



# SUSTAINABLE INTELLIGENCE



GREEN RUBBER COMPANY

## Sustainability Report 2024

Sri Trang Agro-Industry Public Company Limited



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## Message From Chairman and Executive Director



**Dr. Viyavood Sincharoenkul**  
Chairman

As we enter the 37th year of the Sri Trang Group, we remain committed to continuously developing and expanding our comprehensive rubber business. With the vision of “**The Green Rubber Company,**” we aim to be a fully integrated rubber business based on transparency, producing high-quality products and services through environmentally friendly processes. We also emphasize community and social development, alongside engaging with stakeholders throughout the business value chain.

### Key Achievements in 2024 “Sustainable Intelligence”

In 2024 was a significant year for Sri Trang Group as we experienced robust growth amidst the recovery of the natural rubber industry. The softening impact of El Niño led to more stable weather conditions that resulted in a more stable natural rubber supply before the transition to La Niña towards the end of the year. The recovering demand from the tire manufacturing sector helped drive rubber prices up by nearly 30% from the previous year and had a clear positive impact on the Company’s financial performance, with a full-year **total revenue of THB 114,374 million**, increasing by 35.8%, with a **net profit of THB 1,670 million**, demonstrating robust growth. Sales volume for natural rubber reached **1.4 million tons**, an **8.3%** increase over the previous year. At the same time, rubber glove sales hit a record of 38,549 million pieces, marking a 22.8% growth. And this year, the company has successfully established a new factory in the Ivory Coast. This marks another significant milestone reflecting the company’s commitment to enhancing global production capabilities to meet the continuously increasing market demand. Additionally, the company has successfully sold and delivered EUDR-compliant rubber, adhering to the **European Union’s Deforestation-Free Products Regulation (EUDR)**. This achievement adds value to the products and maintains competitiveness in a market that prioritizes supply chain sustainability.

Due to the efficient structure and management in corporate governance, environmental management, and social responsibility, the company has made remarkable progress in various areas this year. This includes receiving awards and participating in numerous sustainability assessments, covering three dimensions: governance, environment, and society, both nationally and internationally.

### Internationally:

- The company was invited to participate in the sustainability performance assessment by **S&P Global** in the Auto Components industry group, scoring 56 points across 24 indicators.
- Received the **EcoVadis Sustainability Rating at the “Gold” level**.
- Recognized for significant performance improvement in the **SPOTT (Sustainability Policy Transparency Toolkit)** assessment, developed by the Zoological Society of London (ZSL), with a score of **53.1%**.

### Nationally:

- Achieved the highest level of **AAA** in the **SET ESG Ratings** for 2024, for the second consecutive year.
- Awarded the **SET Awards 2024** in the **Sustainability Excellence : Highly Commended Sustainability Awards** by the Stock Exchange of Thailand.
- Received the **CAC Change Agent Award 2024** from the Thai Private Sector Collective Action Against Corruption (CAC) for the second consecutive year, reinforcing the company’s commitment to good governance and creating a transparent, corruption-free business network.
- Recognized as a leading organization in greenhouse gas management for 2024, receiving the “Outstanding” **Climate Action Leading Organization (CALO)** award from the Ministry of Natural Resources and Environment and the Thailand Greenhouse Gas Management Organization (Public Organization).

## Leader of the Green Rubber Organization

The company has set three main short-term, medium-term, and long-term goals, which will lead to effective and concrete management planning as follows:

- Reduce greenhouse gas emissions per unit of product by 10% compared to the base year of 2021 by 2026.
- Achieve carbon neutrality by 2030 and net zero greenhouse gas emissions by 2050, using 2024 as the base year.

Employ three strategies for success:

- 1) **Enhance** energy efficiency and renewable energy usage.
- 2) **Transition** to low carbon technologies, such as installing solar power generation systems and improving wastewater treatment systems to reduce greenhouse gas emissions.
- 3) **Capture** or sequester greenhouse gases through rubber plantations, economic forests, and reforestation. Sri Trang Rubber and Plantation, the upstream business of the group, has registered the sequestration and reduction of greenhouse gas emissions from rubber and teak plantations in the Voluntary Emission Reduction Program (Standard T-VER) with the Thailand Greenhouse Gas Management Organization (Public Organization). This allows the company to offset greenhouse gas emissions from business operations with carbon credits from the project and provides an opportunity to generate revenue from selling the company's carbon credits.

In 2024, the company successfully installed Solar Floating systems at the Thung Song, Sikao, and Udon Thani branches, totaling 5.72 megawatts, and at the Loei, Sa Kaeo, Buriram, and Bueng Kan branches, totaling 13.46 megawatts. This installation enables the production of approximately **8,533,219.75** kilowatts of electricity per year for manufacturing purposes. It is expected to reduce carbon dioxide emissions by 4,256.76 tons of CO<sub>2</sub> equivalent per year. Additionally, the company achieved its goal of reducing total greenhouse gas emissions (Scope 1 and 2) per unit of product by 12.06% compared to the base year of 2021.

Beyond these outstanding sustainability achievements, the company is also driving change in multiple dimensions, particularly in artificial intelligence (AI) technology. Since 2023, the company has established a dedicated AI department to oversee and develop AI initiatives. The company continues to advance knowledge across the organization and expand AI applications at the operational level to enhance efficiency in all organizational processes.

## In 2025: The Year of Harvest and Traceability

In 2025 marks a significant milestone for the Sri Trang Group as we embark on a new and grand chapter. We are poised to reap the benefits of our expanded block rubber production capacity to meet the increasing global market demand, alongside sustainable development. Our focus is on fully leveraging the potential and resources we have built, including the utilization of **artificial intelligence (AI)** technology to create transparency and sustainability in the supply chain through **traceability** systems. This will drive the organization and elevate the business to align with international standards, enhancing our competitive advantage and fostering sustainable growth together.

## One Sri Trang: Moving Towards a Sustainable Future

Sri Trang Group today is powered by a harmonious blend of two generations, our pioneering team that laid a solid foundation and a new generation that brings innovation and creativity to drive transformation. Together, we are shaping the future and becoming a true **game changer** in the rubber industry.

Our success today is the result of the collaboration between our employees, business partners, and all stakeholders.

Thank you all for your trust in the company. The Sri Trang Group will continue to strive for business development under the framework of good corporate governance, considering the environmental and social impacts, which will lead to stable and sustainable growth. Thank you.



**Mr. Veerasith Sincharoenkul**  
Executive Director



# Getting to Know Sri Trang

<b>Company Name (Disclosure 2-1) :</b>	Sri Trang Agro Industry Public Company Limited
<b>Listed Name :</b>	STA
<b>Type of Business (Disclosure 2-6) :</b>	Production and export of RSS, TSR and Concentrated Latex
<b>Established :</b>	April 30, 1987
<b>Headquarter (Disclosure 2-1) :</b>	Sri Trang Agro Industry Public Company Limited (Headquarter) 10 Soi 10, Phetkasem Road, Hatyai, Songkhla, 90110 Thailand
<b>Tel. :</b>	0-7434-4663
<b>Fax. :</b>	0-7434-4676, 0-7434-4677, 0-7423-7423
<b>Number of Employee (Disclosure 2-7) :</b>	7,177
<b>Registered Capital :</b>	Baht 1,535,999,998




## Vision & Core Values

“PASSIONATELY,  
WE DRIVE POSSIBILITIES”  
>>THE GREEN RUBBER COMPANY >>




**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

- 

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 2024

## Sustainable Intelligence

The two concepts of “sustainability” and “intelligence” are the highly anticipated topics of the coming future. In order for the company to maintain our leading position in the industry, we must prioritize and operate with these two concepts in mind, for the sustainability of our operations.

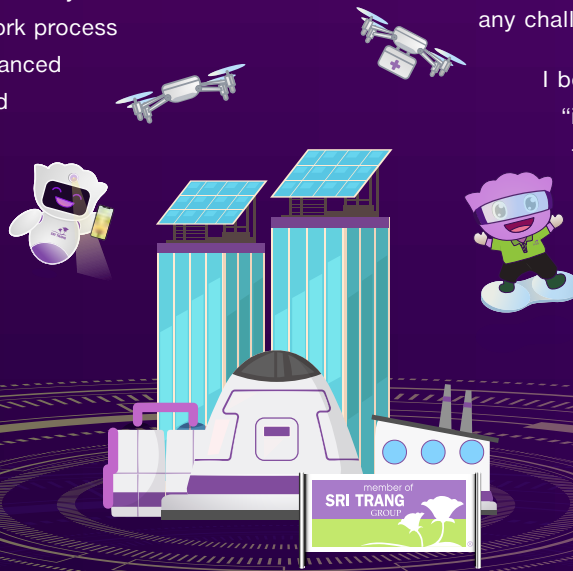
The world is moving at a fast pace and we are at a point where many things are in a state of transition. Opportunities for our company to gain a competitive advantage come and go in blink of an eye. To keep pace with the natural rubber industry’s intense competition, we need to be able to adapt and employ the most up-to-date technology to enable us to move forward.

Our concept of “intelligence” is to focus on advanced technology with thinking and learning capabilities and utilize intelligence systems to keep the company in a leading position. Advanced tools such as Artificial Intelligence and automative and robotic systems will need to be explored and employed to eliminate redundancy in the work process and increase productivity, speed and accuracy. Investing in these advanced technologies will enable us to maintain our competitive edge and leading position amid intense competition in the industry.

In addition, the “sustainability” concept has played an inevitably important role during the last decade and will be even more central to business operations in the upcoming future. Not only do we focus on advanced technology and state-of-the-art facilities, we also prioritize operational sustainability, with ongoing efforts to reduce our consumption of energy and resources and Co2 emissions and initiatives to protect the environment such as cooperation with the Forest Stewardship Council™ (FSC™) License code FSC™ – C149260 and the EU Deforestation Regulation (EUDR). Compliance with the principles of corporate governance and community and social engagement will also continue to be in our focus.

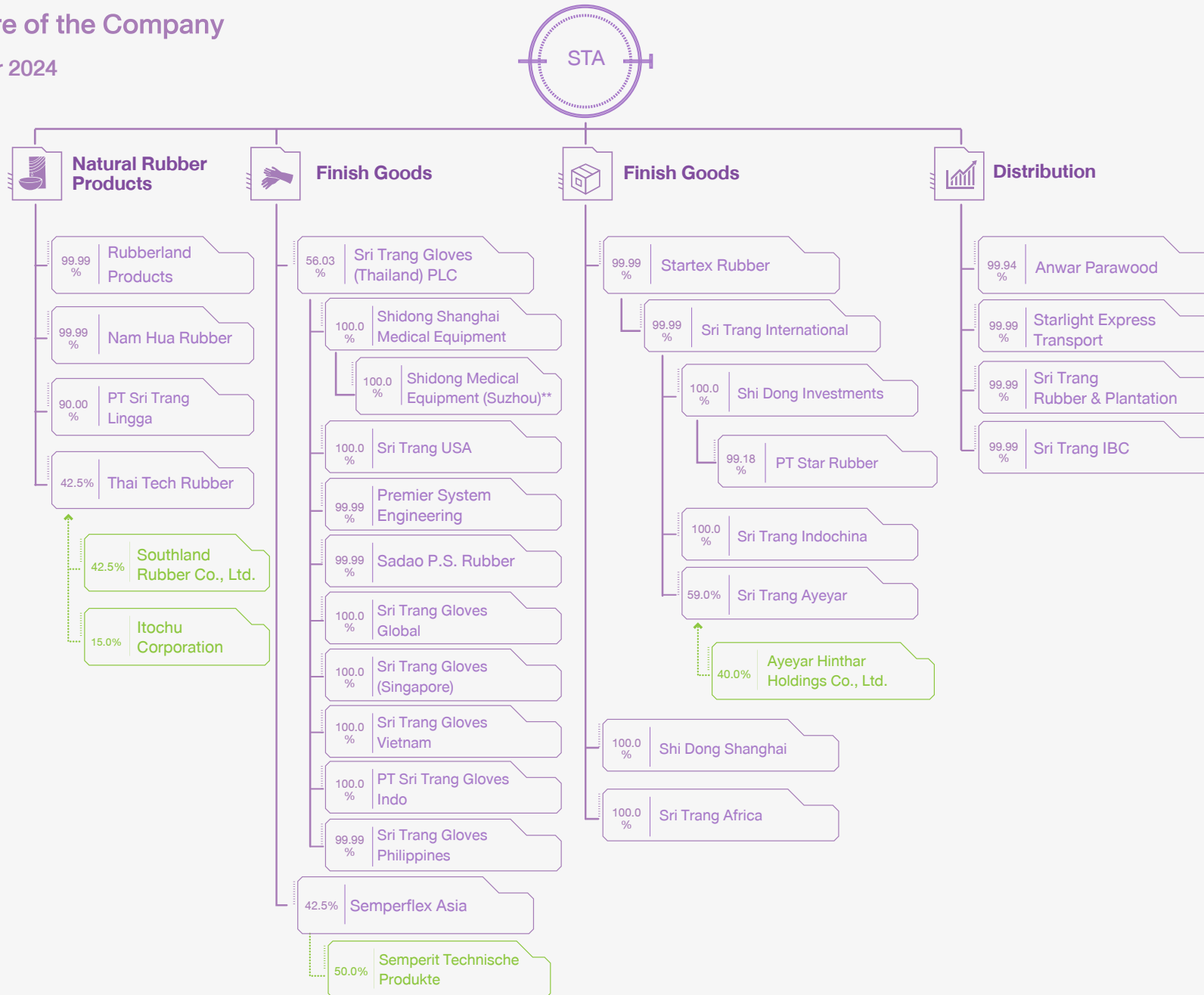
Lastly, as the global economy continues to contend with a slowdown, with high inflation, interest rate increase, default on debt payment and geopolitical conflicts being obstacles for businesses, we cannot avoid having to deal with these external factors. It is because of the expertise and experience of our management that we have been able to withstand the economic uncertainties and continue our good performance. However, we cannot underestimate this challenging climate and must always be prepared to cope with any challenges.

I believe that operating under the two concepts of “sustainability” and “intelligence” will enhance our group performance and recognition in the upcoming future.



# Group Structure of the Company

as of 31 December 2024





## Products and Services

The Company operates a fully integrated natural rubber supply chain across multiple countries, covering upstream, midstream, and downstream operations. The upstream business focuses on managing rubber plantations in Thailand, ensuring a sustainable and traceable supply of raw materials. In the midstream business, the Company specializes in processing and distributing natural rubber products to meet the diverse needs of global customers. The downstream business covers the manufacturing and distribution of rubber gloves, along with other finished products such as high-pressure hydraulic hoses.

The Company's operations consist of 3 core businesses which are 1) natural rubber business 2) glove business and 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 2024, Sri Trang Group had a total of 35 production facilities, of which 31 were in Thailand, 2 were in Indonesia, 1 was in Myanmar, and 1 was in Ivory Coast. Altogether, the facilities provided a total production capacity of 3.72 million tons per annum. In 2024, our capacity utilization rate was at approximately 58 percent of total production capacity.

Natural rubber products are one of the key products that generate revenue for the Company, which accounted for 78 percent of revenue from sales and services in 2024. The Company produces and distributes 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.

STA has applied more technology and automation in the production process to increase production efficiency, reduce energy consumption, and be environmentally friendly. The Company's long-term goal is to continually maintain a relationship with the existing customer base and expand the market share to emphasize our leadership in the industry.

In addition, the Company has begun distributing traceable natural rubber (GPS) alongside its non-EUDR rubber products. **The natural rubber products listed in the table below include both non-EUDR-compliant 1 Natural Rubber Business rubber and EUDR-compliant rubber**, developed to meet international sustainability regulations. EUDR-compliant rubber offers enhanced traceability, ensuring that its sourcing is free from deforestation. The Company commenced commercial production and distribution of EUDR-compliant rubber in April 2024 to align with the EU Deforestation Regulation (EUDR). This regulation requires that the export and import of seven



product categories, including natural rubber, undergo traceability verification and reporting to confirm they are free from deforestation or forest degradation.





### **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.

### **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.

### **LTX (Concentrated Latex)**

#### **Product Type**

60% Concentrated Latex

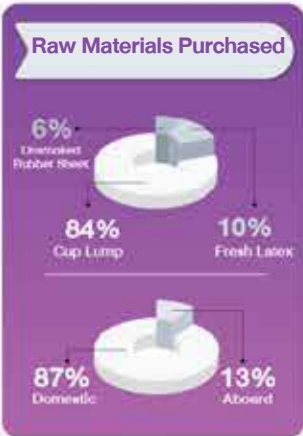
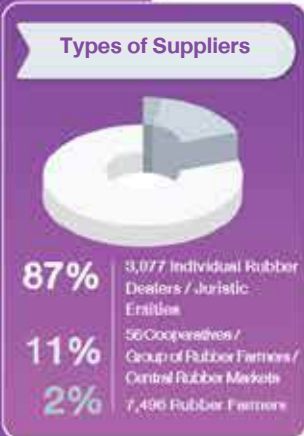
- HA – High Ammonia Latex
- MA – Medium Ammonia Latex
- LA – Low Ammonia Latex
- Double Centrifuge Latex

#### **Use**

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

**35** Processing Facilities  
 With Installed Capacity **3.72** Million Tons per Annum

-  **24** TSR Processing Facilities
-  **9** LTX Processing Facilities
-  **2** RSS Processing Facilities



“ 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.

”



## 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 generalpurpose gloves from both latex and nitrile rubber. The gloves are available in various types, namely powdered, powder-free, and 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 in the domestically and internationally.

In 2024, we achieved our annualized installed capacity of 51.1 billion pieces of gloves per annum. In terms of production capacity, we are widely regarded as Thailand’s largest and the World’s leading glove producers. Our glove product is one of the key products contributing to the Company’s revenue, which accounts for 22 percent of the Group’s total revenues in 2024.

Over the past 9 years, the Company has continuously increased its production capacity from an installed capacity of 15.1 billion pieces per annum in 2015 to 40.3, 52.5, and 50.8 billion pieces per year in 2021, 2022, and 2023, respectively. This represents an average annual growth rate of 16% from 2015 to 2023. The reduction in production capacity in 2023 is a result of adjusting the expansion plan to align with the current growth of demand and supply in the rubber glove industry.

As of 31 December 2024, Sri Trang Gloves (Thailand) has 6 factory locations in 4 provinces, namely Songkhla, Surat Thani, Trang, and Chumphon, and has an annualized installed production capacity of approximately 51.1 billion pieces per annum. As a result, STGT is the largest producer of medical gloves in Thailand and is one of the world-leading natural latex and nitrile gloves producers.

In 2024, the rubber glove plant utilization rate reached 83%, a significant increase from 64% in the previous year. This improvement was driven by recovering demand and a more balanced supply-demand dynamic compared to the previous year.

### Raw Material Management

The base raw materials used in the rubber glove production are concentrated latex and synthetic latex. The primary source for natural rubber latex is Sri Trang Group, while synthetic rubber latex is procured from external companies.



### 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 2024, 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 2024, we estimated that 82 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 across various countries, including 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 (Vietnam), 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 Inc.

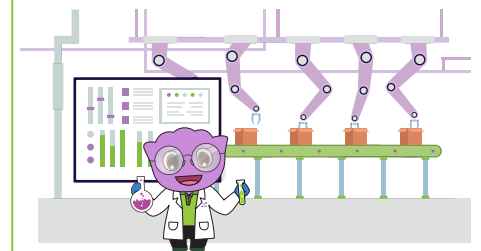


#### Transportation and Logistics

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 emphasizes the importance of conducting stakeholder engagement throughout the value chain of business from upstream to downstream as follows:



### 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.



### Production

Adoption of environmentally friendly production processes such as using biomass fuel in the rubber drying process, increasing the proportion of renewable energy usage, such as solar energy and the use of sustainable materials, including recycled 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 value and reduce management costs.



### 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.



### 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 2024

## Internationally



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.



STA has achieved a Gold 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.



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 53.1%.



The Company received an ESG Risk Rating from Morningstar Sustainability Analytics 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 "Low".

*\*Last Full Update : Apr 23, 2024*



The Company received a score of 57.01 for its sustainability performance from ESG Book.



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 64.12, 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.

## Nationally

## Governance



### SET ESG Ratings (AAA) for 2024 Agro-industry and food industry group (AGRO)

from the Stock Exchange of Thailand, marking the 2<sup>nd</sup> year 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 2024

For the 6<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) Goal No. 12.6.



### CSR-DIW and CSR-DIW Continuous for 2024

Sri Trang Group of Companies received the CSR-DIW and CSR-DIW Continuous awards for the year 2024 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: Chiang Rai Branch, Narathiwat Branch, Pattani Branch
- Rubberland Products Company Limited: Bueng Kan Branch (Concentrated Latex Factory)
- Nam Hua Rubber Company Limited (Concentrated Latex Factory)

#### CSR-DIW Continuous

- Sri Trang Agro-Industry Public Company Limited: Sikao Branch, Thung Song Branch, Chumphon Branch, Surat Thani Branch, Kanchanadit Branch, Huai Nang Branch, Trang Branch, Phitsanulok Branch, Loei Branch, Sakon Nakhon Branch, Ubon Ratchathani Branch, Sa Kaeo Branch, Kalasin Branch
- Rubberland Products Company Limited: Bueng Kan Branch, Buriram Branch, Mukdahan Branch
- Nam Hua Rubber Company Limited

### SET Awards 2024 : Sustainability Excellence - Highly Commended Sustainability Awards



from the Stock Exchange of Thailand, which is a major award that reflects the development, commitment, and collaboration in the company's sustainable development efforts, consistently aligning with the standards and frameworks of the Stock Exchange of Thailand and international standards.



### CAC Change Agent Award 2024

This initiative from the Thai Private Sector Collective Action Against Corruption (CAC) for the second consecutive year, 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.

### Good people, cherishing the world

The company has been selected by the Senate's Committee on Religion, Virtue, Ethics, Art, and Culture to be honored as an organization with principled and exemplary practices in driving and raising awareness of the importance of natural resource conservation.





## Nationally

## Social

Sri Trang Agro-Industry Public Company Limited: Excellent level, For the 2<sup>nd</sup> consecutive year

Rubberland Products Company Limited: Outstanding level, For the 5<sup>th</sup> consecutive year

Nam Hua Rubber Company Limited: Outstanding level, For the 2<sup>nd</sup> consecutive year



### The organization in Supporting People with Disabilities of the Year 2024

from the Ministry of Social Development and Human Security, Thailand.

- Sri Trang Agro-Industry Public Company Limited: Excellent level, For the 2<sup>nd</sup> consecutive year
- Rubberland Products Company Limited: Outstanding level, For the 5<sup>th</sup> consecutive year
- Nam Hua Rubber Company Limited: Outstanding level, For the 2<sup>nd</sup> consecutive year

## Nationally

## Environment

Climate Action Leading Organization :  
CALO 2024 "Excellent Level"



Green Industry  
from Ministry of Industry

- **Green Industry Level 2**, 2 factories:
  - o Sri Trang Agro-Industry Public Company Limited, Narathiwat Branch and Chiang Rai Branch
- **Green Industry Level 3**, 20 factories:
  - o 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
  - o Rubberland Products Company Limited: Hat Yai Branch, Bueng Kan Branch, Buri Ram Branch and Mukdahan Branch
  - o Nam Hua Rubber Company Limited



# Achievements of ESG Towards Sustainable Business



## Corporate Governance and Economic (Green Company) “Aiming for sustainable growth”



Material Topics	Goals	Performance of 2024
<b>Supply chain management</b>	<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 according annual plan: 100 percent</li> </ul>	<ul style="list-style-type: none"> <li>100 percent</li> <li>100 percent</li> <li>85.71 percent</li> </ul>
<b>Code of conduct and Good corporate governance</b>	<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>1 cases</li> </ul>
<b>R&amp;D and Innovation</b>	<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>6 cases/year</li> </ul>
<b>Risk management &amp; Business continuity</b>	<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>
<b>Building good relationships with customers</b>	<ul style="list-style-type: none"> <li>Customer satisfaction survey results: more than 80 percent</li> </ul>	<ul style="list-style-type: none"> <li>84 percent</li> </ul>
<b>Anti-corruption</b>	<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>



## Social (Green Procurement)

“Creating increased happiness for internal and external society”



Material Topics	Goals	Performance of 2024
<b>Human Rights and Non-discrimination</b>	<ul style="list-style-type: none"> <li>• Zero cases of human rights and non-discrimination violations</li> <li>• Company's business operations have been assessed for human rights risks and impacts : 100 percent</li> <li>• Employment for female employees is not less than 30 percent</li> </ul>	<ul style="list-style-type: none"> <li>• 0 cases</li> <li>• 100 percent</li> <li>• 31 percent</li> </ul>
<b>Occupational Health and Safety</b>	<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>
<b>Employees' Care and Development</b>	<ul style="list-style-type: none"> <li>• Survey results on employee well-being and sense of belonging 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>• 49 hrs/person/year</li> </ul>
<b>Product quality and Product responsibility</b>	<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>
<b>Community Support and Participation</b>	<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>• 93 percent</li> <li>• 5 projects</li> <li>• 3 projects</li> </ul>





## Environment (Green Process and Green Product) “Focus on efficient environmental management system”



Material Topics	Goals	Performance of 2024
<b>Greenhouse gas emissions reduction</b>	<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>decreased by 12 percent</li> </ul>
<b>Energy management and Renewable energy consumption</b>	<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> <li>Increase the proportion of renewable energy usage 60 percent by 2030</li> </ul>	<ul style="list-style-type: none"> <li>decreased by 7 percent</li> <li>decreased by 1.1 percent</li> <li>49.8 percent</li> </ul>
<b>Consideration of ecosystems and biodiversity</b>	<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>
<b>Water management and wastewater treatment</b>	<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>decreased by 31 percent</li> </ul>
<b>Waste and unused materials management</b>	<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>decreased by 20 percent</li> <li>955 tons</li> </ul>
<b>Environmental management system</b>	<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>
<b>Air pollution management</b>	<ul style="list-style-type: none"> <li>No complaints about air quality from the community</li> </ul>	<ul style="list-style-type: none"> <li>1 cases</li> </ul>



# Sustainable Social Responsibility Management

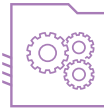


The Company’s Board of Directors has established policies and guidelines for social responsibility, which are considered the main mission of Sri Trang Group, our core mission, lays on the 5 meaning of “GREEN” Natural Rubber.



## 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.

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.

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.



### 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



### 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



### 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:



# The Practices with Stakeholders

The Company 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.

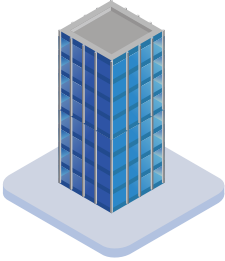

The Company conducts yearly reviews of stakeholders' expectations and adjusts the responses appropriately. In 2024, the Company classified the stakeholders into 8 groups, sorted by priority as follows:






Stakeholders	Communication channel/Participation	Needs/Expectation	Responses to expectation	Indicators/result 2024
<p><b>Customers/Consumer</b></p> 	<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 84%</li> <li>• 11% of market share from global demand for natural rubber</li> <li>• 3 New customers</li> <li>• GPSNR membership</li> <li>• EcoVadis Gold Level</li> </ul>
<p><b>Employees</b></p> 	<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, STA Champion</li> </ul>	<ul style="list-style-type: none"> <li>• Zero complaint from employee</li> <li>• Turnover rate 33.23%</li> <li>• The lost time accident rate of employees (LTIFR) totals 1.00</li> <li>• 1,291 works from KAIZEN and QCC activities</li> </ul>



Stakeholders	Communication channel/Participation	Needs/Expectation	Responses to expectation	Indicators/result 2024
<p><b>Creditors/Banks</b></p> 	<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>
<p><b>Business partners/Suppliers</b></p> 	<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>• The results of the annual supplier assessment Grade A 96.99%</li> <li>• 314 new suppliers have signed the declaration of intent to anti-corruption in the Supplier Business Code of Ethics.</li> <li>• 10 suppliers applying to join the Thai Private Sector Action Coalition against Corruption (CAC)</li> </ul>




Stakeholders	Communication channel/Participation	Needs/Expectation	Responses to expectation	Indicators/result 2024
<p><b>Raw material supplier/ Rubber farmers</b></p> 	<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 6,940 suppliers</li> <li>• Quality raw material within requirement</li> <li>• Supplier evaluation A grade 90% (Target &gt;70%)</li> <li>• “Good quality latex” Project achieved a satisfaction score of 99.8%</li> <li>• Rubber trucks that meet the standard in according with “Bun Tuk Yang Tid Rang Srang Roi Yim” project average 99.38%</li> <li>• 638 number of farmers participating in the GAPs project in Thailand for coaching</li> </ul>



Stakeholders	Communication channel/Participation	Needs/Expectation	Responses to expectation	Indicators/result 2024
<p><b>Community</b></p> 	<ul style="list-style-type: none"> <li>• Participate activities with community</li> <li>• Community survey</li> <li>• Publication signboard</li> <li>• Village/Community Line Group Media</li> <li>• Participation in village/community meetings</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 1,050 projects</li> <li>• Supporting community activities amount of 5.2 million baht</li> <li>• Employees from the community 2,012 person</li> <li>• The satisfaction survey from the community project is 93%</li> </ul>
<p><b>Government sector / Enterprise / Private sector</b></p> 	<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>• Zero instances of business operation permission denials</li> <li>• Zero violations of laws or regulations within the specified period, in compliance with labor, tax, and environmental laws</li> <li>• 20 Certificate/Awards from government</li> </ul>



Stakeholders	Communication channel/Participation	Needs/Expectation	Responses to expectation	Indicators/result 2024
<p><b>Shareholders, Investors, Analysts</b></p> 	<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 and The Stock Exchange of Thailand</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, Ecovadis, FTSE Russell</li> </ul>	<ul style="list-style-type: none"> <li>• The Company sets a policy for dividend payment not less than at 30 percent of net profit, but not more than the retained earnings in the Company's separate financial statements. As for FY2024 the Company announced total dividend payment of 1.00* baht per share.</li> <li>• SET ESG Ratings (AAA) 2024 for the 2nd consecutive year</li> <li>• Included in the SETTHSI Index SET Sustainability Awards 2024 - Highly Commended</li> <li>• The Company attended meetings with domestic and international investors, fund managers and media in total of 30 times</li> <li>• Number of visits through investor relations section in Company website was a total of 20,824 times**</li> </ul>

Remark:

1. \*The Board of Directors resolved to approve the payment of dividends for 2024 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 2025, scheduled for April 9, 2025.

2. \*\*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 2024 Sustainability Report, its 12th 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 2024 to 31 December 2024 (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, which is a reporting framework emphasizing adherence to the ten principles in the areas of human rights, labor, environment, and anti-corruption. The sustainability assessment criteria include SET ESG rating, CSA S&P Global, FTSE Russell, and the partial application of International Financial Reporting Standards (IFRS), as well as performance reporting in alignment with the GRSNR policy framework 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 2024 sustainability report (Disclosure 2-2).












In 2024, the Company has expanded the scope of presenting information upstream business operations of 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. (Disclosure 2-4)

The Materiality Topics, sustainability goals, and performance, including climate change management, have been reviewed by the Sustainability Development Committee and approved by the company's Board of Directors. Any changes to the Materiality Topics (Disclosure 3-2) have been presented in the Materiality Topics section (page 34).




## 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 LRQA (Thailand) 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

- |   |   |
|---|---|
|  1. Energy consumption within the organization |  7. Greenhouse gas emissions intensity                                 |
|  2. Water withdrawal                           |  8. Nitrogen oxides, sulfur oxides and other significant air emissions |
|  3. Water discharge                            |  9. Waste generated  |
|  4. Water consumption                          |  10. Waste diverted from disposal                                      |
|  5. Greenhouse gas emissions Scope 1           |  11. Waste directed to disposal  |
|  6. Greenhouse gas emissions Scope 2           |   |

### Information on social operations

-  12. Work-related injuries
-  13. Work-related ill health
-  14. Ratio of basic salary and remuneration of women to men

Details of external assurance can be found at the end of the Sustainability Report 2024.

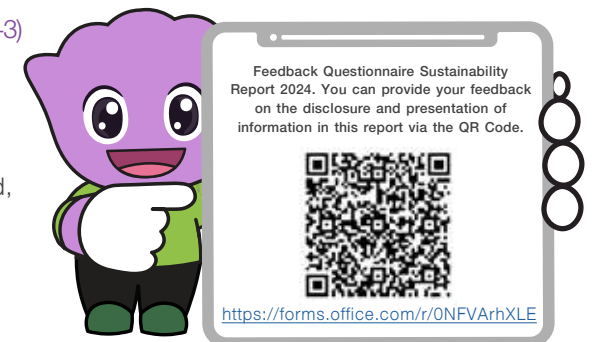
The company published this report on 9 April 2025

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



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

Department of Corporate Sustainability,  
Sri Trang Group  
Park Ventures Ecoplex Building, Room  
No. 1701, 17th Floor, No. 57, Wireless Road,  
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E-mail: [sustainability@sriranggroup.com](mailto:sustainability@sriranggroup.com)



## Companies within the scope of the Sustainability Report 2024 (Disclosure 2-2)

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 (2018)
				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
Latex (LTX)	1	STA-TG	Sri Trang Agro-Industry Public Company Limited (Trang Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	2	STA-KD	Sri Trang Agro-Industry Public Company Limited (Kanchanadit Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	3	STA-SR	Sri Trang Agro-Industry Public Company Limited (Suratthani Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	4	STA-CP	Sri Trang Agro-Industry Public Company Limited (Chumphon Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	5	STA-UB	Sri Trang Agro-Industry Public Company Limited (Ubon Ratchathani Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	6	NHR	Nam Hua Rubber Company Limited	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	7	RBL-HY	Rubberland Products Company Limited	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	8	RBL-BK	Rubberland Products Company Limited (Bueng Kan Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
Ribbed Smoked Sheet (RSS)	9	STA-TG	Sri Trang Agro-Industry Public Company Limited (Trang Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
Technically Specified Rubber (TSR) /Standard Thai Rubber (STR)	10	STA-SK	Sri Trang Agro-Industry Public Company Limited (Sikao Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	11	STA-TS	Sri Trang Agro-Industry Public Company Limited (Thung Song Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	12	STA-HN	Sri Trang Agro-Industry Public Company Limited (Huai Nang Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/
	13	STA-UD	Sri Trang Agro-Industry Public Company Limited (Udon Thani Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/





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 (2018)	
				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	
	14	STA-UB	Sri Trang Agro-Industry Public Company Limited (Ubon Ratchathani Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/	
	15	STA-PL	Sri Trang Agro-Industry Public Company Limited (Phitsanulok Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/	
	16	STA-KS	Sri Trang Agro-Industry Public Company Limited (Kalasin Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/	
	17	STA-SG	Sri Trang Agro-Industry Public Company Limited (Sa Kaeo Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/	
	18	STA-LI	Sri Trang Agro-Industry Public Company Limited (Loei Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/	
	19	NHR	Nam Hua Rubber Company Limited	/	/	/	/	/	/	/	/	/	/	/	/	/	/	
	20	RBL-BK	Rubberland Products Company Limited (Bungkan Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/	
	21	RBL-BR	Rubberland Products Company Limited (Buri Ram Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/	
	22	RBL-MD	Rubberland Products Company Limited (Mukdahan Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/	
	23	STA-SN	Sri Trang Agro-Industry Public Company Limited (Sakon Nakhon Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/	
	24	STA-PT	Sri Trang Agro-Industry Public Company Limited (Pattani Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/	
	25	STA-NW	Sri Trang Agro-Industry Public Company Limited (Narathiwat Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/	
	26	STA-CR	Sri Trang Agro-Industry Public Company Limited (Chiang Rai Branch)	/	/	/	/	/	/	/	/	/	/	/	/	/	/	
Rubber plantations	27	SRP	Sri Trang Rubber & Plantation Company Limited													/	/	/
Office	28	STA-HQ	Sri Trang Agro-Industry Public Company Limited (Headquarters)	/	/		/		/									/
	29	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), reporting standard related to the disclosure of information about risks and impacts associated with sustainability factors within the organization which consists of 4 steps as follows.



