,826,000	6,024,000

Remark:

- (1) Employment of people with disabilities to work within the company of the Sri Trang Group.
- (2) Employment of people with disabilities to work in the community for public benefits such as government agencies, hospitals, municipalities, etc.

### Employees' care

Employees are an important resource to drive operations and lead the organization to success. As a result, the Company prioritizes the development of a good human resource management system, beginning with recruiting new employees, administering standardized compensation, setting goals and development plans for the potential of employees to promote their progress and career growth and stability, as well as emphasizing the importance of employee safety and health, and granting employees the freedom and respect for the rights of employees to be representatives in collective bargaining for various activities within the company within an appropriate framework. Moreover, the Company has applied labor practices according to the **amfori BSCI Code of Conduct and the International Labor Organization (ILO)** as a guideline for labor and employee care.

In addition to statutory returns, such as social security funds and compensation funds, the Company's employees will receive remuneration in the form of overtime, extra money for shift workers, hard shift workers, vacation pay, annual bonuses, and basic welfare for employees to have a good quality of life; for example, employee uniforms, house rent subsidies, housing welfare, off-site work allowance, health and accident insurance, provident funds, retirement money, disaster relief for employees, Happy Workplace activity, and field trips. (Disclosure 401-2)

### Employees' Care Performance

The Company has conducted an annual survey of employees' well-being and commitment to the organization and communicated the results of said survey to employees throughout the organization via email, Intranet, and sustainability reports. The results and goals are as follows.

Performance	Unit	2020	2021	2022	2023
Goals for employee well-being and engagement	%	-	-	85	85
Survey result of Employee well-being and engagement	%	78	87	88	89
Proportion of employees who responded to the survey	%	10	80	87	85

In this regard, the Human Resources Department has taken comments from **the employees' well-being and engagement survey results** to organize activities to promote sports and strengthen relationships of all employees in the organization. The Company therefore utilizes the results of the survey to create the Team Building project **"The Power of Collaboration"** to promote unity among employees in working through relationship building activities, including Brain Storming, Team Work, Communication and Challenges so that they may have a stronger bond to work together in driving the organization to success. Held between March and August 2023, there were 15 groups of employees participating, a total of 822 people. The survey later taken to assess employee satisfaction for participating in the activities revealed the following results.

Assessment Topic	Level of Satisfaction (%)				
	Should improve	Moderate	Good	Very good	Excellent
Performance of training/seminar organizers	0%	0%	3%	25%	72%
Content and length of time of training/seminar	0%	2%	13%	37%	47%
Training/Seminar presenter/facilitator	0%	0%	2%	24%	74%



Team Building "The Power of Collaboration"

### Performance Appraisal

The Company implemented the Performance Management System (PMS) by establish the PMS working group to consider and the guideline to consideration and set up the Key Performance Indicator (KPIs) in each business unit in order to set the goals of each department to be consistent and the same guidelines throughout the organization. In 2023, 100% of employees receive an annual performance appraisal based on the KPIs of each department. (Disclosure 404-3)

## Productivity Management

The Company has a dedicated unit in charge of compensation management that works together with productivity to increase production potential by using labor efficiently coupled with appropriate compensation to employees.

Our focus through productivity management is to eliminate loss, waste and inefficiency in process, including promoting the creation of new innovations in work. In this regard, the strengths of the Company's productivity management are as follows:

1. The best productivity management from comparing different factories in the same business group to find the best productivity management (Benchmarking / Best Practice) as well as setting challenging productivity goals. As a result, the development of potential is accelerated and the standards of work are created to be higher all the time.
2. Increasing the potential and skills of employees so that they can perform a variety of tasks and receive appropriate compensation. It also reduces the impact of the resignation of employees. The Company has employees who can replace the resigned employees at any time.
3. The Company has introduced new technology into the production process. The Company has a project to support research and development in machinery to replace labor or to help reduce the workload of employees, especially Automation / Robot systems that will replace the point that is heavy work or there is a risk of failure. The most important is these technologies will substitute hard or dangerous work, it is able to contribute quality of life of our workers become healthier.

## Employee's Remuneration

The Company appropriately manages and determines the remuneration of employees at each level in accordance with the national minimum wage rate. Each year, the Company also explores compensation and benefits comparable to similar industries to ensure appropriate remuneration, including the external environment to review and improve the remuneration criteria to be appropriate. In addition, there is continual review and development in order to be able to manage compensation in accordance with the trends and needs of the new generation of employees. There is no gender difference in employee compensation and promotion; instead, abilities and performance of employees are the main considerations.

## Remuneration Management Performance

Average compensation ratio of female employees to male employees	2022		2023	
	Base salary only	Base salary and Bonus	Base salary only	Base salary and Bonus
Top Management (L7-L12)	0.92	0.82	0.89	0.79
Management (L5-L6)	0.98	0.96	1.05	1.04
Operation (L3-L4)	0.98	1.04	1.03	1.04
Operation (L1-L2)	0.96	-	0.95	-

## Employee Development

The Company places importance on personnel development, which is the most valuable resource of the organization. The Company has put into effect a **personnel development policy and a succession plan (collectively referred to as the "Plan and Policy")**, which set guidelines for skill development, common and specific knowledge in responsible positions along with creating a mindset on social and environmental responsibility of employees.

The Company has established a career development plan and individual development plan for employees by setting courses that enhance work skills such as leadership skills, risk management, anti-corruption and conservative concepts in the "Green Rubber Industry." This also includes setting up training courses to match the responsibilities by focusing on continuously developing competency and skills necessary for current and future operations for its



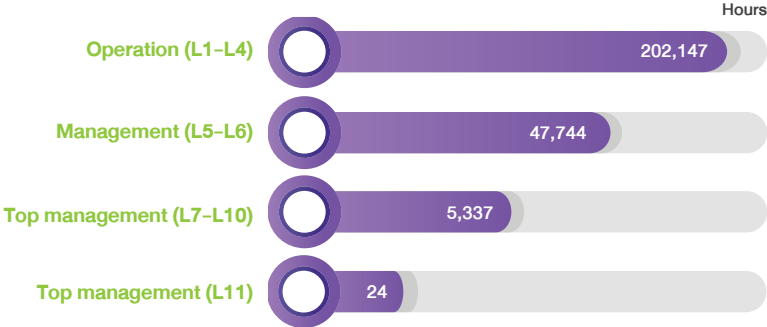
employees. The training focuses on using information technology in training to facilitate personnel in learning and training, such as online training, video learning and self-learning through the Company's internal @Core system to adapt to the COVID era, including on-the-job training. In addition to focusing on developing the knowledge and work skills of employees, the Company also focuses on cultivating awareness and good behavior in the green rubber industry. The Company has used a system to record and store the training history of employees for systematic and efficient management of training data.

In developing the potential of employees in the organization for business excellence and sustainability, along with creating good and talented people for society, the Company has set guidelines for employee development as follows:

1. Training on basic duties and responsibilities of employees according to the internal personnel development plan. This is a training session and a review of the basic knowledge (**In-house Training & On the Job Training**) in every job position by emphasizing self-learning through online systems and the Company's internal @Core system. There is an evaluation test after the training of employees.
2. Training according to legal requirements related to work ensures that employees are safe and aware of safety behaviors, including proper procedures for confined spaces, crane operation, and forklift driving (lift truck/forklift/forklift).
3. Training important **successors** to develop employees' potential to be ready for their positions.
4. Training necessary knowledge to develop work skills, leadership and management efficiency in line with the vision and policies of the Company, including increasing the ability to work in order to adapt to future changes. It shall be in accordance with the guidelines set by the Company and seen as necessary to the Company, such as skills, knowledge and expertise in using technology for work and increasing professional skills and knowledge.
5. Promote learning within the organization, "**STA Share & Learn,**" through experts within the organization in order to transfer specialized knowledge within the Sri Trang Group and share experiences with each other through various activities to bring out the potential of employees. The Company has speakers specializing in various fields, such as quality system speakers, speakers on environmental and safety systems, crane and forklift.
6. Employee competency development through development activities such as 5S, Quality Control Circle (QCC), Kaizen and One Point Lesson (OPL) activities to encourage employees to take responsibility for their development and continuously improve their work, which saves costs in the production process, simplifies the workflow to become more convenient based on knowledge, work skills and use of modern technology to improve their work.
7. Sri Trang Culture (**STA Culture**) is the instillation of attitudes and work according to **STA Core Values** for the new generation working with the Sri Trang Group. It is a good way to bond the relationship between new colleagues who stay in different places and cultures to join and do activities together.
8. Encourage employees to visit work in various businesses of the Sri Trang Group together, including study visits to other works, both domestic and abroad, in order to enhance the experience, bring creativity to develop further in their own work or exchange ideas with other agencies.
9. Creation of forums to showcase achievements in the organization, "**Activity Prize**" and "**STA Champion,**" for employees to participate in showing their work and abilities, which leads to pride and work exchange among one another. This will be a shortcut for further development, as well as expansion. More importantly, it is a way to train personnel to learn how to become a champion and guidelines for maintaining the championship, which must constantly improve the working process.

Employee Development Performance

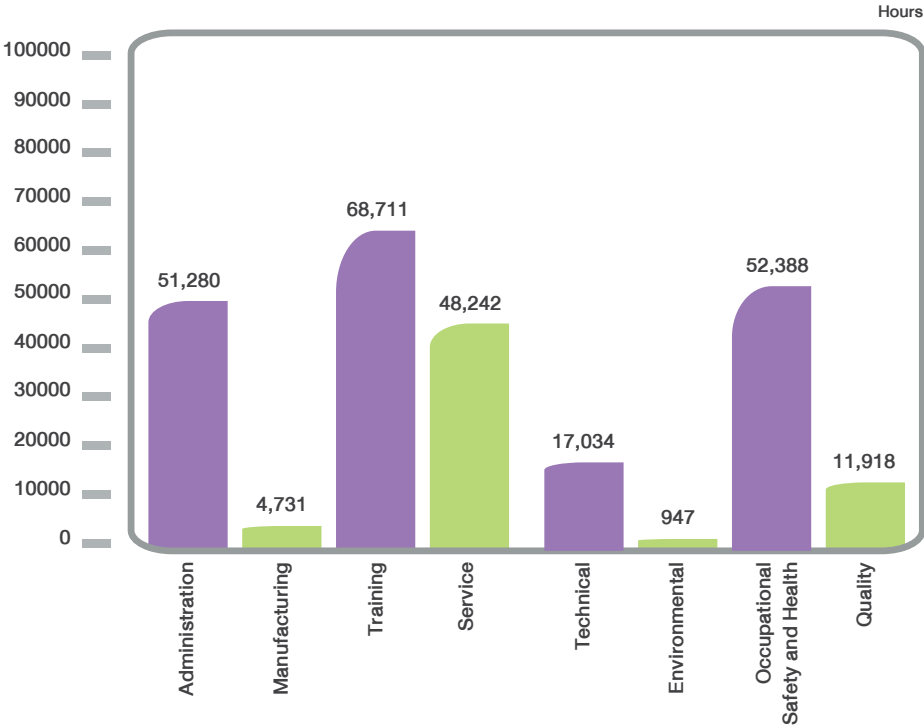
Training hours by level



Training Costs



Training hours by skill



Employee Development	Unit	2023
Target: Training Hours Average	Hours/Person/Year	35
Result: Training Hours Average (Disclosure 404-1)	Hours/Person/Year	47
Total training hours	Hours	255,252

## Key projects for training and skills development

“Management skills in the digital era” training program



This is a training program that focuses on general knowledge skills regarding digital society, an important expertise of the future world and preparation of information for presentation, skills for working in a digital society, analysis, digital emotion regulation and technological understanding which help to increase the efficiency of the organization's work in order to keep up with the situation, ensure its preparedness to deal with the trends of change that will occur in the future, and allow it to continuously adapt and learn new things.

### Goals and results arising from project implementation

To equip supervisor level employees (L4-L5 level) with skills to work in the digital society, such as analytical thinking, emotion regulation and understanding of future technology, etc. and being ready for succession to important positions in the Company.

### Number of program participants

50 persons or equivalent to 6 percent of the employees at L4-L5 level.

### Benefits that employees receive

- Employees who have completed the training have an average increase in knowledge of 30 percent, according to a summary report of test results before and after participating in the training.
- Three supervisor level employees had their position adjusted, representing 6 percent of the employees participating in the project.

### Benefits that the Company will receive

- The Company was able to develop employees' skills to be ready for job succession and reduced costs for recruitment of new employees by THB 19,425.

### Successor Development

The succession plan for key positions is a process of pro-active readiness for personnel in supervisory positions and above to inherit the position from the former manager or executive who resigned or retired or take up a new position that exists to support the expansion of production capacity, factory and/or business expansion, which is considered a career advancement plan for employees and to prevent a shortage of personnel in key positions of the Company in the future. The Company has criteria for considering the selection of successors as follows:

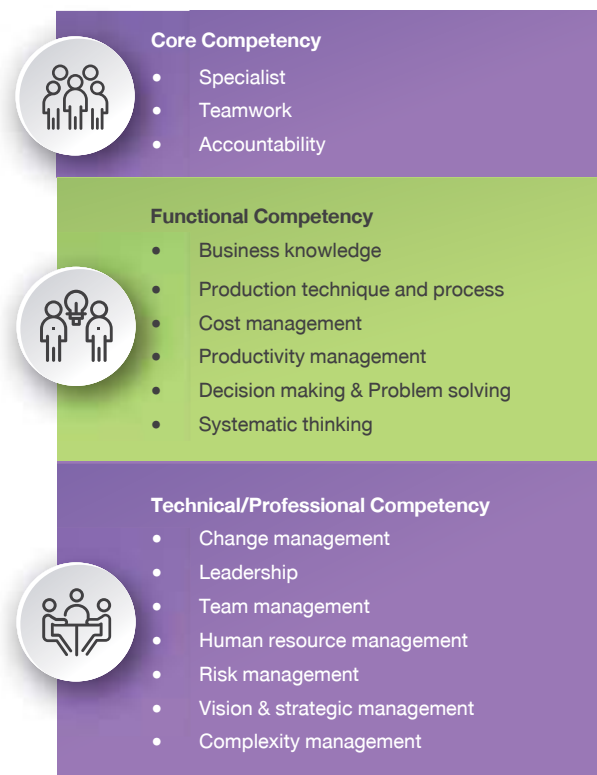
1. **Job Performance Appraisal:** based on the past performance of the successor employees.
2. **Potential Appraisal:** based on leadership potential, attitude and behavior that are consistent with the core value of the organization, which might affect working in a new position in the future.

Employees who are appraised as successors will be regarded as high-potential talents and receive appropriate development to prepare them to become agency leaders in the future. When there are vacancies, the Company employees named on the list of successors will be considered first. If there are no qualified employees, the Company will continue to recruit from outsiders. The Company will regularly review the list of successors every two years.

The Company has set up a total of 20 succession development courses as follows:

1. General knowledge about digital society
2. Creativity and understanding of innovation
3. Mediation techniques for organization cooperation
4. Ability to make decisions
5. Critical thinking skills and thirst to learn to grow
6. Leadership skills
7. Understanding and accepting social diversity
8. Understanding of future technology and adaptation to changing situations
9. Ability to analyze the financial statements and see the achievement ahead
10. General knowledge and importance of presentation and preparation to present information
11. Preparation of content to be presented and data analysis
12. Data presentation design
13. Techniques for presenting information effectively and presentation techniques with PowerPoint
14. Analysis of consumer behavior with secondary data and primary data
15. Creating a customer-centric mindset in work
16. Risk management
17. Advanced business management strategies
18. Logistics and supply chain management strategies
19. Emotional management intelligence
20. Digital leadership

The succession development courses may be adjusted according to the situation and strategy of the Company and for the suitability of the group of successors. In addition, the Company determines to appraise learning outcomes after training in each subject, including appraising the potential of successors by appraising competency in the following areas:



This is to ensure that successors are ready to take on higher positions in terms of knowledge, skill, and attitude.

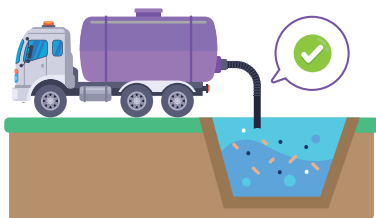
### Employee development and innovation creation through development activities

From the Company's employee development guidelines through development activities and forums to showcase the work and achievements of employees, the Company has implemented Kaizen, QCC, and OPL feedback activities to drive employee work process improvement and promote the invention of new innovations. There is an annual QCC and Kaizen competition for employees under the name "STA Champion 2023". This year, a large number of employees participated in the QCC and Kaizen contests, with departmental executives and Company directors joining as the judges.

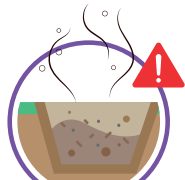
## Examples

## Innovation from quality activities

## Kaizen: Big Bag helps clear sediment



In clearing sediment in wastewater treatment ponds, it is required that sediment accumulated in the aeration pond be pumped out or removed, whereby a supplier is hired to pump and clear the sediment in the pond **at least once a year** or as appropriate. It takes a long time to complete the operation, at least 15 days.



if the sediment is not cleared

- Large amount of accumulation in the pond
- Sediment mixing with water that will enter the treatment system **undermining the efficiency of the treatment process**
- Posing a risk of environmental complaints

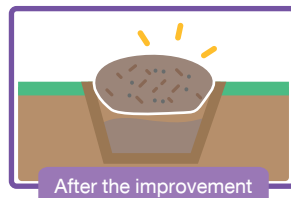


Therefore, the Environmental Department has changed the method of sludge management by using a **Dewatering Bag** or **Big Bag**. Since April 2023 until now, the total amount of sediment removed was 1,095 cubic meters and a summary of the benefits received after improving the method are as follows.



