



Policy Code: M13

Revision No.: 02

Effective Date: November 8, 2024

The Policy on Diversity in the Structure of the Board of Directors

North East Rubber Public Company Limited (the “Company”) recognizes the importance of diversity in the composition of the Board of Directors (Board Diversity). The Company strongly believes that diversity within the structure of the Board of Directors is a critical factor in fostering balance in perspectives, work quality, and decision-making efficiency of the Board, which ultimately benefits the Company’s business operations. The objectives are as follows:

1. To enhance discussions during Board of Directors meetings.
2. To foster creativity and innovation among the Board of Directors for the benefit of the Company.
3. To enhance the effectiveness of the board of directors' duties.
4. To serve as criteria for the selection of the company's board members.

Therefore, the Company has established the composition of the Board of Directors to include individuals with knowledge, capabilities, experience, and diverse expertise aligned with the Company's business strategies. These individuals should also possess integrity, ethics, a positive attitude towards the organization, leadership qualities, broad vision, and the ability to dedicate sufficient time to their duties, without discrimination based on gender, race, religion, experience, professional knowledge, or specialized expertise. Furthermore, the Company has defined a set of essential skills for the selection of board members (Board Skill Matrix), comprising the following 10 aspects:

- 1) Rubber industry expertise
- 2) Marketing strategy and competitive analysis expertise
- 3) Economics, accounting, finance, and banking expertise
- 4) International marketing expertise
- 5) Business-related legal expertise
- 6) Risk Management Administration
- 7) Crisis Management

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- 8) Good Corporate Governance
- 9) Information Technology and Innovation
- 10) Sustainability

To ensure that the composition of the Board of Directors includes members with comprehensive knowledge, expertise, and professional skills in accordance with the established criteria, thereby benefiting the formulation of strategies, policies, and the company's business direction.

This Policy on Diversity in the Structure of the Board of Directors was approved at the Company's Board of Directors Meeting No. 8/2567 on November 7, 2024, and shall come into effect from November 8, 2024, onward.

(Mrs. Chanatip Weerasubpong)
Nomination and Remuneration Committee

(Mr. Chanitr Charnchainarong)
Chairman of the Board of Directors