### 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, opportunities and risks and sustainability assessment/ranking topics of various institutions such as S&P Global, SET ESG Rating, SASB, WEF Risk Report, CDP, Ecovadis, FTSE Russell 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.

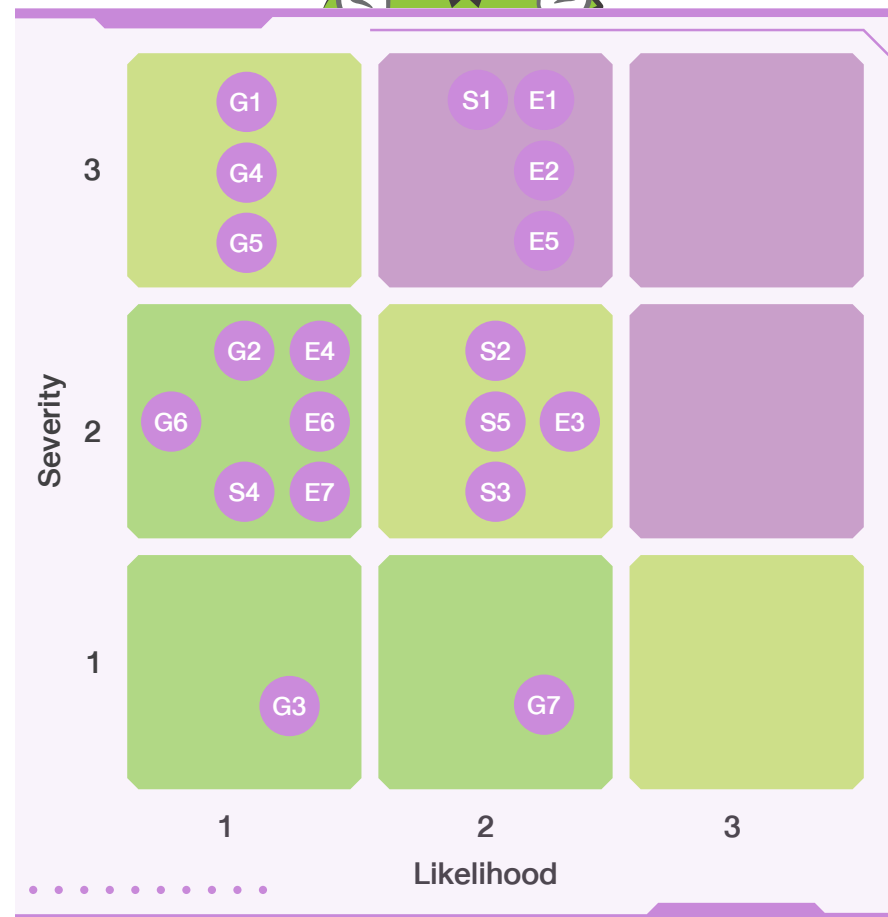
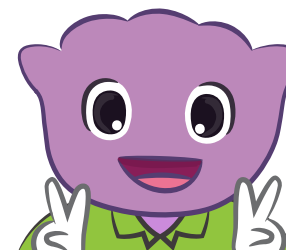
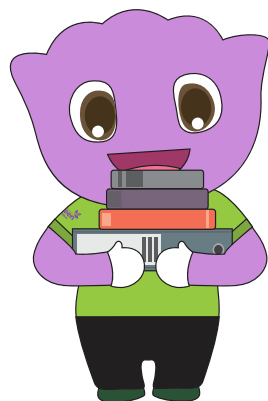


#### 4. Prioritize the most significant impacts for reporting

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 in 2024, it was found that there were no changes in the topics of key issues, but there were adjustments in the prioritization of key issues across three dimensions. The **issues with increased priority** in the **governance and economic dimensions** are good corporate governance and business ethics, and research, development, and innovation. In the **social dimension**, they are human rights considerations and non-discrimination, and employee care. In the **environmental dimension**, they are ecosystem and biodiversity considerations.

Therefore, there are 19 significant sustainability issues for the year 2024, which relate to business operations and is in the interests of stakeholders, of which the details are as follows:



## Corporate Governance and Economic Dimension



G1 Supply chain management



G4 Good corporate governance and Code of conduct



G5 R&D and Innovation



G2 Risk management & business continuity



G6 Building good relationships with customers



G7 Anti-corruption



G3 Good performance with consistent returns

## Social Dimension



S1 Human Rights and Non-discrimination



S2 Occupational Health and Safety



S3 Employees' Care and Development



S5 Product quality and product responsibility



S4 Community Support and Participation

## Environment Dimension



E1 Greenhouse gas emissions reduction



E2 Energy management and Renewable energy consumption



E3 Consideration of ecosystems and biodiversity



E4 Water management and wastewater treatment



E5 Waste and Unused Materials Management



E6 Environmental management system



E7 Air Pollution Management



Materiality Topics	Stakeholders	Risk/Opportunity and the impact of materiality topics on the Company	Reporting content	Page
Supply chain management	<ul style="list-style-type: none"> <li>Raw material supplier/ Rubber farmers, Business partners</li> </ul>	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.	<ul style="list-style-type: none"> <li>Supply Chain Management</li> </ul>	89-101
Good corporate governance and Code of conduct	<ul style="list-style-type: none"> <li>Customers/Consumer, Raw material supplier/Rubber farmers, Government sector, Community</li> </ul>	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.	<ul style="list-style-type: none"> <li>Corporate Governance and Code of Conduct</li> </ul>	51-64
R&D and Innovation	<ul style="list-style-type: none"> <li>Customers, Raw material supplier/ Rubber farmers, Employee</li> </ul>	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.	<ul style="list-style-type: none"> <li>Research, Development and Innovation</li> </ul>	102-104
Risk management & business continuity	<ul style="list-style-type: none"> <li>Shareholders, Customers/Consumers, Business partners</li> </ul>	Management of business risks, including preparing business continuity plan to deal with crises that may cause interruptions in business operations and managing emerging risks.	<ul style="list-style-type: none"> <li>Risk Management</li> </ul>	68-88
Building good relationships with customers	<ul style="list-style-type: none"> <li>Customers/Consumers</li> </ul>	Retaining important customers and expanding the new customer base by building good relationships and satisfaction with customers to promote continuous business growth.	<ul style="list-style-type: none"> <li>Building Good Relationships with Customers</li> </ul>	105-108
Anti-corruption	<ul style="list-style-type: none"> <li>Business partners, Raw material supplier/ Rubber farmers, Customers</li> </ul>	Building confidence and transparency in business operations through anti-corruption initiatives in all forms and expansion of anti-corruption networks throughout the supply chain.	<ul style="list-style-type: none"> <li>Anti-Corruption and Whistleblowing</li> </ul>	65-67
Good performance with consistent returns	<ul style="list-style-type: none"> <li>Shareholders</li> </ul>	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.	<ul style="list-style-type: none"> <li>Business Overview and Economic Performance</li> </ul>	49-50



Social

Materiality Topics	Stakeholders	Risk/Opportunity and the impact of materiality topics on the Company	Reporting content	Page
Human Rights and Non-discrimination	<ul style="list-style-type: none"> <li>Employee, Customers/Consumer, Suppliers, Raw material supplier/ Rubber farmers, Community</li> </ul>	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.	<ul style="list-style-type: none"> <li>Human Rights and Non-discrimination</li> <li>Employees' Care and Development</li> </ul>	<p>116-122</p> <p>123-134</p>
Occupational Health and Safety	<ul style="list-style-type: none"> <li>Employee, Business partners, Government sector, Community</li> </ul>	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.	<ul style="list-style-type: none"> <li>Occupational Health and Safety</li> <li>Social Performance</li> </ul>	<p>109-115</p> <p>181-182</p>
Employees' Care and Development	<ul style="list-style-type: none"> <li>Employee</li> </ul>	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.	<ul style="list-style-type: none"> <li>Employees' Care and Development</li> <li>Social Performance</li> </ul>	<p>123-134</p> <p>171-180</p>
Product quality and product responsibility	<ul style="list-style-type: none"> <li>Customers/Consumers</li> </ul>	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.	<ul style="list-style-type: none"> <li>Product Quality and Product Responsibility</li> </ul>	<p>106-107</p>
Community Support and Participation	<ul style="list-style-type: none"> <li>Community</li> </ul>	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.	<ul style="list-style-type: none"> <li>Participation To Development Social and Communities</li> </ul>	<p>135-146</p>





## Environment

Materiality Topics	Stakeholders	Risk/Opportunity and the Impact of materiality topics on the Company	Reporting content	Page
Greenhouse gas emissions reduction	<ul style="list-style-type: none"> <li>• Governance sector, Customer/consumer</li> </ul>	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.	<ul style="list-style-type: none"> <li>• Climate Change and Energy Management</li> <li>• Environment Performance</li> </ul>	152-156 184
Energy management and Renewable energy consumption	<ul style="list-style-type: none"> <li>• Governance sector</li> </ul>	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.	<ul style="list-style-type: none"> <li>• Climate Change and Energy Management</li> <li>• Environment Performance</li> </ul>	149-151 183
Consideration of ecosystems and biodiversity	<ul style="list-style-type: none"> <li>• Governance/Private sector, Community</li> </ul>	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.	<ul style="list-style-type: none"> <li>• Consideration of Ecosystems and Biodiversity</li> </ul>	160-161
Water management and wastewater treatment	<ul style="list-style-type: none"> <li>• Community, Governance sector</li> </ul>	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.	<ul style="list-style-type: none"> <li>• Sustainable Water Management</li> <li>• Wastewater Management</li> <li>• Environment Performance</li> </ul>	162-163 164-165 185-188
Waste and Unused Materials Management	<ul style="list-style-type: none"> <li>• Community, Governance sector</li> </ul>	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.	<ul style="list-style-type: none"> <li>• Waste and Unused Materials Management</li> <li>• Environment Performance</li> </ul>	157-159 188-190
Environmental management system	<ul style="list-style-type: none"> <li>• Employee, Community, Governance sector</li> </ul>	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.	<ul style="list-style-type: none"> <li>• Environmental Policy and Management</li> </ul>	147-148
Air Pollution Management	<ul style="list-style-type: none"> <li>• Community, Governance sector</li> </ul>	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.	<ul style="list-style-type: none"> <li>• Air Pollution Management</li> <li>• Environment Performance</li> </ul>	166 185

## Membership of organizations for economic, social and environmental development (Disclosure 2-28)

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 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)

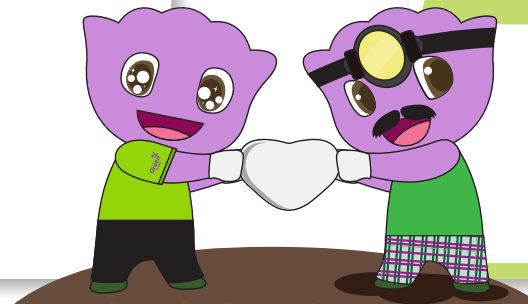


- The Natural Rubber Policy Committee, Ministry of Agriculture and Cooperatives
- SGX Rubber committee member, Singapore
- Rubber Trade Association member of Singapore
- Thai AEO Importer & Exporter Association
- Thai Listed Companies Association
- Collective Action Coalition Against Corruption (CAC)
- Global Platform for Sustainable Natural Rubber (GPSNR)
- International Rubber Study Group (IRSG)
- The Thai Rubber Association (TRA)



### 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)



# Sustainable management of upstream businesses

The Company operates a full supply chain natural rubber business in various countries, starting from the upstream business of rubber plantations in Thailand. The Company has an area for rubber plantations and other economic plants of approximately 49,000 rai, covering 19 provinces in Thailand, to strengthen the quality raw materials for the midstream business.

## SRP Plantation overview

	Area (ha)
Plantation land	7,857.24
Rubber plantation land	6,898.80
Unplanted area (areas desginted for future planting)	0
Conservation set-aside area, including HCV area	90.96
Peat in its landbank	0

\*Remark : Information as 31 December, 2024



## Operating results

Operation began in 2015 when we started planting rubber in the northern and northeastern regions of Thailand to strengthen the rubber economy in the country and create a stable source of raw materials for the midstream business, which is the production of natural rubber.



## Product

In 2024, the Company produced a total of 8,000 tons of cup lump rubber from rubber plantations.

## Economic Crops include

### Teak



Quantity 757.12 (ha)  
Province : Nan, Chiang Mai, Chiang Rai, Phayao, Phrae, Lampang, Sukhothai, Uttaradit, Phichit, Phetchabun, Sakon Nakhon

### Eucalyptus



Quantity 111.2 (ha)  
Province : Lampang, Uttaradit, Phitsanulok, Phichit, Sakon Nakhon, Kalasin, Sa Kaeo

### Palm Oil\*



Quantity 88.48 (ha)  
Province : Trang, Surat Thani

\*Note : Includes STA and STC

## Carbon Credit Certification



Type	Year	Province	Area Participating in Project (Rai)	Amount of Carbon Credits Registered (tCO <sub>2</sub> e/year)
Teak Plantation	2021	Nan	873.96	1,189
Rubber Plantation 1	2022	Chiang Mai	6,306.99	26,401
Rubber Plantation 2	2023	Chiang Rai, Phayao, Phrae, Lampang, Sukhothai	14,807.82	62,937
Rubber Plantation 3	2023	Uttaradit, Phitsanulok, Phichit, Phetchabun, Sakon Nakhon, Kalasin, Sa Kaeo	15,355.66	65,127

## Safety statistics



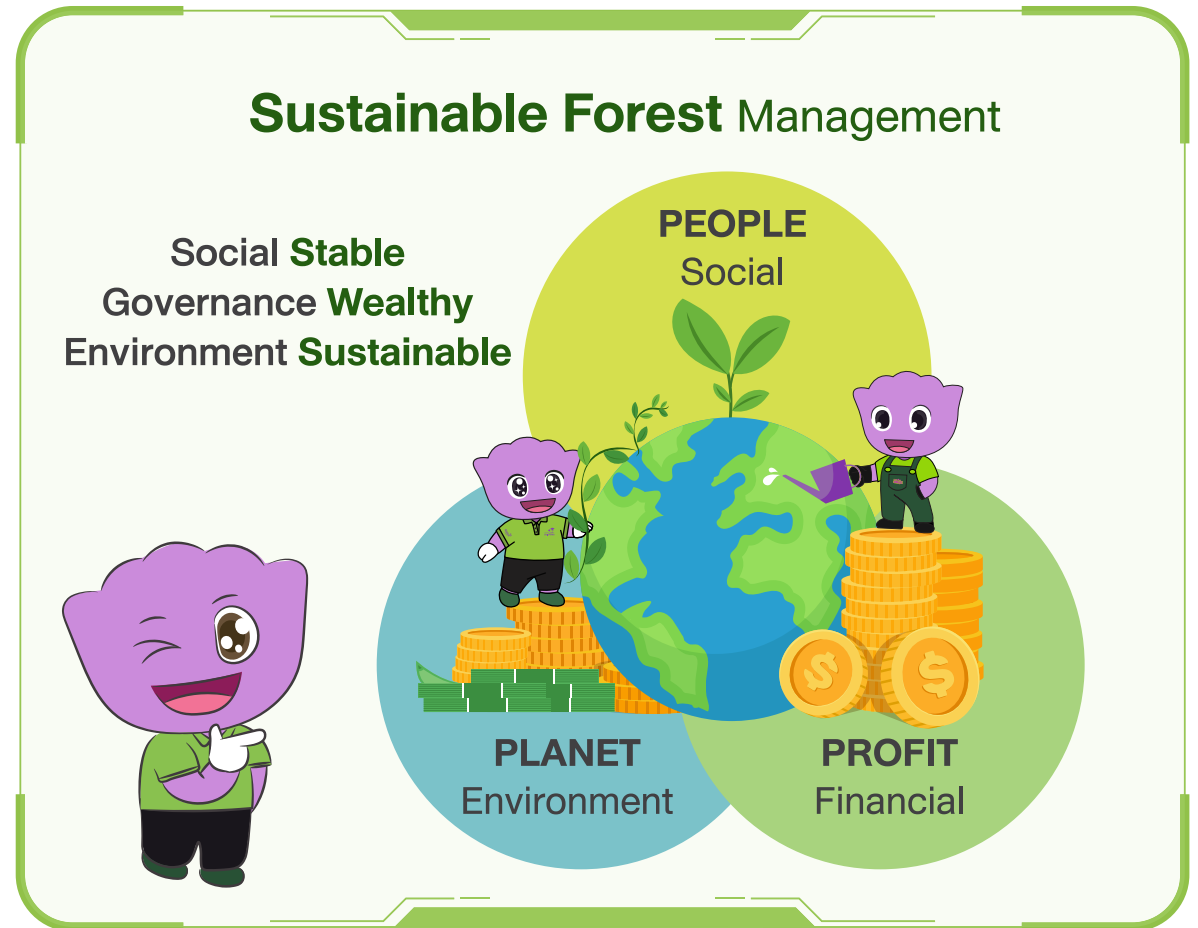
Topic	Unit	2021	2022	2023	2024
<b>Worked Hours</b>					
Employee	Hour.	1,107,484	1,705,936	2,274,872	2,241,776
<b>Lost Time Injury Frequency Rate : LTIFR</b>					
Employee	Case/1,000,000 worked hours	-	-	-	10.26
<b>Lost Time Injury Severity Rate : LTISR</b>					
Employee	Case/1,000,000 worked hours	-	-	-	87.88

## Sustainable rubber plantation management

The Company has 27,318 rai of rubber plantations certified by the FSC™- FM Sustainable Forest Management Standard, or equivalent to 64 percent of its total rubber plantation area.

The Company aims to obtain 100% FSC™-FM certification, but some areas where ownership cannot be traced back to before 1994, are however not possible to obtain certification.

The Company is aware of and concerned about quality, safety, occupational health, environment, and energy conservation, considered as among the main policies of the Company's business operations that have been continuously implemented to develop the organization's potential and enhance the sustainability of its business operations. Therefore, in order to increase the efficacy of the said policy, **in 2025**, the Company is determined to **stop all use of chemicals for weed control (Zero Herbicide) in all areas of the Company's rubber plantations** in order to achieve the goal of being a chemical-free rubber plantation. In addition to having a positive effect on the health of employees and helping to improve the quality of rubber products, it also prevents chemical contamination in soil, water sources, and air, which are important factors in caring for and controlling the quality of the environment for the sustainability of the community environment, promoting a good quality of life for communities in the surrounding areas, and demonstrating the Company's commitment to conducting business with social responsibility.



## The company complies with the following FSC™ requirements:



### Compliance with the law

#### Principle 1

To ensure that the Company's rubber plantation operations are in compliance with relevant laws, regulations, requirements, and regulatory standards, the Company will register these in the RCS (Regulatory Compliance System) system to assess their relevance and consider their consistency with the details that must be complied with. In the case of non-compliance, an NCR will be issued to analyze the causes, corrective actions, and prevention measures in order to comply with the law. Compliance will be reviewed at least once a year, in accordance with the steps to identify and evaluate compliance with the law.



### Workers' rights and employment conditions

#### Principle 2

Employees or workers, both permanent and temporary, will be treated according to the rights set out in the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work and in accordance with company regulations.

- The Company has a policy of not using child labor or labor under the age of 18.
- The Company operates in accordance with human rights and non-discrimination policies, social and labor policies.
- Employees will receive wages as stipulated by law, in accordance with the minimum wage rate of each province as announced by the Ministry of Labor.
- Workers will undertake and complete various necessary training courses, both those determined by the Company and those required by law, such as orientation, work safety, etc.

- Employees will be trained on the safety use of chemicals, spraying herbicides before starting work, and adequate safety equipment, as well as training on how to use them, will be provided according to the frequency specified by the safety department.
- Local workers will be given priority consideration for employment.
- In case a worker has complaints or suggestions, they can be processed according to the Company's complaints policy, such as via a comment box that must be available at every plantation location for employees to conveniently submit complaints, or other contact channels as announced at the office or employees' accommodations, etc.



### The Rights of Indigenous Peoples

#### Principle 3

The Company will list the names of the tribes and indigenous people in the area that may be affected by the Company's rubber plantation operations in the stakeholder registration form. The plantation head or responsible person must specify the names of the tribes, indigenous people, leaders or representatives of that community, contact channels such as addresses and telephone numbers which must be updated as needed and if there are no changes, must be reviewed at least once a year.

If there are indigenous people in the area, the responsible person must survey the impacts that they have received from activities of the rubber plantation and determine the corrective and preventive measures to alleviate the impacts.

The Company does not infringe on the rights, customs, traditions, or cultures, including activities and places that have special cultural, ecological, economic, religious, or spiritual significance of indigenous peoples. The Company communicates to indigenous peoples before undertaking any activities that may affect their rights, customs, traditions, or cultures, including these activities and places. From the survey, it was found that there were relatively few indigenous people living near the rubber plantation, such as the Akha tribe, which is in the Mae Ai plot area, Chiang Mai Province.



## Community Relations

### Principle 4

The Company will list the names of the communities in the area that may be affected by the Company's rubber plantation operations in the stakeholder registration form. The plantation head or responsible person must specify the names of the communities, leaders or representatives of that community, contact channels such as addresses and telephone numbers which must be updated as needed and if there are no changes, must be reviewed at least once a year.

- Workers from local communities will be given priority consideration for employment.
- The plantation leader or representative must communicate with the community at least once a month to discuss activities that may affect the community and must notify the affected communities (if any) every time before carrying out any precarious activities such as spraying herbicides, building roads, setting firebreaks (black lines), etc. This can be done by communicating over the phone or talking in person.
- Attend formal meetings with the community at least once a year to monitor both positive and negative impacts arising from the plantations' activities in order to make corrections and improvements.
- Conduct environmental impact assessments of communities at specified frequencies: every 3 months and every 1 month for rubber plantations where complaints have been filed.
- In case of disputes or complaints from the community, the head of the plantation/responsible person will notify the relevant persons to expedite the investigation of the cause, solutions, and prevention to alleviate the impacts as soon as possible using the mediation method rather than the court.

The Company will not violate the rights, traditions, or cultures, including activities and places that have special cultural, ecological, economic, religious, or spiritual significance to the community, and will communicate to the community before any activities are undertaken that may affect the rights, traditions, or cultures, including the activities and places thereof.




## Benefits from forests

### Principle 5

The use of forest and rubber plantations is maximized to reduce product loss and increase economic value. The Company plans the annual production budget using available data such as age, species, tapping year, weather conditions, and actual production of the previous year to create a production estimate plan for the following year to prevent overharvesting. Daily, monthly, and annual production data are monitored and reported to executives and relevant departments according to the scheduled meeting.

Produce will be stored in appropriate conditions and there is a clear separation between produce from FSC™ and Non-FSC™ certified plots with identification at the storage points according to the type of produce.





## Environmental Value and Impact

### Principle 6

The Company will conduct an environmental assessment, both positive and negative impacts of activities within the management unit, and identify mitigation and preventive measures for the impacts through an Environmental, Social and Safety Impact Assessment (ESIA) using the prescribed form for activities that pose risks to the environment, such as soil, water, air or surrounding organisms, both routine and occasional activities. The activities that must be assessed for impacts include the following:

- Activities included in the management plan or Monthly Plan are routine activities such as rubber tapping, fertilizing, weed control, product collection and transportation, etc.
- Activities that are performed occasionally but may affect the environment within the management unit or nearby communities, such as excavation/expansion of ponds, artesian wells, road cutting/improvement, construction of product storage buildings, etc.

For management of rare and threatened species, the Company conducts surveys through representatives of community leaders, villagers who have lived in the management unit area for a long time, or refer to the survey results of government/private sector officials who have previously conducted surveys (if any). The survey results will be reviewed every 2 years. If a rare species is in the management unit area is found, the Company will create a conservation or rehabilitation plan for strict implementation.

Management of native ecological areas using representative areas (Representative Sample Areas: RSA) within management units, which are designated as representatives of the Conservation Area Network (CAN) comprising at least 10% of the area of the management unit, and when these areas are used as representatives, the Company will proceed as follows:

1. Create a conservation area map that clearly indicates the area's boundaries and size.
2. Create a management plan to conserve and rehabilitate the area and implement the plan with periodic monitoring from relevant agencies.

In the rubber plantation which requested certification that is adjacent to natural areas, the **Buffer Zone** has been determined as follows:

- Streams, small canals and ditches should leave a buffer zone at least equal to the width of the canal.
- Ponds, lakes, rivers should leave a buffer zone of at least 5 meters.

This is to prevent encroachment and allow nature to recover, allowing local wildlife and plants to have a place to live and take shelter.

#### Fire prevention

Due to the dry weather in winter and summer, and the fact that rubber plantations are often adjacent to areas where villagers often burn forests or grass for agriculture, fires often spread into rubber plantations. In 2024, there were 117 fires, resulting in the death and damage of approximately 3,000 rubber, teak and eucalyptus trees.

The Company has measures to prevent and suppress incidents to prevent damage and impacts on the environment and surrounding communities as follows:

#### Measures for managing and preventing fires in rubber plantations

##### 1. Fire prevention measures

- Create firebreaks around the rubber plantation and within it, using open space 3-5 meters wide to prevent the fire from spreading. Remove weeds, dry leaves, and wood chips in the firebreak regularly. Control burning in the rubber plantation area by avoiding burning tree branches and leaves during the dry season or if burning is necessary, it will only be done during calm winds with strict control.
- Create water sources and fire extinguishing equipment. Provide water tanks or wells at important points in the rubber plantation. Prepare fire extinguishing equipment such as tanks, water pumps, and water hoses for use.
- Provide knowledge and practice on fire response by training employees and community members on fire prevention and extinguishing methods.

##### 2. Surveillance and inspection measures

- Keep watch during the dry season, from late January to April, by regularly inspecting the rubber plantation area with fire patrols, defining patrol routes, and recording incidents.
- Install warning signs prohibiting lighting fires or smoking in rubber plantations, monitor weather conditions and issue warnings, use weather forecasts to monitor forest fire risks, and have a fire warning system that involves the community in monitoring and responding to the situation.

### 3. Fire response measures

- Immediately notify relevant agencies, such as the Disaster Prevention and Mitigation Organization or local fire station, and use fire extinguishing tools and equipment, such as water guns, shovels, and fire beaters, to control the spread, and cooperate with the community and local agencies to mobilize forces to help extinguish the fire safely.



#### Management Planning

##### Principle 7

The Company has a written FSC™ policy signed by the top management. The management plan will be written with details of the action plan and management goals, from planting, fertilizing, weeding, to harvesting, environmental protection, protection of rare plants and animals, and plans to monitor impacts and remediation in various aspects, including an annual management plan and a monthly management plan. The plan will specify the time period, frequency, budget, and responsible persons for each topic.



#### Monitoring and Evaluation

##### Principle 8

The Company has specified the monitoring and evaluation of the results thereof by using the details of the activities specified in the management plan, monthly work plan, production plan, etc. to create the monitoring plan, such as the quality inspection plan, which consists of inspection topics, frequency, standard criteria and corrective action and prevention guidelines when the inspection results do not meet the requirements and the re-inspection plan, etc. The monitoring will be carried out by the quality department and is a random inspection according to the methods specified in the quality inspection plan (Quality Plan) and referring to the standard documents, work procedures (WI) specified, such as the methods and standards for quality inspection of tapping work, etc.

The inspection results will be evaluated and summarized for each management unit and related persons to be aware of and report the results to the management through meetings set by the Company, such as the monthly PM meeting, TC-Meeting meeting, etc.



#### High conservation value

##### Principle 9

The Company will conduct an assessment of the 6 types of high conservation value (HCV1-HCV6) by assigning the responsible person of each management unit to conduct a survey from data, facts, documents, expert opinions, and the results of field surveys or consultations with stakeholders that are reliable, accurate, complete and/or relevant, such as community leaders, the elderly in the local area of that management area, including research survey data of academics that have been recorded, etc. When the survey results are obtained, they are used to determine a management plan, including a conservation and restoration plan and a protection plan. The plan will be implemented and is continuously monitored according to the specified frequency and the plan will be adjusted periodically as appropriate. The survey will be reviewed every 2 years.

From the results of the survey of areas with **High Conservation Values (HCV)** from 25 rubber plantations, including the office area in Chiang Mai, by an expert academic, it



was found that the tiger conservation area is adjacent to the assessment area, therefore it has or appears to have a value of type 1.4, but the conservation area is in Nam Nao National Park, adjacent to Lom Sak District, Phetchabun Province, while the rubber plantations are not in the said park area.

Type of area with high conservation value is defined according to the Forest Industry Organization, as shown in the table.

High Conservation Values (HCVs)	
HCV 1 Biodiversity Values	1.1 Protected areas
	1.2 Rare, threatened or endangered species (RTEs)
	1.3 Endemic species
	1.4 Seasonal concentrations of species
HCV 2	Large intact landscape
HCV 3	Endangered Ecosystems
HCV 4 Basic ecosystems service in critical situations	4.1 Watershed protection
	4.2 Erosion control
	4.3 Barriers to the spread of fire
HCV 5	Basic needs of local communities
HCV 6	Cultural identity of local communities

In addition to assessing the six categories of high conservation value, the company has assessed the risk status of species in Thailand using Thailand Red Data to determine how at risk the species are of extinction. The assessment uses the criteria of the International Union for Conservation of Nature as the basis for preparation, known as the "IUCN Red List," which is widely accepted and used internationally. From the survey, **No species of animals or plants at risk of extinction were found.**



## Implementation of management activities

### Principle 10

- Replanting of alternative crops involves selecting species that are suitable for the area and climate through the advice of academics, such as expert officers from the RAOT.
- Invasive (non-native) species, which means rubber species used for new planting or replanting, must be certified by the Department of Agriculture to confirm that they will not have any impact.
- The Company has no policy nor permits the planting of genetically modified plants in the management unit area.
- The Company has a policy to reduce the use of chemical fertilizers and increasing the use of organic fertilizers and biological fertilizers that have less impact on the environment instead.
- Pesticides will be used as little as possible, following the **Zero Herbicide** policy.
- Risk assessments of activities in rubber plantations, including product transport activities, are conducted to determine measures to minimize impacts on local resources, such as forests and water sources.
- Waste and rubbish generated from activities within the plantation must be separated and disposed of properly according to the Company's waste and rubbish management procedures.