Before the improvement

A backhoe was used to scoop up sludge or sludge was pumped into trucks to transport it out of the factory



After the improvement

The sediment was pumped into the Big Bag and the water was drained out. The sediment is stored inside waiting to be sent for further disposal

## Economic and Productive Aspects



Able to reduce costs by 452,123.70 Baht/year, or 89 percent, compared to expenses before improvements



Reduced staff time for control work when sludge is required to be pumped out and transported for disposal



Reduced time for training contractors for work permits

## Social Aspects



Employees work with greater convenience and ease, not having to worry about clearing the sediment



Zero accidents which caused bodily injury to employees, individuals, and outsiders coming to work within the factory



## Environmental Aspects



Reducing the amount of greenhouse gas emissions from oil use for backhoes, in the process of dredging sediment, and trucks, in the process of transporting sediment, by 3,216 kgCO<sub>2</sub>e/year



There were no environmental complaints regarding odor when the sludge was being pumped up or when the sediment was transported

## Activity Development Performance

Activity	2022		2023	
	Subject	Save Cost (million baht)	Subject	Save Cost (million baht)
OPL	107	-	122	-
Kaizen	944	24.4	1,113	22
QCC	106	7.7	118	11.6

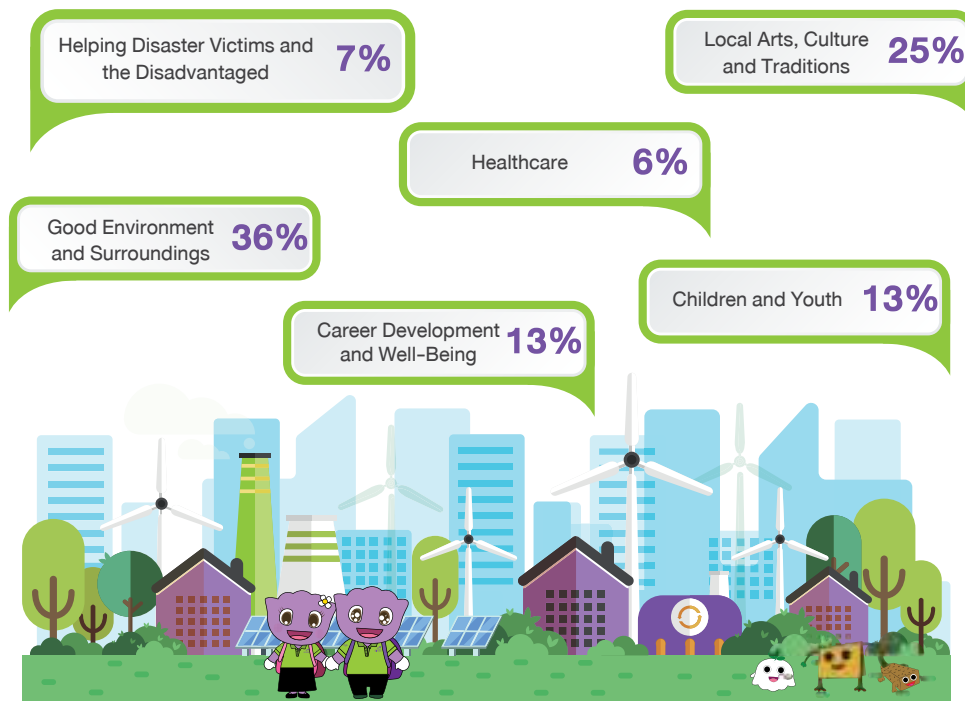


## Participation To Development Social and Communities

The Company places importance on participation in community and social development by promoting participation in community development activities and instilling positive awareness of **social responsibility in business operations**. It also supports the well-being of local communities, considers rights and food security and support the economic, social and cultural rights of local people, as well as access to **education and employment**, including continuous participation in solving community and social problems.

The Company's community and social development plans focus on creating participation with communities surrounding its factories through the implementation of various projects and activities, whether initiated by the Company and/or in cooperation with external agencies, from dialogues or community surveys that are carried out continuously every year. These projects and activities respond to the needs and expectations of the community in creating shared value and living together with communities and society sustainably, by divided into six areas: **Children and Youth; Career Development and Well-Being, Healthcare; Helping Disaster Victims and the Disadvantaged; Local Arts, Culture and Traditions; and Good Environment and Surroundings** to respond to the needs and expectations of communities, create shared value, and promote sustainable coexistence with communities and society. The goals and performance results are as follows:

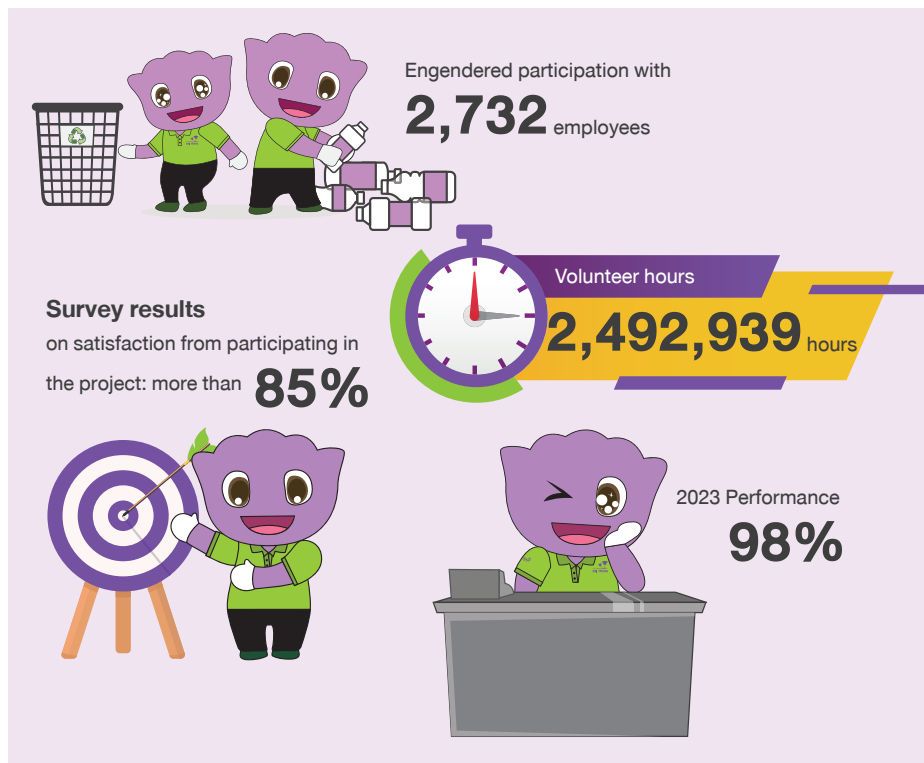
In 2023, the Company supported community and social development activities through social taxes and donations, including organizing activities to support communities in the factory area and setting up centers to purchase raw material, representing a total social investment value of THB 5 million, with a proportion of the investment value for each community and social group as follows:



### Social investment by beneficiary group



## Participation of Sri Trang volunteer employees



## Important Community and Social Development Activities in 2023

### Children and youths

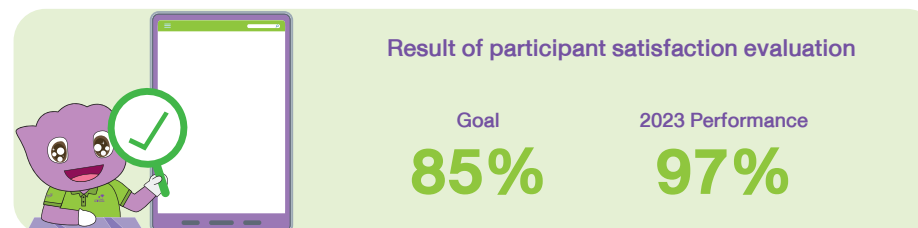
The Company sees the importance of developing children and youths who are the future of the nation, by providing educational support, development and improvement of schools and playgrounds, sports equipment and essential consumer goods for underprivileged schools where the Company is located, as well as organizing activities and projects to promote education of children and youth. Various projects have been implemented as follows:

## STA Safety School Project



The Company has continued the school safety project for the 2<sup>nd</sup> consecutive year to campaign and encourage students to be aware of accident prevention, basic life support by performing CPR, fire prevention and suppression and promoting good health in order for students to study safely and efficiently. The Company has implemented the project with 10 schools in the area (province) where the factory is located and a total of 505 students participated in the school safety project.

Name of school	Province
1. Ban Kuan Nieng School 2. Ban Nam Hua School	Songkhla
3. Wat Chaeng School 4. Wat Huay Nang School 5. Ban Kling Klong School	Trang
6. Ban Nong Na Kham School	Udon Thani
7. Ban Kung Sri School 8. Ban Nong Krabok School	Sakon Nakhon
9. Ban Tha Sa-at School	Loei
10. Ban Khok Klang School	Buriram



## STA STEM STUDENT Project

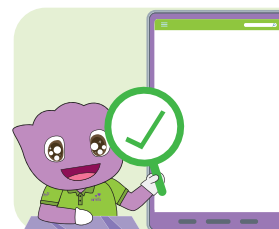


The Company has operated the STEM Education program for the 7<sup>th</sup> consecutive year. The purpose is to enhance outdoor experiential learning for local elementary students in different subjects such as, Science, Engineering, Technology, and Mathematics through experimental invention, such as creating an electric coil kit and new learning experiences outside the classroom, as well as promoting the Company is a community learning center.

The Company has implemented STEM education programs at 13 schools in the area with a total of 429 students participating in the project.



Name of school	Province
1. Ban Kaeng School (Pannussorn)	Sa Kaeo
2. Ban Huai School	
3. Lao Kokko School	
4. Ban Tha Rapa School	
5. Non Chat Phadungwit School	Ubon Ratchathani
6. Pracharath Samakkhi (Bangkok Bank 13) School	
7. Ban Khok Phet (Boon Lea Kururatbamrung) School	Buriram
8. Ban Khok Klang School	
9. Ta Lung Koal School	
10. Ban Nong Aek School	Mukdahan
11. Chumchonbannonsomboon School (Bangkok Bank 29)	Bueng Kan
12. Thungpruepittayakom School (Rattapanayo)	Songkhla
13. Ban Sadao School	Phitsanuloke



### Result of participant satisfaction evaluation

Goal  
**85%**

2023 Performance  
**97.4%**

## Career Development and Livelihood

In addition to focusing on hiring local people from the communities, the Company has focused on promoting and creating careers for people in the communities through ongoing career development and well-being projects in order to improve the livelihoods of the communities along with solving other social and environmental problems. Implementation of various projects will consider the needs and abilities of the communities which have ongoing projects as follows:

### “Good Quality Latex Creates Happiness” Project



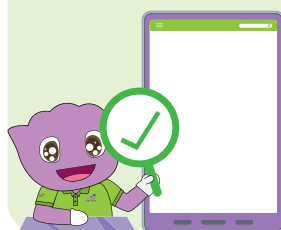
The Company has announced its intention and provided knowledge on producing high-quality latex with fellow rubber plantation partners and rubber farmers, in order to reach out to rubber farmers and foster a correct understanding of the proper methods for latex production. This effort will result in high-quality latex that can be used as raw material for producing products meeting standards, thereby contributing to the sustainability of the Thai natural rubber industry. The Company also provides knowledge on good practices regarding latex transportation vehicles that meet standards according to the Department of Land Transport’s criteria to raise the quality standard of Thai rubber and sustainable natural rubber supply chain management, which lead to better incomes for rubber farmers and natural rubber partners from fresh latex that meets the Company’s criteria and from quality latex raw materials.

In 2023, the Company organized the Good Quality Latex Creates Happiness Project, for the 4<sup>th</sup> consecutive year, in the form of organizing roadshow activities in 11 provinces in the northeastern and southern regions, including Udon Thani, Nakhon Phanom, Sisaket, Ubon Ratchathani, Bueng Kan, Sakon Nakhon, Trang, Songkhla, Chumphon, Surat Thani and Narathiwat over a period of 3 months from September to November. The roadshow

featured highlighted activities such as educational lectures on the correct latex production process, demonstration of how to maintain the quality of latex before it reaches the point of purchase at the factory, to provide knowledge to rubber farmers, small rubber traders and those involved in the natural rubber supply chain and to raise the quality of Thai latex to world-class standards. A total of 445 people, including trade partners and members of friends of rubber farmers, participated in the project, operating in 9 factories in the concentrated latex product group in the southern and northeastern regions.



### Result of participant satisfaction evaluation



Goal

**85%**

2023 Performance

**97.8%**

\*Contamination of prohibited or foreign substances  
in the latex: Not found

## Women Power Project



The Company operated the women power project through various branches of factories that work with communities surrounding the areas where the factories are located. The objective is to create vocational skills for women in the communities to gain knowledge via training from community sages and/or specialists for competencies that can apply to supplementary occupations to increase income, support themselves and their families, and establish a professional group in the communities. Each occupation is organized through an annual community dialogue.

In 2023, the Company has continued to expand and build on its project operations. Five community products were released, including brooms made from plastic water bottles, herbal massage oil, sandalwood flowers from rubber leaves, dried fish kidneys and the S-Brick project “Sustainable brick, Green brick” towards sustainable communities. The projects had a total of 222 participants.

1. **Brooms made from plastic water bottles** is a community product made from recycled plastic water bottles using the principle of upcycling to make brooms. This creates value for unused plastic water bottles, turning them into products that help generate additional income for the community. It also raises awareness of reducing the environmental impacts of plastic waste and helps reduce greenhouse gas emissions from waste disposal in order to move towards a low-carbon society. In 2023 there are 9 communities that produced brooms from plastic water bottles, which continues to operate continuously. The Company has supported the project by providing plastic bottles from the Valuable Waste Bank project, promoting sales through online channels and is in the process of requesting community product standard certification. It is an upgrade of products that will create sustainable careers and income.



### Result of participant satisfaction evaluation

Goal	2023 Performance
85%	100%

Community	Province
1. Bang Rak 2. Ban Huay Nang 3. Ban Khao Kaeo	Trang
4. Disabled Club, Thasaat Sub-district, Naduang District	Loei
5. Ban Khok Klang 6. Ban Khok Phet 7. Ban Talung Kao	Buriram
8. Ban Non Sawang 9. Ban Nong Ake	Mukdahan



In this regard, the Company has increased its network of women’s empowerment projects, expanding operational knowledge to provinces beyond the factory area. It has expanded to the area of Wat Don Sai School (Chai Prachasan) in Pak Tho District, Ratchaburi Province which sent through a notification of intent to the Company. There are also representatives of 2 schools in the area network, namely Thairath Wittaya 64 School (Ban Nong Ket) and Ban Nong Bua Hing School (Sanit Rat Bamrung) Pak Tho District, Ratchaburi Province who joined the project, thereby bringing the number to a total of 51 participants in the project. This is clearly an expansion of the project from communities to schools, for the purpose of promoting a supplementary occupation and creating income for students and families from sales through the online system.



2. **Herbal massage oil**, The Company has implemented a herbal massage oil project through consultations on the needs of the community directed to groups in the area. The Company has supported the project by providing equipment and knowledge of making massage oil to the Ban Non Somboon community in Bueng Kan Province and the community of Yan Yao Ok, Songkhla Province, to produce for their own use, for various events in the community and as a community product to create another source of additional income for the family. There were 36 members who joined the project, earning an income of THB 17,100.



3. **Sandalwood flower made from rubber leaves**, The Company supports the making of sandalwood flowers from rubber leaves. The Company implemented a project together with the Ban Kaeng community, Sa Kaeo Province, whereby it provided equipment, organized training and provided sales channels. This project created additional jobs for 15 families in the community and generated an income of THB 84,656.



4. **Dried fish kidney**, The Company supports the making of dried fish kidney, a traditional delicacy of southern Thailand. The Company implemented a project with the community women's group of Klong Ngae Subdistrict Municipality, Songkhla Province, by providing equipment and organizing training in making dried fish kidney in order to generate income for the community. There are 11 members participating in the project and generating an income of THB 6,000.



5. **S-Brick project "Sustainable brick, Green brick" towards sustainable communities**, The Company joined with the Ubon Ratchathani Provincial Industry Office in supporting this project by providing academic knowledge along with preparing equipment and distribution channels. The project was carried out together with the Ban Non Yai community whereby ash from biomass combustion in boilers was used to produce floor bricks, plant pots, and other products based on the Circular Economy concept. In 2023, there are 15 members who joined the project, generating an income of THB 9,525, and there was a satisfaction evaluation of 91 percent from participants in the project.





## Projects to promote and support community occupation

The Company has established a policy to promote and support community occupations in the area where the factory is located, to create a good economy and strengthen the community by supporting the purchase of local products such as drinking water, broom, wood smoke liquid, cloth gloves, souvenirs of important events and procurement such as wooden pallets from entrepreneurs in the community to be used as packaging for block rubber and contracting jobs.

The Company's supporting local products, most of which are wooden pallets and chopped wood for use in the production process, has generated incomes for entrepreneurs in the community amounting to a total of THB 62,667,209.



Wooden pallets from the communities



Wood chips

## Healthcare



The Company considers the health and safety of people in the communities and society. Therefore, this concern has been continuously delivered through the support of community health check-ups in collaboration with local agencies in order to promote community healthcare in the areas where factories are located and encourage exercise together with the local communities to promote good relations between the Company and the communities.



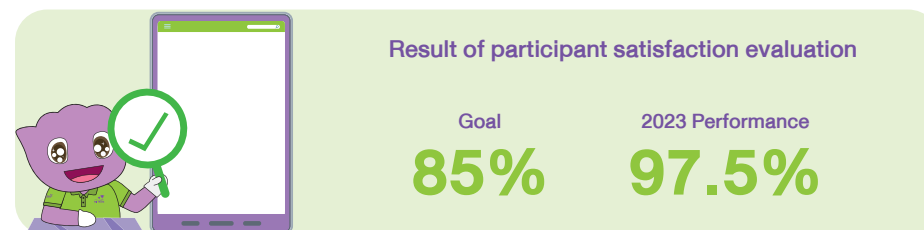
Health check-up in community



Sports sponsorship

## STA Safety Community

In 2023, the Company recognizes the importance of community health and safety. Therefore, together with the community, the STA Safety Community project was organized, at Rubberland Products Company Limited, Mukdahan branch, to campaign and encourage community members to be aware of health care, promote good health behaviors, help family members and the community in responding to emergencies so as to be safe from harm in terms of both physical and property. A total of 46 participants took part in the project.



## Helping Disaster Victims and Disadvantaged

The Company provides assistance to disaster victims or disadvantaged people in society which includes employee participation, subsidized funds, survival bags, drinking water and medical gloves. In 2023, the company took the following actions:

## Assistance to flood victims and the underprivileged in society



The Company provided drinking water, survival bags, and essential items totaling 261,342 THB for the flood victims in Surat Thani, Pattani, Yala Province, Narathiwat Province, Trang Province, Nakhon Si Thammarat Province, Songkhla Province, Kalasin Province, Ubon Ratchathani Province, Mukdahan Province, Udon Thani Province, Sakon Nakhon Province and Phitsanulok Province in order to help and alleviate the suffering of communities, employees who have been affected by flood victims and the underprivileged in society.

## “Same House, Visit Bedridden Patients” Project



The Company has continuously operated the project through the operation of various branch factories by providing essential items to patients in need for use in home treatment and having representatives of the Company participate in field visits with staff and village health volunteers every three months to monitor the patient conditions and encourage patients to get better. In 2023, the Company went to visit the area and delivered necessary items, with a total value of THB 72,036, to 61 patients.



## Culture and Local Traditions



The Company has provided support to local culture and traditions in every community where the Company's operation, such as long boat racing, rocket festival, offer pana water, almshouse, kathin ceremonies, robe offering ceremony, chak phra festival and ramadan festival, in order to preserve the local culture and traditions. In 2023, the Company supported 595 activities related to local arts, culture and traditions, totaling THB 1,250,110.



## Good Environment and Surroundings



## “Bun Tuk Yang Tid Rang Srang Roi Yim” Project

The Company has continuously conducted the project “Bun Tuk Yang Tid Rang Srang Roi Yim” for the 7<sup>th</sup> consecutive year to promote rubber plantation partners and delivery partners to follow good practices when transporting rubber with standard transport vehicles that are equipped with valves, gutters, and water tanks to prevent water from cup lumps leaking onto the road during transportation, as well as attaching a solid canvas to cover the entire pickup truck to help reduce the disturbing odor from the cup lump during transportation. The Company has prepared a standard for cup lump trucks and proceeded according to the operation manual and inspection measures for all trucks that come to deliver cup lumps within the Company, as well as continuous monitoring of online inspection measures.



The Company organized training about the laws related to transportation with rubber plantation partners and rubber transporters by the government agencies. The Company has implemented the project covering blocked rubber products in 17 factories nationwide. The results of this project revealed that the factories in the Northeast, the East and the North **have rubber trucks that meet the standard average 99.12%**. The Company has increased the strictness in maintaining the standard of loading cup lumps with vehicles that pass the standard with fellow rubber plantation partners, rubber farmers, communities, and all sectors in order to achieve the goal of transporting rubber that meets 100% standards for factories in the Northeastern, Eastern and Northern regions. In addition, the Company has also implemented a project for factories in the Southern region.

## Useful Soil Project



The Company has operated the Useful Soil project for the 6<sup>th</sup> consecutive year to add value to sludge from the wastewater treatment system by processing sludge into soil improvement materials for farmers and the community to use in agriculture, which can reduce fertilizer costs for them. The sludge used for fertilizer production has been analyzed for no contamination of dangerous heavy metals.

The Company implemented projects in 3 factories: Sri Trang Agro Industry Public Company Limited in the Pattani Branch and Narathiwat Branch and Nam Hua Rubber Company Limited. The project was able to benefit 4 farmers in the community by using sludge as soil improvement materials, with a total value of THB 147,666, and was able to reduce the transmission of 14 tons of sludge from the Company's wastewater treatment system to landfills.

Number of farmers who benefit from the project (Persons)	2019	2020	2021	2022	2023
	6	9	16	13	4



Making mixed soil ready for planting and transferring knowledge to the community

## S-Brick: Sustainable Brick, Green Brick Project



The Company operates the S-Brick: Sustainable Brick, Green Brick project by adopting the Circular Economy principle to manage the ashes from the burning of wood chips which the Company used as biomass fuel for boilers in the production process by using ashes as an ingredient in making the paving bricks through the re-process, re-design, and collaboration methods. The bricks from the project have been used to improve landscapes in surrounding communities, such as temples and monasteries, as well as government agencies and areas in the factories, which improves the environment of the communities in the area, creates value and benefit for waste, and helps reduce the environmental impact from sending waste to landfills.

The Company implemented projects in 5 factories: Sri Trang Agro Industry Public Company Limited in the Kalasin and Sa Kaeo branches, and Rubberland Products Company Limited in the Mukdahan, Buriram, and Bungkan branches, which can reduce the cost of improving the landscape for the factories, government agencies, temples, and monasteries as follows:

Details of use	Amount of ash from wood chips (Tons)	Number of bricks (pieces)	Areas (square meters)	Valued (Baht)
• Improving the landscape for the factories	21.64	6,365	216	36,072
• Improving the landscape for the government agencies, temples, and monasteries	11.10	3,148	63	32,170
<b>Total</b>	<b>32.74</b>	<b>3,217</b>	<b>279</b>	<b>68,242</b>

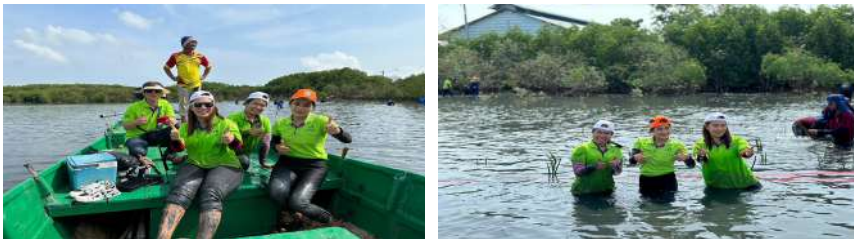


## Mangrove Planting Activities



The Company, in collaboration with local agencies and other organizations, has organized mangrove planting activities, as a mangrove is a natural ecosystem with various living things, a nursery for aquatic animals, and an essential source of greenhouse gas absorption as well as a coastline protection which controls the erosion in order to preserve the abundance of nature.

In 2023, Sri Trang Agro-Industry Public Company Limited, Hat Yai Branch, Nam Hua Rubber Company, Rubberland Company Limited, Hat Yai Branch joined in planting mangrove forests “Volunteers bring good deeds” at the 72<sup>nd</sup> Anniversary of H.M. The Queen’s Chalem Phrakiat Park, Mueang District, Songkhla Province, which increases the habitat for living things and preserves biodiversity, and increase the cycling of nutrients and energy transfer in the mangrove ecosystem.



## Fish release and raising fish in cages activities



The Company, in collaboration with local agencies and organizations, has organized fish release and raising fish in cages activities by releasing fish into the river for fish breeding and helping restore the ecosystem and food chain, preserving the abundance of nature, generating income for the communities and it is used as an indicator of the quality of water sources for factories in the area. The operations in 2023 were as follows:

- Sri Trang Agro-Industry Public Company Limited, Hat Yai Branch, together with Phangla Sub-district Administrative Organization and members of the Eco-Industry Network at the public area of the slow water dam, Phangla Sub-district, Sadao District, Songkhla Province.



- Rubberland Products Company Limited, Hat Yai Branch, together with the Ban Thung Mae Bua community, raising fish in cages at Khlong U-Tapao, Thung Lan Sub-district, Khlong Hoi Khong District, Songkhla Province.



## Living Weir Development Activity



Rubberland Products Company Limited, Sri Trang Agro Industry Public Company Limited, Hat Yai branch, and the Eco-Industry Network Group in Songkhla province have constantly repaired the weir no.935 to keep it in working condition. This activity is one of the activities that the Eco-Industry Network Group has operated together continuously every year to measure the water quality and abundance of fish in the U-Tapao Canal that has industrial factories in the Eco-Industry Network Group, as well as maintaining the balance of nature, maintain water resources, and being a connection between communities, industrial factories and government sectors.



## Sri Trang Volunteer Project



The Company aims to raise awareness and foster public consciousness among its employees, encouraging them to contribute to the enhancement of surrounding communities and the creation of a good environment, including demonstrating sincerity in sustainable operations through various initiatives such as volunteer activities, cleaning roads, repairing infrastructure (roads and electricity utilities), improving school landscapes, and developing communities and temples under the Sri Trang Project, Sri Ban Sri Muang.

In 2023, 836 projects were implemented with 2,732 employees participating, accounting for a total of 2,492,939 employee volunteer activity hours.



Sri Trang Agro-Industry Public Company Limited, Sa Kao Branch, joins in community development and cleaning of the island in the middle of Ban Tha Rapa, Sala Lamduan Sub-district Mueang Sa Kao District, Sa Kao Province.



Sri Trang Agro-Industry Public Company Limited, Thung Song Branch, organized a Big Cleaning Day activity on Namtok Yong Road, Tham Yai Sub-district, Thung Song District, Nakhon Si Thammarat Province.



Nam Hua Rubber Company Limited improves the landscape of Ban Nam Hua School, Makham Tia Sub-district, Sadao District, Songkhla Province.



Sri Trang Agro-Industry Public Company Limited, Pattani Branch, takes part in renovation and repair at Tadika School “Sri Trang creates shared dreams and happiness”.



Sri Trang Agro-Industry Public Company Limited, Kalasin Branch led volunteer employees to develop and improve the landscape at Nong Kham Bor Som, Ban Kham Mek, Village No. 4, Phai Sub-district, Mueang Kalasin District, Kalasin Province.



Sri Trang Agro-Industry Public Company Limited, Hat Yai Branch, improved the landscape at Sueb Suk Temple, Phangla Sub-district, Sadao District, Songkhla Province.



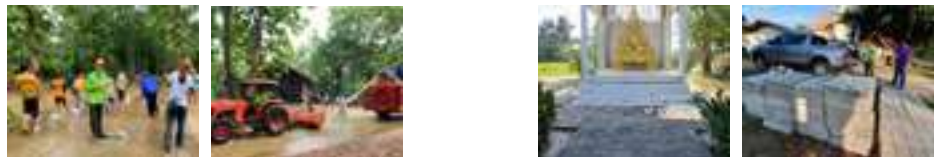
Rubberland Products Co., Ltd., Bueng Kan Branch, carried out the project “United to Clear Roads for the Community” In Non Somboon Village area, Non Somboon Sub-district, Mueang Bueng Kan District, Bueng Kan Province.



Sri Trang Agro-Industry Public Company Limited, Udon Thani Branch, led volunteer employees to participate in service and merit making at Matchimawat Temple, Mak Khaeng Sub-district, Mueang Udon Thani District, Udon Thani Province.



Sri Trang Agro-Industry Public Company Limited, Pattani Branch, carried out the volunteer project, “Clean Roads, Safe Travel” in the area of Ban Sorong Sub-district and Khao Tub Sub-district, Yarang District, Pattani Province.



Sri Trang Agro-Industry Public Company Limited, Loei Branch, carried out road cleaning activities and improved the landscape of religious places at Sila at Temple, Village No. 4, Tha Sa-at Sub-district, Na Duang District, Loei Province.



Sri Trang Agro-Industry Public Company Limited, Kalasin Branch carried out walkway paving activities at Than Nam Sai Monastery, Ban Kham Mek, Phai Sub-district, Mueang Kalasin District, Kalasin Province.



Sri Trang Agro-Industry Public Company Limited, Ubon Ratchathani Branch carried out walkway paving activities at Non Yai Temple, Warin Chamrap District, Ubon Ratchathani Province.



## Environmental Policy and Management

The Company realizes and places importance on environmental stewardship alongside business expansion and, therefore, has defined environmental policies **Quality, Occupational Health & Safety, Environmental and Energy Conservation Policy** and operating guidelines in line with its vision and social responsibility policies, including raising awareness among employees to create a green culture in caring for the environment both inside and outside the organization through activities, project and training. The Company organizes annual knowledge update and environmental training courses for employees according to the training plan both inside and outside the organization and on-the-job training (systematic), totaling 21 courses, such as the ISO14001: 2015 Requirement and Internal Audit course, courses for controllers and various environmental workers within the organization, the environmental management system course for the natural rubber group, waste and unused materials management course, etc., with online training, video learning, and self-learning through the Company's internal human resources system (@core program). In 2023, 65 percent of the total number of employees participated in environmental training courses.



The Company operates on the environment under the policy of Quality, Occupational Health & Safety, Environmental and Energy Conservation Policy in order to **“Committed to being the leader in the green rubber industry”**, with the environment guidelines that corresponds to the 4 Green strategy as follows:

### Green Company

- Undertakes to manage its Environmental and Energy activities in compliance with relevant laws.
- Pursues the objective and target of Environment and Energy management system through the implementation plan and resources management for continuous improvement.
- To develop the competency of employee and subcontractor who come to work with company as well as provide the solutions to promote the employee participation for enhance the business sustainability.

### Green Process

- Implementing measures for the prompt identification, risk and opportunities assessment and prevention of environmental and energy conservation to meet the objective and target.
- Promote energy conservation and highly efficient use of resources at all levels through the prevention of environmental aspects (wastewater, air, waste and odor pollution) to ensure that our process are align with environmentally friendly company.
- Pursues the reduction of environmental impact from waste by promote reduce reuse and recycle.

### Green Procurement

- To communicate and provide information to partners through the supply chain to developing of environmental and energy conservation awareness that reflects the business practice with sustainability company.

### Green Products

- Committed to produce the rubber and other products from the natural rubber with no contamination with may harm to our downstream businesses through the life cycle of products with occupational health safety and environmentally friendly.

The Company has continuously adopted the ISO 14001 system standard for environmental management and is driven by the environmental working group of its factories with a central management representative to supervise and report the factory's environmental performance to the Company's directors in order to be in line with the strategic and direction of the Company.



#### Goal

100 percent of factories operating in Thailand receive ISO 14001 certification by 2032.

In 2023, there was a total of 17 factories certified with ISO 14001

#### Totally 17 factories

Ribbed Smoked Sheets factories

**2 factories**

Technically Specified Rubber factories

**14 factories**

Concentrated Latex factory

**1 factory**

65%

65% of the total number of factories

Additionally, the Company has continuously surveyed the environmental impact of the Company's operations on communities within 5 kilometer radius of the factory area. In summary, the results according to the annual survey plan in 2023 are as follows:

Level of impact surveyed	Disturbing odor	Air quality	Dust and chemicals	Noise	Waste water
High impact	0.2%	0.4%	0.4%	0.5%	0.5%
Medium impact	3.2%	0.3%	0.4%	0.2%	0.6%
Low impact	34.3%	3.4%	3.4%	2.3%	5.2%
No impact	62.3%	95.9%	95.8%	97.0%	93.7%

According to the survey results on the impact of odor and air quality, the Company has focused on continuously preventing and improving the management of air pollution and odor. The average level of satisfaction regarding the improvement of the Company's operations was at the level of very satisfied, accounting for 67 percent.



The environmental survey impact on the community



## Climate Change and Energy Management



The Company places importance on energy management from the awareness of the impacts of rising energy prices worldwide, energy technology changes, and climate change from using non-renewable energy that may affect business operations and stakeholders.

The Company has set policies for quality, safety, occupational health, environment, and energy conservation which focuses on energy conservation and efficient use of resources, as well as setting up an Energy Conservation Committee and a person responsible for the energy at the factory to improve efficiency and conservation in the production process and formulate various energy-saving measures. The Company has set strategies and goals for energy management and climate change as follows;



## Strategy

- Improve the energy efficiency of machinery in the production process for maximum efficiency.
- Study and develop low-carbon technologies, such as increasing the proportion of renewable energy both biomass fuel and electricity from solar energy and transition the fuel usage for vehicles in production process.
- Study and develop projects to reduce and absorb carbon in the agriculture and forestry sectors to accumulate carbon credits.



## Goals



- Reduce the use of non-renewable energy (including energy from fossil fuels and electricity) per product unit by 20 percent compared to the base year 2021 by 2026.
- Reduce electrical energy use per product unit by 7 percent compared to the base year 2021 by 2026.
- Total reduction of greenhouse gas emission (Scope 1 and 2) per product unit by 10 percent compared to the base year 2021 by 2026.
- Carbon Neutrality by 2030 and Net Zero by 2050.