# Business Overview and Economic Performance



Revenue from sale of goods and services

**114,374**  
million baht



Total Assets  
million baht **131,208**



Total Equities  
million baht **69,695**

Sales Volume of Natural Rubber Products



**1.4** million tons



Sales Volume of Gloves

**38,549** million pieces

Sales Volume of Natural Rubber Products (million tons)



Sales Volume of Gloves (million pieces)



## Financial Highlights

## STATEMENT OF COMPREHENSIVE INCOME

(Unit : million baht)	Y2020	Y2021	Y2022	Y2023	<b>Y2024</b>
Revenue from sale of goods and services	75,479	118,275	110,657	84,245	<b>114,374</b>
Earnings before interest, tax, depreciation, and amortization	20,505	32,439	10,391	3,985	<b>7,754</b>
Profit (Loss) before tax	17,064	28,718	6,167	(527)	<b>2,343</b>
Profit (Loss) attribute to owners of the Company	9,531	15,847	4,795	(434)	<b>1,670</b>

## STATEMENT OF FINANCIAL POSITION

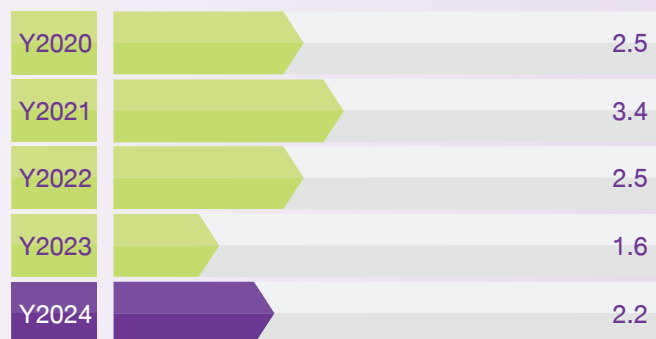
(Unit : million baht)	Y2020	Y2021	Y2022	Y2023	<b>Y2024</b>
Total assets	93,117	114,527	117,084	111,737	<b>131,208</b>
Total liabilities	39,720	49,479	47,897	43,591	<b>61,513</b>
Total equities	53,397	65,049	69,186	68,146	<b>69,695</b>

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

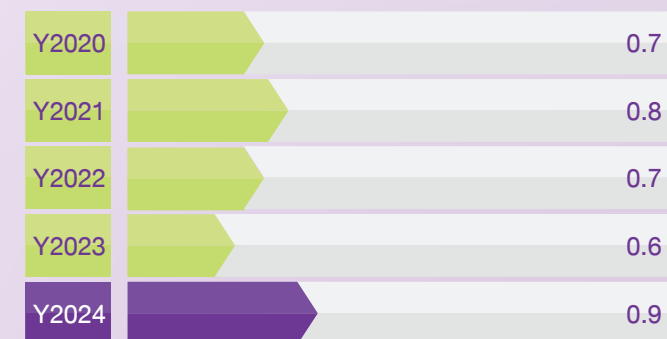
### Current Ratio (Times)



### Fixed Asset Turnover (Times)

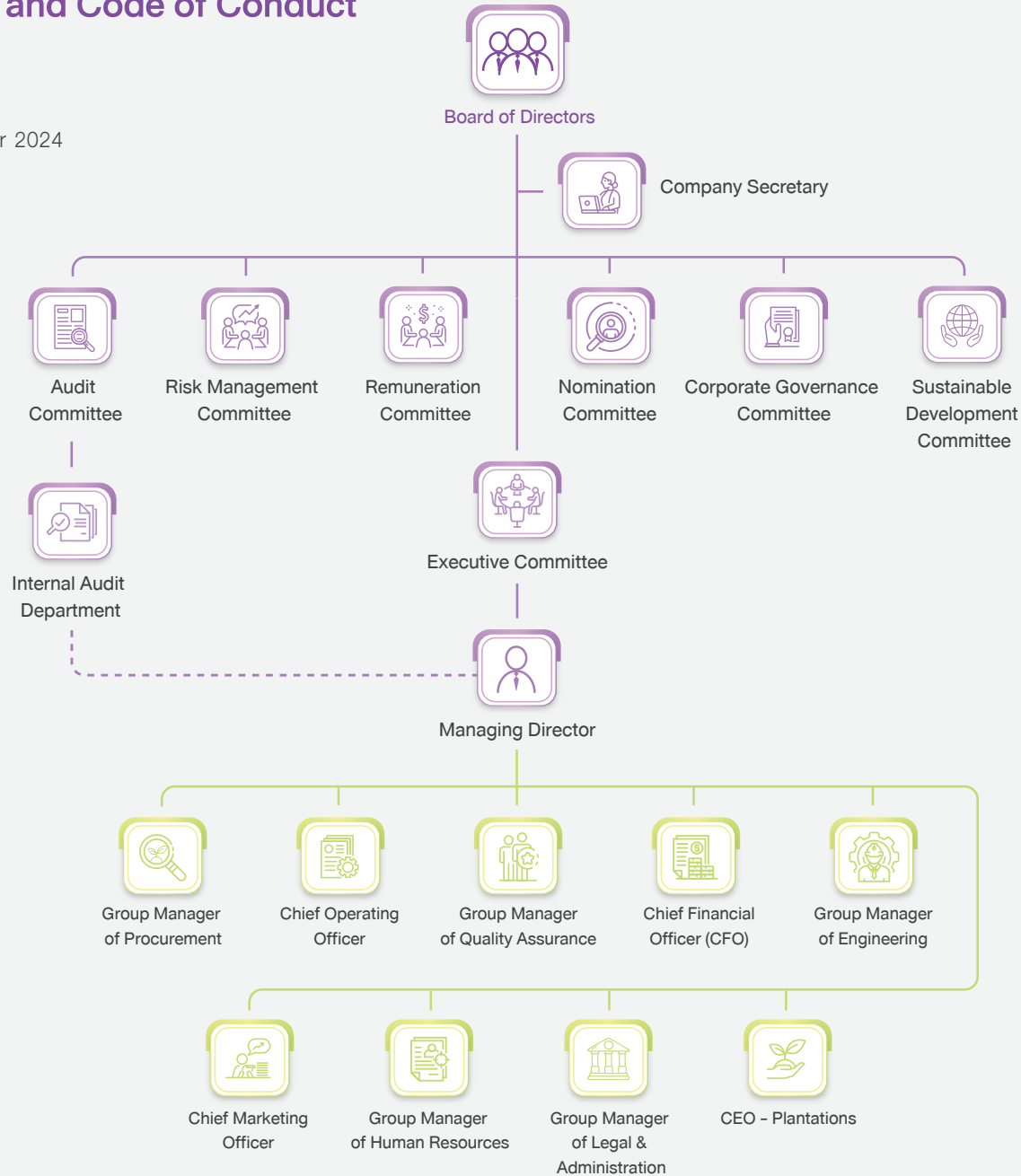


### Debt to Equity (Time)



# Corporate Governance and Code of Conduct

Corporate Structure as of 31 December 2024



## Corporate Governance Policy

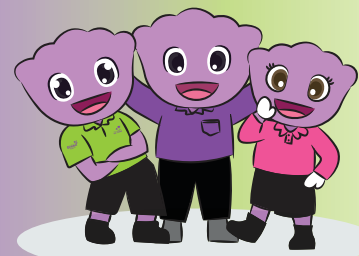
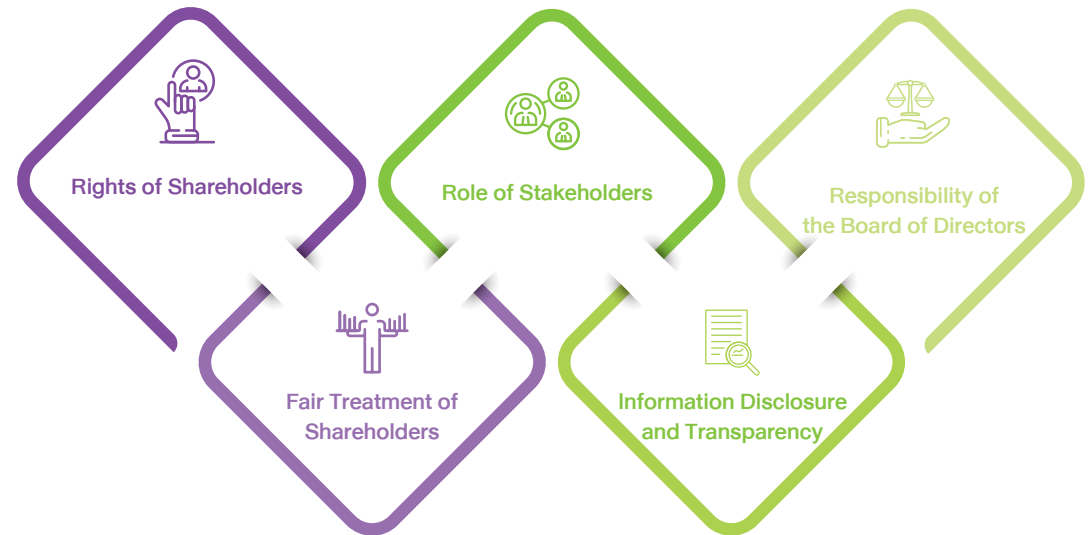
The Company has established a good corporate governance policy as one of the business policies aiming to improve business operation's efficiency and have plan to create sustainable value and growth to build up the confidence of all shareholders, investors, and stakeholders. The Board of Directors of 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 and update 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



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 and monitoring of the operation, and auditing through the email address of the independent directors. Furthermore, minority shareholders may directly seek information from the Company Secretary of STA and the Investor Relations Office as following details:



The Audit Committee,

» E-mail 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:

» 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 continuously 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.

Receive Corporate Governance Assessment at "Excellent Level" or 5 stars rating for 6 consecutives years From Thai Institute of Directors Association (IOD)



## 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

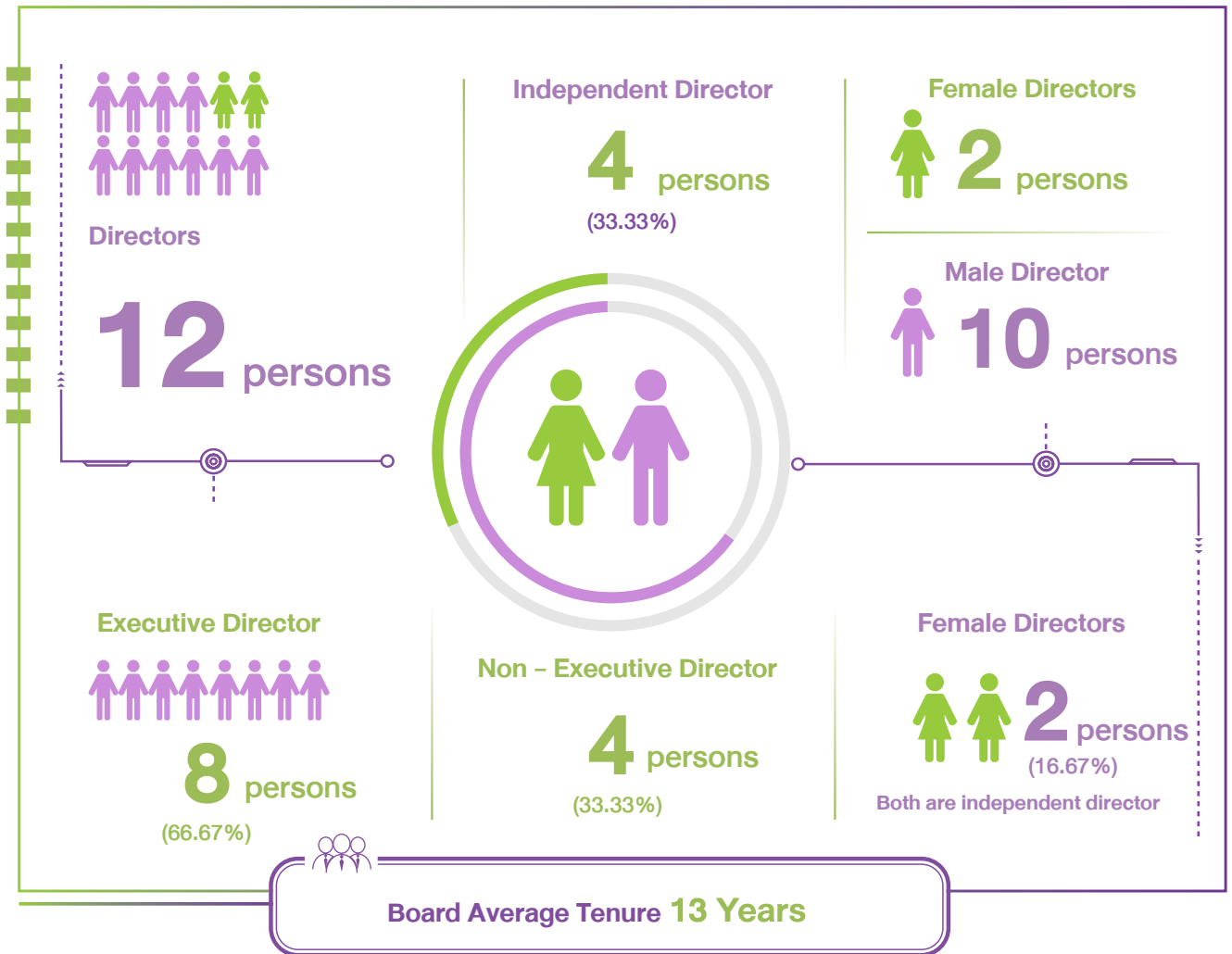


[www.sritranggroup.com/th/cg/principles-ethics](http://www.sritranggroup.com/th/cg/principles-ethics)

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, conflict of interest policy, Social and labor policy and 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 2024, the Board of Directors of STA consists of 12 directors which are 8 Executive Directors (represent 66.67 percents of whole board) and 4 Non-Executive Directors, all of whom are independent (represent 33.33 percents of the whole board). There are 2 female independent directors (represent 16.67 percents of the whole board). The Board of Director has an average tenure of 13 years. All 4 independent directors have qualifications in accordance with the Company's independent director qualifications, which are more stringent than the Principles of the Capital Market Supervisory. The Board of Director consists of directors who have wide range of gender, age, qualifications, knowledge, abilities, skills, professions, expertise and various experiences that are necessary and beneficial in line with the Company's business.





## Composition of the Board of Directors

Name	Position	Executive Director	Non - Executive Director	Independent 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	✓		
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		✓	✓
		<b>Total Director</b>	<b>8 persons</b>	<b>4 persons</b>
			<b>4 persons</b>	<b>4 persons</b>

» Mrs. Pacharin Anuwongwattanachai is the Company Secretary.



## 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
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 2024, 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

» Mr. Nongram Laohaareedilok is the Audit Committee member who has sufficient knowledge and experience to review the reliability of the financial statements of STA.

### (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, and plans 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. 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.

Form 56-1 One Report 2024 159 For further details, please refer to Annual Report 2024, available on the company's website.



<https://investor-th.sriranggroup.com/ar.html>



## 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 year 2024, 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



The board's performance of duties



Roles and responsibilities of the board



Relationship with management



Board meetings



Self-development of directors

### The self-assessment of the Audit Committee, the Nomination Committee, and the Remuneration Committee

consists of 3 topics, as follows:



Structure and qualifications of the Sub-Committees



Roles, duties, and responsibilities of the Sub-Committees



The Sub-Committee meetings



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

consists of 5 topics, as follows:



Personal features



Roles, duties and responsibilities



Readiness to perform duties



Relationship with the board of directors and management



Participation in meetings



### The self-assessment of the Risk Management Committee

consists of 4 topics, as follows:



Structure and qualifications of the Risk Management Committee



Roles, duties, and responsibilities of the Risk Management Committee



The Risk Management Committee meetings



Report of the Risk Management Committee



## The self-assessment of the Corporate Governance Committee

consists of 4 topics, as follows:



Structure and qualifications of the Corporate Governance Committee



Roles, duties, and responsibilities of the Corporate Governance Committee



The Corporate Governance Committee meetings



Report of the Corporate Governance Committee



## The self-assessment of the Sustainable Development Committee

consists of 5 topics, as follows:



Structure and qualifications of the Sustainable Development Committee



Roles, duties, and responsibilities of the Sustainable Development Committee



Performance of duty of the Sustainable Development Committee



Training / Source of Information



The Sustainable Development Committee meetings



## The performance assessment of the CEO

consists of 10 topics, as follows:



Leadership



Relationships with external stakeholders



Strategy Formulation



Management and Relationships with personnel



Strategy Implementation



Succession



Financial planning and results



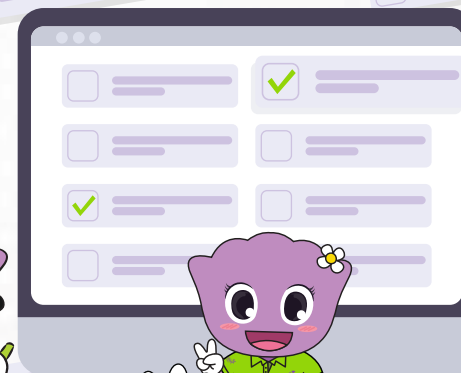
Knowledge regarding products and services



Relationships with the Board of Directors



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:



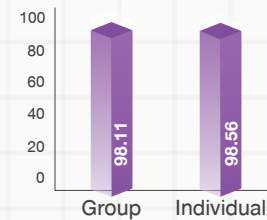
## Performance assessment process

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 the Board of Directors Meeting on 3 February 2025.

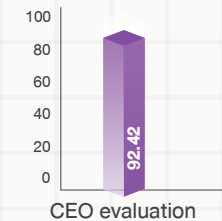


In 2024, the Board of Directors, Sub-Committees, and the CEO's assessment results can be summarized as follows:

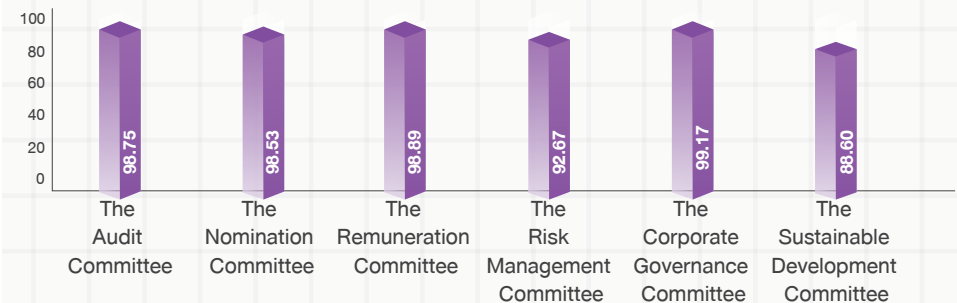
### The assessment results of the Board of Directors



### The assessment results of the Chief Executive Officer (CEO)



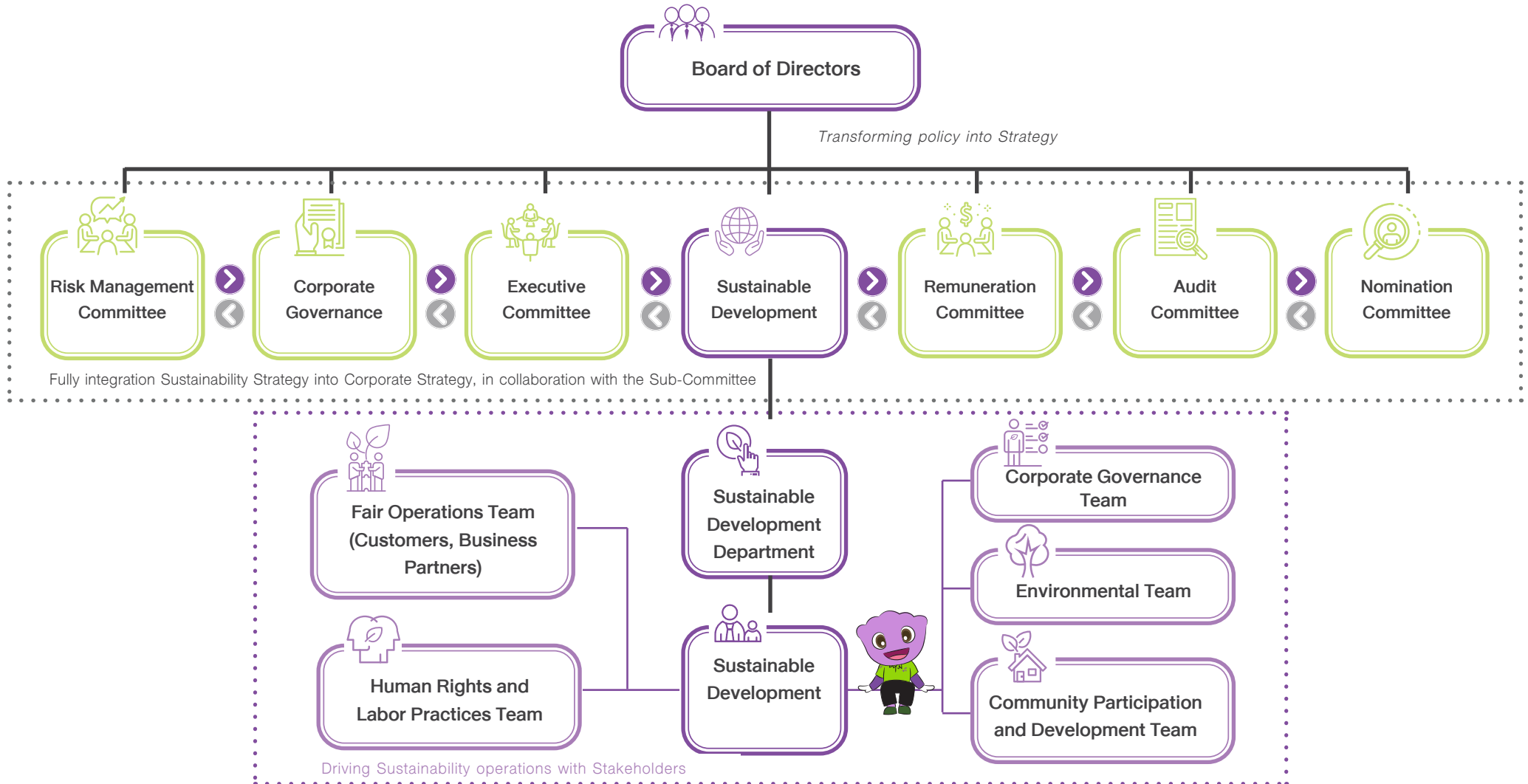
### The assessment results of Sub-Committees



## Sustainability Management Structure

The company has announced the “Corporate Sustainability Development Policy” and established a sustainability management structure. The Board of Directors has assigned the Sustainability Development Committee to be responsible for setting the direction, policies, strategies, goals, and plans for the company’s sustainability development. This includes identifying risks and opportunities related to sustainability, overseeing, auditing, and monitoring the company’s climate change management activities.

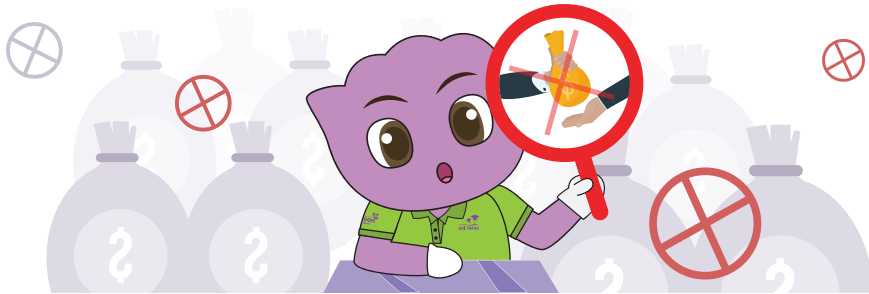
Additionally, the committee is tasked with defining, reviewing, and improving relevant policies and/or practices, managing climate-related risks, and appointing a sustainability working group to collaborate with the Corporate Sustainability Development Department. This ensures that operations align with the company’s vision and effectively achieve the established sustainability goals.





## 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 2024, 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 provides training to the employees to create correct understanding and knowledge about anti-corruption policies through the **"Good Corporate Governance"** course. The target is to have 100 percent of directors, executives, and employees receive training. In 2024, 100 percent of directors, executives and 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 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. In 2023, the company was re-certified as a member of the CAC. In 2024, the company participated in the CAC Change Agent program to encourage and support its partners in declaring their commitment to CAC. As a result, the company received the CAC Change Agent Award for the second consecutive year. 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 has announced a ‘No Gift Policy’ during the New Year holiday and any other occasions through the website [www.sritranggroup.com](http://www.sritranggroup.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.sritranggroup.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. 17FI, Park Ventures Ecoplex, Unit 1701, 1707-1712 57 Wireless Road, Lumpini, Pathumwan, Bangkok 10330

### Channel 2

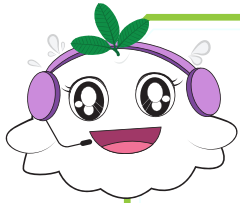
By telephone number and E-Mail to Company Secretary  
Telephone number +66 2207 4590  
E-mail Address: [corporatesecretary@sritranggroup.com](mailto:corporatesecretary@sritranggroup.com)

### Channel 3

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 2024, The summary of complaints through these channels are as follows:



Types of Complaints	Number of Complaints
Corruption or Bribery	1
Discrimination or Harassment	-
Customer Privacy Data	-
Conflicts of Interest	-
Money Laundering or Insider Trading	-
Unethical Competition	-
Working Environment and Safety	-
Services/ Products	3
Unethical Behavior	-
Other	8

The company follows up on complaints according to the complaints procedure. In 2024, a total of 12 complaints were received, with one involving a violation of the code of conduct and corruption or unethical behavior related to soliciting benefits in the raw material procurement process. Appropriate disciplinary actions were taken, and measures were put in place to improve workflow efficiency to prevent recurrence.

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.sriranggroup.com/en/cg/good-cg/whistle-blowing>).



# Risk Management

## Risk Management and Business Continuity Management Policy

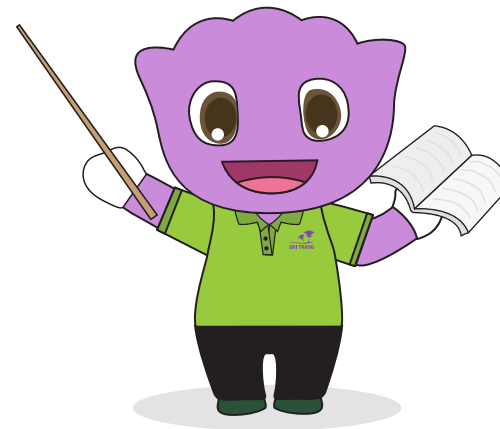
Due to complex and rapidly changing business environment and the crisis natural disasters which may affect the ability to achieve the goal to drive the organization for sustainable successes, risk management and business continuity management are an important process that helps the Company to handle business uncertainty systematically, to create business potential, to increase business opportunities, and to support the achievement of short-term, medium-term and long-term organization's goals as well as to build confidence and credibility to stakeholders. Please see more information in website;

The Company has a risk management structure consisting of **the Board of Directors (BOD)**, responsible for overseeing the efficiency of risk management framework and appointing **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 and business continuity management in various aspects to succeed at the overall organization, business unite 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 operate by the **Risk Management Department**, is an independent unite that is not under any business line and the Risk Management Head is not a same person with the Internal Audit Head, responsible for overseeing standards, analyzing, and monitoring risk management in various areas., 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.

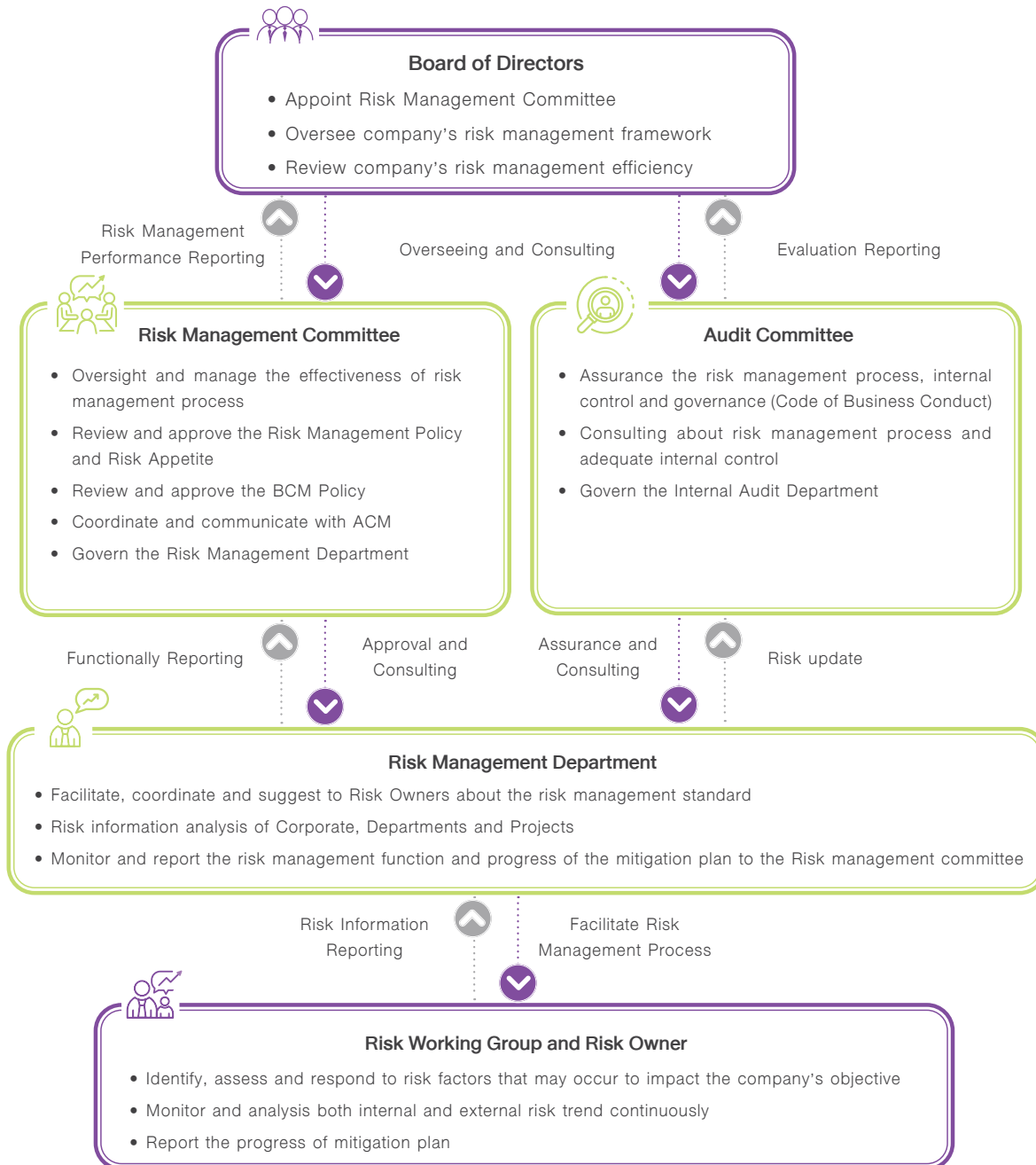
Risk Management Policy



Business Continuity Management Policy



# Risk Management Structure



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.



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) and Business Continuity Management (ISO 22301:2019) 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 (1-3 year), Medium term (>3-5 year) and Long term (>5 year) 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 policy and plan annually. Please see more information of the risk management committee performance and responsibilities in the Annual Report 2024.

The Company has established policies and prepared a business continuity management plan for high-risk disaster situations that may occur to factories covering all product groups of the Company nationwide (STR,LTX,RSS), including planning rehearsals from assessing the likelihood of disasters occurring in each area to ensure that the strategies are ready for actual use and are aware of any limitations that may occur before disasters actually occur. In 2024, the Company conducted 1 Time of BCP exercise at the Thung Song branch (STA-TS) plant to simulate an incident and the Company aims to conduct exercises covering all product groups in the following year.

In 2025, the Risk Management Committee set the goal to manage the Company's risk management to be efficient and effective under the changing business strategies. This is to ensure that the risk management is adequate, being implemented continuously, and be able to control the risk in acceptable level, enabling the company to achieve the goals and being able to add value to the company as well as delivering the maximum benefits to shareholders and stakeholders of the company fairly and sustainably.



# Risk Factors Affect the Company's Business

## Business as Usual Risk to Sri Trang Group



### Strategic Risk

#### (1) 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, 2024, the proportion is approximately 78.2 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).

## (2) 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, 2024, the proportion is approximately 78.2 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.



### (3) 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 from under target of the project.
- The significantly affected by various circumstances in the country may make our business halted, disrupted or any obligations.



#### 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.



#### (4) 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

### (1) 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, IT and any other catastrophic by human or natural 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 2024, the Company was affected by flooding at 1 factory, which is a raw material inventory factory for the Company's STR factories, estimated value of financial impact from loss of property, buildings, machinery, equipment and inventory is more than 27 million baht. The Company has claimed compensation for the damage from the insurance company, so it did not have a significant impact on the Company's overall performance.



#### 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.



## (2) 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 2024, 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

### (1) 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 80.9 percent of our total revenues is denominated in U.S. Dollars. (approximately 16.3 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, 2024, the proportion is approximately 85.7 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

### (1) 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 2024, no significant issues were related to corruption for company's performance.
- 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.

## (2) 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.

# Environmental Social and Governance (ESG) Risk



## Environmental Risk

### (1) Water Management and Wastewater Treatment



#### Risk Description and Causes :

In the current climate change, 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 Impact :

Environment/ Operational



#### 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 2024 the company has a risk assessment of areas with extreme level to water stress for 21 percent of the total production area but no impact to the company's operation.



#### 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 2026, the company has set a goal to reduce water use by 20 percent compared to the base year 2022. 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 Niño 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.



## (2) 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 Impact :

Environment / Finance



### 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 Solar Farm, it is a clean and renewable energy to reduce the use of fossil energy and greenhouse gas emissions. In 2024, the company has invested more than 488 million baht to implement the clean energy project.





## Social Risk

### (1) Business Operations may disrupt 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 Due Diligence, 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)



#### Nature of Risk Impact :

Social / Compliance



#### Impact Analysis :

- It may affect the reputation, fines of damages or disrupting or terminating the operations. In 2024, 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 and ISO 45001 Occupational Health and Safety management 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

### (1) Supply Chain Management



#### Risk Description and Causes :

The company is the world's largest fully integrated producer and distributor of natural rubber (Midstream), 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 (Upstream), 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, or failure to comply with the customer's trade terms (Downstream), it will make the company face with higher risks in supply chain management.



#### Time Horizon :

Medium Term (> 3 - 5 years)



#### Nature of Risk Impact :

Governance / Finance



#### Impact Analysis :

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



#### 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 2024, 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.



## Emerging Risk

### (1) Climate-Related Risks, Regulations, Standards, and Sustainability Goals



#### Risk Description and Causes :

Climate Change, caused by global warming, is one of the environmental risks (Climate-Related Risk) 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.



#### Risk Type :

Environment



#### Risk Factor (Cause) :

Environment



#### Time Horizon :

Long Term (> 5 years)



#### Nature of Risk Impact :

Environment / Economics and Finance



#### Impact Analysis :

- Company's performance may be significantly reduced from the shortage of raw materials, which affects production, by the major factors, the abnormal increase of temperature and natural disasters, in 2024, the amount of raw materials (Natural Rubber Supply) in Thailand decreased by 0.44% or approximately 22,000 tons compared to the previous year but no significant impact to the market.
- Increasingly frequent and severe natural disasters may disrupt to the Company's business and essential activities, including financial impacts, property and employee safety. In 2024, the Company was affected by flooding at 1 factory, which is a raw material inventory factory for the Company's STR factories, estimated value of financial impact from loss of property, buildings, machinery, equipment and inventory is more than 27 million baht. The Company has claimed compensation for the damage from the

insurance company, so it did not have a significant impact on the Company's overall performance.

- The Company's operating costs may increase as a result of developments and efforts to reduce emissions, manage water, use renewable energy, or manufacture products to comply with regulations, such as the European Union's implementation of the Deforestation Regulation (EUDR).
- The Company's reputation are damaged or penalized from promotes environmentally harmful and illegal cultivation of business partners.



#### Analysis of situation trends :

The Company has monitored fluctuations that have a significant impact on business operations and conducts business sensitivity analysis by considering internal and external factors, both financial and non-financial factors through the models to assess changes in results the values of variables or elements in the analysis and determines a strategic plan to cope by monitoring and reviewing the situation and related factors regularly. Please see more information at website: [Sri Trang Agro-Industry Public Company Limited](#)



## Risk Mitigation Plan and Opportunity :

The Company has set and implemented strategies to manage risks and opportunities from temperature changes to reduce impacts in various aspects as follows:

### Physical Risk

- The Company has established policies and prepared a business continuity management plan for high-risk disaster situations that may occur to factories covering all product groups of the Company nationwide (STR,LTX,RSS), including planning rehearsals from assessing the likelihood of disasters occurring in each area to ensure that the strategies are ready for actual use and are aware of any limitations that may occur before disasters actually occur.
- The Company provided a budget and implemented sustainable water management in collaboration with specialized consultants to prepare for water shortages in the production process in the event of drought and to manage and prevent flooding in risk areas such as develop a wastewater treatment system to increase the efficiency of water management within the factory, a project to install a sediment pump to increase the water keeping area, installing a water gate and dredging a water drainage path, and building a water barrier, etc. In 2024, the company has a budget of more than 12 million baht for water management projects.