## Performance in 2023

As a result of the expansion of production capacity, the Company's total energy use and greenhouse gas emissions increased. However, the amount of greenhouse gas emissions per product unit remained the same as last year due to energy and greenhouse gas management operations. The major operations are as follows:

- Rubber Land Products Company Limited, Mukdahan branch operated the **Solar Floating Project** with a total installed capacity of 1 MW on the Company's raw water reservoir. The Company has certified the amount of greenhouse gases under the voluntary greenhouse gas reduction project according to Thailand's standard (Standard T-VER), equivalent to 687 tons of carbon dioxide equivalent by the Thailand Greenhouse Gas Management Organization, Ministry of Natural Resources and Environment.
- Changing from forklifts that use oil and LPG gas to using electric forklifts, a total of 107 units, which can reduce greenhouse gas emissions in the production process by 1,954 tons of carbon dioxide equivalent per year. (tCO<sub>2</sub>eq/Y)
- The installation of Solar Floating Projects at the Thung Song, Sikao, and Udon Thani branch factories, totaling 5.72 megawatts, is expected to be completed around March 2024. This installation will be capable of producing approximately 7,932,825 kilowatt-hours of electricity per year for production purposes and is expected to result in a reduction of carbon dioxide emissions by 3,730 tons of carbon dioxide equivalent per year.

- Regarding the use of renewable energy, the Company has a proportion renewable energy use in the production process at 49% of total energy consumption.

The Company has created an account of greenhouse gas emissions in Scope 1 and Scope 2 by using the guidelines according to the carbon footprint calculation, and reporting requirements of the organization of the TGO and IPCC 2006 covers greenhouse gas emissions data of all groups of Technically Specified Rubber factories, Ribbed Smoked Sheets factories, and concentrated latex factories. The Company has also been verified by BSI Group (Thailand) Company Limited, a third party recognized for providing independent assurance of sustainability disclosures in accordance with international standards, on the disclosure of data on energy consumption and greenhouse gas emissions according to GRI Standards. In addition, the Company plans to collect data and disclose the GHG emissions in Scope 3 according to the TGO's requirements for calculating and reporting the carbon footprint of the organization in order to report the carbon footprint of the organization to cover activities in upstream and downstream business chains more by 2025.

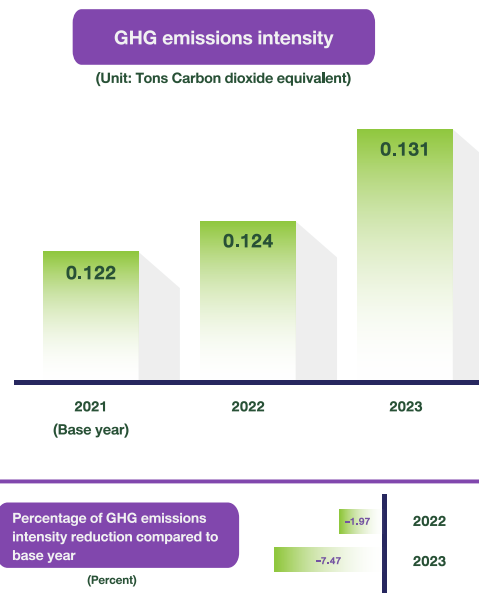
In addition, the Company is committed to studying the setting of greenhouse gas reduction targets under the Science Based Targets initiative (SBTi) in order to apply them in setting targets and creating plans for decreasing the Company's greenhouse gas emissions to help reduce global warming problems. This is in line with the goal of the Paris Agreement to limit the global average temperature to no more than 1.5 degrees Celsius.



Solar Floating Project, Technically Specified Rubber factories

Energy Consumption	Unit	2021 (Base year)	2022	2023
Non-renewable energy consumption intensity	Gigajoule per ton of product	0.95	0.93	1.01
Percentage of non-renewable energy consumption intensity reduction compared to base year	%	-	2	-6
Electrical energy use intensity	Kilowatt- hour per ton of product	187	184	209
Percentage of electrical energy use intensity reduction compared to base year	%	-	2	-12

Note: Non-renewable energy consumption including energy from fossil fuels and electricity



Remark: The reason that the greenhouse gas emissions value per unit of product is increasing trend because there are some branches undergoing testing to increase production capacity.



### Preparation for achieving Carbon Neutrality by 2030

The Company has implemented a project to store and reduce greenhouse gas emissions in rubber plantation, covering an area of 36,470 rai of **Sri Trang Rubber and Plantation Company Limited**, to register the T-VER project in the category of agriculture projects to certify the amount of greenhouse gas reduced from the project. The average amount of greenhouse gas expected to be reduced during the carbon credit period of the project is **154,465 tCO<sub>2</sub>e** per year. Additionally, the Company has initiated the certification of the amount of carbon credits for the Rubber Plantation project in Chiang Mai province, for the period from 1 October 2022 to 11 August 2023, equal to **14,450 tCO<sub>2</sub>e**.

### Key energy management projects

#### Turbo Air Blower Project

The Company has changed the aerators of the aeration pond from Root Air Blower to Turbo Air Blower in 5 branches: Sri Trang Agro-Industry Public Company Limited, Loei Branch, Phitsanulok Branch, Kalasin Branch, Rubberland Products Co., Ltd., Mukdahan Branch and Buriram Branch.



#### Benefits from project implementation

- Benefits to the Company: The amount of electricity from using Root Air Blower is 36%, or equivalent to 6,351,019 kWh/year.
- Benefits to the community: Reduced environmental impacts from noise.
- Environmental benefits: Reduced Scope 2 greenhouse gas emissions by 3,175 tCO<sub>2</sub>e and improved efficiency of water treatment system.



## Waste and Unused Materials Management



The Company recognizes the importance of managing waste and unused materials with a focus on making the best use of waste, including adding value thereof by using technology which, in addition to reducing environmental impacts, also helps to reduce the cost of waste disposal arising from the Company's operations, both directly and indirectly, as well as enabling material to be further used in other areas.



The Company has different waste generated in the production process according to the type of factory, most of which are sludge from wastewater treatment systems, ash from the boiler, used bamboo from hanged rubber sheets and used engine oil from maintenance. The Company has applied the **3Rs (Reduce Reuse Recycle)** principle as a guideline for managing waste and unused materials in the factory by focusing on recycling or reuse as a replacement in other agencies to reduce the need for disposal.

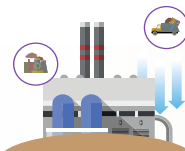
In addition, the Company has also continuously carried out various waste management projects consistent with the guidelines of the new economic model or BCG Economy Model to create value and benefit of waste and unused materials, as well as reduce the environmental impact of waste disposal. The Company has also raised awareness among employees about the problem of waste and encouraged employees to reduce waste materials in their daily lives. Additionally, the Company promotes business partners in the supply chain through the Supplier Code of Conduct, encouraging efficient use of resources, the selection of sustainable materials, and the implementation of waste management according to the 3Rs principle to reduce waste and achieve sustainable waste management.



### Strategy

- Manage waste in accordance with the 3Rs principle (Reduce, Reuse, Recycle) by optimizing work processes to minimize waste generation, and emphasizing sorting and reusing of materials.
- Create value and benefits from waste and unusable materials by adopting the principles of the circular economy.
- Maximize the use of raw materials and existing materials by developing and creating added value for materials used, from production to delivery to consumers.

### Goals



Reduce the amount of waste generated per product unit by **10 percent compared to the base year 2022 by 2026**

**Zero waste to landfill by 2030**



## Performance

Indicators	Unit	2022 (Base year)	2023
Total waste intensity	Kg per ton of product	11.14	8.96
Percentage of total waste intensity reduction compared to base year	%	-	19.56
Total waste directed to landfill	Ton	-	794

## Waste and unused materials management projects

### S-Brick: Sustainable Brick, Green Brick Project



Based on the concept of the Circular Economy, the Company uses ashes from burning wood chips, which are biomass fuels used in boilers, as an ingredient in paving bricks for landscape improvement in factories and surrounding communities. This initiative aims to minimize waste sent to landfills and reduce environmental impacts associated with waste disposal. Moreover, it generates value and benefits from waste. In 2023, the Company operated through five branches of blocked rubber factories, namely Sri Trang Agro-Industry Public Company Limited in Kalasin and Sa Kaeo branches, Rubberland Products Company Limited in Mukdahan, Buriram and Bueng Kan branches. It was able to reduce the amount of ash sent to the landfill by 32.74 tons by repurposing it into paving bricks for landscape improvement, with a total value of THB 68,242.

## Useful Soil project



The Company has implemented the Useful Soil project continuously by using sludge from the wastewater treatment system, which is analyzed to contain a high quantity of nitrogen, an essential nutrient for plant and tree growth, and has no contamination of harmful heavy metals as soil improvement material for agriculture, which creates benefits for farmers and communities. In 2023, the company implemented projects in 3 factories: Sri Trang Agro-Industry Public Company Limited, Pattani, Narathiwat Branch, and Nam Hua Rubber Company Limited. The Company reduced the transmission of sludge to landfill by 14 tons.



## Waste Bank project

The Company has implemented the Waste Bank project to raise awareness among employees about waste-related problems and impacts as well as encouraging employees to separate waste properly for recycling through waste sorting activities. In 2023, the Company implemented the project through 29 factories, with a total of 1,136 employees becoming members and actively participating in the separation of 32,004 kilograms of waste for recycling. Additionally, the company registered the project to Low Emission Support Scheme (LESS) with the TGO to certify the reduction of 139,855 kgCO<sub>2</sub>eq, which is equivalent to planting 8,686 Sri Trang trees.



Waste Bank project

In addition, the Company has implemented other waste management related projects to reduce waste and focus on the utilization of waste, including:

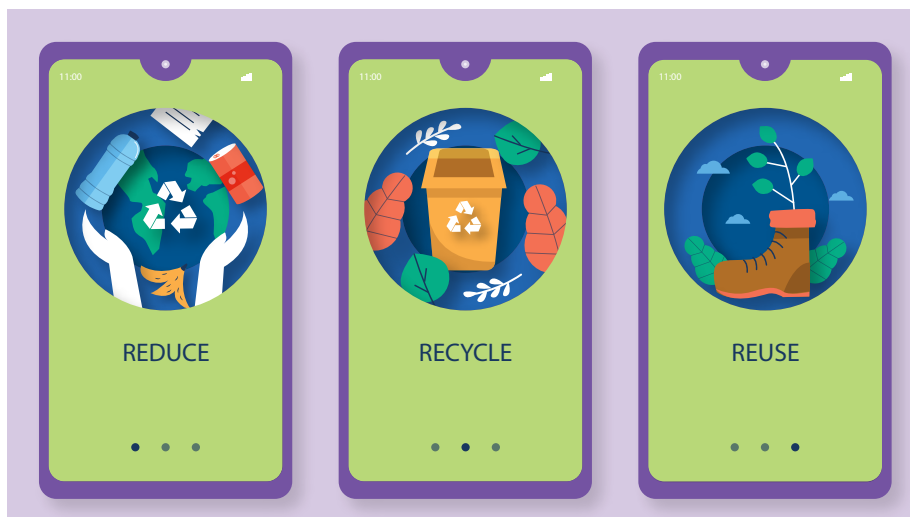
- Management of unused materials, whereby they are sorted and put in storage for further reuse (Waste to Value, STA Champion).
- Inventions using recycled materials contest project.



Ruamjai table



Fan classic





## Consideration of Ecosystems and Biodiversity



Currently, ecosystem and biodiversity are facing threats from various factors, such as land use change, use of agricultural chemicals, invasion of alien species, and climate change, especially in areas with high biodiversity. The Company is aware of the importance of and is committed to conducting business with caution on the potential impacts on the ecosystem and biodiversity. Since 2019, the Company has been certified with international standards FSC™ (Forest Stewardship Council™), both FSC-FM (Forest Management Certification), sustainable forest management standards, and FSC-COC (Chain-of-Custody Certification), product chain management standards, from the rubber plantation, and concentrated latex businesses to the medical rubber glove business in order to build confidence and acceptance from international buyers.



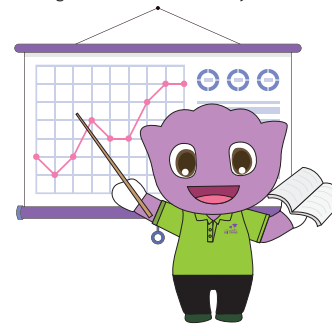
Goal

**100 percent** of manufacturing plants located in Thailand have undergone a preliminary biodiversity risk assessment



## Performance in 2023

The Company remains committed to maintaining a healthy balance of ecosystems and biodiversity. In 2023, the Company has studied the impacts on biodiversity using the Integrated Biodiversity Assessment Tool or IBAT, which is an internationally accepted database, to assess risks and impacts on biodiversity, covering 23 locations, or 100 percent of its production areas located in Thailand.



The results of the biodiversity risk assessment using the IBAT tool found that no business activity in the World Heritage areas and protected areas by the International Union for Conservation of Nature (IUCN) category 1-4. In other words, the business activities are not in strict nature reserves, national parks, natural monuments, and habitat and species management areas.

In addition, the Company has also announced a **sustainable natural rubber procurement policy** aimed at supporting natural rubber trading partners to procure and deliver raw materials for natural rubber products in accordance with policy guidelines that are consistent with the GPSNR Policy Framework, and in preparation for the European Union's expected enforcement of the EU Deforestation-free Products Regulation (EUDR) by 2024, the essence of which is that there will be traceability of the source of raw materials which must come from areas free from deforestation and encroachment on reserved forest areas. In the past, the Company has developed the Sri Trang Friends Platform to be able to support traceability of the origins of rubber cultivation, ensuring that the business operations of the Company and its trading partners are carried out free from destroying forests or causing loss to the ecosystem and biodiversity.

The Company places importance on preserving the natural environment and joining in mitigating the impacts of climate change by increasing green space to help absorb carbon dioxide in the atmosphere and helping to restore balance to the natural forest. Therefore, the Company organizes tree planting activities to increase green space both inside and outside the company premises in cooperation with government agencies every year. In 2023, the company has planted a total of 30,251 trees to increase green space and help reduce carbon dioxide in the atmosphere.





## Sustainable Water Management



Continuing global warming will lead to changes in the global water cycle, making it more severe and unstable, including alterations in the amount of monsoon rainfall and the escalation of water-related events and drought severity. The Company is aware of the risks associated with water that may impact on businesses operation, such as quantity and quality-related water risks, water-related regulatory changes and pricing structure, including water-related stakeholder conflicts to provide appropriate preventive and mitigation measures.

The Company has analyzed the situation of water sufficiency (water-stressed areas) in all factory areas annually using the Aqueduct Water Risk Atlas tool of the World Resources Institute (WRI). In 2023, the results of the risk assessment found that 17 percent of the production areas were in areas with extremely high of water stress, while 9 percent of the operational areas were at high risk level of water stress.

Based on the assessment results, the Company must have water management system in the production process to optimize water usage by focusing on the **3Rs (Reduce, Reuse, & Recycle) principle** and has set a goal of reusing water and reducing freshwater intake from various sources in line with the Sustainable Development Goal 6 (SDG 6) and Thailand's 20-year water resource management master plan.

The Company mainly uses groundwater and surface water sourced from ponds created for water storage and treated wastewater from treatment systems. The Company uses tap water only in the STR plant, Udon Thani Branch and the concentrated latex plant. For the STR plant, the majority of water is utilized in rubber cleaning activities during the production process. All wastewater from production is directed into the Company's wastewater treatment system, and the treated water can be recycled for use in all production. The Company has established guidelines for water management to maximize benefits for continuous water usage without adverse environmental impacts and mitigating risks associated with conflicts in water use with communities. These guidelines are as follows:



## Strategy

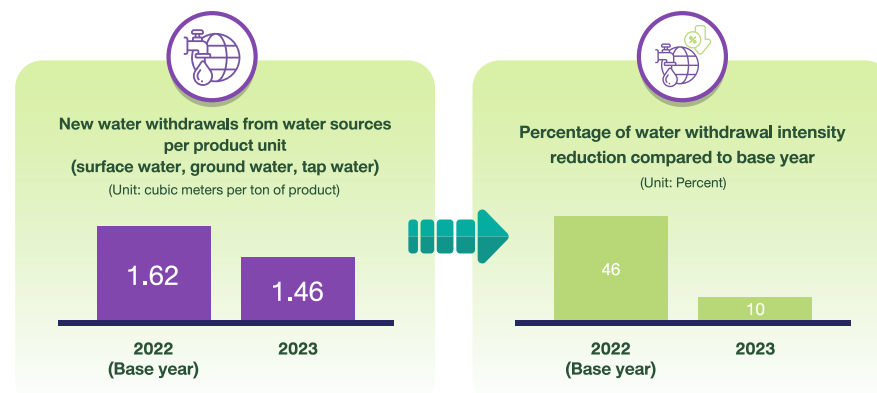
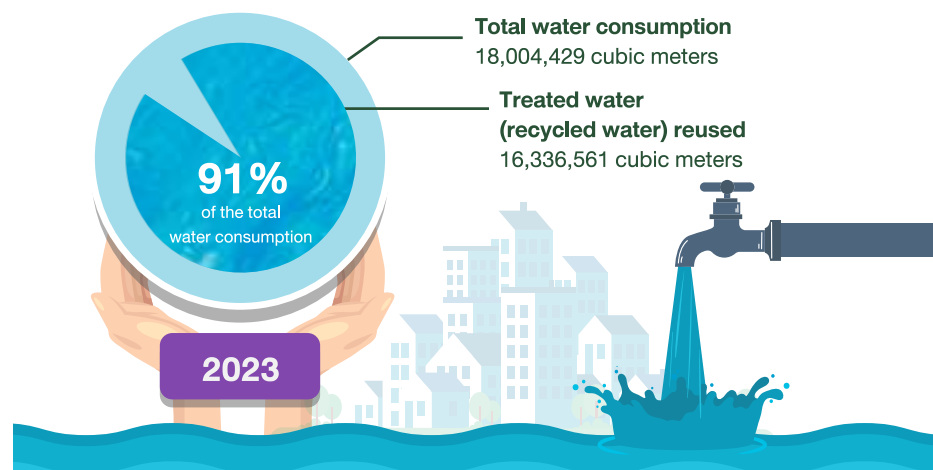
- Water management using the 3Rs principle (Reduce, Reuse and Recycle).
- Promote invention and improvement to reduce water consumption in each process with Kaizen and QCC activities.
- Join and build partnerships with external agencies to maintain water resources.
- Consider the quality and quantity of water used to ensure it does not affect the communities surrounding the factory.

## Goal

- Reduce new water withdrawals from water sources per product unit by 20 percent compared to the base year 2022 by 2026.

## Performance

In 2023, the Company's total water consumption was 18,004,429 cubic meters, of which 16,336,561 cubic meters were treated water (recycled water) reused, accounting for 91% of the total water consumption.



In addition to water management in the production process, the Company has collaborated with external agencies to conserve water resources. The Company has promoted cooperation with business partners to conserve water resources and undertake water management using the 3Rs principle through the Supplier Code of Conduct, to expand the prevention of water-related risks and impacts within its supply chain. Moreover, the Company also participated in the shallow groundwater recharge project of the Department of Groundwater Resources in 11 factories, namely Sri Trang Agro-Industry Public Company Limited, Hat Yai Branch, Trang Branch, Huai Nang Branch, Kanchanadit Branch, Surat Thani Branch, Chumphon Branch, Kalasin Branch, Ubon Ratchathani Branch, Sakon Nakhon Branch and Chiang Rai Branch and Rubberland Products Company Limited, Bueng Kan Branch.



The shallow groundwater recharge



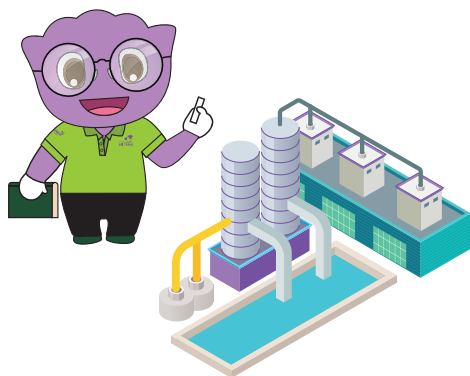
## Wastewater Management



The Company is aware of the potential impact of wastewater drainage on the environment and biodiversity of the communities surrounding the factory. The Company has installed a wastewater treatment system that complies with standards to control the efficiency of wastewater treatment and the quality of wastewater discharge meets legal requirements.

There are 2 types of treatment systems used as follows:

1. Aerated Lagoon is a wastewater treatment system that uses oxygen from an aerator to increase the amount of oxygen in the water to a sufficient amount for microorganisms to accelerate decomposition of organic substances in wastewater faster than if they were allowed to decompose naturally. This system will be used in factories in the southern region.



Aerated Lagoon wastewater treatment system

2. Activated Sludge wastewater treatment system is a system that uses aerobic bacteria as the main agents in decomposing organic matter in wastewater in the form of carbon dioxide and water. The treated wastewater flows to a sedimentation tank to separate the sludge from the clear water. The excess sludge will be disposed of further and the clear water in the upper part will be wastewater that can be drained into the environment. This system will be used at factories in the Northeast.



Activated Sludge  
wastewater treatment system



Maturation Pond

Additionally, wastewater from the concentrated latex plant, including Trang, Suratthani, and Kanchanadit branches, is equipped with the BOD online system. This system measures the amount of Biochemical Oxygen Demand (BOD) in treated wastewater and sends real-time BOD measurements to the Department of Industrial Works, to ensure that the wastewater discharged into public water bodies meets legal requirements.

### Strategy

- Always inspect and control the wastewater treatment system to maintain its efficiency.
- Develop a wastewater treatment system for optimal efficiency and maximum water reuse.
- Apply technology and innovation for inspecting and controlling wastewater treatment systems.

### Goal

- The block rubber factory is able to reuse 100% of the treated water.

### Performance

The blocked rubber factory has developed and improved the wastewater treatment process to achieve maximum efficiency and minimize odor impact, by constructing an emergency pond to contain serum water from cup lump rubber before it enters the wastewater treatment process. The block rubber factory can recycle the water after the treatment process and reuse it in all production without having to discharge water outside the factory.

For the concentrated latex factory, a total of **332,069** cubic meters of wastewater has undergone water quality treatment processes and meets the wastewater quality standards mandated by law. There have been no incidents of non-compliance with the law regarding the quality and quantity of wastewater discharged from the factory that significantly impacted the Company's operations.



## Air Pollution Management



The Company focuses on management of air quality resulting from the production process, recognizing its potential impact on employees and communities surrounding the factory, particularly the odor from the block rubber factory. The Company has consequently developed a management and control plan for air quality inside and around the factory, regularly measuring and monitoring air quality to ensure compliance with legal standards.

### Strategy

- Focus on managing air pollution at its source.
- Study and develop air pollution treatment systems and technologies customized to the production process to mitigate its impact, especially for odors.
- Consistently measure and monitor air quality both within and around the factory.
- Evaluate the risks and potential impacts from air pollution.

### Goal

- The air quality vented from the stacks passes the legal air quality standards.
- Zero number of incidents of non-compliance with environmental laws and regulations.

### Performance

The Company has managed air pollution by focusing on source management and installing an efficient air pollution treatment system suitable for the production process to minimize impact, especially the odor from block rubber factories, as follows:

- The Company regularly sprays wood vinegar and biological deodorizers on cup lump stacks to reduce odors caused by organic degradation of cup lump raw materials.

- The Company uses a **Wet scrubber** odor treatment system, a **Deodorizer** system, and a **Biofilter** system to reduce odors from the rubber drying process and odors from the production of mixed rubber (Mixture).
- The Company has built a building with a closed system to store rubber cup lump raw materials to prevent disturbing odors outside the factory.
- The Company uses the **Multi-cyclone** system and **Wet scrubber** system to treat the exhaust and small dust particles (PM10 and PM2.5) from boilers before being released into the atmosphere.
- The Company installs wind measuring instruments for monitors, measures and assesses the risks of air pollution and odors that may occur in the surrounding communities in order to prevent risks and impacts.

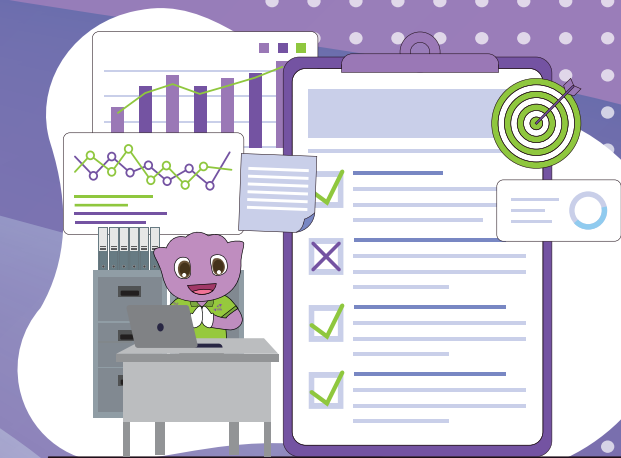
## Environmental Expenditure Account

The Company has prepared an accounting of environmental expenses for the benefit of more efficient and appropriate environmental cost and investment management which consists of expenses in various categories as follows:

Natural Rubber Group Environmental Expenditure Account	2023 (Million Baht)
<b>Expenses for pollution control equipment</b>	<b>191.66</b>
• Wastewater treatment cost (Electricity costs/Chemicals used in the system)	134.08
• Air pollution treatment cost (Electricity and water costs)	53.44
• Waste disposal	4.13
<b>Environmental protection costs</b>	<b>351.34</b>
• Expenses for implementing environmental management systems, including the cost of ISO 14001 environmental management system certification	0.69
• Environmental audit costs	6.93
• Cost of improvement of the odor treatment system	141.08
• Cost of improvement of the wastewater treatment system	202.64

# Performance Summary

Performance Summary of Sri Trang in 2023 :  
Economics, Social and Environmental





## Economics Performance

### Financial

GRI Standard	Topic	Unit	2020	2021	2022	2023
Disclosure 201-1 (2016)	Revenue from sales and services	MB	75,479	118,275	110,657	84,245
	Profit for the year	MB	15,397	26,117	5,518	(456)
	Dividends paid to shareholders	MB	3,456	6,374	3,072	1,536
	Wages and Compensation for Employees	MB	3,947	4,347	4,561	4,348
	Interest and finance charges to borrowers	MB	640	716	1,037	896
	Taxes paid to the government and local government agencies such as corporate income tax, Local maintenance tax, school tax, etc.	MB	29	135	292	35
	Expenses for support and implementing projects for social and community development	MB	10	2	10	5
Disclosure 201-1 (2016)	Compensation expenses that the organization pays to the Social Security Fund, Provident funds and retirement arrangements for employees	MB	35	33	48	57
	• Compensation expenses that the organization pays to the Social Security Fund	MB	20	16	21	31
	• Expenses that the organization pays into the provident fund	MB	6	7	13	13
	• Expenses for retirement arrangements for employees	MB	9	10	15	13
Disclosure 201-4 (2016)	Tax benefits and others received from government and local authorities from the Promotion of Investment and Development (BOI)	MB	52	114	129	0
Disclosure 202-2 (2016)	Percentage of executives from manager level and above who come from local people (5 km radius or within province)	%	50	47	52	52

## Supply Chain Management

GRI Standard	Type of Suppliers	2021		2022		2023	
		Numbers	Share of Total Procurement Spent (%)	Numbers	Share of Total Procurement Spent (%)	Numbers	Share of Total Procurement Spent (%)
Disclosure 2-6 (2021)	Tier 1 Suppliers	2,045	100	2,117	100	2,125	100
	Critical Tier 1 Suppliers	630	79	968	91	935	89
	Critical Non-tier 1 Supplier	-	-	-	-	-	-

GRI Standard	Topic	Unit	2018	2019	2020	2021	2022	2023
Disclosure 204-1 (2016)	Spending on products and services from local partners and contractors	MB	495	341	329	656	827	543
	Total procurement costs	MB	1,862	1,255	1,234	4,543	6,977	5,663
	Spending on products and services from local partners and contractors vs. total procurement spend	%	27	27	27	14	11.9	9.6

## Customer Relationship

GRI Standard	Topic	Unit	2020	2021	2022	2023
STA indicator	Customer satisfaction	%	86	83	87	87
	Proportion of customers who responded to the assessment	%	-	-	-	65
Disclosure 416-2 (2016)	The number of matters or products that affect the health and safety of customer	Case	0	0	0	0
Disclosure 417-3 (2016)	Number of complaints about marketing communications	Case	0	0	0	0
Disclosure 2-27 (2021)	Number of non-compliance with the law	Case	0	0	0	0



## Social Performance

### Employee Information

GRI Standard	Topic	2020		2021		2022		2023	
		Person	%	Person	%	Person	%	Person	%
Disclosure 2-7 (2021)	Employee	6,901	100%	6,597	100%	7,120	100%	6,461	100%
	Permanent employee								
	By gender								
	Male	4,889	72.29%	4,467	71.23%	4,574	70.04%	4,223	68.62%
	Female	1,874	27.71%	1,804	28.77%	1,957	29.96%	1,931	31.38%
	<b>Total</b>	<b>6,763</b>	<b>100%</b>	<b>6,271</b>	<b>100%</b>	<b>6,531</b>	<b>100%</b>	<b>6,154</b>	<b>100%</b>
	By region								
	Thai	4,783	100%	4,296	100%	4,433	100%	4,229	100%
	South	2,449	51.20%	1,963	45.69%	2,013	45.41%	1,786	42.23%
	Northeastern	1,494	31.24%	1,477	34.38%	1,600	36.09%	1,454	34.38%
	Eastern	137	2.86%	136	3.17%	224	5.05%	195	4.61%
	North	639	13.36%	657	15.29%	522	11.78%	710	16.79%
	Central	64	1.34%	63	1.47%	74	1.67%	84	1.99%
	Western	-	0%	-	0%	-	0%	-	0%

GRI Standard	Topic	2020		2021		2022		2023	
		Person	%	Person	%	Person	%	Person	%
Disclosure 2-7 (2021)	Foreigner	1,980	100%	1,975	100%	2,098	100%	1,925	100%
	Indonesia	1,338	67.58%	1,278	64.71%	1,149	54.77%	815	42.34%
	Myanmar	570	28.79%	627	31.75%	886	42.23%	1,011	52.52%
	Cambodia	29	1.46%	21	1.06%	11	0.52%	15	0.78%
	Laos	-	0%	1	0.05%	1	0.05%	1	0.05%
	Malaysia	1	0.05%	1	0.05%	3	0.14%	2	0.10%
	Morocco	-	0%	-	0%	-	0%	-	0%
	Taiwan	-	0%	-	0%	-	0%	-	0%
	India	1	0.05%	1	0.05%	1	0.05%	1	0.05%
	China	17	0.86%	17	0.86%	19	0.91%	20	1.04%
	France	1	0.05%	1	0.05%	1	0.05%	-	0%
	Australia	1	0.05%	-	0%	1	0.05%	1	0.05%
	Singapore	18	0.91%	21	1.06%	19	0.91%	20	1.04%
	Africa	-	0%	-	0%	-	0%	28	1.45%
	Vietnam	3	0.15%	6	0.30%	6	0.29%	9	0.47%
	Switzerland	1	0.05%	1	0.05%	1	0.05%	2	0.10%
	<b>Total</b>	<b>6,763</b>		<b>6,271</b>		<b>6,531</b>		<b>6,154</b>	

GRI Standard	Topic	2020		2021		2022		2023	
		Person	%	Person	%	Person	%	Person	%
Disclosure 2-7 (2021)	Temporary employee								
	By gender								
	Male	127	92.03%	235	72.09%	393	66.72%	252	82.08%
	Female	11	7.97%	91	27.91%	196	33.28%	55	17.92%
	<b>Total</b>	<b>138</b>	<b>100%</b>	<b>326</b>	<b>100%</b>	<b>589</b>	<b>100%</b>	<b>307</b>	<b>100%</b>
	By region								
	Thai	138	100%	321	100%	577	100%	289	100%
	South	109	78.99%	155	48.29%	121	20.97%	81	28.03%
	Northeastern	21	15.22%	124	38.63%	227	39.34%	164	56.75%
	Eastern	-	0%	3	0.93%	2	0.35%	9	3.11%
	North	7	5.07%	38	11.84%	226	39.17%	33	11.42%
	Central	1	0.72%	1	0.31%	1	0.17%	2	0.69%
	Western	-	0%	-	0%	-	0%	-	0%
	Foreigner	-	0%	5	100%	12	100%	18	100%
	Indonesia	-	0%	-	0%	-	0%	-	0%
	Myanmar	-	0%	5	100%	12	100%	18	100%
	Cambodia	-	0%	-	0%	-	0%	-	0%

GRI Standard	Topic	2020		2021		2022		2023	
		Person	%	Person	%	Person	%	Person	%
Disclosure 2-7 (2021)	Laos	-	0%	-	0%	-	0%	-	0%
	Malaysia	-	0%	-	0%	-	0%	-	0%
	Morocco	-	0%	-	0%	-	0%	-	0%
	Taiwan	-	0%	-	0%	-	0%	-	0%
	India	-	0%	-	0%	-	0%	-	0%
	<b>Total</b>	<b>138</b>		<b>326</b>		<b>589</b>		<b>307</b>	
Disclosure 2-8 (2021)	Worker	-	-	-	-	152,466	-	189,543	-
Disclosure 405-1 (2016)	Diversity and equal opportunity								
	By level								
	Top management (L7-L11)								
	Male	73	70.19%	67	69.07%	69	69.70%	70	69.31%
	Female	31	29.81%	30	30.93%	30	30.30%	31	30.69%
	<b>Total</b>	<b>104</b>	<b>100%</b>	<b>97</b>	<b>100%</b>	<b>99</b>	<b>100%</b>	<b>101</b>	<b>100%</b>
	Management (L5-L6)								
	Male	304	60.68%	279	58.86%	306	60.00%	289	59.47%
	Female	197	39.32%	195	41.14%	204	40.00%	197	40.53%
	<b>Total</b>	<b>501</b>	<b>100%</b>	<b>474</b>	<b>100%</b>	<b>510</b>	<b>100%</b>	<b>486</b>	<b>100%</b>

GRI Standard	Topic	2020		2021		2022		2023	
		Person	%	Person	%	Person	%	Person	%
Disclosure 405-1 (2016)	Operation (L1-L4)								
	Male	4,642	73.73%	4,356	72.29%	4,592	70.53%	4,116	70.07%
	Female	1,654	26.27%	1,670	27.71%	1,919	29.47%	1,758	29.93%
	<b>Total</b>	<b>6,296</b>	<b>100%</b>	<b>6,026</b>	<b>100%</b>	<b>6,511</b>	<b>100%</b>	<b>5,874</b>	<b>100%</b>
	By age								
	Management level (L5-L11)								
	Under 30 years								
	Male	30	81.08%	23	62.16%	32	69.57%	21	67.74%
	Female	7	18.92%	14	37.84%	14	30.43%	10	32.26%
	<b>Total</b>	<b>37</b>	<b>100%</b>	<b>37</b>	<b>100%</b>	<b>46</b>	<b>100%</b>	<b>31</b>	<b>100%</b>
	30-50 years								
	Male	320	62.02%	295	61.33%	313	62.10%	307	62.15%
	Female	196	37.98%	186	38.67%	191	37.90%	187	37.85%
	<b>Total</b>	<b>516</b>	<b>100%</b>	<b>481</b>	<b>100%</b>	<b>504</b>	<b>100%</b>	<b>494</b>	<b>100%</b>
	Upper 50 years								
	Male	26	52.00%	28	53.85%	28	50.00%	31	50.00%
	Female	24	48.00%	24	46.15%	28	50.00%	31	50.00%
	<b>Total</b>	<b>50</b>	<b>100%</b>	<b>52</b>	<b>100%</b>	<b>56</b>	<b>100%</b>	<b>62</b>	<b>100%</b>