### Transition Risk

#### (1) Legal and Regulation

- 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.
- Monitor and follow performance, review strategies for GHG emission reduction targets, and continuously improve operations to comply with new or changing policies, regulations, and rules.
- 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.

#### (2) Technology, Innovation and Artificial Intelligence

- The company has a Research and Development department collaborate with the business line and the AI Innovation department to study, develop and improve the production process to be more efficient, reduce energy consumption and waste management, and reduce greenhouse gas emissions, such as the production line control management system, use of robots and automation systems in the production process, use of applications in the rubber buy and sell process (Sri Trang Digital Products), water quality and odor conditioning with biological processes, kiln temperature stability control system to save energy, etc.

#### (3) Marketing and Customer Demand

- Develop and invest the processes for sourcing raw materials and manufacturing products that meet customer needs following the enactment of the European Union Deforestation Regulation (EUDR) to contain world market share.

#### (4) Reputation

- 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, and certified with Forest Stewardship Council™ (FSC™) and member of The Global Platform for Sustainable Natural Rubber (GPSNR), Development of upstream risk reduction measures from the Rubber Way Risk Mapping to reaffirm the commitment to implementing sustainable development continuously.

**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.



## (2) Disruptive from Technology and Artificial Intelligence Risk



### Risk Description and Causes :

Nowadays, the rapid innovation and technological change (Disruptive Technology and AI) 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.



### Risk Type :

Operational/ Governance



### Risk Factor (Cause) :

Technology, Innovation and AI



### Time Horizon :

Long Term (> 5 years)



### Nature of Risk Impact :

Economics



### Impact Analysis :

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



### Analysis of situation trends :

The Company has monitored the progress of technology and innovation in manufacturing of both domestic and global industries (Megatrends), including other economic risk factors, along with appropriate resource allocation and the rate of return, in order to provide important information for investment decision-making.



### 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) along with establish a good regulatory structure for IT and AI Governance under the principles of promoting sustainability and being environmentally friendly and added value for products. The Company also develop the employe 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.

## 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.

## 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 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.



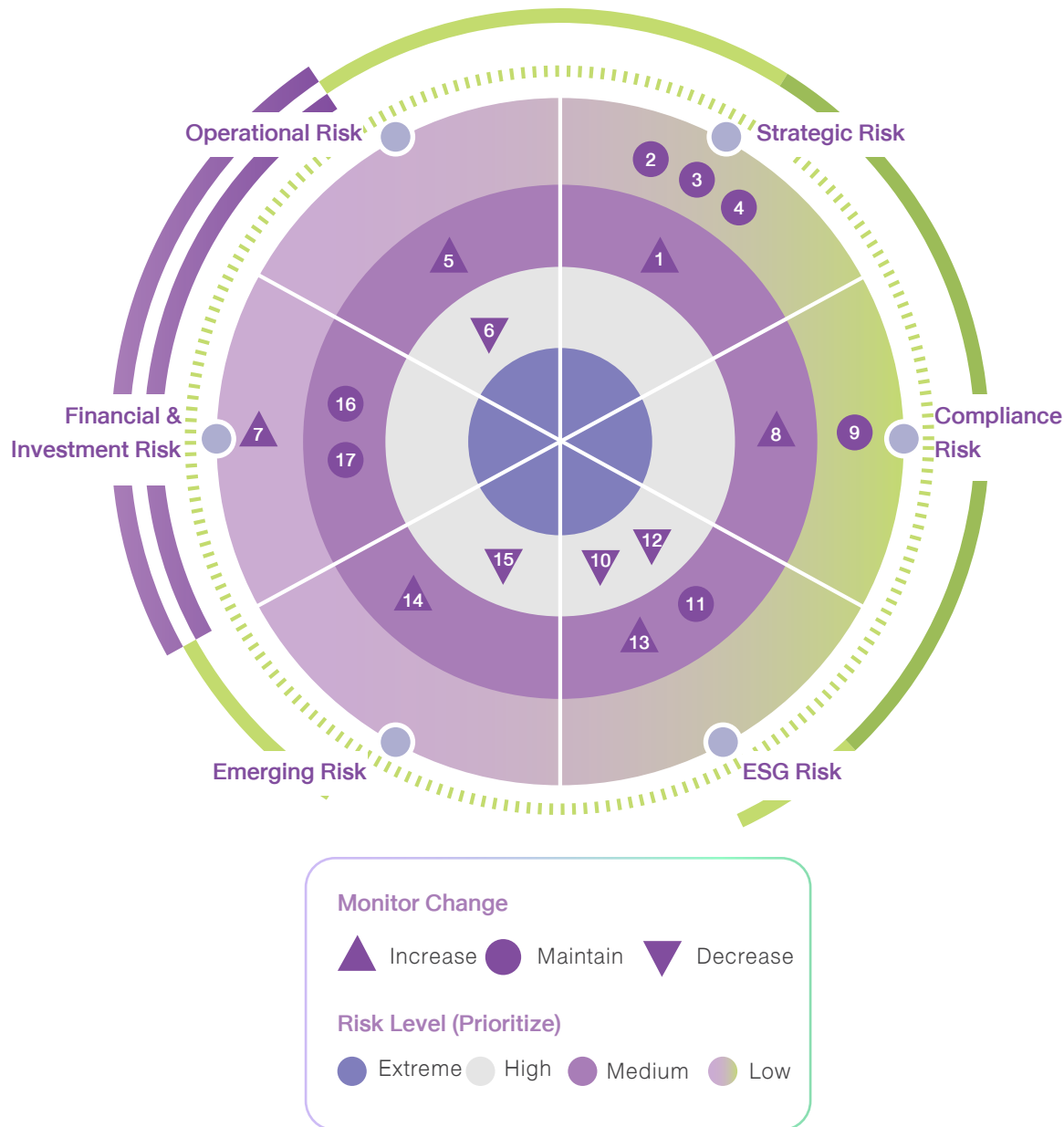
### Risk Mitigation Plan

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.*



# Risk Prioritize and Monitoring Change



## Risk factors Affect to Sri Trang Group ESG Risk

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

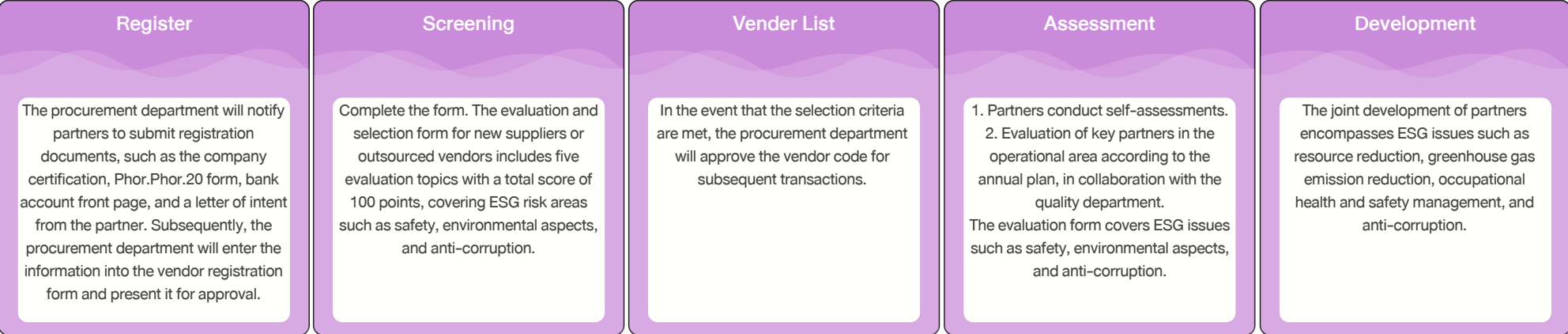
Responsible supply chain management is an essential factor in the efficient delivery of goods from production processes to consumers. It can reduce risks such as cost risks, raw material and inventory shortage risk, and business interruption risk, which directly affects business operations and the Company’s image, as well as reducing the impact on stakeholders throughout the supply chain. Therefore, the Company has established 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.

Therefore, 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 customers and 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 self and annual evaluations.

### Sustainable procurement process



Therefore, the Company prepared a Supplier Code of Conduct and Guidelines to promote business partners commit 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:

The infographic consists of four vertical panels, each with a hexagonal icon at the top and a corresponding text box below. The panels are: 1. Business Ethics (purple icon of scales), 2. Implementations on Labor and Human Rights (green icon of a person with a shield), 3. Safety and Occupational Health (purple icon of a hard hat), and 4. Environmental Protection (green icon of a plant growing from hands).

- 1. 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.
- 2. 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.
- 3. 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.
- 4. 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.sritrangroup.com/misc/cg/20211122-sta-supplier-code-of-conduct-en.pdf>)

## Supplier Assessment

The company assesses 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, the procurement department has 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 standards, 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 to reduce supply chain risks and to develop and enhance the capabilities of business partners towards sustainability. This follows the self-assessment or verification process. 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 according annual plan.



## Results of supplier management in 2024

Topics	Unit	2024
Total Suppliers	Number	2,163
<b>Supplier Classification</b>		
• Tier 1 Suppliers refer to suppliers who directly produce or provide services to the Company.	Number	2,163
• Non-Tier 1 Suppliers refer to suppliers who produces or provides services to Tier 1 Suppliers.	Number	24
• Significant Suppliers in Tier 1 refer to significant suppliers who directly produce or provide services to the Company.	Number	661
• Significant Suppliers in non-Tier 1 refer to significant suppliers who produces or provides services to Tier 1 Suppliers.	Number	24
Total spend on significant suppliers in Tier-1	Percent	76.58
Purchasing local products and services	Million Baht	501.85
Proportion of local purchasing of products and services	Percent	11.26
<b>Supplier Code of Conduct for Tier 1 Suppliers</b>		
• Tier 1 Suppliers receive communication/training.	Percent	100
• Tier 1 Suppliers sign acknowledgment.	Percent	100
<b>Sustainability Risk Management</b>		
• Suppliers who have been assessed for sustainability risks.	Percent	100
• Significant suppliers in Tier 1 were assessed for environment, social and governance (ESG) risk in their operating sites according to the annual plan.	Percent	85.71
• 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.	Percent	85.71
• Suppliers in Capacity Building Programs.	Percent	85.71



## 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 and has continued in 2024 with 112 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.

## Development and Enhancement of Business Partners' Capabilities Towards Sustainability

In 2024, the Procurement Department, Quality Department, and Corporate Sustainability Development Department conducted on-site evaluations of key partners according to the following plan:

Packaging Significant Suppliers



According to the evaluation plan, the company successfully conducted evaluations for all five companies, achieving 100% completion. The departments involved in the evaluations were the Procurement Department, Quality Department, and Corporate Sustainability Development Department. The evaluations included sending STA.PU.FO.08.011-a011222: External Provider Audit Checklist/Questionnaires to the companies for self-assessment in advance. The evaluation results indicated that all five companies met the assessment criteria.

### Example of Partner Development from Evaluation

From the on-site evaluation of Welgro Plast Co., Ltd., a plastic packaging manufacturer, on May 31, 2024, it was found that in item 31, regarding the assessment and preparation for potential emergency situations, handheld fire extinguishers were installed at various points in the production building. However, there were no usage instructions posted, and no fire emergency drills had been conducted. The company provided examples of usage instruction signs and recommended conducting fire emergency drills as required by law. The partner addressed the issue by sending photos of the fire emergency drill and evacuation conducted on July 1, 2024.



Additionally, in the year 2024, the factory received feedback from customers regarding the durability quality of the packaging when in use. The company's critical supplier group for packaging has initiated the development and selection of raw materials for product manufacturing for the company. This has been done in coordination with the development of critical non-tier 1 suppliers, conducting trials and improvements to achieve high-quality products that meet the organization's requirements. This process is carried out in alignment with sustainable development guidelines. Once implemented in the future, these products will enhance operational efficiency and further develop the competitive capabilities of business partners, growing alongside the company.



## 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. 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

1. Good corporate governance
2. Traceability and risk management
3. Quality and productivity improvement
4. Systems and Processes to Drive Effective Implementation of the Policy and the GPSNR Policy Framework
5. Monitoring and Reporting on Progress Towards, and Conformance with the Policy and the GPSNR Policy Framework



#### Environmental Dimension

6. Care for the environment
7. Forest conservation
8. Wetlands/peat
9. Biodiversity and ecosystem conservation
10. Water and soil management
11. Efficient use of resources and waste management for maximum benefit
12. Energy efficiency improvement and greenhouse gas reduction
13. Air pollution and chemical management



#### Social Dimension

14. Respect for human rights and non-discrimination
15. Respect for the customary, traditional and communal land tenure rights of local communities and indigenous people
16. Labor and working conditions
17. Occupational safety and health

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.





- In 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 (STR) 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.

## Business development through digital innovation

### “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** from the destination to the source of raw materials, it can be used to assess social and environmental risks in the sustainable management of rubber plantations. Additionally, it serves as preparation for certification in accordance with the policy of being a member of the Global Platform for Sustainable Natural Rubber (GPSNR) 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 it is considered the establishment of a stable and friendly business ecosystem **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 and foster revenue growth while creating a sustainable and better society.**





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. meets the needs of farmers and rubber traders, there will be more than 141,053 users in 2024 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.



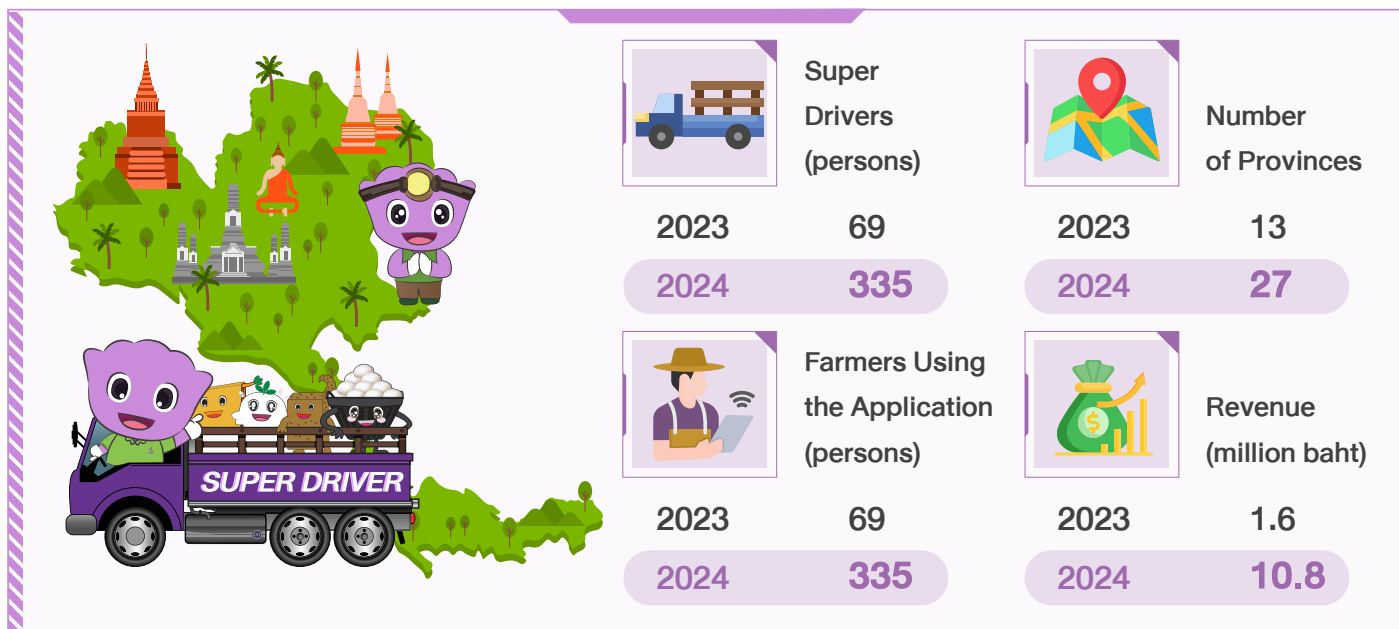
## 2. Super Driver service



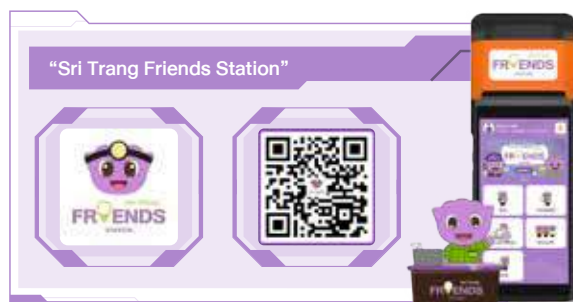
is a service that helps facilitate or solve problems for people who are interested in selling rubber to the factories, especially rubber farmers, but they face problems with transportation or distance. Currently, Super Driver service can be called to pick up rubber from the plantations and deliver to 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 2024, there are already 335 Super Drivers in 27 provinces, generating additional income for Super Drivers of more than THB 10,868,700 from picking up and delivering rubber from 2,965 farmers who are sellers and generated revenue for small-scale farmers who sold rubber to the company through the application, amounting to 1,683 million baht.



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 "Sri Trang Friends" or phone 02-217-4522.



## Development of Business Through Digital Innovation

### Project to Promote Rubber Purchases from Small-Scale Farmers

In addition to developing the Sri Trang application for farmers, the company has also implemented a policy to purchase rubber from small-scale farmers, starting with the Loei branch factory. The factory has been adjusted to accommodate the purchase of rubber from small-scale farmers by adding water tanks and small scales to weigh small quantities of rubber cup lumps delivered by the farmers. Furthermore, this initiative has created jobs for Super Drivers in Loei Province, forming what can be considered a Super Driver army of Loei Province.

#### Performance from 2023 - 2024

- Number of Direct Farmers in Loei: 3,236 persons, Super Drivers Utilized: 1,692 persons
- Total Revenue for Super Drivers: Over 5.5 million baht
- Revenue for Small-Scale Farmers: 325.8 million baht



**SUPER DRIVER**  
ผู้ขับขี่

**Northern Region**

- Chiang Rai
- Nan
- Phitsanulok
- Sukhothai

**Northeastern Region**

- Loei
- Bueng Kan
- Mukdahan
- Sakon Nakhon
- Kalasin
- Nakhon Phanom
- Buriram
- Udon Thani
- Ubon Ratchathani
- Khon Kaen
- Surin
- Nong Khai

**Southern Region**

- Surat Thani
- Krabi
- Trang
- Nakhon Si Thammarat
- Phatthalung
- Narathiwat
- Songkhla

**Eastern Region**

- Chachoengsao
- Trat
- Prachinburi
- Sa Kaeo

For more information  
Tel. +662-207-4522

**SRI TRANG**



## 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.

In addition to aforementioned project, 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”.

Additionally, the company has promoted the project ‘Sri Trang Meets Friends of Farmers Nationwide,’ organized by the Digital Product Development department. The promotional content includes educating on the production of high-quality rubber cup lumps, introducing GPS-tagged rubber, recommending the Super Driver rubber cup lump transportation service, suggesting options for selling rubber, and introducing the Sri Trang Friends of Farmers application for selling rubber.



**85,546 participants, including rubber farmers, representatives of rubber farmer institutions, and rubber business operators**

### Sri Trang Meets Friends of Farmers Nationwide

Format	Duration (days)	Number of provinces	Number of areas	Rubber farmers (people)	Promotional content
AE	11 months (Jan-Nov)	18	391	5,243	<ul style="list-style-type: none"> <li>- Educate on the production of high-quality rubber cup lumps</li> <li>- Introduce GPS-tagged rubber</li> <li>- Recommend the Super Driver rubber cup lump transportation service</li> <li>- Present options for selling rubber</li> <li>- Introduce the Sri Trang Friends of Farmers application for selling rubber</li> </ul>
Commando	10 months (Feb-Nov)	41	3,212	80,303	<ul style="list-style-type: none"> <li>- Educate on the production of high-quality rubber cup lumps for well-being</li> <li>- Educate on the production of high-quality latex for well-being</li> <li>- Introduce GPS-tagged rubber</li> <li>- Introduce the Sri Trang Friends of Farmers application for selling rubber</li> </ul>
<b>Total</b>	<b>11 months (Jan-Nov)</b>	<b>41</b>	<b>3,603</b>	<b>85,546</b>	

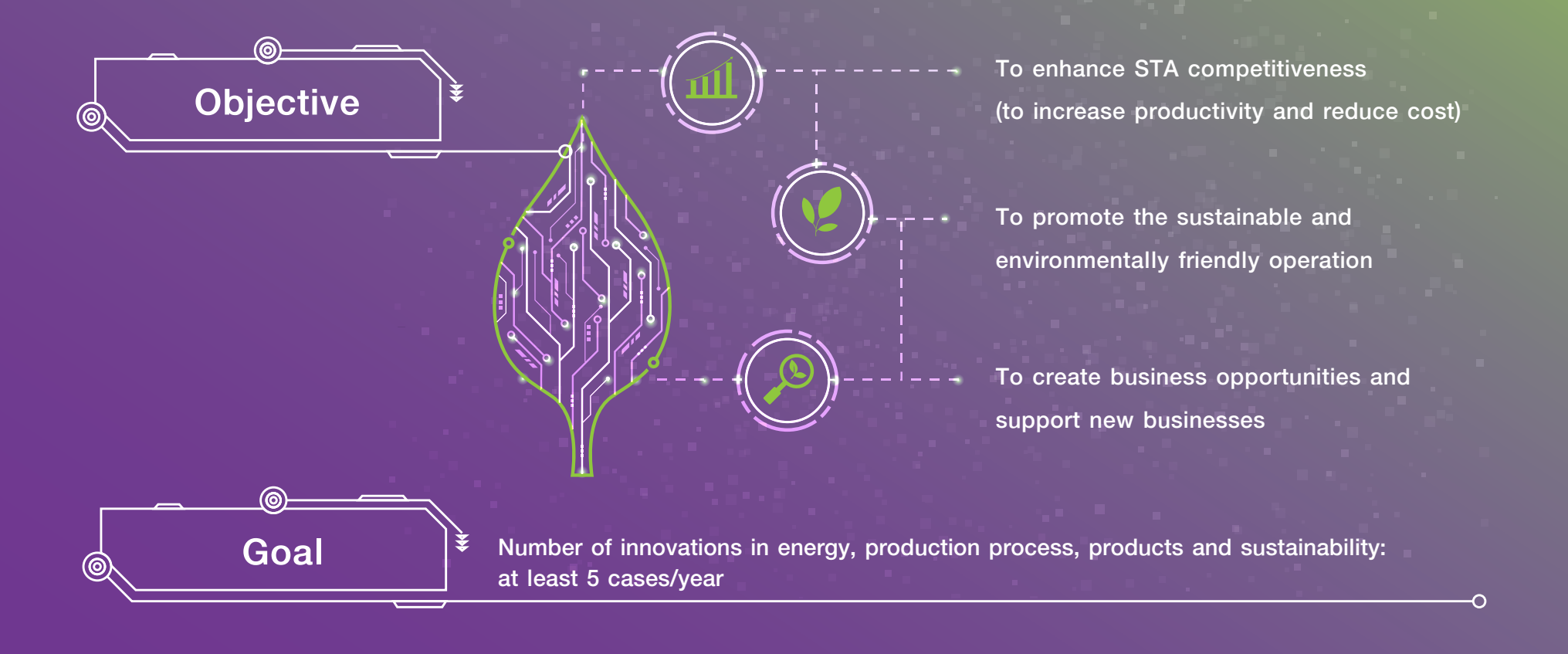
# Credit Term with Suppliers

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.



# Research, Development and Innovation

The company has established a research and development policy that encompasses the operations of its subsidiaries to build competitive capabilities and business growth in alignment with the organization's mission and vision. This policy supports the company's business operations in achieving sustainability goals across all aspects of the value chain, including the development of digital technology, artificial intelligence (AI), and technologies for new businesses to enhance competitiveness and adapt to future changes. 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:



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



## Performance in 2024

### Innovation Development Projects in 2024

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

5 Projects

To promote the sustainable and environmentally  
friendly operation

6 Projects

To create business opportunities and support  
new businesses

0 Projects

Total Projects

11 Projects\*

Total R&D expenses in 2024

10.56 million Baht

Remark: \* The number of consecutive projects from the previous year is 7 projects.

## Outstanding innovation examples

### Innovation in artificial intelligence development for natural rubber

In 2024, the Sri Trang AI Machine (SAM) project was further developed with the objective of utilizing digital technology to transform work processes. Artificial Intelligence (AI) was developed to create an automated control system in the rubber block production process, used in analytical and decision-making processes to enhance product efficiency and save energy in production. Examples include the AI DRYER, an artificial intelligence system for controlling the drying of rubber blocks in factories, and the AI Vision Camera Detection, an artificial intelligence system for quality inspection in rubber block production.

## Innovation and technology to reduce environmental impact for sustainable business operations



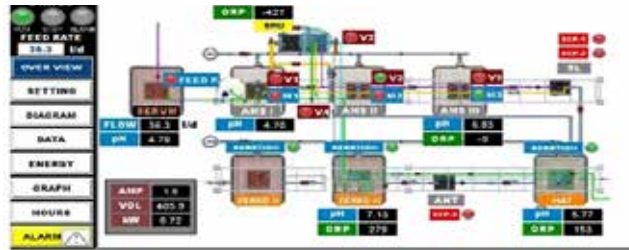
### Odor Monitoring Solutions

A study is being conducted at the rubber block factory to develop an electronic nose (E-Nose) system. The objective is to measure odors in different areas of the factory, collect data on the levels of these odors, and compare them to identify those generated by operational activities. This information will be used to enhance the factory's odor management methods.



### The project of sludge reduction in wastewater treatment systems

Excess sludge from wastewater treatment systems accumulates in each branch, causing odors and releasing greenhouse gases into the environment. Therefore, a prototype project of a biological sludge digestion system (Sludge digestion) using the anaerobic process in a closed, completely stirred pond (CSTR Anaerobic Digester) was implemented to decompose sludge into biogas and water, which can reduce the amount of sludge by more than 50% and reduce the use of chemicals for drying (Dewatering) by more than 2.5 times. It can also reduce carbon emissions by more than 90%, which was implemented at the Udon Thani rubber block factory. The decomposed sludge will not have a bad smell and can be used as a soil amendment for planting animal feed or field crops directly, with excellent yields. Innovation and technology to reduce environmental impact for sustainable business operations.



### The pilot project is the biological treatment of rubber serum wastewater

Serum water from cup lump rubber is the main cause of disturbing odors in rubber block factories and has a very high treatment cost. Therefore, a prototype of a serum water treatment system using a multi-step biological process was studied to decompose the rottenness and treat the odor, using more than 60% less energy than before. The water that passes through the system contains microorganisms that can be used to wash rubber piles to reduce disturbing odors. In addition, it is suitable as a soil amendment because it contains the amount of nitrogen, phosphorus, and potassium that plants need on average, more than 0.8, 0.5, and 0.7 kilograms per cubic meter, respectively. The results of the study resulted in appropriate parameters for remote control of the system and further development of a data set to be able to track and control the automatic system in the future. In the next step, it will be expanded to use in the company's two branch rubber block factories this year, including the concentrated latex factory and the raw material purchasing center.

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

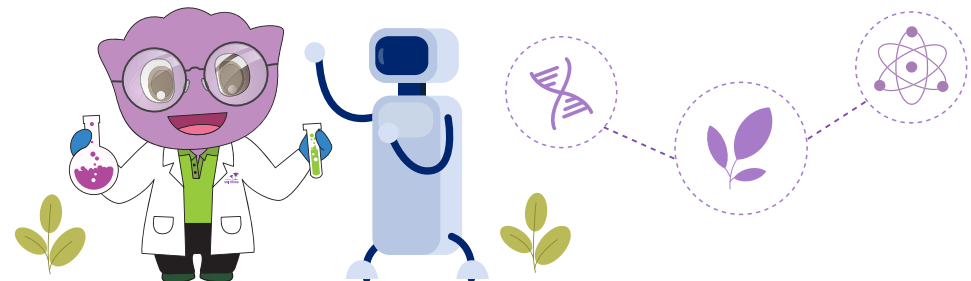
The Company has upgraded its research and development of natural rubber products by analyzing and developing both raw materials and final products in collaboration with the natural rubber research and innovation institute under Prince of Songkhla University and leading car tire rubber producers. Moreover, 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 2024, there were 4 projects implemented.

### Innovation to add value to the products

- The Research and Development department has focused on enhancing the capacity to produce concentrated latex at a lower cost, with specific properties tailored to the production of gloves for various applications and types.
  - o Zero or low aging latex.
- Research and development collaborations with government, Universities, and customers encompass the entire value chain, from upstream to midstream and downstream. For instance, the NR Collaboration project between STA and a tire customer involves research on natural rubber characteristics and sustainable technologies.

### Intellectual Property Development

- In the development of intellectual property (IP), the company has actively promoted the registration of patents with the Department of Intellectual Property. As a result, the company has been granted two petty patents for a block rubber grading system and the robotic system for pulling rubber, with one additional petty patent currently in the announcement stage.





## 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.

The Company invites customers to visit the Company's production facilities to provide new 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 2024, there were notable operational achievements, including:

### As a member of GPSNR,

the company has participated in two projects with GPSNR as follows:

▶▶▶ GPSNR Assurance Model Pilot to demonstrate the company's intention and



commitment to conducting natural rubber business under sustainability policies and GPSNR Policy requirements. This involves operations with factories, raw material suppliers, and rubber farmers in Phitsanulok province, and was audited by external auditors together with the GPSNR team on July 17-18, 2024.

▶▶▶ Participation in the GAPs project in Thailand for coaching farmers and mapping poly in three districts of Bueng Kan province, in collaboration with Koltiva, to provide knowledge and develop rubber plantations according to good practices to increase productivity while taking care of the environment, such as not using sulfuric acid in latex coagulation, not using prohibited chemicals for weed control, and using organic fertilizers.



Key Activities	Achievement
Training	299 times
Participants	638 people
Producers	351 people
Surveyed plots	362 plots

Remark: As of 2 September 2024

## 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 10 factories in Thailand, 2 factories in Indonesia, 6,851 smallholders, 1,098 intermediaries and 100% of the survey results recorded GPS location data. In 2024, the company has completed all the specified requirements, it was found that the social and environmental risks are at a low level, and the commercial risks are at a very low level.

### Factory Risk Level By Theme



### Compliance with EUDR regulations,

which are regulations on deforestation-free products to control products sold in and exported from the European Union that are associated with deforestation and forest degradation, as stated in the EU Official Journal L 150/206.

## 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.



### 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. The Company has registered the Carbon Footprint of Product for 12 products. In 2023, with the certification valid for three years.

## Handling Plastic Wrapping

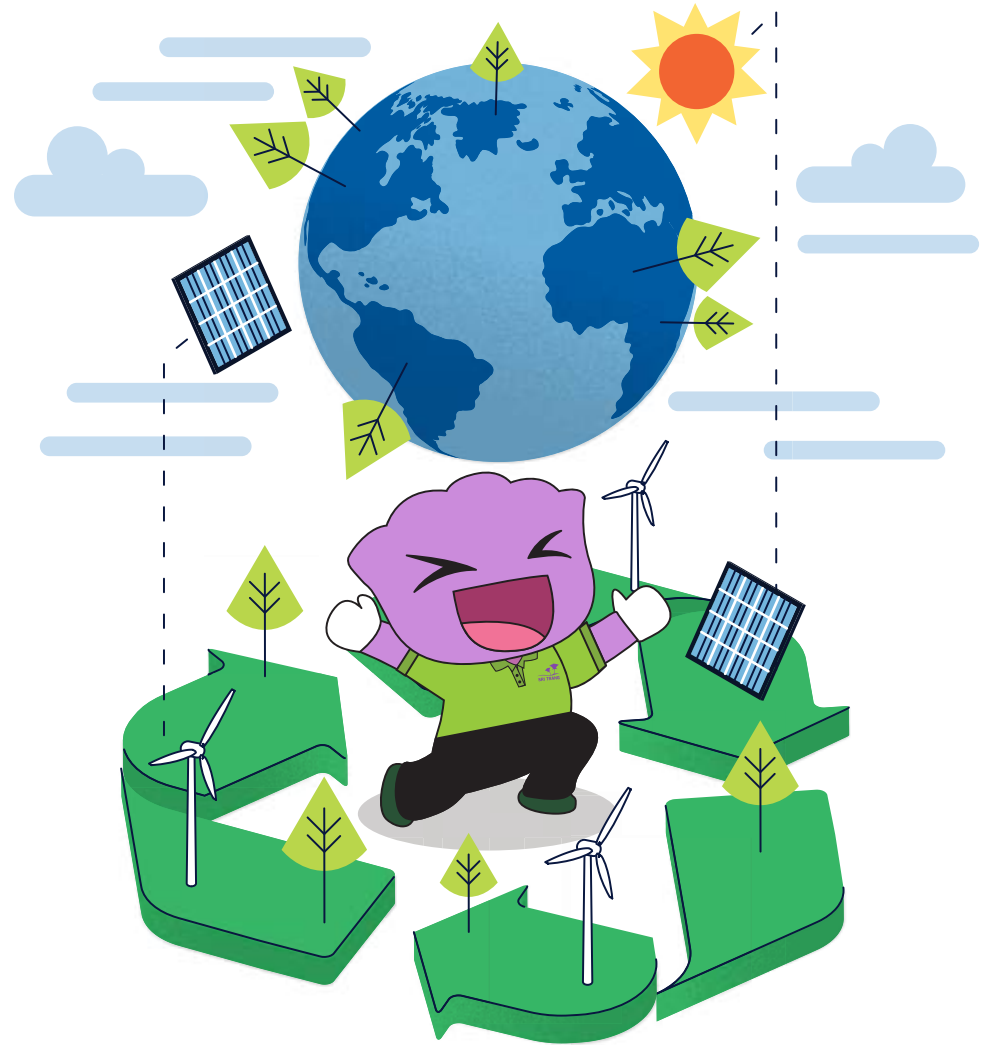
The Company is aware of the problem of large amounts of plastic waste being discarded and remaining in the environment which affects the abundance of the ecosystem. The Company has therefore chosen to use recycled plastic (Grade B plastic), Linear Low-Density Polyethylene (LLDPE), as much as possible to wrap products to reduce pollution from plastic waste. In 2024, the Company used a total of 1,635 tons of recycled plastic, which can help reduce greenhouse gas emissions by 3,491 tons of carbon dioxide equivalent.