GRI Standard	Topic	2020		2021		2022		2023	
		Person	%	Person	%	Person	%	Person	%
Disclosure 405-1 (2016)	<b>Operation level (L1-L4)</b>								
	<i>Under 30 years</i>								
	Male	1,694	80.09%	2,258	68.16%	1,620	73.91%	1,308	73.48%
	Female	421	19.91%	1,055	31.84%	572	26.09%	472	26.52%
	<b>Total</b>	<b>2,115</b>	<b>100%</b>	<b>3,313</b>	<b>100%</b>	<b>2,192</b>	<b>100%</b>	<b>1,780</b>	<b>100%</b>
	<i>30-50 years</i>								
	Male	2,678	70.79%	1,807	78.98%	2,670	69.06%	2,502	68.64%
	Female	1,105	29.21%	481	21.02%	1,196	30.94%	1,143	31.36%
	<b>Total</b>	<b>3,783</b>	<b>100%</b>	<b>2,288</b>	<b>100%</b>	<b>3,866</b>	<b>100%</b>	<b>3,645</b>	<b>100%</b>
	<i>Upper 50 years</i>								
	Male	271	67.75%	291	68.31%	304	66.67%	306	68.15%
	Female	129	32.25%	135	31.69%	152	33.33%	143	31.85%
	<b>Total</b>	<b>400</b>	<b>100%</b>	<b>426</b>	<b>100%</b>	<b>456</b>	<b>100%</b>	<b>449</b>	<b>100%</b>

GRI Standard	Topic	2020		2021		2022		2023	
		Person	%	Person	%	Person	%	Person	%
Disclosure 401-1 (2016)	Employment								
	New employee								
	By gender								
	Male	1,239	87.19%	1,896	78.74%	2,228	72.29%	1,378	75.26%
	Female	182	12.81%	512	21.26%	854	27.71%	453	24.74%
	<b>Total</b>	<b>1,421</b>	<b>100%</b>	<b>2,408</b>	<b>100%</b>	<b>3,082</b>	<b>100%</b>	<b>1,831</b>	<b>100%</b>
	By age								
	Under 30 years	869	61.15%	1,476	61.30%	1,738	56.39%	948	51.77%
	30-50 years	535	37.65%	885	36.75%	1,295	42.02%	837	45.71%
	Upper 50 years	17	1.20%	47	1.95%	49	1.59%	46	2.51%
	<b>Total</b>	<b>1,421</b>	<b>100%</b>	<b>2,408</b>	<b>100%</b>	<b>3,082</b>	<b>100%</b>	<b>1,831</b>	<b>100%</b>
	By region								
	Thai	1,287	100%	1,918	100%	2,389	100%	1,264	100%
	South	586	45.53%	733	38.22%	658	27.54%	263	20.81%
	Northeastern	449	34.89%	648	33.79%	1,059	44.33%	584	46.20%
	Eastern	70	5.44%	54	2.82%	166	6.95%	140	11.08%
	North	177	13.75%	472	24.61%	477	19.97%	256	20.25%

GRI Standard	Topic	2020		2021		2022		2023	
		Person	%	Person	%	Person	%	Person	%
Disclosure 401-1 (2016)	Central	5	0.39%	11	0.57%	29	1.21%	21	1.66%
	Western	-	0%	-	0%	-	0%	-	0%
	Foreigner	134	100%	490	100%	693	100%	567	100%
	Indonesia	38	28.36%	125	25.51%	81	11.69%	36	6.35%
	Myanmar	96	71.64%	355	72.45%	594	85.71%	476	83.95%
	Cambodia	-	0%	-	0%	-	0%	4	0.71%
	Laos	-	0%	1	0.20%	1	0.14%	-	0%
	Malaysia	-	0%	-	0%	-	0%	2	0.35%
	Morocco	-	0%	-	0%	-	0%	-	0%
	Taiwan	-	0%	1	0.20%	-	0%	-	0%
	China	-	0%	5	1.02%	3	0.43%	2	0.35%
	Singapore	-	0%	3	0.61%	8	1.15%	12	2.12%
	Vietnam	-	0%	-	0%	6	0.87%	3	0.53%
	Africa	-	0%	-	0%	-	0%	32	5.64%
	India	-	0%	-	0%	-	0%	-	0%
	<b>Total</b>	<b>1,421</b>		<b>2,408</b>		<b>3,082</b>		<b>1,831</b>	

GRI Standard	Topic	2020		2021		2022		2023	
		Person	%	Person	%	Person	%	Person	%
Disclosure 401-1 (2016)	Employee termination								
	By gender								
	Male	1,560	82.19%	1,617	79.58%	1,930	75.54%	1,875	75.30%
	Female	338	17.81%	415	20.42%	625	24.46%	615	24.70%
	<b>Total</b>	<b>1,898</b>	<b>100%</b>	<b>2,032</b>	<b>100%</b>	<b>2,555</b>	<b>100%</b>	<b>2,490</b>	<b>100%</b>
	By age								
	Under 30 years	926	48.79%	1,035	50.94%	1,280	50.10%	1,068	42.89%
	30-50 years	865	45.57%	906	44.59%	1,169	45.75%	1,261	50.64%
	Upper 50 years	107	5.64%	91	4.48%	106	4.15%	161	6.47%
	<b>Total</b>	<b>1,898</b>	<b>100%</b>	<b>2,032</b>	<b>100%</b>	<b>2,555</b>	<b>100%</b>	<b>2,490</b>	<b>100%</b>
	By region								
	Thai	1,460	100%	1,646	100%	2,003	100%	1,754	100%
	South	595	40.75%	632	38.40%	656	32.75%	533	30.39%
	Northeastern	641	43.90%	560	34.02%	829	41.39%	787	44.87%
	Eastern	73	5.00%	52	3.16%	84	4.19%	163	9.29%
	North	146	10.00%	395	24.00%	418	20.87%	258	14.71%
	Central	5	0.34%	7	0.43%	16	0.80%	13	0.74%

GRI Standard	Topic	2020		2021		2022		2023	
		Person	%	Person	%	Person	%	Person	%
Disclosure 401-1 (2016)	Western	-	0%	-	0%	-	0%	-	0%
	Foreigner	438	100%	386	100%	552	100%	736	100%
	Indonesia	224	51.14%	189	48.96%	205	37.14%	379	51.49%
	Myanmar	195	44.52%	183	47.41%	330	59.78%	341	46.33%
	Cambodia	14	3.20%	8	2.07%	10	1.81%	-	0%
	Laos	-	0%	-	0%	1	0.18%	-	0%
	Malaysia	-	0%	-	0%	-	0%	-	0%
	Morocco	-	0%	-	0%	-	0%	-	0%
	Taiwan	-	0%	1	0.26%	-	0%	-	0%
	India	-	0%	-	0%	-	0%	-	0%
	Singapore	2	0.46%	1	0.26%	6	1.09%	11	1.49%
	Vietnam	-	0%	-	0%	-	0%	1	0.14%
	China	3	0.68%	3	0.78%	-	0%	3	0.41%
	Australia	-	0%	1	0.26%	-	0%	-	0%
	France	-	0%	-	0%	-	0%	1	0.14%
	<b>Total</b>	<b>1,898</b>		<b>2,032</b>		<b>2,555</b>		<b>2,490</b>	

GRI Standard	Topic	Unit	2020	2021	2022	2023
Disclosure 401-1 (2016)	Turnover rate	%	26.12%	30.11%	37.25%	36.67%
	By gender					
	Male	Person	1,560	1,617	1,930	1,875
	Female	Person	338	415	625	615
	By age					
	Under 30 years	Person	926	1,035	1,280	1,068
	30-50 years	Person	865	906	1,169	1,261
	Upper 50 years	Person	107	91	106	161
	Voluntary employee turnover rate	%	22.50%	22.46%	27.19%	27.41%

GRI Standard	Topic	Unit	2020	2021	2022	2023
Disclosure 401-3 (2016)	Maternity leave					
	Maternity leave					
	By gender					
	Male	Person	-	-	-	-
	Female	Person	63	69	63	53
	<b>Total</b>	<b>Person</b>	<b>63</b>	<b>69</b>	<b>63</b>	<b>53</b>
Disclosure 401-3 (2016)	Return after maternity leave					
	By gender					
	Male	Person	-	-	-	-
	Female	Person	53	65	51	48
	<b>Total</b>	<b>Person</b>	<b>53</b>	<b>65</b>	<b>51</b>	<b>48</b>
	Return after maternity leave	%	84.13%	94.20%	80.95%	90.57%

## Ratio of average basic salary and remuneration of female to male employees

GRI Standard	Topic	2021	2022	2023
Disclosure 405-2 (2016)	Base salary only			
	Top Management (L7-L12)	0.94	0.92	0.89
	Management (L5-L6)	0.98	0.98	1.05
	Operation (L3-L4)	0.98	0.98	1.03
	Operation (L1-L2)	1.00	0.96	0.95
	Base salary and other incentive			
	Top Management (L7-L12)	0.90	0.82	0.79
	Management (L5-L6)	0.96	0.96	1.04
	Operation (L3-L4)	1.00	1.04	1.04
	Operation (L1-L2)	-	-	-

- Remark:**
1. Other incentive is a bonus.
  2. Operational employees (L1-L4) are divided into 2 parts according to the type of employment: operational employees (L1-L2) are daily employees who do not receive bonus. On the other hand, operational employees (L3-L4) are monthly employees who receive bonus.
  3. In 2021-2022, data coverage included RBL, NHR, and STA (excluding STA-HQ and STA-BKK).
  4. In 2023, data coverage included RBL, NHR, STA (including STA-HQ and STA-BKK), and SRP.

## Human Resource Development

GRI Standard	Topic	Unit	2020	2021	2022	2023
Disclosure 404-1 (2016)	Target of training hours	Hours	6	35	35	35
	Training hours	Hours	79,242	204,980	190,484	255,252
	Average training hours	Hours/Person/ Year	14	38	35	47
	<b>Training hours by gender</b>					
	Male	Hours	49,585	134,923	119,117	168,956
	Female	Hours	29,786	70,057	71,367	86,295
	<b>Training hours by level</b>					
	Top management (L7-L11)	Hours	3,124	7,115	4,610	5,361
	Management (L5-L6 )	Hours	17,337	44,933	42,584	47,744
	Operation (L1-L4 )	Hours	58,910	152,932	143,290	202,147
	<b>Training hours by skill</b>					
	Administration	Hours	893	5,805	11,537	51,280
	Manufacturing	Hours	11,282	12,440	18,282	4,731

GRI Standard	Topic	Unit	2020	2021	2022	2023
Disclosure 404-1 (2016)	On the job training	Hours	958	115,700	32,686	68,711
	Service	Hours	11,789	11,349	25,051	48,242
	Technical	Hours	54,321	59,687	102,928	17,034
	Environmental	Hours	-	-	-	947
	Occupational Safety and Health	Hours	-	-	-	52,388
	Quality	Hours	-	-	-	11,918
	Total training costs	Baht	-	-	-	14,128,062
	Average amount spent in training for all employees	Baht/Person/Year	-	-	-	2,677

Topic	2022		2023	
	Person	%	Person	%
Total female employee	2,153	30%	1,986	31%
Female in all management positions (junior, middle and top management)	353	34%	379	33%
Female employee in operation positions (L1-L3)	1,798	30%	1,606	30%
Female employee in junior management positions (L4-L5)	263	33%	287	33%
Female employee in middle management positions (L6-L7)	86	36%	87	36%
Female employee in top management positions (L8-L11)	4	17%	6	23%
Female employee in top management positions with maximum two levels away from the CEO)	4	29%	5	29%
Female employee in management positions in revenue-generating functions, e.g. sales (marketing), etc.	12	6%	7	27%
Female employee in STEM (Science, Technology, Engineering, Mathematics) related positions	441	38%	481	35%

## Occupational Health and Safety

GRI Standard	Topic	Unit	Target	2020	2021	2022	2023
Disclosure 403-9 (2016)	Worked Hours						
	Employee	Hour	-	10,770,016	13,218,679	11,338,487	10,694,950
	Contractor	Hour	-	N/A	N/A	1,310,214	1,749,603
	Fatality as a result of Work-Related Injury						
	Employee	Case	0	2	0	0	0
		Case /200,000 worked hours	0	0.04	0	0	0
	Contractor	Case	0	N/A	N/A	0	0
		Case /200,000 worked hours	0	N/A	N/A	0	0
	Lost-Time Injury Frequency Rate : LTIFR						
	Employee	Case	-	60	109	89	50
		Case /200,000 worked hours	-	1.11	1.65	1.57	0.94
	Contractor	Case	-	N/A	N/A	1	1
		Case /200,000 worked hours	-	N/A	N/A	0.15	0.11
	Injury Severity Rate : ISR						
	Employee	Day	-	577	1,054	589	604
		Day /200,000 worked hours	-	10.71	15.95	10.39	11.30
	Contractor	Day	-	N/A	N/A	30	3
		Day /200,000 worked hours	-	N/A	N/A	4.58	0.34

GRI Standard	Topic	Unit	Target	2020	2021	2022	2023
Disclosure 403-9 (2016)	Total Recordable Injury Frequency Rate : TRIFR						
	Employee	Case	-	113	212	131	90
		Case /200,000 worked hours	-	2.10	3.21	2.31	1.68
	Contractor	Case	-	N/A	N/A	1	3
		Case /200,000 worked hours	-	N/A	N/A	0.15	0.34
	High-Consequence Work-Related Injuries						
	Employee	Case	-	0	1	0	0
		Case /200,000 worked hours	-	0	0.02	0	0
	Contractor	Case	-	N/A	N/A	0	0
		Case /200,000 worked hours	-	N/A	N/A	0	0
	Near Miss						
	Employee	Case	-	N/A	N/A	3	7
	Contractor	Case	-	N/A	N/A	0	0
Disclosure 403-10 (2016)	Occupational Illness Frequency Rate : OIFR						
	Employee	Case	0	0	0	0	0
		Case /200,000 worked hours	0	0	0	0	0
	Contractor	Case	0	N/A	N/A	0	0
		Case /200,000 worked hours	0	N/A	N/A	0	0

**Remark:**

1. The Company has analyzed data for the period of 2019 to 2021 by calculating from 1,000,000 to 200,000 working hours to suit the number of employees and Contractors in the factory.
2. Data from our contractor has been collected since 2022.



## Environmental Performance

### Materials

GRI Standard	Topic	Unit	2020	2021	2022	2023
Disclosure 301-1 (2016)	Materials used by weight or volume	Tons	812,893	1,104,533	1,217,509	1,103,510
	Renewable materials	Tons	800,943	1,093,057	1,202,199	1,088,087
	Cuplump	Tons	629,002	903,905	1,053,838	961,855
	Fresh latex	Tons	119,756	129,244	91,525	85,682
	Unsmoked Sheet /Ribbed smoked sheet	Tons	52,185	59,908	56,836	40,550
	Non-renewable materials	Tons	11,950	11,476	15,309	15,423
	Styrene Butadiene Rubber (SBR)	Tons	9,262	8,613	13,232	13,442
	Ammonia	Tons	2,688	2,863	2,077	1,981
	Packaging					
	Plastic	Tons	1,949	2,779	3,895	3,315
Disclosure 301-2 (2016)	Recycled input materials used					
	Plastic	Tons	779	1,137	1,663	1,402
Disclosure 302-1 (2016)	Energy consumption within the organization					
	Total energy consumption	GJ	1,631,794	2,158,737	2,542,477	2,257,808
	Non-renewable energy consumption	GJ	865,599	1,105,518	1,266,579	1,158,873
	Diesel	GJ	78,936	112,986	135,558	117,382

GRI Standard	Topic	Unit	2020	2021	2022	2023
Disclosure 302-1 (2016)	LPG	GJ	160,570	209,197	230,216	173,828
	Purchased electricity	GJ	626,093	783,335	900,805	867,663
	Renewable energy consumption	GJ	766,195	1,053,219	1,275,898	1,098,935
	Thermal energy from biomass	GJ	766,195	1,053,219	1,272,040	1,094,302
	Solar power	GJ	-	-	3,858	4,634
Disclosure 302-3 (2016)	Energy consumption intensity	GJ/Ton	1.88	1.85	1.86	1.96

## GHG Emissions

GRI Standard	Topic	Unit	2020	2021	2022	2023
Disclosure 305-1 (2016)	Direct (Scope 1) GHG emissions	tCO <sub>2</sub> -eq	17,053	32,983	44,160	30,037
	CO <sub>2</sub> emissions from biomass/biogenic	tCO <sub>2</sub> -eq	120,520	123,759	127,823	123,209
	HCFC-22	tCO <sub>2</sub> -eq	-	201	71	28
Disclosure 305-2 (2016)	Energy indirect (Scope 2) GHG emissions	tCO <sub>2</sub> -eq	81,562	108,514	124,812	120,485
	CO <sub>2</sub>	tCO <sub>2</sub> -eq	81,562	108,514	124,812	120,485
	Total scope 1 & 2 GHG emissions	tCO <sub>2</sub> -eq	98,614	141,497	168,971	150,522
Disclosure 305-4 (2016)	GHG Scope 1 and 2 emissions intensity	tCO <sub>2</sub> -eq/Ton	0.114	0.122	0.124	0.131

GRI Standard	Topic	Unit	2020	2021	2022	2023
Disclosure 305-5 (2016)	GHG Emission Reduction compared with the base year of 2021	tCO <sub>2</sub> -eq/Ton	-	-	0.0024	0.0091
		%	-	-	-1.97%	-7.47%

**Remark:**

1. The calculation of GHG emissions and used emissions factors followed the 2006 IPCC Guidelines and Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). Global Warming Potential (GWP) used in the calculation referred to the IPCC Fifth Assessment Report 2015 (AR5). The calculation involves multiplying activity data with emission factors and expressing the results in tons of carbondioxide equivalent (tCO<sub>2</sub>-eq).
2. Emission factor used for the calculation of indirect (scope 2) GHG emissions from purchased electricity followed the value set by TGO.
3. Scope 1 direct greenhouse gas emissions are from stationary combustion, mobile combustion, LPG fuel used in the production process and other processes, boiler fuel, methane from toilet systems and anaerobic wastewater ponds, and ash testing.
4. In 2021, the Company's greenhouse gas emissions data were verified by Third-Party External Verifier. Therefore, the amount of greenhouse gas emissions in 2021 has been set as the base year.

## Air Pollutions

GRI Standard	Topic	Unit	2022	2023
Disclosure 305-7 (2016)	NO <sub>x</sub> (from combustion)	kilogram	70,875	54,262
	NO <sub>x</sub> intensity	Kg/Ton	0.07	0.05
	SO <sub>2</sub> (from combustion)	kilogram	29,139	24,649
	SO <sub>2</sub> intensity	Kg/Ton	0.03	0.02
	Total Suspended Particulate (TSP) (from combustion)	kilogram	85,715	90,879
	TSP intensity (from combustion)	Kg/Ton	0.08	0.08

**Remark:** Air pollution data are measured from boiler chimney and rubber oven chimney from the STR factory.

## Water Withdrawal

GRI Standard	Topic	Unit	2020	2021	2022	2023
Disclosure 303-3 (2018)	Water withdrawal by sources & by total dissolved solids	million cubic meters	2.24	2.20	2.00	1.45
	Water withdrawal from freshwater sources ( $\leq 1,000$ mg/L Total Dissolve Solids)	million cubic meters	2.24	2.20	2.00	1.45
	- Surface water/river water	million cubic meters	0.59	0.46	0.45	-
	- Groundwater	million cubic meters	1.63	1.72	1.53	1.42
	- Water from raw materials	million cubic meters	-	-	-	0.002
	- Tap water	million cubic meters	0.02	0.02	0.02	0.03
	Water withdrawal from other water sources ( $> 1,000$ mg/L Total Dissolve Solids)	million cubic meters	-	-	-	0.001
	- Surface water/river water	million cubic meters	-	-	-	0.001
	- Groundwater	million cubic meters	-	-	-	-
	- Water from raw materials	million cubic meters	-	-	-	-
	- Tap water	million cubic meters	-	-	-	-
	Total water withdrawal from all areas with water stress	million cubic meters	0.17	0.18	0.21	0.23
	Water withdrawal from freshwater sources ( $\leq 1,000$ mg/L Total Dissolve Solids) in the areas with water stress	million cubic meters	0.17	0.18	0.21	0.23
	- Surface water/river water	million cubic meters	0.07	0.07	0.10	0.06
	- Groundwater	million cubic meters	0.10	0.11	0.11	0.17
	- Water from raw materials	million cubic meters	-	-	-	-
	- Tap water	million cubic meters	-	-	-	-

GRI Standard	Topic	Unit	2020	2021	2022	2023
Disclosure 303-3 (2018)	Water withdrawal from other water sources (> 1,000 mg/L Total Dissolve Solids) in the areas with water stress	million cubic meters	-	-	-	-
	- Surface water/river water	million cubic meters	-	-	-	-
	- Groundwater	million cubic meters	-	-	-	-
	- Water from raw materials	million cubic meters	-	-	-	-
	- Tap water	million cubic meters	-	-	-	-
	Total water withdrawal	million cubic meters	2.41	2.38	2.21	1.69
	- Surface water/river water	million cubic meters	0.66	0.53	0.55	0.06
	- Groundwater	million cubic meters	1.73	1.83	1.64	1.60
	- Water from raw materials	million cubic meters	-	-	-	0.002
	- Tap water	million cubic meters	0.02	0.02	0.02	0.03

## Water Discharge

GRI Standard	Topic	Unit	2020	2021	2022	2023
Disclosure 303-4 (2018)	Water discharge by destination and by total dissolved solid	million cubic meters	0.32	0.29	0.38	0.33
	Water discharged to canals	million cubic meters	0.32	0.29	0.38	0.33
	- Freshwater ( $\leq$ 1,000 mg/L Total Dissolve Solids)	million cubic meters	0.14	0.11	0.20	0.20
	- Other water (>1,000 mg/L Total Dissolve Solids)	million cubic meters	0.18	0.18	0.18	0.14
	Water discharged to canals in water stress areas	million cubic meters	-	-	-	-
	- Freshwater ( $\leq$ 1,000 mg/L Total Dissolve Solids)	million cubic meters	-	-	-	-
	- Other water (>1,000 mg/L Total Dissolve Solids)	million cubic meters	-	-	-	-

## Water & Effluent Management

GRI Standard	Topic	Unit	2020	2021	2022	2023
Disclosure 303-3 (2018)	Total water recycled & reused	million cubic meters	11.12	14.84	15.69	16.34
	Percentage of water recycled and reused to total water withdrawal	%	82	86	88	91
	Water discharge quality					
	- BOD	mg/L	9.2	5.1	6.8	6.5
	- COD	mg/L	60.8	41.8	66.6	54.0
	- SS	mg/L	17.5	8.9	10.3	15.3
	- pH	-	7.7	7.4	7.2	7.7
	- TDS	mg/L	527.8	880.7	1,603.0	1,416.7
	- Oil&Grease	mg/L	1.4	1.5	1.0	1.0

**Remark:** Information regarding the discharge of water outside the factory, including STA-TG, STA-KD, and STA-SR.

## Water Consumption

GRI Standard	Topic	Unit	2020	2021	2022	2023
Disclosure 303-5 (2018)	Water consumption	million cubic meters	2.09	2.09	1.83	1.35
	Water consumption in water stress areas	million cubic meters	0.17	0.18	0.21	0.23
	Change in water storage in tank between Jan 1 and Dec 31 of the year	million cubic meters	-	-	-	-

**Remark:**

1. Aqueduct Water Risk Atlas of World Resources Institute (WRI) was used as a credible tool for assessing areas with water stress.
2. In 2020-2023, the formula for calculating water consumption was revised to align with the GRI Standard.

## Waste Management

GRI Standard	Topic	Unit	2020	2021	2022	2023
Disclosure 306-3 (2020)	Total weight of waste generated	Tons	9,503	15,437	15,183	10,330
	- Hazardous waste generated	Tons	73	78	236	134
	- Non-hazardous waste generated	Tons	9,430	15,359	14,947	10,196
Disclosure 306-4 (2020)	Total weight of waste diverted from disposal by reuse, recycling or other recovery	Tons	9,043	14,970	14,410	9,314
	Total hazardous waste diverted from disposal by reuse, recycling or other recovery	Tons	57	60	129	109
	Preparation for reuse	Tons	0	1	43	19
	Onsite preparation for reuse	Tons	-	-	-	-
	Offsite preparation for reuse	Tons	-	1	43	19
	Recycling	Tons	0	0	5	4
	Onsite recycling	Tons	-	-	-	1
	Offsite recycling	Tons	-	-	5	3
	Other recovery operations	Tons	57	59	80	86
	Other onsite recovery	Tons	-	-	-	-
	Other offsite recovery	Tons	57	59	80	86
	Total non-hazardous waste diverted from disposal by reuse, recycling or other recovery	Tons	8,986	14,910	14,281	9,205
	Preparation for reuse	Tons	6,346	10,528	10,285	6,240
	Onsite preparation for reuse	Tons	3,921	6,653	6,508	2,988
	Offsite preparation for reuse	Tons	2,425	3,875	3,777	3,252

GRI Standard	Topic	Unit	2020	2021	2022	2023
Disclosure 306-4 (2020)	Recycling	Tons	982	1,100	1,595	1,050
	Onsite recycling	Tons	0	48	1	1
	Offsite recycling	Tons	982	1,052	1,594	1,048
	Other recovery operations	Tons	1,658	3,282	2,401	1,916
	Other onsite recovery	Tons	677	987	778	1,248
	Other offsite recovery	Tons	981	2,295	1,623	668
Disclosure 306-5 (2020)	Total weight of waste directed to disposal	Tons	452	433	793	1,016
	Total hazardous waste directed to disposal	Tons	9	8	103	26
	Incineration with energy recovery	Tons	0	0	0	0
	Onsite incineration with energy recovery	Tons	-	-	-	-
	Offsite incineration with energy recovery	Tons	-	-	-	-
	Incineration without energy recovery	Tons	6	3	3	2
	Onsite incineration without energy recovery	Tons	-	-	-	-
	Offsite incineration without energy recovery	Tons	6	3	3	2
	Landfilling	Tons	3	5	100	24
	Onsite landfilling	Tons	-	-	-	-
	Offsite landfilling	Tons	3	5	100	24
	Other disposal operations	Tons	0	0	0	0
	Other onsite disposal operations	Tons	-	-	-	-
	Other offsite disposal operations	Tons	-	-	-	-

GRI Standard	Topic	Unit	2020	2021	2022	2023
Disclosure 306-5 (2020)	Total non-hazardous waste directed to disposal	Tons	443	425	690	991
	Incineration with energy recovery	Tons	0	57	75	212
	Onsite incineration with energy recovery	Tons			-	-
	Offsite incineration with energy recovery	Tons	-	57	75	212
	Incineration without energy recovery	Tons	0	0	0	0
	Onsite incineration without energy recovery	Tons	-	-	-	-
	Offsite incineration without energy recovery	Tons	-	-	-	-
	Landfilling	Tons	443	368	615	770
	Onsite landfilling	Tons	-	-	-	-
	Offsite landfilling	Tons	443	368	615	770
	Other disposal operations	Tons	0	0	0	9
	Other onsite disposal operations	Tons	-	-	-	9
	Other offsite disposal operations	Tons	-	-	-	-

**Remark:** The STA-NR is required to report the amounts of all hazardous and non-hazardous wastes that have been disposed of or authorized for storage within the factory.

## Oil & Chemical Spills

GRI Standard	Topic	Unit	2020	2021	2022	2023
Disclosure 306-3 (2016)	Numbers of incidents related to the significant spills of chemical, oil, effluent and waste (affecting impacts on environment, communities, and natural resources)	Case	0	0	0	0
	Quantity of oil, chemical, and hazardous substances spills	m <sup>3</sup>	0	0	0	0

## Environmental Compliance

GRI Standard	Topic	Unit	2020	2021	2022	2023
Disclosure 2-27 (2021)	Numbers of cases associated with non-compliance with environmental laws and regulations	Case	1	2	5	9
	Monetary value of fines associated with non-compliance with environmental laws and regulations	Baht	30,000	67,500	0	0

## Supplier Environmental Assessment

GRI Standard	Topic	Unit	2020	2021	2022	2023
Disclosure 308-1 (2016)	Percentage of new suppliers that were screened using environmental criteria	%	100	100	100	100
Disclosure 308-2 (2016)	Number of suppliers assessed for environmental impacts	Person	1,155	1,223	1,222	763
	Number of suppliers identified as having significant actual and potential negative environmental impacts	Person	0	0	0	0
	Percentage of suppliers with negative environmental impacts with which improvement were agreed	%	0	0	0	0
	Percentage of suppliers with negative environmental impacts with which relationships were terminated as a result of assessment	%	0	0	0	0



## GRI Content Index

<b>Statement of use</b>	Sri Trang Agro-Industry Public Company Limited has reported in accordance with the GRI Standards for the period 1 January 2023 – 31 December 2023.
<b>GRI 1 used</b>	GRI 1: Foundation 2021
<b>Applicable GRI Sector Standard (s)</b>	-

GRI Standard	Disclosure	Location	Omission	External Assurance	SDGs
<b>General Disclosures</b>					
GRI 2: General Disclosures 2021	2-1	Organizational details	6-8		
	2-2	Entities included in the organization's sustainability reporting	30-31		
	2-3	Reporting period, frequency and contact point	28-29		
	2-4	Restatements of information	28-29		
	2-5	External assurance	28, 176		
	2-6	Activities, value chain and other business relationships	6, 9-13		
	2-7	Employees	6, 98, 136-139		SDG 8, 10
	2-8	Workers who are not employees	139		
	2-9	Governance structure and composition	39, 44-48		SDG 5, 16
	2-10	Nomination and selection of the highest governance body	56-1 One Report 2023, page 134		SDG 5, 16
	2-11	Chair of the highest governance body	39		SDG 16
	2-12	Role of the highest governance body in overseeing the management of impacts	24-27, 33, 44-48, 56-57		
	2-13	Delegation of responsibility for managing impacts	39-40, 44-49		
	2-14	Role of the highest governance body in sustainability reporting	28, 48		

GRI Standard		Disclosure	Location	Omission	External Assurance	SDGs
GRI 2: General Disclosures 2021	2-15	Conflicts of interest	56-1 One Report 2023, page 178			SDG 16
	2-16	Communication of critical concerns	56-69			
	2-17	Collective knowledge of the highest governance body	56-1 One Report 2023, page 168-170			SDG 4
	2-18	Evaluation of the performance of the highest governance body	51			
	2-19	Remuneration policies	56-1 One Report 2023, page 159			
	2-20	Process to determine remuneration	56-1 One Report 2023, page 159			
	2-21	Annual total compensation ratio	56-1 One Report 2023, page 160			
	2-22	Statement on sustainable development strategy	4-5			
	2-23	Policy commitments	21-23, 40-43			
	2-24	Embedding policy commitments	21-23, 53-54, 74-75, 82, 119			
	2-25	Processes to remediate negative impacts	55, 95, 120			
	2-26	Mechanisms for seeking advice and raising concerns	54-55, 97			SDG 16
	2-27	Compliance with laws and regulations	55, 135, 162			SDG 16
	2-28	Membership associations	36			
	2-29	Approach to stakeholder engagement	24-27			
	2-30	Collective bargaining agreements	97, 99			SDG 8

GRI Standard		Disclosure	Location	Omission	External Assurance	SDGs
<b>Material Topics</b>						
GRI 3: Material Topics 2021	3-1	Process to determine material topics	32-33			
	3-2	List of material topics	33			
<b>Economic Standard Series</b>						
<b>Economic performance</b>						
GRI 3: Material Topics 2021	3-3	Management of material topics	21-23, 27, 34			
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	37-38, 134			SDG 2, 5, 8, 9
Risk Management	STA Indicator	KRI does not exceed risk thresholds	57			
<b>Procurement Practices</b>						
GRI 3: Material Topics 2021	3-3	Management of material topics	21-23, 25-26, 34, 70-79			
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	73, 135			SDG 5, 8
Evaluation of suppliers of raw materials	STA Indicator	The result of evaluation is grade A>70	26			
Natural rubber transportation standard	STA Indicator	Percentage of natural rubber transportation vehicles passing the Company's standard	26, 114			
<b>Anti-corruption</b>						
GRI 3: Material Topics 2021	3-3	Management of material topics	22, 23, 25, 27, 34, 53-55			

GRI Standard		Disclosure	Location	Omission	External Assurance	SDGs
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	53-55			SDG 16
	205-2	Communication and training about anti-corruption policies and procedures	53-54			SDG 16
	205-3	Confirmed incidents of corruption and actions taken	55			SDG 16
Environmental Standard Series						
Materials						
GRI 3: Material Topics 2021	3-3	Management of material topics	22-23, 35, 81, 84, 115, 119, 124-126			
GRI 301: Materials 2016	301-1	Materials used by weight or volume	153			SDG 8, 12
	301-2	Recycled input materials used	153			SDG 8, 12
	301-3	Reclaimed products and their packaging materials		Not applicable		SDG 8, 12
Energy						
GRI 3: Material Topics 2021	3-3	Management of material topics	22-23, 35, 119, 121-123			
GRI 302: Energy 2016	302-1	Energy consumption within the organization	153-154		Yes	SDG 7, 8, 12, 13
	302-3	Energy intensity	154			SDG 7, 8, 12, 13
	302-4	Reduction of energy consumption	122			SDG 7, 8, 12, 13
	302-5	Reductions in energy requirements of products and services	122			SDG 7, 8, 12, 13

GRI Standard		Disclosure	Location	Omission	External Assurance	SDGs
<b>Water and effluents</b>						
GRI 3: Material Topics 2021	3-3	Management of material topics	22-23, 35, 119, 129-131			
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	129-130			SDG 6, 12
	303-2	Management of water discharge-related impacts	131			SDG 6
	303-3	Water withdrawal by source	130, 156-157		Yes	SDG 6
	303-4	Water discharge	131, 157-158		Yes	SDG 6
	303-5	Water consumption	130, 158		Yes	SDG 6
<b>Biodiversity</b>						
GRI 3: Material Topics 2021	3-3	Management of material topics	22-23, 35, 119, 127-128			
GRI 304: Biodiversity 2016	304-3	Habitats protected or restored	127			
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations		Not applicable		
<b>Emissions</b>						
GRI 3: Material Topics 2021	3-3	Management of material topics	22-23, 35, 119, 121-123, 132			
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	123, 154		Yes	SDG 3, 12, 13, 14, 15
	305-2	Energy indirect (Scope 2) GHG emissions	123, 154		Yes	SDG 3, 12, 13, 14, 15
	305-4	GHG emissions intensity	122, 154		Yes	SDG 13, 14, 15
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	155		Yes	SDG 3, 12, 14, 15