### Performance 2024

Goals	Total
Recycled Plastic	1,635 tons
Reduce greenhouse gas emissions (Equivalent)	3,491 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.



## 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. In addition to the annual assessment, the company has implemented a system for evaluating factory inspections whenever customers visit. The Quality Department utilizes the results from both assessments to meet customer needs 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. In 2024, the Quality Department enhanced the survey to be more comprehensive by adding ESG issues and satisfaction with the company's annual sustainability report. The satisfaction survey will be distributed to customers by the Marketing Department analyzed and evaluation by the Quality Department then send the results to relevant department to improvement.

Years	Results
2020	85%
2021	83%
2022	87%
2023	87%
2024	84%

Target



> 80%



Regarding the assessment of business disruption risks, which is a matter of importance to our customers and a company policy, in 2024, the company has completed the Business Continuity Plan (BCP) procedures for all product groups (16 Technically Specified Rubber factories, 8 Latex factories, and 1 Ribbed Smoked Sheet rubber factory). The ongoing plan for 2025 aims to complete all factories and schedule further drills.



# 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 2024, the Company has **13 factories** that have received **ISO 45001** certification from external agencies, including the rubber sheet factory Trang branch, the rubber block factory Sikao branch, Huai Nang branch, Thung Song branch, Sakon Nakhon branch, Udon Thani branch, Kalasin branch, Buriram branch, Ubon Ratchathani branch, and Sa Kaeo branch, Nam Hua Rubber Company and the concentrated latex factory Hat Yai branch, Trang branch with further plans to request additional certification in 2025 for 8 factories and set goals for the certification of the Company's block rubber product group to cover all branches by 2025.

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 2024 the company carried out the following operations;



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

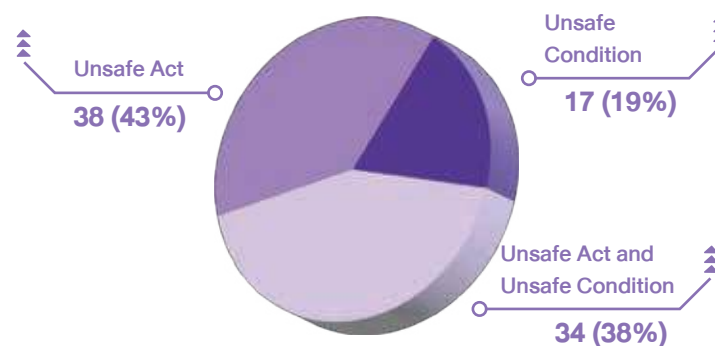
To proactively manage and prevent accidents and reduce risks that may cause serious accidents, including occupational diseases. The Company has carried out work-related hazard identification and assessment of occupational health and safety risks by covering both activities performed by employees and 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 2024, 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 43 percent of bodily accidents were caused by unsafe actions, 19 percent were caused by unsafe working conditions, and 38 percent were caused by unsafe actions and unsafe working conditions, as per the following details.

### Causes of accidents



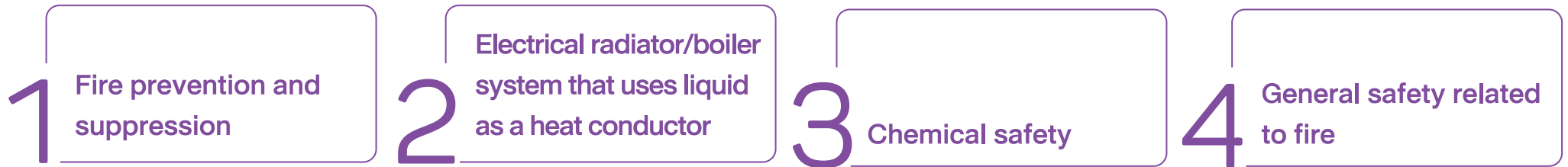
#### The top 5 unsafe acts are:

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

#### The top 5 unsafe conditions are:

- 1 The factory floor is uneven, potholed, slippery, waterlogged and damaged;
- 2 Defective machinery, tools or equipment;
- 3 Machinery and equipment without guards;
- 4 No proper regulations, methods, or control measures in place.
- 5 Incorrect factory layout or confined workspace;

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:



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 conducted inspections by the Insurance and Safety Center teams in 2024, comprising a total of four factories: Sri Trang Agro-Industry Public Company Limited, Trang branch, Huai Nang branch, Sikao branch, and Rubberland Products Company Limited, Bueng Kan branch 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 5th consecutive year in an online format on March 28, 2024, concurrently in every factory branch and has been scheduled to organize activities within the branch factories between 1 April - 15 May 2024 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.

#### SAFETY CULTURE





### 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:

- 1 Health and accident insurance for employees
- 2 Annual employee health check
- 3 Health check according to risk factors according to an occupational medicine doctor's advice
- 4 Preliminary medical examination service at the company's hospital room free of charge
- 5 Sports events within the Company
- 6 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 2024, National level (Gold level), the 3<sup>rd</sup> consecutive year;**
  - o Rubberland Products Company Limited: Hat Yai Branch
- **Award for Outstanding Model Business Establishment in Safety, Occupational Health, and Working Environment 2024 at the provincial level;**
  - o Sri Trang Agro-Industry Public Company Limited: Trang Branch, Narathiwat Branch, Pattani Branch, Surat Thani Branch, and Huai Nang Branch
  - o Rubberland Products Company Limited: Bueng Kan Branch
  - o Starlight Express Transport Company Limited



- **Disease-free, safe, physically and mentally happy workplace 2024**

**Gold level**

- o Sri Trang Agro-Industry Public Company Limited: Sikao Branch, Udon Thani Branch, Kalasin Branch, Sakon Nakhon Branch, Narathiwat Branch
- o Rubberland Products Company Limited: Hat Yai Branch
- o Nam Hua Rubber Company Limited (Block rubber and concentrated latex products)



**Silver level**

- o Sri Trang Agro-Industry Public Company Limited: Kanchanadit Branch
- o Rubberland Products Company Limited: Buriram Branch

- **Driving force in propelling operations to prevent and solve drug problems under the banner of TO BE NUMBER ONE 2024**

**National level**

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

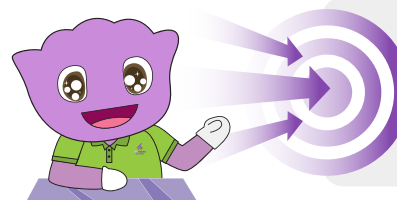
The Company has also organized programs and services to provide health check-ups for employees over the age of 35, including a regular campaign to promote good hygiene for employees through various communication channels, such as public relations boards, voice calls, internet mail, and Line Application.

**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:

- 1 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.
- 2 Provide regular occupational health and safety training.
- 3 Provide appropriate personal protective equipment.
- 4 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).

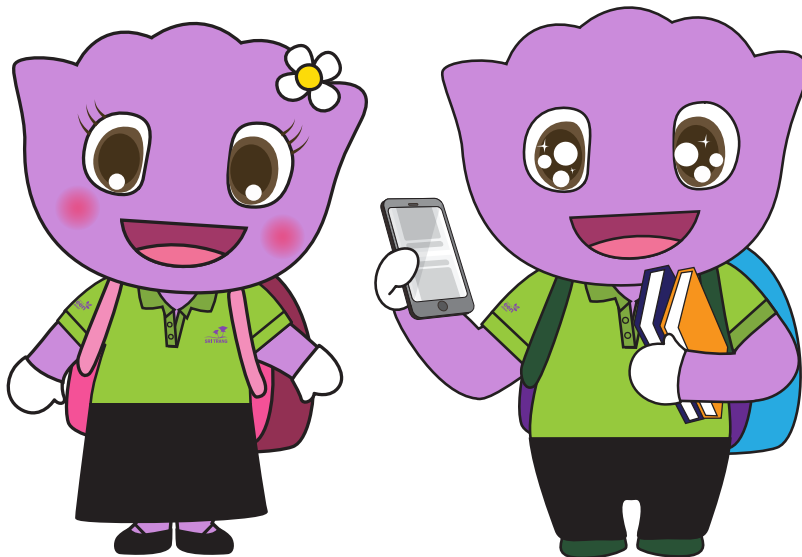
Occupational Health and Safety Data	Unit	2020	2021	2022	2023	2024
<b>Fatality as a result of Work-Related Injury</b>						
Employee	Case	2	0	0	0	0
Contractor	Case	0	0	0	0	0
<b>Number of Occupational illnesses</b>						
Employee	Case	0	0	0	0	0
Contractor	Case	0	0	0	0	0



## Human Rights and Non-Discrimination

### Human rights management framework

The Company is committed to respecting, supporting and upholding human dignity and human rights, which are basic rights and freedoms that all individuals should have, and is aware of the potential negative impacts on human rights issues from business operations, encompassing stakeholders in the value chain, members of staff, employees, business partners, communities and customers. The Company has therefore reviewed its human rights and non-discrimination policies, as well as its social and labor policies, to ensure compliance with international human rights principles and standards, adhering to the UN Guiding Principles on Business and Human Rights (UNGPs), comprising the principles of Protect, Respect and Remedy, the Universal Declaration of Human Rights (UDHR), Children's Rights and Business Principles (CRBP) and compliance with the UN Global Compact, including a commitment to protect and respect human rights in various areas to demonstrate its intention to conduct business with respect for human rights and non-discrimination, including the absence of violence, physical and mental abuse and sexual harassment, taking into account social diversity. In addition, it monitors potential human rights risks by conducting a comprehensive human rights due diligence (HRDD) in the business process, as well as setting preventive and remedial measures when there is impact from human rights violations, as the guideline and framework for operations to create confidence in conducting business that respects human rights, whereby codes of conduct have been established for the Board of Directors, executives, and employees at all levels, to which they must adhere.



The Human Rights and Non-Discrimination Policy is published on the Company's website.



<https://www.sriranggroup.com/misc/cg/20221108-sta-human-rights-and-non-discrimination-policy-th.pdf>



<https://www.sriranggroup.com/misc/cg/20240719-sta-social-and-labor-policy-th.pdf>

## Respect for the rights of children and commitment to supporting their rights

The Company is among the first 30 organizations to declare its intention to support child-friendly business practices under the 10 Children's Rights and Business Principles (CRBP) developed by UNICEF, the UN Global Compact, and Save the Children, which have been integrated into the Company's operational strategies as follows:



4 Green Strategy	CRBP Principles		Action
Green Product	<ul style="list-style-type: none"> <li>Article 5: Ensure that products and services are safe, and promote awareness of children's rights through products and services.</li> </ul>		<ul style="list-style-type: none"> <li>Safe and environmentally friendly product quality</li> </ul>
Green production process	<ul style="list-style-type: none"> <li>Article 7: Respect and promote children's rights when conducting business related to the environment, land ownership and use.</li> </ul>		<ul style="list-style-type: none"> <li>Environmentally friendly production process</li> <li>Use of recycled water to reduce water usage</li> </ul>
Sourcing Green Raw Material	<ul style="list-style-type: none"> <li>Article 2: Support the elimination of child labor problems in business operations and dealings.</li> </ul>		<ul style="list-style-type: none"> <li>Not do business with companies that use child labor.</li> <li>Improving farmers' quality of life</li> <li>Applying for FSC™ certification.</li> </ul>
Green Company	<ul style="list-style-type: none"> <li>Article 3: Provide decent work for young workers, their parents and caregivers.</li> <li>Article 9: Help protect children affected by emergencies or disasters.</li> <li>Article 10: Strengthen the role of the state and communities in protecting and enhancing children's rights.</li> </ul>		<ul style="list-style-type: none"> <li>Provide proper care of pregnant employees</li> <li>Set aside breastfeeding corners for pregnant mothers.</li> <li>Job relocation for pregnant employees</li> <li>No discrimination in hiring (pregnant) employees</li> <li>Provide assistance to disadvantaged children and those affected by disasters</li> <li>Support projects and activities to develop children and youths in local communities.                             <ul style="list-style-type: none"> <li>- STA STEM Education</li> <li>- STA Safety School</li> </ul> </li> </ul>

## Human Rights Due Diligence: HRDD

The Company has implemented a comprehensive human rights due diligence process to obtain information on the status of its operations throughout the value chain, which will enable it to identify, prevent, mitigate and manage any impacts on human rights that have occurred or may occur in its business operations, based on the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the Guidelines for Comprehensive Human Rights Due Diligence for Listed Companies of the Securities and Exchange Commission of Thailand (SEC) as the guideline for conducting comprehensive human rights due diligence, which is scheduled to be conducted every 2 years, according to the following steps:

### 1. Determining the scope of the audit

The Company has clearly defined the scope of the comprehensive human rights due diligence process, covering all relevant stakeholders, including at-risk and vulnerable groups such as children, the disabled, women, minorities, migrants, workers hired through third parties, indigenous peoples, local communities, alternative genders, the elderly and pregnant women, etc., in every operational area where the Company operates or has the right to control and manage, as well as those involved in the supply chain, by considering relevant human rights issues, such as labor rights, community and minority rights, rights in the supply chain, security, the environment, and the rights of customers and consumers, etc.

### 2. Identification of relevant human rights issues

The Company has reviewed various human rights risks throughout the value chain, both direct risks through the Company's own activities, and indirect risks through the operations of its business partners, contractors or joint ventures, which may cause human rights violations. The Company also reviews trends in human rights issues of the same industry group in the global market, organizing them into groups of similar topics to create and improve a comprehensive human rights risk assessment checklist and assigning relevant parties to jointly identify and assess human rights risks that may arise from operations.

#### Scope of the Company's Human Rights Risk and Impact Assessment

##### Labor rights

- Guaranteeing freedom of association
- Elimination of forced labor
- Abolition of all forms of child labor
- Elimination of discrimination
- Welfare and social security
- Participation in corporate transparency

##### Local and Indigenous community rights

- Protection of the rights of local communities
- Listening to opinions and participating in community development
- Conducting community impact assessment
- Support gender and sexual equality

##### Supply chain rights

- Compliance with business ethics for business partners on ESG issues
- Establish safety standards related to products or services
- Protection and prevention of intellectual property infringement

##### Rights to security and safety

- Establish a safe and healthy working environment
- Management of hazardous substances
- Protection of personal data rights

##### Environmental rights

- Respectful use of water sources
- Waste management
- Respectful use of energy
- Pollution management
- Taking into account biodiversity
- Reducing the impacts of climate change

##### Customer and consumer rights

- Protection of health and product safety rights

### 3. Human rights risk assessment

The Company uses human rights risks identified in the Comprehensive Human Rights Checklist as a tool for risk assessment, using the Risk Matrix that considers the level of impact from the risk and the criteria of the likelihood of occurrence for each human rights issue.

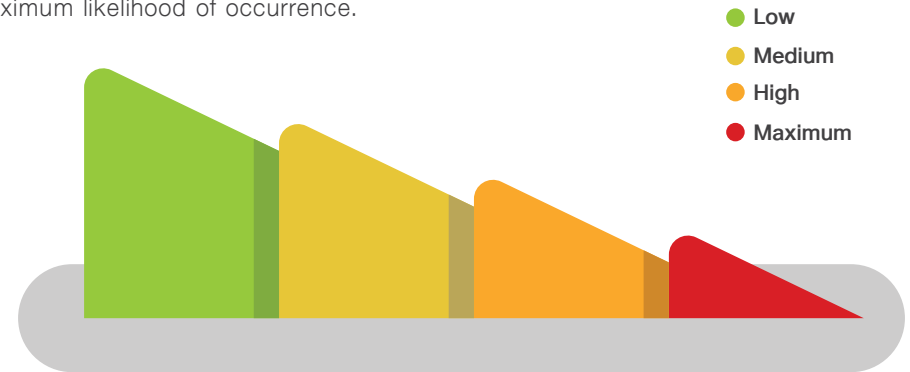
#### Risk Level Criteria

Consideration of the level of risk and impact on human rights is divided into 4 levels: low, medium, high and very high risk.



#### Criteria for assessing the likelihood of occurrence

The assessment of the likelihood of occurrence is a criterion used in conjunction with risk ranking to enable assessors to make assessment decisions. The assessment criteria for the likelihood of occurrence are divided into the following levels: low, medium, high, and maximum likelihood of occurrence.



In this regard, relevant parties have been assigned to conduct a comprehensive human rights status risk assessment, covering **100% of the Group's operational areas**. As a result of the comprehensive human rights status investigation in the Company's business operations, it was found that there was 1 risk issue as follows:


#### Environmental rights risk

Risks were found in the topic of pollution management from operations that may have environmental impacts on communities surrounding the factory. **The assessment results found that the risks were at a medium level.**

### 4. The setting of mitigation and prevention measures

The Company has established measures to prevent and reduce potential impacts from the assessment of human rights risks as a guideline to reduce and control negative impacts to a low or acceptable level.

The Company has prepared preventive and mitigation measures to reduce possible impacts as follows:

Risk issues	Characteristics of potential risk	Preventive and mitigation measures to reduce possible impacts
 <p>Environmental rights</p>	<ul style="list-style-type: none"> <li>- Risks pertaining to the issue of pollution management from the Company's operations that may affect the environment of the community surrounding the factory, such as odor from raw materials and wastewater, which may cause discomfort and inconvenience.</li> </ul> <p><b>(Risk: Medium)</b></p>	<ul style="list-style-type: none"> <li>- Develop and upgrade the pollution treatment system to be of sufficient size and efficient.</li> <li>- Increase control and monitoring measures to prevent potential problems.</li> <li>- Study new cutting-edge technologies in collaboration with external experts to prevent and reduce impacts.</li> </ul>

## 5. Monitoring and reviewing human rights performance

The Company has set indicators to monitor and review measures to reduce and control negative impacts from human rights risks in all areas that have been implemented, such as the number of complaints received and the remedial status, etc., which are regularly submitted to the management for consideration to ensure that each human rights risk issue has been effectively addressed and prevented. In addition, since human rights issues may change in line with changes in business activities and stakeholders, the Company will therefore regularly review its human rights performance, from identification and assessment of human rights risks to establishment of measures to mitigate and prevent impacts from said risks, including providing channels for employees and stakeholders to receive complaints in the event of human rights violations related to the Company's business activities, in order to review, improve, and ensure the efficacy of the human rights operation process at all times.

## 6. Corrective action and remediation

The Company realizes the importance of conducting business with respect for human rights. Therefore, it has established guidelines for remediation and measures to redress damages to those who may be affected from the Company's operations. It has also summarized lessons learned to develop preventive measures to avert recurrence whereby the Company's management considers the matter in order of each step of operation to build confidence and comply with the commitments made.

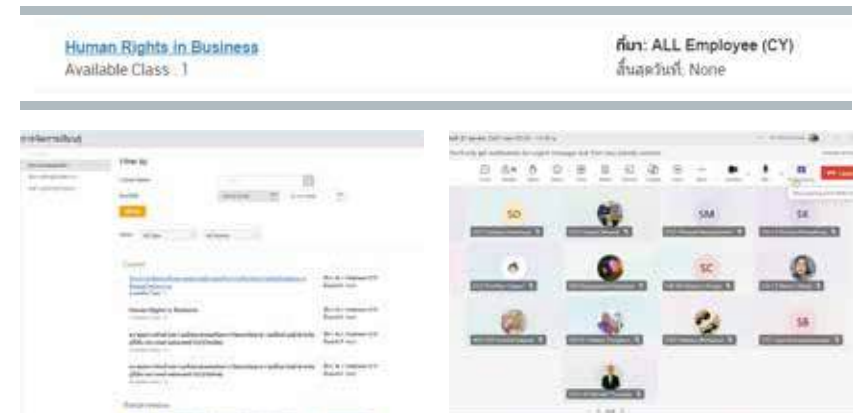


### Key operating results in 2024

Target	Outcome
Zero (0) number of human rights violations and discrimination.	0 case(s)

## Communicating human rights knowledge throughout the organization

The Company organized an online training course on “Human Rights in Business” on Wednesday, October 30, 2024 from 9:30 a.m. to 11:30 a.m. via the online Zoom Meeting system, conducted by experts from the Thai Listed Companies Association as trainers, who imparted knowledge and created awareness for employees and supervisors from various related departments to raise awareness and understanding of human rights practices related to business operation, and enable prevention of human rights risks in operations. In addition, human rights and non-discrimination courses have been included in the E self-learning process so that new and current employees can study and review pertinent information on human rights and non-discrimination at any time that is convenient for them.





## Negotiation

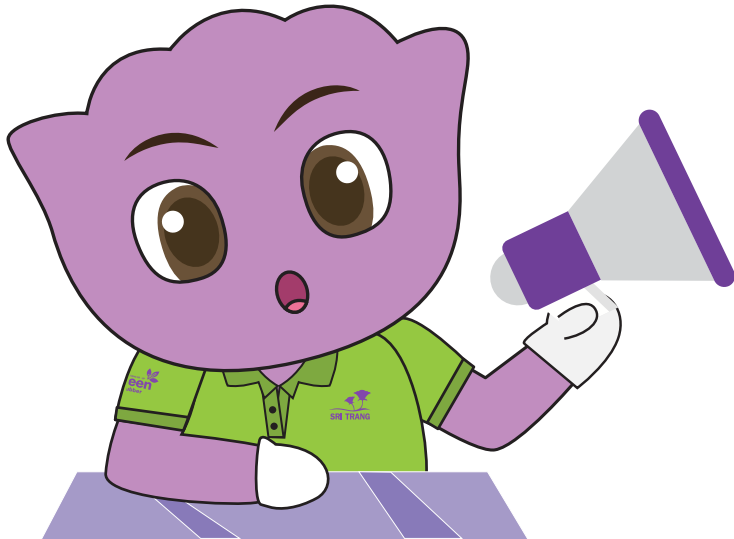
The Company provides the opportunity for communication between executives and employees to negotiate employee benefits with the Company through each company's welfare committee, which is an elected representative of employees. 100 percent of all employees are under collective bargaining agreements (Disclosure 2-30). The Company also provides a channel for complaints and suggestions via letters and e-mail to the Company Secretary.

From regular exchanges in meetings between the Company's executives and the Company's Welfare Committee, which represents employees, the Company has no major labor disputes, no human rights complaints, no material transgression of legal or regulatory provisions regarding social issues, and no allegations of creating negative impacts on social issues in the past 3 years.

## Measures for receiving complaints and reporting clues

The Company provides human rights communication channels for employees and stakeholders, including channels for reporting clues or complaints about human rights violations that may arise from the Company's operations, as well as measures to protect complainants and maintain confidentiality, monitor impacts, and provide measures to remedy impacts, taking into account fairness and human rights principles.

## Channels for receiving complaints and reporting clues



## Personal Data Protection

The Sri Trang Agro-Industry Public Company Limited and its subsidiaries recognize the importance of personal data protection in accordance with the Personal Data Protection Act B.E. 2562 and related laws.

The company has established a committee and working group for personal data protection to efficiently carry out related activities in compliance with legal requirements. The focus is on formulating policies and guidelines for personal data management, overseeing risk management, preventing data breaches, and developing training and awareness policies for employees. Additionally, the company continuously reviews and improves data protection measures to align with evolving laws and technologies.

In terms of operations, the working group, Data Protection Officer (DPO), and managers or representatives of each department collaborate to create a Record of Processing Activities (ROPA), which details the processes of collecting, using, and disclosing personal data. They also conduct Gap Assessments and review and update relevant documents and contracts to comply with the Personal Data Protection Act B.E. 2562.

In 2023, the company began using the OneTrust program to enhance personal data management efficiency. This includes creating and managing Privacy Notices linked to the company's websites and systems, Consent Forms, and Data Subject Requests (DSARs). It also involves maintaining the ROPA with data flow analysis and managing personal data breach incidents. All activities are conducted under the supervision of the working group and the Data Protection Officer to ensure compliance with the Personal Data Protection Act B.E. 2562.



# 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 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. In addition to complying with the law, employing underprivileged and disabled individuals also supports the United Nations' Sustainable Development Goals of eradicating poverty, promoting decent work, and reducing social inequality. This aligns with the company's human rights and non-discrimination policies.

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. In 2024, the company employed persons with disabilities in full compliance with the law without making any additional contributions.



### Disable employees

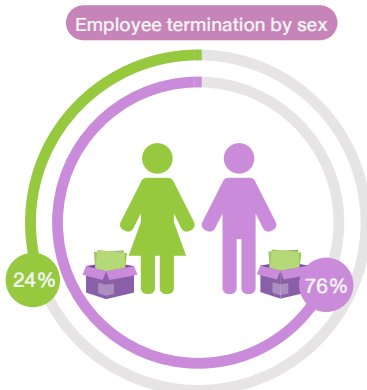
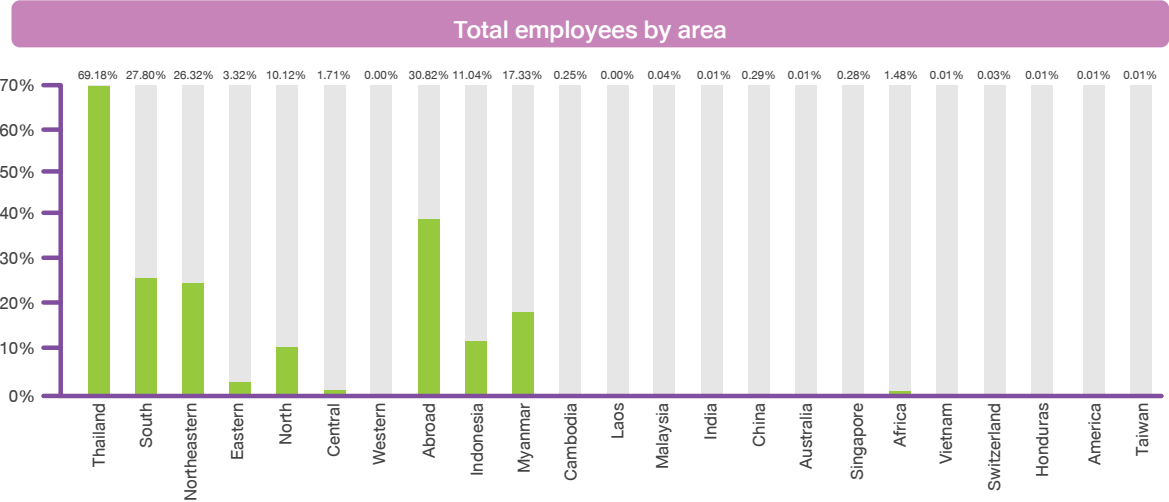
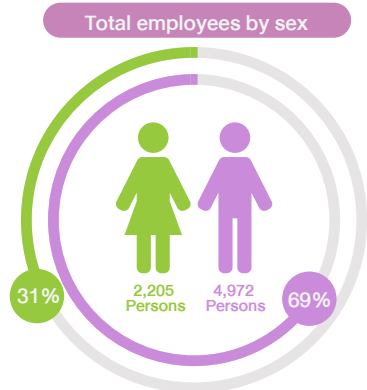
	2020	2021	2022	2023	2024
Total disable employees (Persons)	46	46	43	46	58
- Inside <sup>(1)</sup> (Persons)	39	40	38	36	44
- Outside <sup>(2)</sup> (Persons)	7	6	5	10	14
Wages Payable (Baht)	6,204,000	6,264,000	5,826,000	6,024,000	7,680,000

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.

# Recruitment Performance

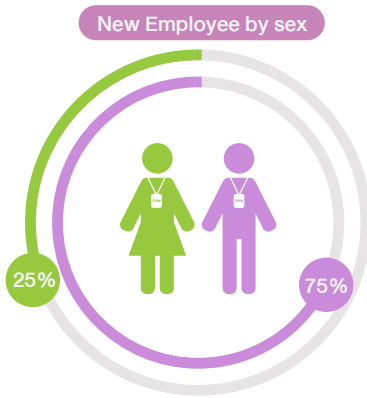
As of 31 December 2024, the Company had 7,177 employees



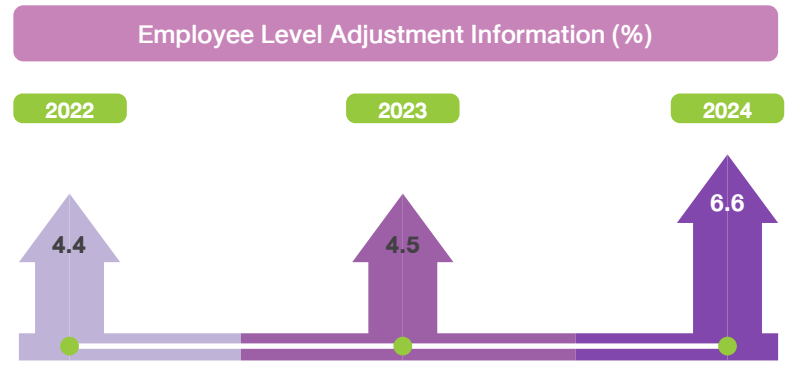
**Turnover rate**  
33.23%

### Hiring new employee

	2020	2021	2022	2023	2024
Total number of new employee hires (Persons)	1,370	2,258	2,928	1,681	2,737
Open positions filled by internal candidates (%)	31	35	28	52	39
Average hiring new employee cost (Baht/Person)	9,177	2,389	4,244	6,475	19,340



**Employees who return to work after maternity leave**  
91.30%



## 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 regarding benefits 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 2024, the company initiated a pilot project to seek certification for the 11 Indicators of Forced Labour (ILO), demonstrating its commitment to rejecting forced labour at the Phitsanulok branch factory. The assessment results indicated that the company complied with all the standards in every aspect.

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 appropriate and sufficient for the cost of living in the area; for example, employee uniforms, house rent subsidies, housing welfare, off-site work allowance, health and accident insurance, provident funds (employee participation rate in the provident fund was 57% of the total employees in 2024), 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					
	2020	2021	2022	2023	2024
Goals for employee well-being and engagement	-	-	85	85	85
Survey result of Employee well-being and engagement	77	87	88	89	89
Proportion of employees who responded to the survey	10	80	87	85	100

Unit: Percent



The Human Resources Department has taken feedback from the employee well-being and engagement survey regarding employee benefits and has made two improvements:

1. Flexible Benefits: Employees can choose their own benefits, whether it be OPD health insurance or other benefits such as purchasing books for self-development, dental expenses, eyewear costs, spa services, fitness memberships, or travel support.
2. Office Improvements: Enhancements have been made to the office, including additional facilities, relaxation areas, and recreational corners to create a better working environment and increase employee happiness (Happy Workplace).



The company has had **no** significant labor disputes, **no** human rights complaints, **no** substantial violations of laws or social regulations, and **no** cases of being accused of causing negative social impacts in the past three years (GRI 419-1).

In 2024, the company met the assessment criteria and received the following recognitions:

• ILO International Labour Organization Standards

Sri Trang Agro-Industry Public Company Limited, Phitsanulok Branch, passed the ILO '11 Indicators of Forced Labor' assessment under the Project Pilot Factory for Human Rights Standard, according to the International Labour Organization (ILO) by the United Nations (UN), reinforcing global confidence and a positive image for Thailand's rubber industry.



• Good Labour Practice (GLP) Recognition from the Department of Labour Protection and Welfare:

Rubberland Products Company Limited Buriram Branch



## 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.

## 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 2024, 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.





## Remuneration Management Performance

Average compensation ratio of female employees to male employees	2022		2023		2024	
	Base salary only	Base salary and Bonus	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	1.06	1.14
Management (L5-L6)	0.98	0.96	1.05	1.04	0.89	0.88
Operation (L3-L4)	0.98	1.04	1.03	1.04	1.08	1.09
Operation (L1-L2)	0.96	-	0.95	-	1.03	-

## Employee Development

The Company places importance on personnel development. 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. Basic Employee Training: According to the personnel development plan, this training covers job responsibilities, work documents according to quality system standards, and basic knowledge review (In-house Training & On the Job Training) for all positions. It ensures that all employees have the necessary knowledge for their duties and promotes self-learning through the information system (@Core system), which provides consistent study and review materials, including tests to measure learning outcomes.