GRI Standard		Disclosure	Location	Omission	External Assurance	SDGs
Waste						
GRI 3: Material Topics 2021	3-3	Management of material topics	22-23, 35, 81, 84, 115, 119, 124-126			
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	124-126			SDG 3, 6, 11, 12
	306-2	Management of significant waste-related impacts	124-126			SDG 3, 6, 8, 11, 12
	306-3	Waste generated	125, 159		Yes	SDG 3, 11, 12
	306-4	Waste diverted from disposal	159-160		Yes	SDG 3, 11, 12
	306-5	Waste directed to disposal	125, 159-161		Yes	SDG 3, 11, 12
Supplier Environmental Assessment						
GRI 3: Material Topics 2021	3-3	Management of material topics	21-23, 25-26, 34, 70-79			
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	73, 162			
	308-2	Negative environment impacts in the supply chain and actions taken	162			
Social Standard Series						
Employment						
GRI 3: Material Topics 2021	3-3	Management of material topics	22-23, 25, 35, 95, 98-106			
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	98-99, 142-146			SDG 5, 8, 10
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	99-100			SDG 3, 5, 8
	401-3	Parental leave	99, 147			SDG 5, 8

GRI Standard		Disclosure	Location	Omission	External Assurance	SDGs
Occupational Health and Safety						
GRI 3: Material Topics 2021	3-3	Management of material topics	22-23, 25, 34, 85-91			
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	85			SDG 8
	403-2	Hazard identification, risk assessment, and incident investigation	85-87			SDG 3, 8
	403-3	Occupational health services	87			SDG 3, 8
	403-4	Worker participation, consultation, and communication on	88			SDG 8, 16
	403-5	Worker training on occupational health and safety	88			SDG 8
	403-6	Promotion of worker health	89-90			SDG 3
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	90			SDG 8
	403-8	Workers covered by an occupational health and safety management system	85-91			SDG 8
	403-9	Work-related injuries	151-152		Yes	SDG 3, 8, 16
	403-10	Work-related ill health	152		Yes	SDG 3, 8, 16
Training and Education						
GRI 3: Material Topics 2021	3-3	Management of material topics	22-23, 25, 35, 101-106			
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	103, 149			SDG 4, 5, 8, 10
	404-2	Programs for upgrading employee skills and transition assistance programs	101-106			SDG 8
	404-3	Percentage of employees receiving regular performance and career development reviews	100			SDG 5, 8, 10

GRI Standard		Disclosure	Location	Omission	External Assurance	SDGs
Employee engagement	STA Indicator	Percentage of employee engagement score	100			
<b>Diversity and Equal Opportunity</b>						
GRI 3: Material Topics 2021	3-3	Management of material topics	23, 25, 34, 92-99, 101			
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	98, 139-141			SDG 5, 8
	405-2	Ratio of basic salary and remuneration of women to men	101, 148		Yes	SDG 5, 8, 10
<b>Non-discrimination</b>						
GRI 3: Material Topics 2021	3-3	Management of material topics	23, 34, 92-97			
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	55, 95			
<b>Freedom of association and collective bargaining</b>						
GRI 3: Material Topics 2021	3-3	Management of material topics	23, 34, 97			
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	72, 95-96			
<b>Child Labor</b>						
GRI 3: Material Topics 2021	3-3	Management of material topics	23, 34, 92			
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	72, 95-96			

GRI Standard		Disclosure	Location	Omission	External Assurance	SDGs
<b>Forced or compulsory labor</b>						
GRI 3: Material Topics 2021	3-3	Management of material topics	23, 34, 93-96			
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	72, 95-96			
<b>Local Communities</b>						
GRI 3: Material Topics 2021	3-3	Management of material topics	22-23, 26, 35, 107-118			
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	107-118			
	413-2	Operations with significant actual and potential negative impacts on local communities	107-118			SDG 1,2
Community Engagement	STA Indicator	Community engagement score	26, 108-113			
<b>Customer Health and Safety</b>						
GRI 3: Material Topics 2021	3-3	Management of material topics	21, 23-24, 34, 82-84			
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	135			SDG 16
Customer Satisfaction	STA Indicator	Percentage of customer satisfaction related to products & services	83, 135			
	STA Indicator	Percentage of customer satisfaction related to complaint responses	83, 135			

GRI Standard		Disclosure	Location	Omission	External Assurance	SDGs
Marketing and Labeling						
GRI 3: Material Topics 2021	3-3	Management of material topics	21, 23-24, 34, 82-84			
GRI 417: Marketing and Labeling 2016	417-2	Incidents of non-compliance concerning product and service information and labeling	82			SDG 16
	417-3	Incidents of non-compliance concerning marketing communications	82			SDG 16
Customer Satisfaction	STA Indicator	Percentage of customer satisfaction	83, 135			
Customer Privacy						
GRI 3: Material Topics 2021	3-3	Management of material topics	21, 23-24, 34, 82, 97			
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	82			SDG 16



## UN GLOBAL COMPACT PRINCIPLES

Nowaday Sri Trang Agro-Industry Public Company Limited has not yet applied to join the UN Global Compact, but the Company commit to conducting business in accordance with the 10 Principles of the United Nations Global Compact (UNGC) to play a part in making a significant positive impact and creating a more sustainable future and equal for all. Therefore, in 2023, the Company has applied the principles as a guideline for business operations as well as preparing a report on compliance with UNGC guidelines as follows:

UNGC Principle	Criteria of UNGC COP for the advance level	Company operation	Disclosure
<b>STRATEGY, GOVERNANCE AND ENGAGEMENT</b>			
Scope : Implementing the Ten Principles into Strategies & Operations	1. Mainstreaming into corporate functions and business units	<ul style="list-style-type: none"> <li>• Message From Chairman and Board of Directors</li> <li>• Sustainable Responsibility Management</li> <li>• Corporate Sustainability Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability report 2023, page 4-5</li> <li>• Sustainability report 2023, page 21-23</li> <li>• <a href="https://www.sritranggroup.com/misc/sustainability/20240202-sta-corporate-sustainability-policy-en.pdf">https://www.sritranggroup.com/misc/sustainability/20240202-sta-corporate-sustainability-policy-en.pdf</a></li> </ul>
	2. Value chain implementation	<ul style="list-style-type: none"> <li>• Managing Impacts on Stakeholders in the Business Value Chain</li> <li>• Supply Chain Management</li> </ul>	<ul style="list-style-type: none"> <li>• 56-1 One report 2023, page 88-91</li> <li>• Sustainability report 2023, page 70-79</li> </ul>
<b>HUMAN RIGHTS</b>			
Principle 1 : Support and respect the protection of internationally proclaimed human rights	3. Robust commitments, strategies or policies in the area of human rights	<ul style="list-style-type: none"> <li>• Human Rights and Non-Discrimination Policy</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="https://www.sritranggroup.com/misc/cg/20221108-sta-human-rights-and-non-discrimination-policy-en.pdf">https://www.sritranggroup.com/misc/cg/20221108-sta-human-rights-and-non-discrimination-policy-en.pdf</a></li> </ul>
Principle 2 : Not complicit in human rights abuses		<ul style="list-style-type: none"> <li>• Human Rights and Non-Discrimination</li> <li>• Employees' Care and Development</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability report 2023, page 92-97</li> <li>• Sustainability report 2023, page 98-106</li> </ul>
	4. Effective management systems to integrate the human rights principles		
	5. Effective monitoring and evaluation mechanisms of human rights integration		

UNGC Principle	Criteria of UNGC COP for the advance level	Company operation	Disclosure
<b>LABOUR</b>			
Principle 3 : Uphold the freedom of association and the effective recognition of the right to collective bargaining	6. Robust commitments, strategies or policies in the area of labor	<ul style="list-style-type: none"> <li>• Message From Chairman and Board of Directors</li> <li>• Human Rights and Non-Discrimination Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability report 2023, page 4-5</li> <li>• <a href="https://www.sritranggroup.com/misc/cg/20221108-sta-human-rights-and-non-discrimination-policy-en.pdf">https://www.sritranggroup.com/misc/cg/20221108-sta-human-rights-and-non-discrimination-policy-en.pdf</a></li> </ul>
Principle 4 : Uphold the elimination of all forms of forced and compulsory labour	7. Effective management systems to integrate the labor principles		<ul style="list-style-type: none"> <li>• Sustainability report 2023, page 92-97</li> </ul>
Principle 5 : Uphold the effective abolition of child labour	8. Effective monitoring and evaluation mechanisms of labor principles integration	<ul style="list-style-type: none"> <li>• Human Rights and Non-Discrimination</li> <li>• Employees' Care and Development</li> <li>• Occupational Health and Safety</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability report 2023, page 98-106</li> <li>• Sustainability report 2023, page 85-91</li> </ul>
Principle 6 : Uphold the elimination of discrimination in respect of employment and occupation			
<b>ENVIRONMENT</b>			
Principle 7 : Support a precautionary approach to environmental challenges	9. Robust commitments, strategies or policies in the area of environmental stewardship	<ul style="list-style-type: none"> <li>• Message From Chairman and Board of Directors</li> <li>• Sustainable Responsibility Management</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability report 2023, page 4-5</li> <li>• Sustainability report 2023, page 21-23</li> </ul>
Principle 8 : Undertake initiatives to promote greater environmental responsibility	10. Effective management systems to integrate the environmental principles	<ul style="list-style-type: none"> <li>• Environmental Performance</li> <li>• Research, Development and Innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability report 2023, page 119-132</li> <li>• Sustainability report 2023, page 80-81</li> </ul>
Principle 9 : Encourage the development and diffusion of environmentally friendly technologies	11. Effective monitoring and evaluation mechanisms for environmental stewardship	<ul style="list-style-type: none"> <li>• Supply Chain Management</li> <li>• Building Good Relationships with Customers</li> <li>• Participation To Development Social and Communities</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability report 2023, page 70-79</li> <li>• Sustainability report 2023, page 82-84</li> <li>• Sustainability report 2023, page 107-118</li> </ul>
<b>ANTI-CORRUPTION</b>			
Principle 10 : Work against corruption in all its forms, including extortion and bribery	12. Robust commitments, strategies or policies in the area of anti-corruption	<ul style="list-style-type: none"> <li>• Corporate Governance and Code of Conduct</li> <li>• Anti-Corruption Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability report 2023, page 39-52</li> <li>• <a href="https://www.sritranggroup.com/misc/cg/20221114-sta-anti-corruption-en.pdf">https://www.sritranggroup.com/misc/cg/20221114-sta-anti-corruption-en.pdf</a></li> </ul>
	13. Effective management systems to integrate the anti-corruption principle	<ul style="list-style-type: none"> <li>• Anti-Corruption and Whistleblowing</li> <li>• Whistleblowing</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability report 2023, page 53-55</li> </ul>
	14. Effective monitoring and evaluation mechanisms for the integration of anti-corruption	<ul style="list-style-type: none"> <li>• Supply Chain Management</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="https://www.sritranggroup.com/en/cg/good-cg/whistle-blowing">https://www.sritranggroup.com/en/cg/good-cg/whistle-blowing</a></li> <li>• Sustainability report 2023, page 70-79</li> </ul>

UNGC Principle	Criteria of UNGC COP for the advance level	Company operation	Disclosure
<b>UN GOALS AND ISSUES</b>			
Scope : Taking Action in Support of Broader UN Goals and Issues	15. Core business contributions to UN goals and issues	• About This Report	• Sustainability report 2023, page 28-31
	16. Strategic social investments and philanthropy	• Building Good Relationships with Customers • Participation To Development Social and Communities	• Sustainability report 2023, page 82-84 • Sustainability report 2023, page 107-118
	17. Advocacy and public policy engagement	• Sustainable Responsibility Management	• Sustainability report 2023, page 21-23
	18. Partnerships and collective action	• Membership of Organizations for Economic, Social and Environmental Development	• Sustainability report 2023, page 36
<b>GOVERNANCE</b>			
Scope : Corporate Sustainability Governance and Leadership	19. CEO commitment and leadership	• Message From Chairman and Board of Directors	• Sustainability report 2023, page 4-5
	20. Board adoption and oversight	• Corporate Governance and Code of Conduct	• Sustainability report 2023, page 39-52
	21. Stakeholder engagement	• The Practices with Stakeholders	• Sustainability report 2023, page 24-27

## INDEPENDENT ASSURANCE OPINION STATEMENT

The British Standards Institution (BSI) has conducted a limited assurance engagement on the sustainability information (described in the "Scope") in the Sustainability Report – January 1 – 31 December 2023 of Sri Trang Agro-Industry Public Company Limited.

### Scope

The scope of engagement agreed upon with Sri Trang Agro-Industry Public Company Limited includes the following:

The assurance covers the information of the following subject matters in the Sustainability Report for the January 1 – 31 December 2023:

#### Energy

- Energy consumption within the organization

#### Water and Effluents

- Water withdrawal
- Water discharge
- Water consumption

#### Emissions

- Direct (Scope 1) GHG emissions
- Energy indirect (Scope 2) GHG emissions
- GHG emission intensity
- Nitrogen oxides (NO<sub>x</sub>), sulfur oxides (SO<sub>x</sub>), and other
- significant air emissions

#### Waste

- Waste generated
- Waste diverted from disposal
- Waste directed to disposal

#### Occupational Health and Safety

- Work-related injuries
- Work-related ill health

#### Diversity and Equal Opportunity

- Ratio of basic salary and remuneration of women to men

The selected information are reported in accordance with GRI 2021.

## Opinion Statement

We have conducted a limited assurance engagement on the sustainability information described in the "Scope" above (**Sustainability Information**).

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the accompanying Sustainability Information is not prepared, in all material respects, in accordance with GRI 2021.

### Methodology

Our assurance engagements were carried out in accordance with ISAE3000 (Revised) and AA1000AS. Our work was designed to gather evidence on which to base our conclusion. We undertook the following activities:

- a top level review of issues raised by external parties that could be relevant to Sri Trang Agro-Industry Public Company Limited's sustainable policies to provide a check on the appropriateness of statements made in the report.
- discussion with managers and staffs on Sri Trang Agro-Industry Public Company Limited's approach to stakeholder engagement. However, we had no direct contact with external stakeholders.
- interviews with staffs involved in sustainability management, data and report preparation and provision of report information were carried out.
- document review of relevant systems, policies, and procedures where available.
- review of the findings of internal audits.
- review of supporting evidence for claims made in the reports.
- visit of the Site STA-SK, STA-TG and STA-UB of Sri Trang Agro-Industry Public Company Limited to confirm the data collection processes, record management practices.

### Responsibility

Sri Trang Agro-Industry Public Company Limited is responsible for the preparation and fair presentation of the sustainability information and report in accordance with the agreed criteria. BSI is responsible for providing an independent assurance opinion statement to stakeholders giving our professional opinion based on the scope and methodology described.

### Independence, Quality Control and Competence

BSI is independent to Sri Trang Agro-Industry Public Company Limited and has no financial interest in the operation of Sri Trang Agro-Industry Public Company Limited other than for the assurance of the sustainability statements contained in this report.

This independent assurance opinion statement has been prepared for the stakeholders of Sri Trang Agro-Industry Public Company Limited only for the purposes of verifying its statements relating to its environmental, social and governance (ESG), more particularly described in the Scope above.

This independent assurance opinion statement is prepared on the basis of review by BSI of information presented to it by Sri Trang Agro-Industry Public Company Limited. In making this independent assurance opinion statement, BSI has assumed that all information provided to it by Sri Trang Agro-Industry Public Company Limited is true, accurate and complete. BSI accepts no liability to any third party who places reliance on this statement.

BSI applies its own management standards and compliance policies for quality control, in accordance with ISO/IEC 17021-1:2015 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

BSI is a leading global standards and assessment body founded in 1901. The BSI assurance team has extensive experience in conducting verification over environmental, social and governance (ESG), and health and safety information, management systems and processes.



For and on behalf of BSI:

Udomsak Suntithikavong, Managing Director Assurance, Thailand



**AA1000**  
Licensed Assurance Provider  
000-4

### Appendix A:

#### Energy

- Energy consumption within the organization GRI 302-1 (2016)

#### Water and Effluents

- Water withdrawal GRI 303-3 (2018)
- Water discharge GRI 303-4 (2018)
- Water consumption GRI 303-5 (2018)

#### Emissions

- Direct (Scope 1) GHG emissions GRI 305-1 (2016)
- Energy indirect (Scope 2) GHG emissions GRI 305-2 (2016)
- GHG emission intensity GRI 305-4 (2016)
- Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions GRI 305-7 (2016)

#### Waste

- Waste generated GRI 306-3 (2020)
- Waste diverted from disposal GRI 306-4 (2020)
- Waste directed to disposal GRI 306-5 (2020)

#### Occupational Health and Safety

- Work-related injuries GRI 403-9 (2018)
- Work-related ill health GRI 403-10 (2018)

#### Diversity and Equal Opportunity

- Ratio of basic salary and remuneration of women to men GRI 405-2 (2016)

### Appendix B:

- Sri Trang Agro-Industry Public Company Limited (Sikao Branch) (STA-SK) (STR plant)
- Sri Trang Agro-Industry Public Company Limited (Trang Branch) (STA-TG) (LTX and RSS plants)
- Sri Trang Agro-Industry Public Company Limited (Ubon Ratchathani Branch) (STA-UB) (STR and LTX plants)



[WWW.SRITRANGGROUP.COM](http://WWW.SRITRANGGROUP.COM)



@Sritranggroup



Sri Trang Group