2. Legal Compliance Training: This training ensures employee safety at work, focusing on instilling safety behavior awareness and relevant laws, such as confined space courses, crane operation courses, and proper and safe forklift driving courses. It also includes safety officers at various levels and the Occupational Safety, Health, and Environment Committee (OSHEC).
3. Training for Key Successors to develop the potential of employees to be ready for their positions.
4. Essential Knowledge Training: This training develops work skills, leadership, and management skills necessary for effective management, aligning with the company's policies and vision. It includes skills and expertise in using technology during the COVID era and enhancing professional knowledge to perform current tasks efficiently and promote employee potential for future work capabilities, following the company's beneficial guidelines.
5. New Employee Orientation: This training covers corporate governance, including topics such as corporate governance policies, business ethics, anti-corruption policies, complaint handling policies, conflict of interest prevention policies, and related practices.
6. Corporate Governance Training: This training ensures that all employees understand and can correctly implement corporate governance and business ethics policies, including anti-corruption practices, complaint handling, conflict of interest prevention, and proper use of internal information. It is conducted and reviewed at least once a year during the fourth quarter.
7. Promoting internal learning through the 'STA Share & Learn' program. The company believes in the specialized knowledge within the Sri Trang group and creates internal experts to share knowledge and exchange experiences through various activities to harness employee potential. These internal experts cover various fields, such as quality system experts, environmental and safety system experts, crane experts, and forklift experts.
8. Developing employee knowledge and skills through Activity Development, such as 5S activities, Quality Control Circle (QCC), Kaizen, and One Point Lesson (OPL). These activities encourage employees to take responsibility for continuous improvement and development, which helps reduce production costs, streamline work processes, and enhance convenience by leveraging knowledge, work skills, and modern technology.
9. Sri Trang Culture (STA Culture): This initiative instills attitudes and work practices according to the Sri Trang Core Values for new employees joining the Sri Trang group. It also fosters good relationships among new employees from different locations and cultures through joint activities.
10. 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.
11. 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

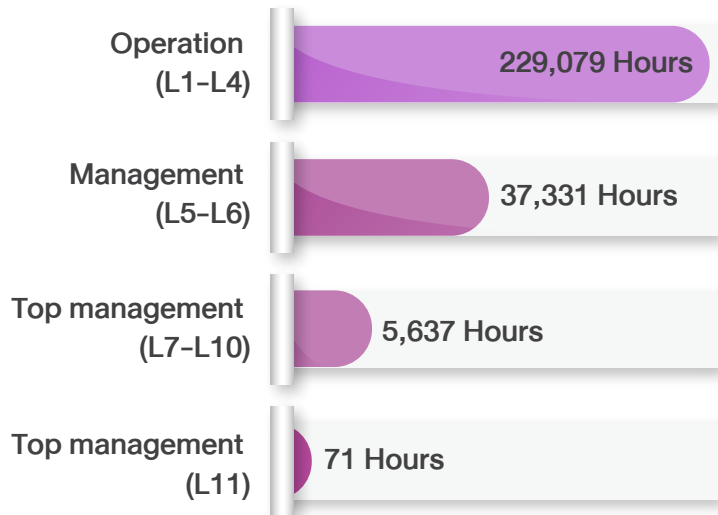


**Target :**  
 Training Hours Average  
**35 Hours/Person/Year**

**Result :**  
 Training Hours Average (Disclosure 404-1)  
**48.93 Hours/Person/Year**

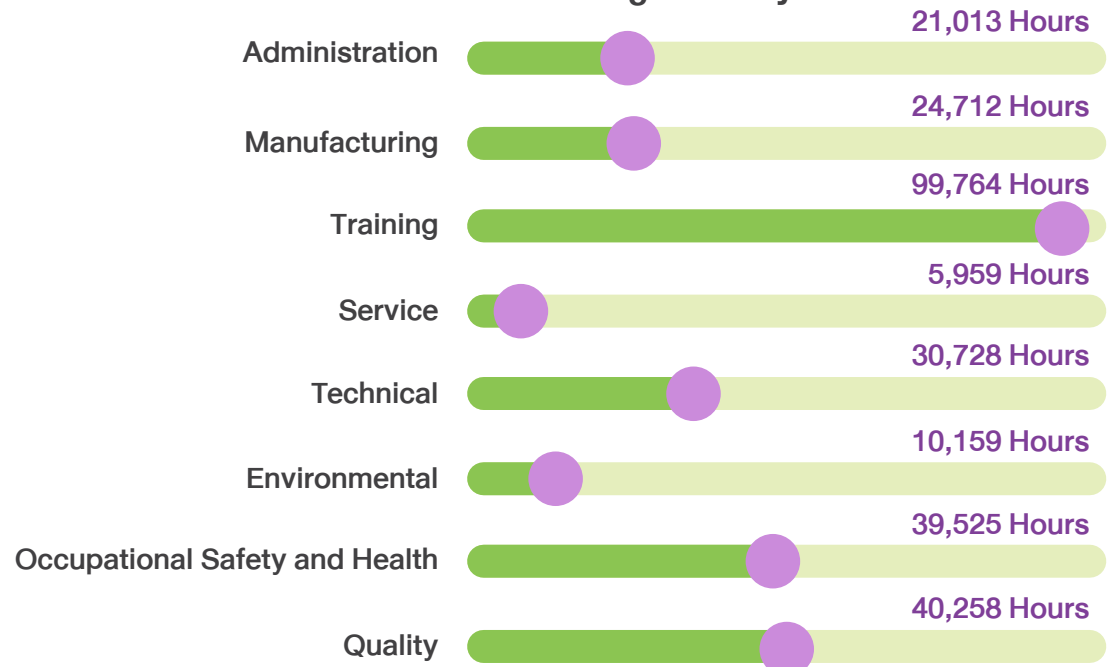
**Training hours 272,118 Hours**

### Training hours by level



Total training costs  
**7,565,450 Bath**

### Training hours by skill



Average amount spent in training for all employees  
**1,360.45 Bath/Person/Year**

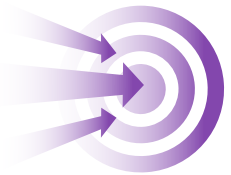


## Key projects for training and skills development

### AI for Leaders Workshop



This course is designed to introduce and explain AI usage techniques, preparing for the highly competitive digital era. Businesses need tools to enhance their competitiveness and drive success. AI, the latest technology, is becoming a key to the future of business due to its creative, time-saving, and highly efficient capabilities.



#### Objectives and Outcomes of the Project:

To ensure that supervisory-level employees understand AI operations and can apply them to production tools for maximum efficiency, preparing them for key positions within the company.

#### Number of Participants:

401 persons

#### Benefits for Employees:

- Employees who completed the training gained increased knowledge, as evidenced by the summary report of knowledge and understanding before and after the training. Before the training, the average knowledge level was 53%, and after the training, it increased to 80%.

#### Benefits for the Company:

- Through employee training, 13 projects were developed to improve organizational work, including two projects, Sri Trang Co-Pilot and Sri Trang Power BI Dashboard, which have been implemented and are currently being monitored.

## 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:

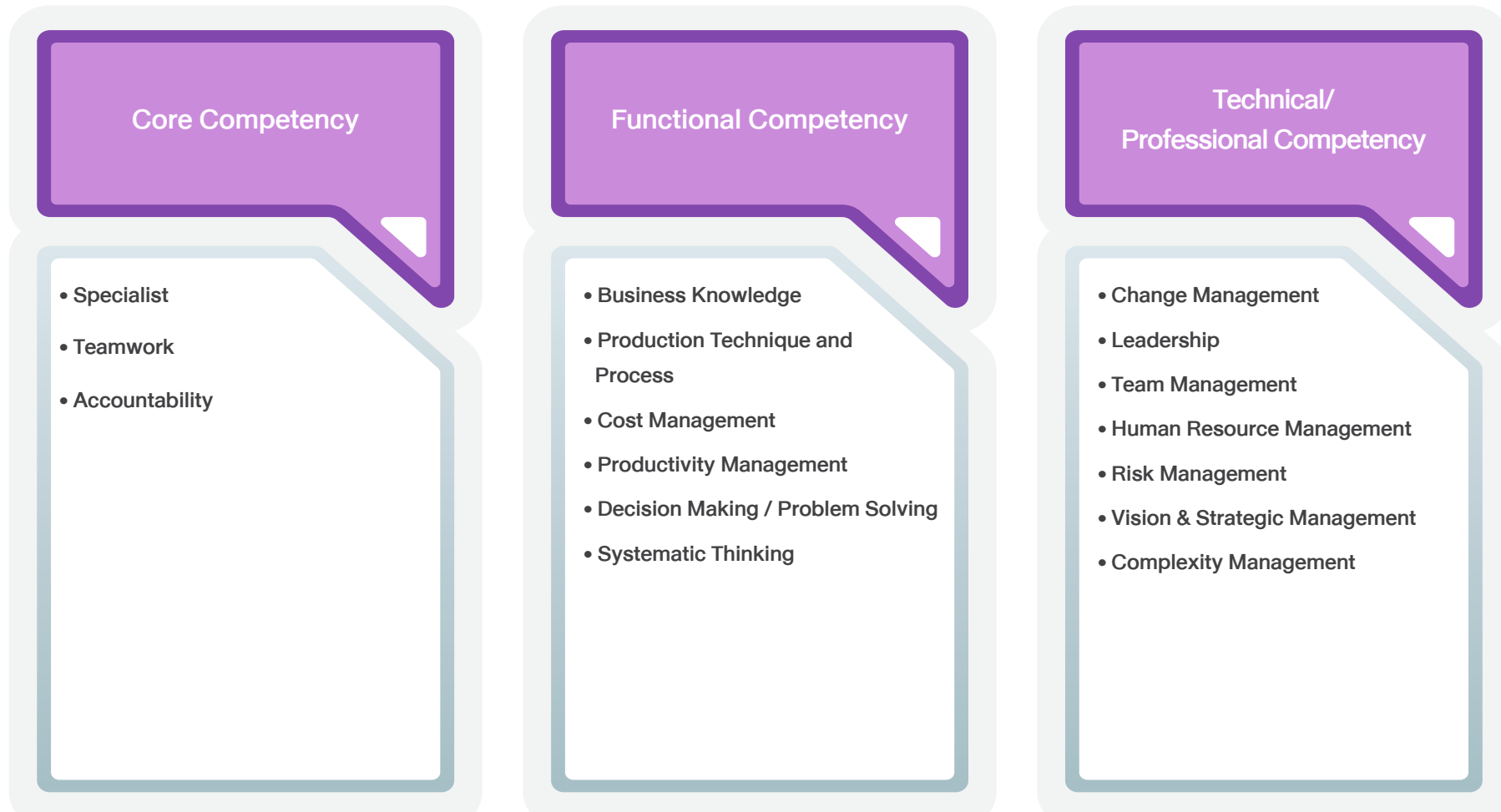
1. **Job Performance Appraisal:** based on the past performance of the successor employees.
2. **Potential Appraisal:** based on leadership potential, attitude and behavior that are consistent with the core value of the organization, which might affect working in a new position in the future.

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 2024". This year, a large number of employees participated in the QCC and Kaizen contests, with departmental executives and Company directors joining as the judges.

Activity	2022		2023		2024	
	Subject	Save Cost (million baht)	Subject	Save Cost (million baht)	Subject	Save Cost (million baht)
OPL	107	-	122	-	64	-
Kaizen	944	24.4	1,113	22	1,186	25
QCC	106	7.7	118	11.6	105	9.7

## Examples of innovation from quality activities

### QCC: Reducing Odor Issues from the Fence Line



Sri Trang Agro-Industry Public Company Limited, Trang Branch (Latex) According to the odor measurement and impact assessment report, the factory has eight main sources of odor. The two most intense odors are ammonia and the coagulation of latex. There are two areas where the odor level exceeds level 1:

Area	Odor Level
Soi Rung Rueang Chai - Employee Residence	1.75
Employee Residence - P'Chat Village	1.25

The odor level criteria are referenced from the Pollution Control Department, Ministry of Natural Resources and Environment.

### The results of the odor survey in the area along the fence line

The results of the odor survey in the area along the fence line revealed that a large amount of rubber had accumulated in the Rubber Trap near the fence. Employees had to go down into the Rubber Trap to scoop out the rubber, but access was difficult due to the narrow space. Therefore, the company improved the work area to make it more accessible and convenient for work. This allowed the use of a backhoe to scoop rubber from the Rubber Trap and transport it to the skim rubber rolling machine. The frequency of transportation was also increased to every two weeks.



### Summary of Benefits After Method Improvement:

#### Economic and Productivity Aspects:

- The black skin rubber can be completely collected and rolled without loss, increasing the value from rubber sales by 57%.
- The time required for employees to perform their tasks has been reduced, enhancing convenience (previously 10 minutes per trip, now 1 minute per trip).

#### Social Aspects:

- There is no odor disturbance to the community or road users adjacent to the fence line.
- There are no accidents during the transportation of rubber for rolling.

#### Environmental Aspects:

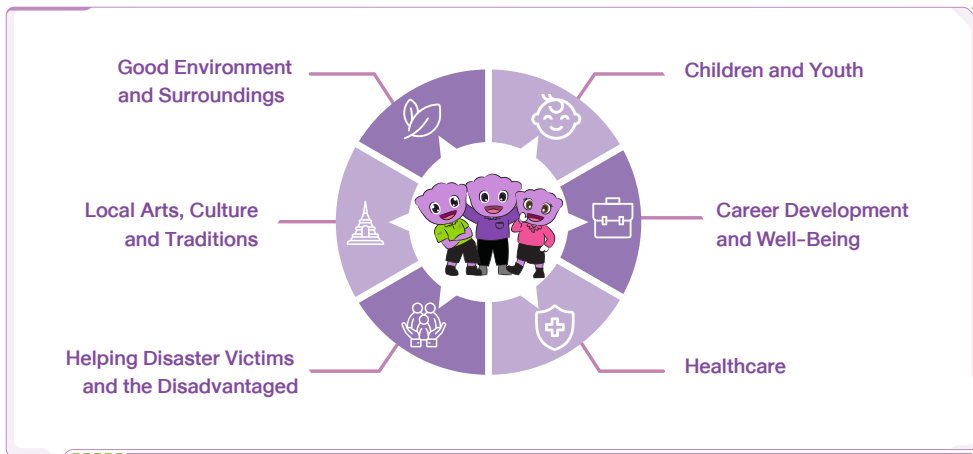
- There are no environmental complaints.
- There is no odor disturbance to employees in the work area.



# 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:



In 2024, 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 (Disclosure 201-1) of THB 5.2 million, with a proportion of the investment value for each community and social group according to the table below.



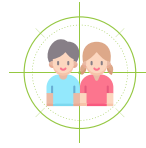
## Participation of Sri Trang volunteer employees

Engendered participation with **5,977 employees**

**10,618,415** volunteer hours



## Important Community and Social Development Activities in 2024



### 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 by having knowledgeable and skilled employees share their knowledge and experiences to foster engagement. Various projects have been implemented as follows:

#### STA Safety School Project



The Company has continued the school safety project for the 3<sup>rd</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 12 schools in the 9 province area where the factory is located and a total of 768 students participated in the school safety project.



Name of school	Province
1. Municipal School 1 (Ban Udomthong Community)	Songkhla
2. Ban Nam Hua School	
3. Wat Chaeng School	Trang
4. Wat Huai Nang School	
5. Ban Klingklong School	
6. That Phon Thong Witthayakhom School	Udon Thani
7. Ban Nong Krabok School	Sakon Nakhon
8. Ban Sadao School	Phitsanulok
9. Ban Tha Sa-at School	Loei
10. Ban Khok Phet School (Boonlue Khururatbamrung)	Buriram
11. Ban Kaeng School (Phannusorn)	Sa Kaeo
12. Ban Kham Mek School	Kalasin



#### Result of participant satisfaction evaluation



Goal

85%



2024 Performance

97.5%





## STA STEM STUDENT Project



The Company has operated the STEM Education program for the 8<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 9 schools in the 6 province area with a total of 296 students participating in the project.

Name of school	Province
1. Tha Rapa School	Sa Kaeo
2. Non Chad Phadungwit School	Ubon Ratchathani
3. Pracharat Samakhi School (Bangkok Bank 13)	
4. Ban Khok Phet School (Boonlue Khururatbamrung)	Buriram
5. Ban Khok Klang School	
6. Talung Kao School	
7. Ban Samkha Mittraphap 3 School	Mukdahan
8. Ban Nasawan School	Bueng Kan
9. Wat Thung Lung Mittraphap 198 School	Songkhla



### Result of participant satisfaction evaluation



Goal

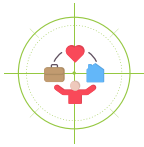
85%



2024 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 2024, the Company organized the Good Quality Latex Creates Happiness Project, for the 5<sup>th</sup> consecutive year, in the form of organizing roadshow activities in 9 provinces in the northeastern and southern regions, including Ubon Ratchathani, Bueng Kan, Sakon Nakhon, Trang, Songkhla, Chumphon, Surat Thani, Pattani and Narathiwat. 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. Additionally, fostering knowledge

and understanding of EUDR regulations through training sessions conducted by the company’s expert instructors. A total of 385 people.

Performance indicators	Goal	2024 Performance
Result of participant satisfaction evaluation	85%	99.8%
Contamination of prohibited or foreign substances in the latex	Not found	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 2024, the Company has continued to expand and build on its project operations. Seven community products were released, including brooms made from Plastic Water Bottles, Inhalers/Balms/Herbal Massage Oils, Sandalwood Flowers From Rubber Leaves, Plastic Woven Baskets, Dishwashing Liquid, Liquid Soap Making, and Alms Coins towards sustainable communities. The projects had a total of 488 participants.

### Brooms made from plastic water bottles

is a community product made from recycled plastic water bottles using to raise awareness about reducing the environmental impact of plastic waste by applying the principles of upcycling, plastic bottles are transformed into brooms, thereby adding value to discarded plastic bottles and creating products that generate income for the community. 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.



Can be measured under a social return on investment (SROI) :

2.17



Result of participant satisfaction evaluation :

96.24%



### Sandalwood flower made from rubber leaves

The company supports the production of funeral flowers from rubber leaves by providing equipment, organizing training sessions, and arranging sales channels. This initiative has created supplementary occupations for 56 families in Sakon Nakhon and Loei provinces, generating an income of 12,550 Baht.



Can be measured under a social return on investment (SROI) :

4.53



Result of participant satisfaction evaluation :

93%



### Inhalers/Balms/Herbal Massage Oils

The company has implemented a project involving inhalers, balms, and herbal massage oils. It has provided equipment and knowledge on making massage oils to the Ban Non Sombun community in Bueng Kan Province, the Ban Chan Phle community in Buriram Province, and the Ban Non Yai community in Ubon Ratchathani Province. This initiative aims to create community products that generate additional income for families. A total of 75 members participated in the project, generating an income of 2,500 Baht.



Can be measured under a social return on investment (SROI) :

1.34



Result of participant satisfaction evaluation :

89%



### Liquid Soap Making

The company supports the production of liquid soap by providing equipment and organizing training sessions. This initiative has created supplementary occupations for 30 families in the Wat Khao Kaeo community in Trang Province, reducing expenses by 3,000 Baht.



Can be measured under a social return on investment (SROI) :

2.48



Result of participant satisfaction evaluation :

80%



### Dishwashing Liquid

The company supports the production of dishwashing liquid by providing equipment and organizing training sessions. This initiative has generated income for the community, with 51 members participating from the women's group in Ban Tha Rapa, Sa Kaeo Province, and the village community in Surat Thani Province, generating an income of 68,200 Baht.



Can be measured under a social return on investment (SROI) :

5.39



Result of participant satisfaction evaluation :

97.58%



### Plastic Woven Baskets

The company supports the production of plastic woven baskets by providing equipment and organizing training sessions. This initiative has generated income for the women's group in Ban Sam Kha Province, with 43 members participating and generating an income of 5,160 Baht.



Can be measured under a social return on investment (SROI) :

1.23



Result of participant satisfaction evaluation :

82%



### Alms Coins

The company supports the production of alms coins by providing equipment and organizing training sessions. This project was conducted in collaboration with the Ban Phlai Was community in Surat Thani Province, with 23 members participating and generating an income of 9,000 Baht.



Can be measured under a social return on investment (SROI) :

2.96



Result of participant satisfaction evaluation :

91%





## Healthcare

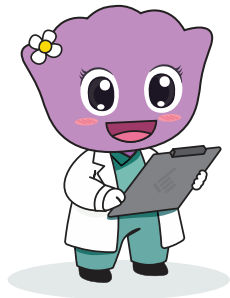
### STA Safety Community



The company recognizes the importance of community health and safety. Therefore, it has collaborated with the community to implement the Year 2 project, aimed at raising awareness and promoting good health practices. This initiative encourages community members to take care of their health, enhance hygiene, and assist family and community members during emergencies to ensure safety of both life and property. Additionally, the project includes training in basic life-saving techniques such as CPR, the use of AED devices, choking relief, and first aid. It also covers fire prevention and suppression. The project is being carried out by Rubberland Products Co., Ltd., Mukdahan Branch, and Buriram Branch. A total of 149 participants took part in the project.



### Result of participant satisfaction evaluation



Goal

85%



2024 Performance

100%



## 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 has provided assistance to natural disaster victims, including flood victims and underprivileged individuals, in nine provinces: Pattani, Yala, Narathiwat, Sa Kaeo, Nakhon Si Thammarat, Surat Thani, Udon Thani, Songkhla, and Chiang Rai. This support includes the provision of drinking water, survival kits, house repairs, and essential items, amounting to a total value of 774,286 Baht.



### “Same House, Visit Bedridden Patients” Project

The Company has continuously operated the project by providing essential items to patients in need for use the Company participate in field visits with Government agency staff and village health volunteers every three months to monitor the patient conditions and encourage patients to get better. In 2024, the Company went to visit the area and delivered necessary items, with a total value of THB 53,899, to 83 patients.





## Culture and Local Traditions



The company has supported local cultural and traditional activities in all communities where its factories are located, without discrimination based on religion or culture. This initiative aims to preserve the valuable cultures and traditions of each locality. Activities include long-boat races, Bun Bang Fai (rocket festival), setting up food offerings during meditation practices in northeastern provinces, co-sponsoring religious ceremonies such as Kathin and Pha Pa ceremonies, Buddhist Lent and End of Buddhist Lent, Chak Phra festival, and the Tenth Month Merit-Making Festival in the southern region. Additionally, the company promotes fasting and supports the Iftar meal during the month of Ramadan for Muslim communities. In 2024, the Company supported 482 activities related to local arts, culture and traditions, totaling THB 1,229,320.



## 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 8<sup>th</sup> consecutive year to encourage rubber plantation farmers and rubber transporters to adhere to best practices in transporting rubber using standard vehicles equipped with valves, gutters, and water tanks to prevent any adverse effects from 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 has implemented the project covering blocked rubber products in 17 factories nationwide and 2 raw material purchasing centers. 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 99.38%.**



## Useful Soil Project



The Company has operated the Useful Soil project for the 7<sup>th</sup> consecutive year to add value to the sediment from washing rubber cup lumps, which is precipitated before entering the wastewater treatment system, it can be used as a soil conditioner for agricultural purposes for farmers and communities, helping to reduce costs and increase income. 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, Narathiwat Branch and Thung Song Branch. The project was able to benefit 11 farmers in the community by using sludge as soil improvement materials, with a total value of THB 1,431,333, and was able to reduce the transmission of 429 tons of sludge from the Company's wastewater treatment system to landfills.

	2020	2021	2022	2023	2024
<b>Number of farmers who benefit from the project (Persons)</b>	9	16	13	4	11



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

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



The Company operates 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, creates value 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 Huai Nang 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)	number of bricks (pots)	Areas (square meters)	Valued (Baht)
Improving the landscape for the factories	2.87	378	45	29	9,347
Improving the landscape for the government agencies, temples, and monasteries	16.15	3,310	40	341	45,885
<b>Total</b>	19.02	3,688	85	370	55,232



## The Napier Grass Energy Plant for Community Project



Is one of the initiatives aimed at improving the quality of life for communities in the area. By utilizing Napier Grass, a plant with nutritional value for livestock, the company encourages local farmers to cultivate Napier Grass on vacant factory land to use as animal feed, thereby generating income and reducing expenses for the community.

The project involves using treated recycled water, which meets quality standards and contains nutrients beneficial for plants, to irrigate the grass fields. This helps to reduce the concentration of recycled water that needs to be treated again, allows for the accommodation of new water, and prevents overflow during the rainy season.

The company has implemented this project at one factory branch, namely Sri Trang Agro-Industry Public Company Limited, Kalasin Branch, with social and environmental benefits expected in the year 2024.

Benefits to the Company	Benefits to the Community		
	Members (individuals)	Amount of support (kg)	Equivalent value (THB)
Volume of treated water used: 1,071 cubic meters.	120	198,549	794,196



## Community Forest Planting Activity



The company, in collaboration with local agencies and various organizations, organized a community forest planting activity, which is a natural ecosystem with diverse living organisms to maintain the richness of nature.



Sri Trang Agro-Industry Public Company Limited, Ubon Ratchathani Branch, participated in the forest planting activity to reduce global warming in honor of His Majesty King Vajiralongkorn's 72<sup>nd</sup> birthday anniversary, in collaboration with the Faculty of Management Science, Ubon Ratchathani University, at the Smart Organic Farm.



Sri Trang Agro-Industry Public Company Limited, Sakon Nakhon Branch, participated in the volunteer forest planting project in collaboration with Na Phiang Subdistrict Administrative Organization at Ban Nong Pla Tong.





## 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.

Nam Hua Rubber Co., Ltd. participated in an event with the Samnak Kham Municipality in the project celebrating the 72<sup>nd</sup> birthday anniversary of His Majesty the King, which included a fish release activity at the Gong Si Reservoir, Sadao District, Songkhla Province.



## 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, improving school landscapes, and developing communities and temples under the Sri Trang Project, Sri Ban Sri Muang.

In 2024, 1,050 projects were implemented with 5,977 employees participating, accounting for a total of 10,618,415 employee volunteer activity hours.



Sri Trang Agro-Industry Public Company Limited, Loei Branch, has undertaken the repair of roads by installing drainage pipes for the Ban Tha Sa-at community in Amphoe Na Duang, Loei Province.



Sri Trang Agro-Industry Public Company Limited, Sakon Nakhon Branch, organized a volunteer activity on public electrical safety in collaboration with the Sakon Nakhon Provincial Industry Office at Wat Ban Kung Si, Na Phiang Subdistrict, Kusuman District, Sakon Nakhon Province.



Sri Trang Agro-Industry Public Company Limited, Sakon Nakhon Branch, also initiated a village waste bank project to reduce, separate, and utilize waste in collaboration with the Na Phiang Subdistrict Administrative Organization, Kusuman District, Sakon Nakhon Province.





Sri Trang Agro-Industry Public Company Limited, Pattani Branch, organized the “Sri Trang Dream Sharing for Happiness from Seniors to Juniors Year 3” activity. This included repairing buildings, doors, windows, tables, bookshelves, plumbing systems, electrical systems, roofs, and landscaping at the village religious school near the factory, as well as providing knowledge on waste separation.



Rubberland Products Co., Ltd., Bueng Kan Branch (Concentrated Latex Factory), participated in the development and repair of a playground at Ban Nong Na Saeng School, Don Charoen, Mueang District, Bueng Kan Province.

The Sri Trang Volunteer Project is an ongoing initiative at all branches, carried out with participation, dedication, and commitment to help and develop surrounding communities, and quality of life.

(For more information on various projects, please refer to the News & Updates/Company Activities section on the website <https://www.sritrangroup.com/th/news-update/company-activities>)



# Environmental Management

## 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 7 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 2024, 53 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 Products



- 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 Procurement



- 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 full version of Quality, Occupational Health & Safety, Environmental and Energy Conservation Policy can be viewed on the Company's website. (<https://www.sriranggroup.com/misc/cg/others/20230726-sta-quality-env-en.pdf>)

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.



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



In 2024, there was a total of 17 factories certified with ISO 14001 (14 blocked rubber factories, 1 rubber sheet factories, and 2 latex factory), or 65% of the total number of factories.

\* Information from the Quality Department.

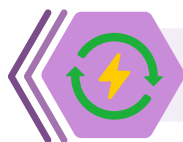
Additionally, the Company has continuously surveyed the environmental impact of the Company's operations on communities within 5 kilometer radius of the factory area. In summary, the results according to the annual survey plan in 2024 are as follows:

Level of impact surveyed	Disturbing odor	Air quality	Dust and chemicals	Noise	Wastewater
High impact	0.1%	0%	0%	0%	1.0%
Medium impact	3.7%	0.2%	0.1%	0.1%	0.7%
Low impact	29.5%	4.2%	3.8%	1.4%	4.9%
No impact	66.8%	95.5%	96.1%	95.4%	94.7%

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 78 percent.



*The environmental survey impact on the community.*



## Climate Change and Energy Management



## Energy Management Guidelines

### 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 instill energy-saving awareness among employees within the organization, formulate various energy-saving measures. The Company has set strategies and goals for energy management and climate change as follows;

- Measure and analyze the organization's energy usage to identify significant energy loss points.
- Improve the energy efficiency of machinery in the production process for maximum efficiency.
- Regularly maintain electrical appliances.
- Install solar panel roofs or use other alternative energy sources.
- Reduce energy consumption with inverter systems.



### 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.



### Performance in 2024

Energy Consumption	Unit	2021 (Base year)	2022	2023	2024
Non-renewable energy consumption intensity	Gigajoule per ton of product	0.95	0.93	1.01	0.88
Percentage of non-renewable energy consumption intensity reduction compared to base year	Percent	-	2	-6	7
Electrical energy use intensity	Kilowatt-hour per ton of product	187	184	209	185
Percentage of electrical energy use intensity reduction compared to base year	Percent	-	2	-12	1.1

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



## 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 2 branches: Sri Trang Agro-Industry Public Company Limited, Sakon Nakhon Branch and Rubberland Products Co., Ltd., Bueng Kan Branch.



#### Benefits from project implementation

- Benefits to the Company: The amount of electricity from using Turbo Air Blower is 35-37%, or equivalent to 789.33 MW/year.
- Benefits to the community: Reduced environmental impacts from noise.
- Environmental benefits: Reduced Scope 2 greenhouse gas emissions by 394.61 tCO<sub>2</sub>eq/Year and improved efficiency of water treatment system.



## Change the Size of the Motor Blower at the Biofilter Project

The Motor Blower is a machine responsible for extracting steam, smoke, and moisture from the rubber drying oven to the Biofilter system to treat the rubber drying odor. It was found that after using the Motor Blower for a period, the internal steel blades corroded and deteriorated, causing the blades to become unbalanced, leading to vibrations and machine malfunction.

Sri Trang Agro-Industry Public Company Limited, Sikao Branch, replaced the Motor Blower with a new one by installing a Motor Blower from the Wet Scrubber system, which had stainless steel blades that were no longer in use. The new Motor Blower's motor power was reduced from 75 hp to 30 hp, resulting in reduced electricity consumption. The benefits after the improvement are summarized as follows:

Item	Units	Before the improvement	After the improvement
Motor	hp	75	30
Electric Power	Watts	35,803	15,664
Electricity Consumption	kWh/day	859	376
	kWh/month	22,334	9,776
Electricity Cost	THB/month	84,869	37,149
	THB/year	1,018,430	445,785
Electricity Savings	THB/year	572,645	
	%	44	

Note: Working days per month equal 26 days  
Electricity price equals 3.8 THB/unit.

### Economic and Productivity:

- Electricity costs were reduced by 572,645 THB per year, or 44% compared to pre-improvement costs.

### Social:

- Employees participated in the improvement process.
- No odor complaints were reported from the community within a 1-kilometer radius of the factory.

### Environmental:

- Greenhouse gas emissions were reduced by 75.33 tCO<sub>2</sub>e/year due to decreased electricity consumption.



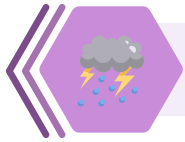
*Before the improvement:*

*The internal steel blades corroded and deteriorated, causing the blades to become unbalanced, leading to vibrations and machine malfunction.*



*After the improvement:*

*A new Motor Blower with stainless steel blades was installed, and the motor power was reduced from 75 hp to 30 hp.*



## Climate Change

The company recognizes the importance of managing climate change impacts on both business and society as a whole. Climate change is not only a significant challenge but also an opportunity to create sustainability and long-term growth. Additionally, reducing greenhouse gas emissions is a key sustainability issue for the company, which has been considered and approved by the Sustainability Development Committee and the Board of Directors. Therefore, to demonstrate our commitment to mitigating climate change impacts and reducing greenhouse gas emissions, in alignment with the Paris Agreement's goal of limiting global temperature rise to 1.5 degrees Celsius and supporting Thailand's drive towards net-zero greenhouse gas emissions, the company has established the following operational guidelines:

### Governance:

The Board of Directors has assigned the Sustainability Development Committee, comprising board members, senior executives, and the CEO, to oversee, review, and monitor policies and practices related to climate change and greenhouse gas emissions management. To ensure effective management, the Sustainability Development Committee collaborates with the Risk Management Committee to assess organizational risks and opportunities related to sustainable business operations and climate risk management.

(For more details on the roles and responsibilities of the Sustainability Development Committee, please refer to the Annual Report page 159, on the company's website. <https://investor.sritranggroup.com/ar.html>)

### Risk Management:

The Risk Management Department has developed processes for assessing and managing climate-related risks and holds meetings with management, the risk task force, and the sustainability development team to evaluate both physical risks and transition risks. This prepares the company to effectively handle potential risks.

(For more details, please refer to Risk Management topic, page 68)



## Management Guidelines

- 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 STR factories, RSS factories, and LTX factories. The Company has also been verified by LRQA (Thailand) 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.

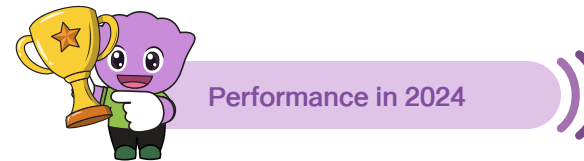


In addition, the Company is committed to studying the setting of greenhouse gas reduction targets under the Science Based Targets initiative (SBTi) in order to apply them in setting targets and creating plans for decreasing the Company's greenhouse gas emissions to help reduce global warming problems. 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, establish the following measures.

- Identify significant sources of greenhouse gas emissions and take measures to reduce these emissions through Carbon Footprint assessment.
- Enhance energy efficiency of machinery in production process to achieve maximum effectiveness.
- Study and develop low-carbon technologies, such as increasing the proportion of renewable energy both biomass fuel and electricity from solar energy.
- Transition the use of fossil fuels for vehicles used in the production process from oil to electricity.
- Study and develop projects to reduce and absorb carbon in the agriculture and forestry sectors to accumulate carbon credits.
- Raise awareness among employees to collectively reduce greenhouse gas emissions from both production processes and daily activities.
- Promote understanding among business partners to collaboratively reduce greenhouse gas emissions, covering aspects such as raw material acquisition and transportation.
- Organize reforestation activities to help sequester carbon dioxide, aiming for long-term sustainability.



- 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 compared to the base year 2024.



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:

- Changing from forklifts that use oil and LPG gas to using electric forklifts, a total of 105 units, which can reduce greenhouse gas emissions in the production process by 458.53 tCO<sub>2</sub>eq/Y, aiming to transition from oil and LPG-powered forklifts to 100% electric forklifts by 2025.
- In 2024, the installation of Solar Floating Projects at the Thung Song, Sikao, and Udon Thani branch factories, totaling 5.72 megawatts, by the end of 2024, additional installations were made at the Loei, Sa Kaeo, Buriram, and Bueng Kan branches, totaling 13.46 megawatts. This installation will be capable of producing approximately 8,533,219.75 kilowatt-hours of electricity per year for production purposes and is expected to result in a reduction of carbon dioxide emissions by 4,256.76 tons of carbon dioxide equivalent per year. In 2025, Solar Floating installations will be implemented at the Mukdahan branch (Phase 2), Kalasin branch, Ubon Ratchathani branch, and Sakon Nakhon branch, with a total capacity of 12.06 megawatts.
- Regarding the use of renewable energy, the Company has a proportion renewable energy use in the production process at 49.8% of total energy consumption.





Solar Floating Project, STR factories



Performance in 2024

GHG Emissions (Scope 1 & Scope 2)	Unit	2021 (Base year)	2022	2023	2024
GHG emissions Scope 1	tCO <sub>2</sub> e	32,983	44,160	30,037	20,088
GHG emissions Scope 2	tCO <sub>2</sub> e	108,514	124,812	120,485	129,104
Total GHG emissions	tCO <sub>2</sub> e	141,497	168,971	150,522	149,192
GHG emissions intensity	tCO <sub>2</sub> e per ton of product	0.122	0.124	0.131	0.105
Percentage of GHG emissions intensity reduction compared to base year	Percent	-	-1.97	-7.47	12.06

## Carbon Footprint Organization Registration



In 2024, Sri Trang Agro-Industry Public Company Limited, Sikao Branch, has calculated and registered the carbon footprint organization: Scope 1, 2 and 3, with the Greenhouse Gas Management Organization (Public Organization), which is a continuation project from the application to join the Human Resource Development Project for Domestic and International Greenhouse Gas Verification Systems to meet the country’s net zero greenhouse gas emissions target by the Center of Excellence in Eco-Energy, Faculty of Engineering, Thammasat University in mid-2023.



## Preparation for achieving Carbon Neutrality by 2030

The company has participated in the “**Internal Carbon Pricing (ICP) Platform Testing to Achieve Carbon Neutrality and Net Zero Greenhouse Gas Emissions**” organized by the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO and The Creagy Company Limited. This initiative aims to prepare for the application of the ICP tool to achieve carbon neutrality and net zero emissions. The platform can be used to calculate internal carbon pricing, enhance cost analysis efficiency, and set carbon neutrality and net zero emissions targets conveniently, quickly, and appropriately for the organization’s context. Additionally, it can be used for risk management and investment opportunities, as well as serve as a model for other organizations with similar operations in the future.

# STA 's Journey to



# NETZERO



## Achieving Carbon Neutrality and Net-Zero Emissions Goals

2021  
GHGs intensity  
**10%**

2030  
Achieve the mission of  
**Carbon Neutrality**

2050  
Achieve  
**NETZERO**  
GHG emissions



## Climate Strategy

Efficiency Improvement



Enhance ENERGY EFFICIENCY across operations

Breakthrough technology



Adopt low-carbon technologies, such as electric vehicles and solar energy systems

Carbon offsetting and absorption



Implement carbon dioxide capture and underground storage solutions, such as afforestation and advanced technologies like CCS or CCUS



## Waste and Unused Materials Management (Disclosure 306-1, 306-2)



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.

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, plastic from rubber block flooring and laboratory chemical containers 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, for instance, scrap metal, motors, or belts dismantled from the factory can be refurbished for use in other areas or transferred to nearby branches for utilization. Additionally, plastic used for rubber block flooring can be reused until it becomes damaged.

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.



### Management Guidelines

- 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.
- Selection of sustainable materials.



### 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



Topics	Unit	2022 (Base year)	2023	2024
Total waste intensity	Kg per ton of product	11.14	8.96	8.94
Percentage of total waste intensity reduction compared to base year	Percent	-	19.56	20
Total waste directed to landfill	Ton	-	794	955

### 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 2024, 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 19.02 tons by repurposing it into paving bricks for landscape improvement, with a total value of THB 55,232.

## 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 2024, the company implemented projects in 3 factories: Sri Trang Agro-Industry Public Company Limited, Pattani, Narathiwat and Thung Song Branch. The Company reduced the transmission of sludge to landfill by 429 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 2024, the Company implemented the project through 29 factories, with a total of 1,274 employees becoming members and actively participating in the separation of 46,046 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 140,035 kgCO<sub>2</sub>eq, which is equivalent to planting 8,697 Sri Trang trees.



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.





## 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. Many countries have started implementing measures to prevent biodiversity loss. For instance, the European Union has enacted legislation on deforestation-free products to prohibit companies within the EU from purchasing goods associated with deforestation and has extended these regulations to the financial sector to prevent support for deforestation.

The company recognizes the importance and is committed to conducting its business with caution regarding the potential impacts on ecosystems and biodiversity. It aligns with the United Nations Sustainable Development Goal **SDG 15**, which focuses on protecting, restoring, and promoting the sustainable use of terrestrial ecosystems, managing forests, halting and reversing land degradation, and halting biodiversity loss, while promoting the sustainable use of natural resources.

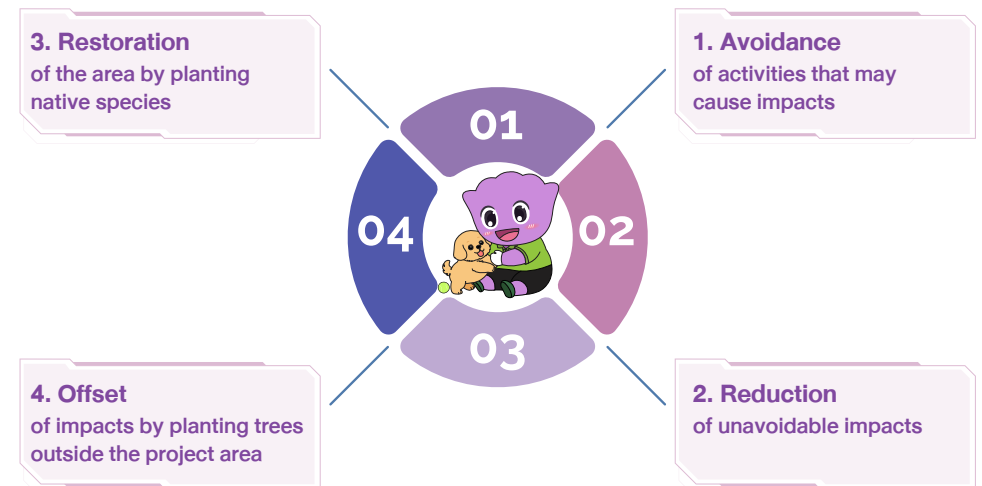
### Management guidelines

- 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.
- 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), 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.

- 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 deforestation or causing loss to the ecosystem and biodiversity.
- Study the impacts on biodiversity using the Integrated Biodiversity Assessment Tool (IBAT), an internationally recognized database, to assess risks and impacts on biodiversity.
- Conserve natural resources and manage them sustainably.

In the event that areas are identified as being at very high risk, the company has established a plan to mitigate, prevent, and reduce impacts based on the Mitigation Hierarchy, which includes:



The company will also monitor the effectiveness of these measures and transparently disclose the progress of their implementation.



## Goal

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



### Performance in 2024

The company 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.

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 2024, the company has planted a total of 2,400 trees to increase green space and help reduce carbon dioxide in the atmosphere.



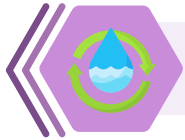
Reforestation to Mitigate Global Warming,

Sri Trang Agro-Industry Public Company Limited (Ubon Ratchathani Branch)



Volunteer Reforestation Project,

Sri Trang Agro-Industry Public Company Limited (Sakon Nakhon Branch)

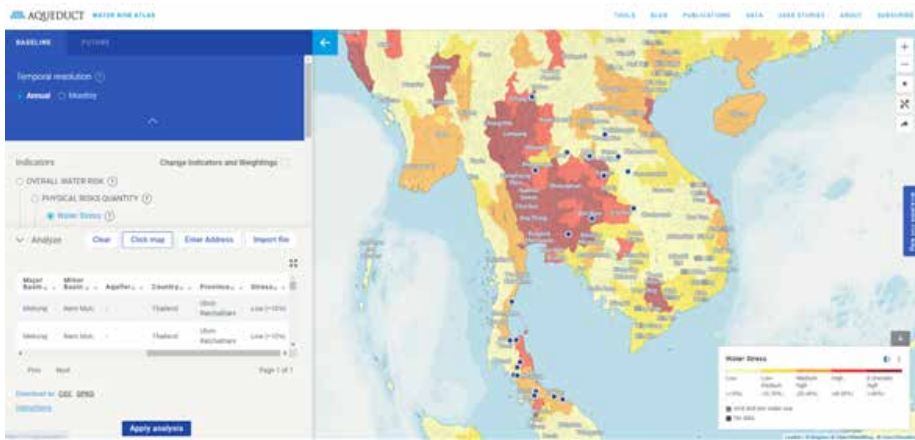


## Sustainable Water Management



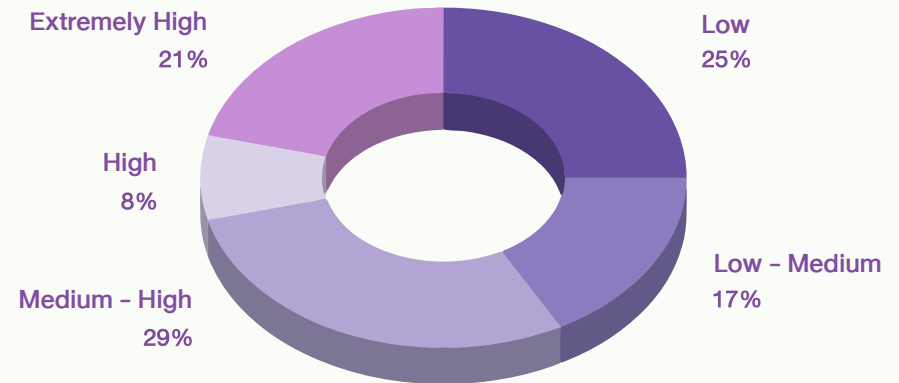
Continuing global warming will lead to changes in the global water cycle, making it more severe and unstable, including alterations in the amount of monsoon rainfall and the escalation of water-related events and drought severity. The Company is aware of the risks associated with water that may impact 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 2024, the results of the risk assessment found that 21 percent of the production areas were in areas with extremely high of water stress, while 8 percent of the operational areas were at high risk level of water stress.



### The use of the Aqueduct Water Risk Atlas tool to assess water stress risks in the company's production areas.

#### The proportion of areas at risk 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:



### Management Guidelines

- 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 2024, the Company's total water consumption was **23,942,250.45** cubic meters, of which 22,365,821.73 cubic meters were treated water (recycled water) reused, accounting for 93% of the total water consumption.

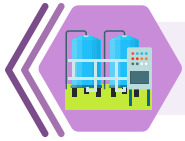
Indicators	Unit	2022 (Base year)	2023	2024
<b>New water withdrawals from water sources per product unit (surface water, ground water, tap water)</b>	cubic meters per ton of product	1.62	1.46	1.11
<b>Percentage of water withdrawal intensity reduction compared to base year</b>	Percent	46	10	31

### The shallow groundwater recharge



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.



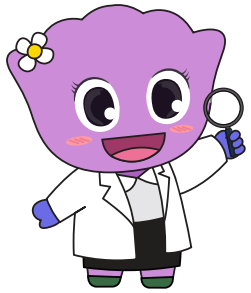


## Wastewater Management



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.



**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.



## 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.



### Management Guidelines

- 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 block 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 **100%** without having to discharge water outside the factory.

For the concentrated latex factory, a total of **402,362.40** 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.



### Management Guidelines

The company studies and develops air pollution control systems and technologies suitable for the production process to mitigate impacts, particularly odor disturbances. The focus is on source management and the installation of efficient air pollution control systems appropriate for the production process to reduce impacts, 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 Bio-filter system to reduce odors from the rubber drying process and odors from the production of mixed rubber (Mixture). Currently, the Wet Scrubber system is being used in conjunction with the Bio-filter system in a total of 12 factories.
- 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.



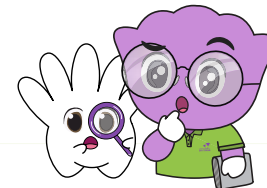
### Goal

No complaints about air quality from the community.



### Performance

From the study and development, it was found that the Bio-filter system effectively reduces odor impacts from rubber drying. Fourteen block rubber factories in Thailand have installed Bio-filter systems in almost all factories, except for NHR, which uses a Wet Scrubber, and HN, which is in the design and construction phase.



	2022	2023	2024
<b>Odor complaints (cases per year)</b>	5	3	1
<b>Investment (million THB)</b>	102.18	141.08	41.69





## 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	2024 (Million Baht)
<b>Expenses for pollution control equipment</b>	<b>206.64</b>
<ul style="list-style-type: none"> <li>• Wastewater treatment cost (Electricity costs/Chemicals used in the system)</li> <li>• Air pollution treatment cost (Electricity and water costs)</li> <li>• Waste disposal</li> </ul>	152.69 49.74 4.21
<b>Environmental protection costs</b>	<b>146.16</b>
<ul style="list-style-type: none"> <li>• Expenses for implementing environmental management systems, including the cost of ISO 14001 environmental management system certification</li> <li>• Environmental audit costs</li> <li>• Cost of improvement of the odor treatment system</li> <li>• Cost of improvement of the wastewater treatment system</li> </ul>	0.17 4.53 41.69 99.76



# Performance Summary



## Performance Summary of Sri Trang Agro-Industry Public Company Limited in 2024: Economics, Social and Environmental





# Economics Performance

## Financial

GRI standard	Topic	Unit	2021	2022	2023	2024
Disclosure 201-1 (2016)	Revenue from sales and services	MB	118,275	110,657	84,245	114,374
	Profit for the year	MB	26,117	5,518	(456)	2,180
	Dividends paid to shareholders	MB	6,374	3,072	1,536	1,536
	Wages and Compensation for Employees	MB	4,347	4,561	4,348	4,914
	Interest and finance charges to borrowers	MB	716	1,037	896	1,314
	Taxes paid to the government and local government agencies such as corporate income tax, Local maintenance tax, school tax, etc.,	MB	135	292	35	74
	Expenses for support and implementing projects for social and community development	MB	2	10	5	8
Disclosure 201-1 (2016)	Compensation expenses that the organization pays to the Social Security Fund, Provident funds and retirement arrangements for employees	MB	33	48	57	60
	Compensation expenses that the organization pays to the Social Security Fund	MB	16	21	31	31
	Expenses that the organization pays into the provident fund	MB	7	13	13	14
	Expenses for retirement arrangements for employees	MB	10	15	13	15
Disclosure 201-4 (2016)	Tax benefits and others received from government and local authorities from the Promotion of Investment and Development (BOI)	MB	114	129	0	32
Disclosure 202-2 (2016)	Percentage of executives from manager level and above who come from local people (5 km radius or within province)	%	47	52	52	50

## Supply Chain Management

GRI Standard	Type	2022		2023		2024	
		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	2,177	100	2,125	100	2,163	100
	Critical Tier 1 Suppliers	968	91	935	89	661	77
	Critical Non-tier 1 Supplier	-	-	-	-	-	-

GRI Standard	Topic	Unit	2021	2022	2023	2024
Disclosure 204-1 (2016)	Spending on products and services from local partners and contractors	MB	656	827	543	502
	Total procurement costs	MB	4,543	6,977	5,663	4,455
	Spending on products and services from local partners and contractors vs. total procurement spend	%	14	11.9	9.6	11.26

## Customer Relationship

GRI Standard	Topic	Unit	2021	2022	2023	2024
STA indicator	Customer satisfaction	%	83	87	87	84
	Proportion of customers who responded to the assessment	%	-	-	65	29
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 (2016)	Number of non-compliance with the law	case	0	0	0	0



## Social Performance

GRI Standard	Topic	2021		2022		2023		2024	
		Person	%	Person	%	Person	%	Person	%
Disclosure 2-7 (2021)	<b>Employee</b>	<b>6,597</b>	<b>100%</b>	<b>7,120</b>	<b>100%</b>	<b>6,461</b>	<b>100%</b>	<b>7,177</b>	<b>100%</b>
	<b>Permanent employee</b>								
	<b>by gender</b>								
	Male	4,467	71.23%	4,574	70.04%	4,223	68.62%	4,526	69.07%
	Female	1,804	28.77%	1,957	29.96%	1,931	31.38%	2,027	30.93%
	<b>Total</b>	<b>6,271</b>	<b>100%</b>	<b>6,531</b>	<b>100%</b>	<b>6,154</b>	<b>100%</b>	<b>6,553</b>	<b>100%</b>
	<b>by region</b>								
	<b>Thai</b>	<b>4,296</b>	<b>100%</b>	<b>4,433</b>	<b>100%</b>	<b>4,229</b>	<b>100%</b>	<b>4,400</b>	<b>100%</b>
	South	1,963	45.69%	2,013	45.41%	1,786	42.23%	1,762	40.05%
	Northeastern	1,477	34.38%	1,600	36.09%	1,454	34.38%	1,613	36.66%
	Eastern	136	3.17%	224	5.05%	195	4.61%	211	4.80%
	North	657	15.29%	522	11.78%	710	16.79%	694	15.77%
	Central	63	1.47%	74	1.67%	84	1.99%	120	2.73%
	Western	-	0%	-	0%	-	0%	-	0%
	<b>Foreigner</b>	<b>1,975</b>	<b>100%</b>	<b>2,098</b>	<b>100%</b>	<b>1,925</b>	<b>100%</b>	<b>2,153</b>	<b>100%</b>
	Indonesia	1,278	64.71%	1,149	54.77%	815	42.34%	792	36.79%
	Myanmar	627	31.75%	886	42.23%	1,011	52.52%	1,185	55.04%
	Cambodia	21	1.06%	11	0.52%	15	0.78%	18	0.84%
	Laos	1	0.05%	1	0.05%	1	0.05%	-	0%
	Malaysia	1	0.05%	3	0.14%	2	0.10%	3	0.14%
	Morocco	-	0%	-	0%	-	0%	-	0%
	Taiwan	-	0%	-	0%	-	0%	1	0.05%
	India	1	0.05%	1	0.05%	1	0.05%	1	0.05%
	China	17	0.86%	19	0.91%	20	1.04%	21	0.98%
	France	1	0.05%	1	0.05%	-	0%	-	0%

GRI Standard	Topic	2021		2022		2023		2024	
		Person	%	Person	%	Person	%	Person	%
	Australia	-	0%	1	0.05%	1	0.05%	1	0.05%
	Singapore	21	1.06%	19	0.91%	20	1.04%	20	0.93%
	Africa	-	0%	-	0%	28	1.45%	106	4.92%
	Vietnam	6	0.30%	6	0.29%	9	0.47%	1	0.05%
	Switzerland	1	0.05%	1	0.05%	2	0.10%	2	0.09%
	Honduras	-	0%	-	0%	-	0%	1	0.05%
	USA	-	0%	-	0%	-	0%	1	0.05%
	<b>Total</b>	<b>6,271</b>		<b>6,531</b>		<b>6,154</b>		<b>6,553</b>	
<b>Temporary employee</b>									
<b>by gender</b>									
	Male	235	72.09%	393	66.72%	252	82.08%	446	71.47%
	Female	91	27.91%	196	33.28%	55	17.92%	178	28.53%
	Total	326	100%	589	100%	307	100%	624	100%
<b>by region</b>									
	<b>Thai</b>	<b>321</b>	<b>100%</b>	<b>577</b>	<b>100%</b>	<b>289</b>	<b>100%</b>	<b>565</b>	<b>100%</b>
	South	155	48.29%	121	20.97%	81	28.03%	233	41.24%
	Northeastern	124	38.63%	227	39.34%	164	56.75%	276	48.85%
	Eastern	3	0.93%	2	0.35%	9	3.11%	21	3.72%
	North	38	11.84%	226	39.17%	33	11.42%	32	5.66%
	Central	1	0.31%	1	0.17%	2	0.69%	3	0.53%
	Western	-	0%	-	0%	-	0%	-	0%
	<b>Foreigner</b>	<b>5</b>	<b>100%</b>	<b>12</b>	<b>100%</b>	<b>18</b>	<b>100%</b>	<b>59</b>	<b>100%</b>
	Indonesia	-	0%	-	0%	-	0%	-	0%
	Myanmar	5	100%	12	100%	18	100%	59	100%
	Cambodia	-	0%	-	0%	-	0%	-	0%
	Laos	-	0%	-	0%	-	0%	-	0%



GRI Standard	Topic	2021		2022		2023		2024	
		Person	%	Person	%	Person	%	Person	%
	Malaysia	-	0%	-	0%	-	0%	-	0%
	Morocco	-	0%	-	0%	-	0%	-	0%
	Taiwan	-	0%	-	0%	-	0%	-	0%
	India	-	0%	-	0%	-	0%	-	0%
	<b>Total</b>	<b>326</b>		<b>589</b>		<b>307</b>		<b>624</b>	
Disclosure 2-8 (2021)	<b>Worker</b>	-	-	<b>152,466</b>	-	<b>189,543</b>	-	<b>104,878</b>	-
Disclosure 405-1 (2016)	<b>Diversity and equal opportunity</b>								
	<b>by level</b>								
	<b>Top management (L7-L11)</b>								
	Male	67	69.07%	69	69.70%	70	69.31%	75	72.12%
	Female	30	30.93%	30	30.30%	31	30.69%	29	27.88%
	<b>Total</b>	<b>97</b>	<b>100%</b>	<b>99</b>	<b>100%</b>	<b>101</b>	<b>100%</b>	<b>104</b>	<b>100%</b>
	<b>Management (L5-L6)</b>								
	Male	279	58.86%	306	60.00%	289	59.47%	304	59.96%
	Female	195	41.14%	204	40.00%	197	40.53%	203	40.04%
	<b>Total</b>	<b>474</b>	<b>100%</b>	<b>510</b>	<b>100%</b>	<b>486</b>	<b>100%</b>	<b>507</b>	<b>100%</b>
	<b>Operation (L1-L4)</b>								
	Male	4,356	72.29%	4,592	70.53%	4,116	70.07%	4,593	69.95%
	Female	1,670	27.71%	1,919	29.47%	1,758	29.93%	1,973	30.05%
	<b>Total</b>	<b>6,026</b>	<b>100%</b>	<b>6,511</b>	<b>100%</b>	<b>5,874</b>	<b>100%</b>	<b>6,566</b>	<b>100%</b>
	<b>by age</b>								
	<b>Management level (L5-L11)</b>								
	<b>Under 30 years</b>								
	Male	23	62.16%	32	69.57%	21	67.74%	25	86.21%
	Female	14	37.84%	14	30.43%	10	32.26%	4	13.79%
	<b>Total</b>	<b>37</b>	<b>100%</b>	<b>46</b>	<b>100%</b>	<b>31</b>	<b>100%</b>	<b>29</b>	<b>100%</b>

GRI Standard	Topic	2021		2022		2023		2024	
		Person	%	Person	%	Person	%	Person	%
	<b>30-50 years</b>								
	Male	295	61.33%	313	62.10%	307	62.15%	312	61.78%
	Female	186	38.67%	191	37.90%	187	37.85%	193	38.22%
	<b>Total</b>	<b>481</b>	<b>100%</b>	<b>504</b>	<b>100%</b>	<b>494</b>	<b>100%</b>	<b>505</b>	<b>100%</b>
	<b>Upper 50 years</b>								
	Male	28	53.85%	28	50.00%	31	50.00%	42	54.55%
	Female	24	46.15%	28	50.00%	31	50.00%	35	45.45%
	<b>Total</b>	<b>52</b>	<b>100%</b>	<b>56</b>	<b>100%</b>	<b>62</b>	<b>100%</b>	<b>77</b>	<b>100%</b>
	<b>Operation level (L1-L4)</b>								
	<b>Under 30 years</b>								
	Male	2,258	68.16%	1,620	73.91%	1,308	73.48%	1,585	72.47%
	Female	1,055	31.84%	572	26.09%	472	26.52%	602	27.53%
	<b>Total</b>	<b>3,313</b>	<b>100%</b>	<b>2,192</b>	<b>100%</b>	<b>1,780</b>	<b>100%</b>	<b>2,187</b>	<b>100%</b>
	<b>30-50 years</b>								
	Male	1,807	78.98%	2,670	69.06%	2,502	68.64%	2,712	68.87%
	Female	481	21.02%	1,196	30.94%	1,143	31.36%	1,226	31.13%
	<b>Total</b>	<b>2,288</b>	<b>100%</b>	<b>3,866</b>	<b>100%</b>	<b>3,645</b>	<b>100%</b>	<b>3,938</b>	<b>100%</b>
	<b>Upper 50 years</b>								
	Male	291	68.31%	304	66.67%	306	68.15%	296	67.12%
	Female	135	31.69%	152	33.33%	143	31.85%	145	32.88%
	<b>Total</b>	<b>426</b>	<b>100%</b>	<b>456</b>	<b>100%</b>	<b>449</b>	<b>100%</b>	<b>441</b>	<b>100%</b>



GRI Standard	Topic	2021		2022		2023		2024	
		Person	%	Person	%	Person	%	Person	%
Disclosure 401-1 (2016)	<b>Employment</b>								
	<b>New employee</b>								
	<b>by gender</b>								
	Male	1,896	78.74%	2,228	72.29%	1,378	75.26%	2,229	74.80%
	Female	512	21.26%	854	27.71%	453	24.74%	751	25.20%
	<b>Total</b>	<b>2,408</b>	<b>100%</b>	<b>3,082</b>	<b>100%</b>	<b>1,831</b>	<b>100%</b>	<b>2,980</b>	<b>100%</b>
	<b>by age</b>								
	Under 30 years	1,476	61.30%	1,738	56.39%	948	51.77%	1,721	57.75%
	30-50 years	885	36.75%	1,295	42.02%	837	45.71%	1,226	41.14%
	Upper 50 years	47	1.95%	49	1.59%	46	2.51%	33	1.11%
	<b>Total</b>	<b>2,408</b>	<b>100%</b>	<b>3,082</b>	<b>100%</b>	<b>1,831</b>	<b>100%</b>	<b>2,980</b>	<b>100%</b>
	<b>by region</b>								
	<b>Thai</b>	<b>1,918</b>	<b>100%</b>	<b>2,389</b>	<b>100%</b>	<b>1,264</b>	<b>100%</b>	<b>2,258</b>	<b>100%</b>
	South	733	38.22%	658	27.54%	263	20.81%	647	28.65%
	Northeastern	648	33.79%	1,059	44.33%	584	46.20%	1,093	48.41%
	Eastern	54	2.82%	166	6.95%	140	11.08%	192	8.50%
	North	472	24.61%	477	19.97%	256	20.25%	273	12.09%
	Central	11	0.57%	29	1.21%	21	1.66%	53	2.35%
	Western	-	0%	-	0%	-	0%	-	0%
	<b>Foreigner</b>	<b>490</b>	<b>100%</b>	<b>693</b>	<b>100%</b>	<b>567</b>	<b>100%</b>	<b>722</b>	<b>100%</b>
	Indonesia	125	25.51%	81	11.69%	36	6.35%	65	9.00%
	Myanmar	355	72.45%	594	85.71%	476	83.95%	543	75.21%
	Cambodia	-	0%	-	0%	4	0.71%	4	0.55%
Laos	1	0.20%	1	0.14%	-	0%	-	0%	
Malaysia	-	0%	-	0%	2	0.35%	1	0.14%	
Morocco	-	0%	-	0%	-	0%	-	0%	
Taiwan	1	0.20%	-	0%	-	0%	-	0%	

GRI Standard	Topic	2021		2022		2023		2024	
		Person	%	Person	%	Person	%	Person	%
	China	5	1.02%	3	0.43%	2	0.35%	4	0.55%
	Vietnam	3	0.61%	8	1.15%	12	2.12%	1	0.14%
	Africa	-	0%	6	0.87%	3	0.53%	-	0%
	Taiwan	-	0%	-	0%	32	5.64%	101	13.99%
	India	-	0%	-	0%	-	0%	-	0%
	Honduras	-	0%	-	0%	-	0%	1	0.14%
	USA	-	0%	-	0%	-	0%	1	0.14%
	Sweden	-	0%	-	0%	-	0%	1	0.14%
	<b>Total</b>	<b>2,408</b>		<b>3,082</b>		<b>1,831</b>		<b>2,980</b>	
<b>Employee termination</b>									
<b>by gender</b>									
	Male	1,617	79.58%	1,930	75.54%	1,875	75.30%	1,724	76.08%
	Female	415	20.42%	625	24.46%	615	24.70%	542	23.92%
	<b>Total</b>	<b>2,032</b>	<b>100%</b>	<b>2,555</b>	<b>100%</b>	<b>2,490</b>	<b>100%</b>	<b>2,266</b>	<b>100%</b>
<b>by age</b>									
	Under 30 years	1,035	50.94%	1,280	50.10%	1,068	42.89%	1,063	46.91%
	30-50 years	906	44.59%	1,169	45.75%	1,261	50.64%	1,078	47.57%
	Upper 50 years	91	4.48%	106	4.15%	161	6.47%	125	5.52%
	<b>Total</b>	<b>2,032</b>	<b>100%</b>	<b>2,555</b>	<b>100%</b>	<b>2,490</b>	<b>100%</b>	<b>2,266</b>	<b>100%</b>
<b>by region</b>									
	<b>Thai</b>	<b>1,646</b>	<b>100%</b>	<b>2,003</b>	<b>100%</b>	<b>1,754</b>	<b>100%</b>	<b>1,804</b>	<b>100%</b>
	South	632	38.40%	656	32.75%	533	30.39%	515	28.55%
	Northeastern	560	34.02%	829	41.39%	787	44.87%	814	45.12%
	Eastern	52	3.16%	84	4.19%	163	9.29%	164	9.09%
	North	395	24.00%	418	20.87%	258	14.71%	292	16.19%
	Central	7	0.43%	16	0.80%	13	0.74%	19	1.05%
	Western	-	0%	-	0%	-	0%	-	0%
	<b>Foreigner</b>	<b>386</b>	<b>100%</b>	<b>552</b>	<b>100%</b>	<b>736</b>	<b>100%</b>	<b>462</b>	<b>100%</b>
	Indonesia	189	48.96%	205	37.14%	379	51.49%	90	19.48%





GRI Standard	Topic	2021		2022		2023		2024	
		Person	%	Person	%	Person	%	Person	%
	Myanmar	183	47.41%	330	59.78%	341	46.33%	331	71.65%
	Cambodia	8	2.07%	10	1.81%	-	0%	1	0.22%
	Laos	-	0%	1	0.18%	-	0%	-	0%
	Malaysia	-	0%	-	0%	-	0%	-	0%
	Morocco	-	0%	-	0%	-	0%	-	0%
	Taiwan	1	0.26%	-	0%	-	0%	-	0%
	India	-	0%	-	0%	-	0%	2	0.43%
	Singapore	1	0.26%	6	1.09%	11	1.49%	1	0.22%
	Vietnam	-	0%	-	0%	1	0.14%	-	0%
	China	3	0.78%	-	0%	3	0.41%	36	7.79%
	Australia	1	0.26%	-	0%	-	0%	-	0%
	France	-	0%	-	0%	1	0.14%	-	0%
	Sweden	-	-	-	-	-	-	1	0.22%
	<b>Total</b>	<b>2,032</b>		<b>2,555</b>		<b>2,490</b>		<b>2,266</b>	

GRI Standard	Topic	2022		2023		2024	
		Person	%	Person	%	Person	%
<b>S&amp;P Global</b>	Total female employee	2,153	30%	1,986	31%	2,205	31%
	Female in all management positions (junior, middle and top management)	353	34%	379	33%	368	31%
	Female employee in operation positions (L1-L3)	1,798	30%	1,606	30%	1,837	31%
	Female employee in junior management positions (L4-L5)	263	33%	287	33%	271	30%
	Female employee in middle management positions (L6-L7)	86	36%	87	36%	91	36%
	Female employee in top management positions (L8-L11)	4	17%	6	23%	6	23%
	Female employee in top management positions with maximum two levels away from the CEO	4	29%	5	29%	6	35%
	Female employee in management positions in revenue-generating functions, e.g. sales (marketing), etc.	12	6%	7	27%	10	32%
	Female employee in STEM-related positions	441	38%	481	35%	511	36%



GRI standard	Topic	Unit	2021	2022	2023	2024
Disclosure 401-1 (2016)	<b>Turnover rate</b>	%	30.11%	37.25%	36.67%	33.23%
	<b>by gender</b>					
	Male	Person	1,617	1,930	1,875	1,724
	Female	Person	415	625	615	542
	<b>by age</b>					
	Under 30 years	Person	1,035	1,280	1,068	1,063
	30-50 years	Person	906	1,169	1,261	1,078
	Upper 50 years	Person	91	106	161	125
	<b>Voluntary employee turnover rate</b>	%	22.46%	27.19%	27.41%	24.18%
GRI 401-3 (2016)	<b>Maternity leave</b>					
	<b>Maternity leave</b>					
	<b>by gender</b>					
	Male	Person	-	-	-	-
	Female	Person	69	63	53	46
	Total	Person	69	63	53	46
	<b>Return after maternity leave</b>					
	<b>by gender</b>					
	Male	Person	-	-	-	-
	Female	Person	65	51	48	42
	Total	Person	65	51	48	42
	<b>Return after maternity leave</b>	%	94.20%	80.95%	90.57%	91.30%



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

GRI Standard	Topic	2021	2022	2023	2024
Disclosure 405-2 (2016)	<b>Base salary only</b>				
	Top Management (L7-L12)	0.94	0.92	0.89	1.06
	Management (L5-L6)	0.98	0.98	1.05	0.89
	Operation (L3-L4)	0.98	0.98	1.03	1.08
	Operation (L1-L2)	1.00	0.96	0.95	1.03
	<b>Base salary and bonus</b>				
	Top Management (L7-L12)	0.90	0.82	0.79	1.14
	Management (L5-L6)	0.96	0.96	1.04	0.88
	Operation (L3-L4)	1.00	1.04	1.04	1.09
	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	2021	2022	2023	2024	
Disclosure 404-1 (2016)	Target of training hours	Hours	35	35	35	35	
	Training hours	Hours	204,980	190,484	255,252	272,118	
	Average training hours	Hours/Person/Year	38	35	47	48	
	<b>Training hours by gender</b>						
	Male	Hours	134,923	119,117	168,956	190,292	
	Female	Hours	70,057	71,367	86,295	81,826	
	<b>Training hours by level</b>						
	Top management (L7-L11)	Hours	7,115	4,610	5,361	5,708	
	Management (L5-L6)	Hours	44,933	42,584	47,744	37,331	
	Operation (L1-L4)	Hours	152,932	143,290	202,147	229,079	
	<b>Training hours by skill</b>						
	Administration	Hours	5,805	11,537	51,280	21,013	
	Manufacturing	Hours	12,440	18,282	4,731	24,712	
	On the job training	Hours	115,700	32,686	68,711	99,764	
	Service	Hours	11,349	25,051	48,242	5,959	
	Technical	Hours	59,687	102,928	17,034	30,728	
	Environmental	Hours	-	-	947	10,159	
	Occupational Safety and Health	Hours	-	-	52,388	39,525	
	Quality	Hours	-	-	11,918	40,258	
	Total training costs	Hours	-	-	14,128,062	7,565,450	
Average amount spent in training for all employees	Baht/Person/Year	-	-	2,677	1,360		
Human Capital Return on Investment-HC ROI	Ratio	7.93	2.22	1.02	1.58		



## Occupational Health and Safety

GRI Standard	Topic	Unit	Target	2021	2022	2023	2024
Disclosure 403-9 (2016)	<b>Worked Hours</b>						
	Employee	Hour	-	13,218,679	11,338,487	10,694,950	10,566,961
	Contractor	Hour	-	N/A	1,310,214	1,749,603	842,869
	<b>Fatality as a result of Work-Related Injury</b>						
	Employee	Case	0	0	0	0	0
		Case /200,000 worked hours	0	0	0	0	0
	Contractor	Case	0	N/A	0	0	0
		Case /200,000 worked hours	0	N/A	0	0	0
	<b>Lost-Time Injury Frequency Rate : LTIFR</b>						
	Employee	Case	-	109	89	50	53
		Case /200,000 worked hours	0.89	1.65	1.57	0.94	1.00
	Contractor	Case	-	N/A	1	1	0
		Case /200,000 worked hours	-	N/A	0.15	0.11	0.00
	<b>Injury Severity Rate : ISR</b>						
	Employee	day	-	1,054	589	604	556
		Case /200,000 worked hours	-	15.95	10.39	11.30	10.52
	Contractor	day	-	N/A	30	3	0
		Case /200,000 worked hours	-	N/A	4.58	0.34	0.00
	<b>Total Recordable Injury Frequency Rate : TRIFR</b>						
	Employee	Case	-	212	131	90	94
		Case /200,000 worked hours	-	3.21	2.31	1.68	1.78

GRI Standard	Topic	Unit	Target	2021	2022	2023	2024	
	Contractor	Case	-	N/A	1	3	0	
		Case /200,000 worked hours	-	N/A	0.15	0.34	0.00	
	<b>High-Consequence Work-Related Injuries</b>							
	Employee	Case	-	1	0	0	0	
		Case /200,000 worked hours	-	0.02	0	0	0	
	Contractor	Case	-	N/A	0	0	0	
		Case /200,000 worked hours	-	N/A	0	0	0	
	<b>Near Miss</b>							
	Employee	Case	-	N/A	3	7	7	
	Contractor	Case	-	N/A	0	0	0	
Disclosure 403-10 (2016)	<b>Work-related ill health</b>							
	Employee	Case	0	0	0	0	0	
	Contractor	Case	0	N/A	0	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	2021	2022	2023	2024	
Disclosure 301-1 (2016)	Materials used by weight or volume	Tons	1,104,533	1,217,509	1,103,510	1,267,209	
	Renewable materials	Tons	1,093,057	1,202,199	1,088,087	1,252,379	
	Renewable materials	Tons	903,905	1,053,838	961,855	1,093,263	
	Fresh latex	Tons	129,244	91,525	85,682	104,743	
	Unsmoked Sheet /Ribbed smoked sheet	Tons	59,908	56,836	40,550	54,373	
	Non-renewable materials	Tons	11,476	15,309	15,423	14,830	
	Styrene Butadiene Rubber (SBR)	Tons	8,613	13,232	13,442	12,402	
	Ammonia	Tons	2,863	2,077	1,981	2,428	
	Packaging						
	Plastic	Tons	2,779	3,895	3,315	2,478	
Disclosure 301-2 (2016)	Recycled input materials used						
	Plastic	Tons	1,137	1,663	1,402	1,635	
Disclosure 301-2 (2016)	Energy consumption within the organization						
	Total energy consumption	GJ	2,158,737	2,542,477	2,257,808	2,513,658	
	Non-renewable energy consumption	GJ	1,105,518	1,266,579	1,158,873	1,261,125	
	Diesel	GJ	112,986	135,558	117,382	145,929	
	LPG	GJ	209,197	230,216	173,828	181,554	
	Purchased electricity	GJ	783,335	900,805	867,663	933,642	
	Renewable energy consumption	GJ	1,053,219	1,275,898	1,098,935	1,252,533	
	Thermal energy from biomass	GJ	1,053,219	1,272,040	1,094,302	1,221,656	
Solar power	GJ	-	3,858	4,634	30,877		
Disclosure 302-3 (2016)	Energy consumption intensity	GJ/Ton	1.85	1.86	1.96	1.77	

## GHG Emissions

GRI standard	Topic	Unit	2021	2022	2023	2024
Disclosure 305-1 (2016)	Direct (Scope 1) GHG emissions	tCO <sub>2</sub> -eq	32,983	44,160	30,037	20,088
	- CO <sub>2</sub> emissions from biomass/biogenic	tCO <sub>2</sub> -eq	123,759	127,823	123,209	135,628
	- HCFC-22	tCO <sub>2</sub> -eq	201	71	28	53
Disclosure 305-2 (2016)	Energy indirect (Scope 2) GHG emissions	tCO <sub>2</sub> -eq	108,514	124,812	120,485	129,104
	- CO <sub>2</sub>	tCO <sub>2</sub> -eq	108,514	124,812	120,485	129,104
	<b>GHG Scope 1 and 2 emissions intensity</b>	<b>tCO<sub>2</sub>-eq</b>	<b>141,497</b>	<b>168,971</b>	<b>150,522</b>	<b>149,192</b>
Disclosure 305-4 (2016)	GHG Scope 1 and 2 emissions intensity	tCO <sub>2</sub> -eq/Ton	0.122	0.124	0.131	0.105
Disclosure 305-5 (2016)	GHG Emission Reduction compared with the base year of 2021	tCO <sub>2</sub> -eq/Ton	-	0.0024	0.0091	(0.0164)
		%	-	-1.97%	-7.47%	12.06%

### Remark :

- 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 2014 (AR5). The calculation involves multiplying activity data with emission factors and expressing the results in tons of carbon dioxide equivalent (tCO<sub>2</sub>-eq).
- Emission factor used for the calculation of indirect (scope 2) GHG emissions from purchased electricity followed the value set by TGO.
- 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.
- 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	2024
Disclosure 305-7 (2016)	- NO <sub>x</sub> (from combustion)	kilogram	70,875	54,262	129,786
	- NO <sub>x</sub> intensity	Kg/Ton	0.07	0.05	0.09
	- SO <sub>2</sub> (from combustion)	kilogram	29,139	24,649	25,685
	- SO <sub>2</sub> intensity	Kg/Ton	0.03	0.02	0.02
	- Total Suspended Particulate (TSP) (from combustion)	kilogram	85,715	90,879	102,834
	- TSP intensity (from combustion)	Kg/Ton	0.08	0.08	0.07

Remark :

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

## Water Withdrawal

GRI standard	Topic	Unit	2021	2022	2023	2024
Disclosure 303-3 (2018)	Water withdrawal by sources & by total dissolved solids	million cubic meters	2.20	2.00	1.45	1.34
	Water withdrawal from freshwater sources (≤ 1,000 mg/L Total Dissolve Solids)	million cubic meters	2.20	2.00	1.45	1.34
	- Surface water/river water	million cubic meters	0.46	0.45	-	-
	- Groundwater	million cubic meters	1.72	1.53	1.42	1.31
	- Water from raw materials	million cubic meters	-	-	0.002	-
	- Tap water	million cubic meters	0.02	0.02	0.03	0.03

GRI standard	Topic	Unit	2021	2022	2023	2024
Disclosure 303-3 (2018)	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	0.18	0.21	0.23	0.21
	Water withdrawal from freshwater sources (≤ 1,000 mg/L Total Dissolve Solids) in the areas with water stress	million cubic meters	0.18	0.21	0.23	0.21
	- Surface water/river water	million cubic meters	0.07	0.10	0.06	0.07
	- Groundwater	million cubic meters	0.11	0.11	0.17	0.14
	- Water from raw materials	million cubic meters	-	-	-	-
	- Tap water	million cubic meters	-	-	-	-
	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	2.38	2.21	1.69	1.56
	- Surface water/river water	million cubic meters	0.53	0.55	0.06	0.07
	- Groundwater	million cubic meters	1.83	1.64	1.60	1.46
	- Water from raw materials	million cubic meters	-	-	0.002	-
- Tap water	million cubic meters	0.02	0.02	0.03	0.03	



## Water Discharge

GRI standard	Topic	Unit	2021	2022	2023	2024
Disclosure 303-4 (2018)	<b>Water discharge by destination and by total dissolved solid</b>	<b>million cubic meters</b>	<b>0.29</b>	<b>0.38</b>	<b>0.33</b>	<b>0.40</b>
	<b>Water discharged to canals</b>	<b>million cubic meters</b>	<b>0.29</b>	<b>0.38</b>	<b>0.33</b>	<b>0.40</b>
	- Freshwater ( $\leq$ 1,000 mg/L Total Dissolve Solids)	million cubic meters	0.11	0.20	0.20	0.19
	- Other water ( $>$ 1,000 mg/L Total Dissolve Solids)	million cubic meters	0.18	0.18	0.14	0.21
	<b>Water discharged to canals in water stress areas</b>	<b>million cubic meters</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	- 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	2021	2022	2023	2024	
Disclosure 303-3 (2018)	Total water recycled & reused	million cubic meters	14.84	15.69	16.34	22.37	
	Percentage of water recycled and reused to total water withdrawal	%	86	88	91	93	
	<b>Water discharge quality</b>						
	- BOD	mg/L	5.1	6.8	6.5	5.2	
	- COD	mg/L	41.8	66.6	54.0	54.0	
	- SS	mg/L	8.9	10.3	15.3	26.2	
	- pH		7.4	7.2	7.7	7.7	
	- TDS	mg/L	880.7	1,603.0	1,416.7	989.5	
- Oil&Grease	mg/L	1.5	1.0	1.0	3.7		

Remark :

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

## Water Consumption

GRI standard	Topic	Unit	2021	2022	2023	2024
Disclosure 303-5 (2018)	Water consumption	million cubic meters	2.09	1.83	1.35	1.15
	Water consumption in water stress areas	million cubic meters	0.18	0.21	0.23	0.21
	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	2021	2022	2023	2024
Disclosure 306-3 (2020)	Total weight of waste generated	Tons	15,437	15,183	10,330	13,305
	- Hazardous waste generated	Tons	78	236	134	185
	- Non-hazardous waste generated	Tons	15,359	14,947	10,196	13,120
Disclosure 306-4 (2020)	Total weight of waste diverted from disposal by reuse, recycling or other recovery	Tons	14,970	14,410	9,314	12,073
	Total hazardous waste diverted from disposal by reuse, recycling or other recovery	Tons	60	129	109	95
	- Preparation for reuse	Tons	1	43	19	-
	Onsite preparation for reuse	Tons	-	-	-	-
	Offsite preparation for reuse	Tons	1	43	19	-
	- Recycling	Tons	0	5	4	4
	Onsite recycling	Tons	-	-	1	-
	Offsite recycling	Tons	-	5	3	4
	- Other recovery operations	Tons	59	80	86	91
	Other onsite recovery	Tons	-	-	-	-
	Other offsite recovery	Tons	59	80	86	91



GRI standard	Topic	Unit	2021	2022	2023	2024
	Total non-hazardous waste diverted from disposal by reuse, recycling or other recovery	Tons	14,910	14,281	9,205	11,978
	- Preparation for reuse	Tons	10,528	10,285	6,240	10,055
	Onsite preparation for reuse	Tons	6,653	6,508	2,988	10,055
	Offsite preparation for reuse	Tons	3,875	3,777	3,252	-
	- Recycling	Tons	1,100	1,595	1,050	1,095
	Onsite recycling	Tons	48	1	1	5
	Offsite recycling	Tons	1,052	1,594	1,048	1,090
	- Other recovery operations	Tons	3,282	2,401	1,916	828
	Other onsite recovery	Tons	987	778	1,248	-
	Other offsite recovery	Tons	2,295	1,623	668	828
Disclosure 306-5 (2020)	Total weight of waste directed to disposal	Tons	433	793	1,016	1,231
	Total hazardous waste directed to disposal	Tons	8	103	26	90
	- 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	3	3	2	7
	Onsite incineration without energy recovery	Tons	-	-	-	-
	Offsite incineration without energy recovery	Tons	3	3	2	7
	- Landfilling	Tons	5	100	24	82
	Onsite landfilling	Tons	-	-	-	-
	Offsite landfilling	Tons	5	100	24	82
	- Other disposal operations	Tons	0	0	0	1
	Other onsite disposal operations	Tons	-	-	-	-
	Other offsite disposal operations	Tons	-	-	-	1

GRI standard	Topic	Unit	2021	2022	2023	2024
	Total non-hazardous waste directed to disposal	Tons	425	690	991	1,141
	- Incineration with energy recovery	Tons	57	75	212	266
	Onsite incineration with energy recovery	Tons	-	-	-	-
	Offsite incineration with energy recovery	Tons	57	75	212	266
	- Incineration without energy recovery	Tons	0	0	0	0
	Onsite incineration without energy recovery	Tons	-	-	-	-
	Offsite incineration without energy recovery	Tons	-	-	-	-
	- Landfilling	Tons	368	615	770	873
	Onsite landfilling	Tons	-	-	0	-
	Offsite landfilling	Tons	368	615	770	873
	- Other disposal operations	Tons	0	0	9	2
	Other onsite disposal operations	Tons	-	-	9	2
	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	2021	2022	2023	2024
Disclosure 306-3 (2016)	Numbers of incidents related to the significant spills of chemical, oil, effluent and waste ( <i>affecting impacts on environment, communities, and natural resources</i> )	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	2021	2022	2023	2024
GRI 2-27 (2021)	Numbers of cases associated with non-compliance with environmental laws and regulations	Case	2	5	9	5
	Monetary value of fines associated with non-compliance with environmental laws and regulations	Baht	67,500	0	0	166,500

## Supplier Environmental Assessment

GRI standard	Topic	Unit	2021	2022	2023	2024
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	1,223	1,222	763	2,559
	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

Statement of use : Sri Trang Agro-Industry Public Company Limited has reported in accordance with the GRI Standards for the period 1 January 2024 - 31 December 2024  
 GRI 1 used : GRI 1 : GRI 1: Foundation 2021  
 Applicable GRI Sector Standard(s) : -

GRI Standard	Disclosure		Location	Omission	External Assurance	SDGs
General Disclosures						
GRI 2: General Disclosures 2021	2-1	Organizational details	SD Report 2024, page 6-8			
	2-2	Entities included in the organization's sustainability reporting	SD Report 2024, page 32-33			
	2-3	Reporting period, frequency and contact point	SD Report 2024, page 30-31			
	2-4	Restatements of information	SD Report 2024, page 30-31			
	2-5	External assurance	SD Report 2024, page 31, 202			
	2-6	Activities, value chain and other business relationships	SD Report 2024, page 6, 9-13			
	2-7	Employees	SD Report 2024, page 6, 123, 171-173			SDG 8, 10
	2-8	Workers who are not employees	SD Report 2024, page 174			
	2-9	Governance structure and composition	SD Report 2024, page 51, 56-60			SDG 5, 16
	2-10	Nomination and selection of the highest governance body	56-1 One Report 2024, page 136			SDG 5, 16
	2-11	Chair of the highest governance body	SD Report 2024, page 51			SDG 16
	2-12	Role of the highest governance body in overseeing the management of impacts	SD Report 2024, page 24-29,34-36, 56-60, 68-70			
	2-13	Delegation of responsibility for managing impacts	SD Report 2024, page 51-52,56-63			
	2-14	Role of the highest governance body in sustainability reporting	SD Report 2024, page 30, 60			
	2-15	Conflicts of interest	56-1 One Report 2024, page 182			SDG 16
	2-16	Communication of critical concerns	SD Report 2024, page 68-88			
	2-17	Collective knowledge of the highest governance body	56-1 One Report 2024, page 171-174			SDG 4
	2-18	Evaluation of the performance of the highest governance body	SD Report 2024, page 63			
	2-19	Remuneration policies	56-1 One Report 2024, page 161			
	2-20	Process to determine remuneration	56-1 One Report 2024, page 161			
	2-21	Annual total compensation ratio	56-1 One Report 2024, page 162			
	2-22	Statement on sustainable development strategy	SD Report 2024, page 4-5			
	2-23	Policy commitments	SD Report 2024, page 21-23, 52-53			
	2-24	Embedding policy commitments	SD Report 2024, page 21-23, 65-66, 93-94, 105-106, 147			
	2-25	Processes to remediate negative impacts	SD Report 2024, page 66-67, 119, 148			
	2-26	Mechanisms for seeking advice and raising concerns	SD Report 2024, page 66-67, 121			SDG 16
	2-27	Compliance with laws and regulations	SD Report 2024, page 66-67, 170, 191			SDG 16
	2-28	Membership associations	SD Report 2024, page 40			
	2-29	Approach to stakeholder engagement	SD Report 2024, page 24-29			
	2-30	Collective bargaining agreements	SD Report 2024, page 121,125			SDG 8



GRI Standard	Disclosure		Location	Omission	External Assurance	SDGs
Material Topics						
GRI 3: Material Topics 2021	3-1	Process to determine material topics	SD Report 2024, page 34-36			
	3-2	List of material topics	SD Report 2024, page 36			
Economic Standard Series						
Economic performance						
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2024, page 21-23, 28-29, 37			
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	SD Report 2024, page 49-50, 169			SDG 2, 5, 8, 9
Risk Management	STA Indicator	KRI does not exceed risk thresholds	SD Report 2024, page 70			
Procurement Practices						
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2024, page 21-23, 26-27, 37, 89-101			
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	SD Report 2024, page 92,170			SDG 5, 8
Evaluation of suppliers of raw materials	STA Indicator	The result of evaluation is grade A>70	SD Report 2024, page 27			
Natural rubber transportation standard	STA Indicator	Percentage of natural rubber transportation vehicles passing the Company's standard	SD Report 2024, page 27,142			
Anti-corruption						
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2024, page 22-23, 26,28, 37, 65-67			
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	SD Report 2024, page 65-67			SDG 16
	205-2	Communication and training about anti-corruption policies and procedures	SD Report 2024, page 65-66			SDG 16
	205-3	Confirmed incidents of corruption and actions taken	SD Report 2024, page 67			SDG 16
Environmental Standard Series						
Materials						
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2024, page 22-23,39, 103-104,143,147,157-159			
GRI 301: Materials 2016	301-1	Materials used by weight or volume	SD Report 2024, page 183			SDG 8, 12
	301-2	Recycled input materials used	SD Report 2024, page 183			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	SD Report 2024, page 22-23,39,147,149-151			
GRI 302: Energy 2016	302-1	Energy consumption within the organization	SD Report 2024, page 183		Yes	SDG 7, 8, 12, 13
	302-3	Energy intensity	SD Report 2024, page 183			SDG 7, 8, 12, 13
	302-4	Reduction of energy consumption	SD Report 2024, page 149			SDG 7, 8, 12, 13
	302-5	Reductions in energy requirements of products and services	SD Report 2024, page 149			SDG 7, 8, 12, 13



GRI Standard	Disclosure		Location	Omission	External Assurance	SDGs
Water and effluents						
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2024, page 22-23,39,147,162-165			
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	SD Report 2024, page 162-163			SDG 6, 12
	303-2	Management of water discharge-related impacts	SD Report 2024, page 164-165			SDG 6
	303-3	Water withdrawal by source	SD Report 2024, page 162-163,185-186		Yes	SDG 6
	303-4	Water discharge	SD Report 2024, page 164-165,187		Yes	SDG 6
	303-5	Water consumption	SD Report 2024, page 163,188		Yes	SDG 6
Biodiversity						
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2024, page 22-23,39,147,160-161			
GRI 304: Biodiversity 2016	304-3	Habitats protected or restored	SD Report 2024, page 160-161			
	304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations		Not applicable		
Emissions						
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2024, page 22-23, 39,147,152-156,166			
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	SD Report 2024, page 154,184		Yes	SDG 3, 12, 13, 14, 15
	305-2	Energy indirect (Scope 2) GHG emissions	SD Report 2024, page 154,184		Yes	SDG 3, 12, 13, 14, 15
	305-4	GHG emissions intensity	SD Report 2024, page 154,184		Yes	SDG 13, 14, 15
	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	SD Report 2024, page 185		Yes	SDG 3, 12, 14, 15
Waste						
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2024, page 22-23,39, 103-104,107,143,147,157-159			
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	SD Report 2024, page 157-159			SDG 3, 6, 11, 12
	306-2	Management of significant waste-related impacts	SD Report 2024, page 157-159			SDG 3, 6, 8, 11, 12
	306-3	Waste generated	SD Report 2024, page 158-159,188-190		Yes	SDG 3, 11, 12
	306-4	Waste diverted from disposal	SD Report 2024, page 188-190		Yes	SDG 3, 11, 12
	306-5	Waste directed to disposal	SD Report 2024, page 158-159,188-190		Yes	SDG 3, 11, 12
Supplier Environmental Assessment						
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2024, page 22-23, 26-27,37,89-101			
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	SD Report 2024, page 92,191			
	308-2	Negative environment impacts in the supply chain and actions taken	SD Report 2024, page 191			



GRI Standard	Disclosure		Location	Omission	External Assurance	SDGs
Social Standard Series						
Employment						
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2024, page 22-23,25,38,122-134			
GRI 401: Employment 2016	401-1	New employee hires and employee turnover	SD Report 2024, page 122-123,175-177			SDG 5, 8, 10
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	SD Report 2024, page 122-125			SDG 3, 5, 8
	401-3	Parental leave	SD Report 2024, page 122,178			SDG 5, 8
Occupational Health and Safety						
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2024, page 22-23,25,38,109-115			
GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	SD Report 2024, page 109			SDG 8
	403-2	Hazard identification, risk assessment, and incident investigation	SD Report 2024, page 109-111			SDG 3, 8
	403-3	Occupational health services	SD Report 2024, page 111			SDG 3, 8
	403-4	Worker participation, consultation, and communication on	SD Report 2024, page 112			SDG 8, 16
	403-5	Worker training on occupational health and safety	SD Report 2024, page 113			SDG 8
	403-6	Promotion of worker health	SD Report 2024, page 113-114			SDG 3
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SD Report 2024, page 114			SDG 8
	403-8	Workers covered by an occupational health and safety management system	SD Report 2024, page 109-115			SDG 8
	403-9	Work-related injuries	SD Report 2024, page 181-182		Yes	SDG 3, 8, 16
	403-10	Work-related ill health	SD Report 2024, page 181-182		Yes	SDG 3, 8, 16
Training and Education						
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2024, page 22-23,25,38,126-134			
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee	SD Report 2024, page 129,180			SDG 4, 5, 8, 10
	404-2	Programs for upgrading employee skills and transition assistance programs	SD Report 2024, page 126-134			SDG 8
	404-3	Percentage of employees receiving regular performance and career development reviews	SD Report 2024, page 125			SDG 5, 8, 10
Employee engagement	STA Indicator	Percentage of employee engagement score	SD Report 2024, page 125			
Diversity and Equal Opportunity						
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2024, page 23,25,38,116-125			
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	SD Report 2024, page 123,173-174			SDG 5, 8
	405-2	Ratio of basic salary and remuneration of women to men	SD Report 2024, page 127,179		Yes	SDG 5, 8, 10



GRI Standard	Disclosure		Location	Omission	External Assurance	SDGs
Non-discrimination						
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2024, page 23,38,116-121			
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	SD Report 2024, page 66-67,118-120			
Freedom of association and collective bargaining						
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2024, page 23,38,121-122			
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	SD Report 2024, page 91,118-121			
Child Labor						
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2024, page 23,38,117			
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	SD Report 2024, page 91,118-121			
Forced or compulsory labor						
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2024, page 23,38,118-121			
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	SD Report 2024, page 91,118-121			
Local Communities						
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2024, page 21-23,28,38,135-146			
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	SD Report 2024, page 135-146			
	413-2	Operations with significant actual and potential negative impacts on local communities	SD Report 2024, page 135-146			SDG 1,2
Community Engagement	STA Indicator	Community engagement score	SD Report 2024, page 135-141			



GRI Standard	Disclosure		Location	Omission	External Assurance	SDGs
Customer Health and Safety						
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2024, page 21,23,25,37,105-107			
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	SD Report 2024, page 170			SDG 16
Customer Satisfaction	STA Indicator	Percentage of customer satisfaction related to products & services	SD Report 2024, page 108,170			
	STA Indicator	Percentage of customer satisfaction related to complaint responses	SD Report 2024, page 108,170			
Marketing and Labeling						
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2024, page 21,23,25,37,105-107			
GRI 417: Marketing and Labeling 2016	417-2	Incidents of non-compliance concerning product and service information and labeling	SD Report 2024, page 105-106			SDG 16
	417-3	Incidents of non-compliance concerning	SD Report 2024, page 105-106			SDG 16
Customer Satisfaction	STA Indicator	Percentage of customer satisfaction	SD Report 2024, page 108,170			
Customer Privacy						
GRI 3: Material Topics 2021	3-3	Management of material topics	SD Report 2024, page 21,23,25,37,105,122			
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	SD Report 2024, page 105-106			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 2024, 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 Executive Director</li> <li>- Sustainable Responsibility Management</li> <li>- Corporate Sustainability Policy</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability report 2024, page 4-5</li> <li>- Sustainability report 2024, 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 2024, page 90-93 and Sustainability report 2024, page 14</li> <li>- Sustainability report 2024, page 89-101</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> <li>- Human Rights and Non-Discrimination</li> <li>- Employees' Care and Development</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> <li>- Sustainability report 2024, page 116-122</li> <li>- Sustainability report 2024, page 123-134</li> </ul>
Principle 2 : Not complicit in human rights abuses	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 Executive Director</li> <li>- Human Rights and Non-Discrimination Policy</li> <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 2024, page 4-5</li> <li>- <a href="https://www.sriranggroup.com/misc/cg/20221108-sta-human-rights-and-non-discrimination-policy-en.pdf">https://www.sriranggroup.com/misc/cg/20221108-sta-human-rights-and-non-discrimination-policy-en.pdf</a></li> <li>- Sustainability report 2024, page 116-122</li> <li>- Sustainability report 2024, page 123-134</li> <li>- Sustainability report 2024, page 109-115</li> </ul>
Principle 4 : Uphold the elimination of all forms of forced and compulsory labour	7. Effective management systems to integrate the labor principles		
Principle 5 : Uphold the effective abolition of child labour	8. Effective monitoring and evaluation mechanisms of labor principles integration		
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 stewardshi	<ul style="list-style-type: none"> <li>- Message From Chairman and and Executive Director</li> <li>- Sustainable Responsibility Management</li> <li>- Environmental Performance</li> <li>- Research, Development and Innovation</li> <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 2024, page 4-5</li> <li>- Sustainability report 2024, page 21-23</li> <li>- Sustainability report 2024, page 148-168</li> <li>- Sustainability report 2024, page 102-104</li> <li>- Sustainability report 2024, page 89-101</li> <li>- Sustainability report 2024, page 105-107</li> <li>- Sustainability report 2024, page 135-146</li> </ul>
Principle 8 : Undertake initiatives to promote greater environmental responsibility	10. Effective management systems to integrate the environmental principles		
Principle 9 : Encourage the development and diffusion of environmentally friendly technologies	11. Effective monitoring and evaluation mechanisms for environmental stewardship		
<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> <li>- Anti-Corruption and Whistleblowing</li> <li>- Whistleblowing</li> <li>- Supply Chain Management</li> </ul>	<ul style="list-style-type: none"> <li>- Sustainability report 2024, page 51-64</li> <li>- <a href="https://www.sriranggroup.com/misc/cg/20221114-sta-anti-corruption-en.pdf">https://www.sriranggroup.com/misc/cg/20221114-sta-anti-corruption-en.pdf</a></li> <li>- Sustainability report 2024, page 65-67</li> <li>- <a href="https://www.sriranggroup.com/en/cg/good-cg/whistle-blowing">https://www.sriranggroup.com/en/cg/good-cg/whistle-blowing</a></li> <li>- Sustainability report 2024, page 89-101</li> </ul>
	13. Effective management systems to integrate the anti-corruption principle		
	14. Effective monitoring and evaluation mechanisms for the integration of anti-corruption		

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 - Achievements of ESG Towards Sustainable Business 2024	- Sustainability report 2024, page 30-33 - Sustainability report 2024, page 18-20
	16. Strategic social investments and philanthropy	- Building Good Relationships with Customers Product Quality and Product Responsibility - Participation To Development Social and Communities	- Sustainability report 2024, page 105-107 - Sustainability report 2024, page 135-146
	17. Advocacy and public policy engagement	- Sustainable Responsibility Management	- Sustainability report 2024, page 21-23
	18. Partnerships and collective action	- Membership of Organizations for Economic, Social and Environmental Development	- Sustainability report 2024, page 40
<b>GOVERNANCE</b>			
Scope : Corporate Sustainability Governance and Leadership	19. CEO commitment and leadership	- Message From Chairman and and Executive Director	- Sustainability report 2024, page 4-5
	20. Board adoption and oversight	- Corporate Governance and Code of Conduct	- Sustainability report 2024, page 51-64
	21. Stakeholder engagement	- The Practices with Stakeholders - Supplier Development - Building Good Relationships with Customers - Participation To Development Social and Communities	- Sustainability report 2024, page 24-29 - Sustainability report 2024, page 93-94 - Sustainability report 2024, page 105-107 - Sustainability report 2024, page 135-146







# LRQA Independent Assurance Statement

## Relating to Sri Trang Agro-Industry Public Company Limited's Sustainability Report for the calendar year 2024

This Assurance Statement has been prepared for Sri Trang Agro-Industry Public Company Limited in accordance with our contract but is intended for the readers of this Report.

### Terms of engagement

LRQA was commissioned by Sri Trang Agro-Industry Public Company Limited (STA) to provide independent assurance on its Sustainability Report ("the report") against the assurance criteria below to a moderate level of assurance and at the materiality of professional judgement of the verifier using Accountability's AA1000AS v3 assurance criteria (Type II).

Our assurance engagement covered STA's operations and activities in Thailand, except for their plantation and transportation business, and specifically the following requirements:

- Confirming that the report is in accordance with: GRI Standards (2021) and its specific standard disclosures
- Evaluating the accuracy and reliability of data and information for only the selected indicators listed below:<sup>1</sup>
  - Environmental: GRI 302-1 Energy Consumption within the organization, GRI 303-3 Water withdrawal, GRI 303-4 Water discharge, GRI 303-5 Water consumption, GRI 305-1 Direct (Scope 1) GHG emissions, GRI 305-2 Energy indirect (Scope 2) GHG emissions, GRI 305-4 GHG emissions intensity, GRI 305-7 Nitrogen oxides (NOx), Sulphur Oxides (SOx) and other significant air emissions, GRI 306-3 Waste generated, GRI 306-4 Waste diverted from disposal, GRI 306-5 Waste directed to disposal.
  - Social: GRI 403-9 Work-related injuries, GRI 403-10 Work-related ill health, GRI 405-2 Ration of basic salary and remuneration of women to men-Gender Pay Gap.

Our assurance engagement excluded the data and information of STA's suppliers, contractors and any third parties mentioned in the report.

LRQA's responsibility is only to STA. LRQA disclaims any liability or responsibility to others as explained in the end footnote. STA's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of STA.

### LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that STA has not, in all material respects:

- Met the requirements above
- Disclosed accurate and reliable data and information as no errors or omissions were detected
- Covered all the issues that are important to the stakeholders and readers of this report.

The opinion expressed is formed on the basis of a moderate level of assurance and at the materiality of the professional judgement of the verifier.

**Note:** The extent of evidence-gathering for a moderate assurance engagement is less than for a high assurance engagement. Moderate assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a moderate assurance engagement is substantially lower than the assurance that would have been obtained had a high assurance engagement been performed.

### LRQA's approach

LRQA's assurance engagements are carried out in accordance with our verification procedure. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Assessing STA's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this through interviews with responsible personnel and reviewing documents and associated records.
- Reviewing STA's process for identifying and determining material issues to confirm that the right issues were included in their report.

<sup>1</sup> GHG quantification is subject to inherent uncertainty.



- Auditing STA's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification. We also spoke with those key people responsible for compiling the data and drafting the report.
- Visiting and auditing STA's manufacturing sites in Thailand, namely, Sri Trang Agro-Industry Trang Branch (Latex), Nam Hua Rubber Company limited (Latex), Sri Trang Agro-Industry Huai Nang Branch (STR), Sri Trang Agro-Industry Loei Branch (STR), Sri Trang Agro-Industry Udonthani Branch (STR), and remotely auditing via ICT platform the STA's committee who were responsible for GHG data, STA's Human Resource, and Sri Trang Agro-Industry Trang Branch (RSS) to validate data and information as sampled for the selected GRI indicators.

### Observations

Further observations and findings, made during the assurance engagement, are:

- Stakeholder inclusivity: We are not aware of any key stakeholder groups that have been excluded from STA's stakeholder engagement process. In LRQA's opinion, STA's process to identify and engage with stakeholders was appropriate and inclusive.
- Materiality: STA has established comprehensive criteria for determining which issue is material and these criteria are not biased to STA's management. Material issues disclosed in STA's Sustainability Report 2024 reflect STA's operations and are deemed relevant.
- Responsiveness: STA has processes in place to respond to various stakeholder groups; specifically, rubber farmers and communities involved in the management of forest stewardship, chain-of-custody products, and raw material traceability programmes.
- Impact: STA has demonstrated its commitment on 'ecosystems and biodiversity' through their risk assessment practice, sustainable rubber plantations, and promoting the efficient use of renewable energy. However, whilst STA has a GHG emission reduction objective in response to this material issue, and is monitoring its GHG emissions, STA has yet to set scientific-based targets.
- Reliability: Data management systems are considered to be well defined but the implementation of the systems is variable at site level. Continuing periodic internal quality control system is recommended to maintain reliability and accuracy.

### LRQA's standards, competence and independence

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent. This verification is the only work undertaken by LRQA for STA and as such does not compromise our independence or impartiality.

Wiriya Rattanasuwan  
LRQA Lead Verifier

Dated: 20<sup>th</sup> February 2025

On behalf of LRQA (Thailand) Limited,  
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