



NORTHEAST RUBBER PUBLIC COMPANY LIMITED

*Purposeful Prosperity,
Creating Value Beyond Profit*



NER Creating value beyond rubber



Sustainability Report **2025**



PURPOSE

"Creating value beyond rubber" 



"To be a global frontrunner in natural rubber solutions, creating lasting value and a regenerative future for all the communities we are part of."



"We are committed to delivering premium, cost-effective natural rubber products that meet the evolving needs of the market. Through continuous research and innovation, we strive to create diverse products and efficient operations that support the transition to a low-carbon society, nurture the environment, enhance well-being, and generate fair opportunities and long-term value for all our stakeholders and the communities we are part of."



CORE VALUE



Together



Responsibility



Uplift



Safety



Transparency



About This Report

North East Rubber Public company Limited publishes its Sustainability Report annually to disclose the company's commitment to sustainable business operations. This includes its operational guidelines, stakeholder engagement, management strategies for topics material to its business operations and stakeholders, as well as the company's sustainability goals, indicators, and performance across all dimensions. These efforts support the achievement of the United Nations Sustainable Development Goals (SDGs).

This 2025 Sustainability Report marks the 4th edition, covering performance from January 1, 2025, to December 31, 2025. It has been prepared in accordance with the GRI Universal Standards 2021 framework and utilizes the GRI Sector Standard—specifically GRI 13: Agriculture, Aquaculture and Fishing Sectors 2022—to ensure disclosures align with the company's business context and nature of operations. In 2025, the company conducted a comprehensive reassessment of its material sustainability topics (Materiality) based on the principles of GRI 3: Material Topics 2021. This was paired with considerations from the Double Materiality approach of the European Sustainability Reporting Standards (ESRS) to provide a holistic view of material topics that significantly impact stakeholders, society, and the environment (Impact Materiality), as well as significant financial impacts on the business (Financial Materiality). This report fully discloses the company's performance covering all identified material topics.

Reporting Boundary

This sustainability report covers the economic, environmental, social, and corporate governance (ESG) performance of Northeast Rubber Public company Limited for the year 2025. The scope of this report encompasses all legal entities appearing in the company's consolidated financial statements, as the company has no subsidiaries or associates and no overseas operations. The reporting covers all operational areas in Thailand, including the facilities in Buriram Province and the sales office in Bangkok.

Restatement of information

In 2025, the company reviewed and restated certain information disclosed in previous reports to ensure data accuracy and completeness, aligning it with the scope and calculation methods used in the current reporting cycle for proper year-on-year comparison. The restatement consists of three material areas as follows:

1. Restatement of Female-to-Male Remuneration Ratio Data

The company revised its calculation methodology for the female-to-male remuneration ratio in 2025 and adjusted the previous year's data accordingly to ensure accurate, complete, and more comparable disclosures. This adjustment involved reviewing the remuneration components and the employee database used for calculations to achieve greater data consistency across all employee groups.

2. Restatement of Direct Greenhouse Gas Emissions (Scope 1)

The company restated its 2024 Scope 1 (Direct Greenhouse Gas Emissions) data to align with the official Corporate Carbon Footprint certification/verification results from the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO), which were received after the publication of the previous report. Following this certification/verification, the 2024 Scope 1 emissions data was adjusted from the original 8,569 tons of CO₂ equivalent to 7,959 tons of CO₂ equivalent—a decrease of 610 tons of CO₂ equivalent, or 7.12%. This adjustment results purely from data verification and



validation through the formal certification process and does not reflect a change in the company's actual operational performance in 2024.

3. Restatement of Other Indirect Greenhouse Gas Emissions (Scope 3)

In 2025, the company reviewed the scope and classification of its Scope 3 (Other Indirect Greenhouse Gas Emissions) data to align with the disclosure scope and Carbon Footprint for Organization certification boundaries set by the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). Through this review, the company found that the Scope 3 data disclosed for 2024 had included other categories of Scope 3 emissions beyond Category 1: Purchased Goods and Services in the total figure. In contrast, the company's Scope 3 disclosure boundaries for 2021–2023 and 2025 cover exclusively Category 1, which represents the company's largest and most significant source of indirect emissions.

Consequently, the company has restated the 2024 Scope 3 data to include only Category 1: Purchased Goods and Services and excluded data from other Scope 3 categories. This ensures consistency in reporting scope and calculation methodology, allowing for appropriate comparison with the 2025 data. This adjustment is the result of a review of data scope and classification and does not reflect any change in the company's actual operational performance in 2024.

Assurance of This Report

This report has undergone content verification, covering the certification of sustainability materiality issues and performance results across all dimensions by senior management from each department, the sustainability working group, the corporate governance and sustainable development committee, and the company's board of directors. This process ensures that the reported content is accurate, clear, and sufficiently detailed. The information provided is neutral and presents both the negative and positive impacts of the company in a balanced and fair manner, aligning with the key sustainability issues.

At present, the company has not yet engaged an independent external agency to conduct a formal external or third-party assurance on its sustainability performance data. The company is currently evaluating appropriate approaches for such an undertaking. The Board of Directors and relevant management are actively involved in supervising and considering data disclosure guidelines, as well as assessing organizational readiness for external certification.

However, certain environmental performance data reported herein has been verified or certified by private agencies registered with the relevant government authorities. This is intended to enhance the credibility, accuracy, and transparency of the information, although such verification does not yet constitute a formal external assurance of the overall report.

Accessibility and Contact Point

This report has been prepared in a digital format only. The current and previous sustainability reports can be accessed at the website www.nerubber.com. For additional information, inquiries, or recommendations, please contact:

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Message from the CEO

Amidst global economic fluctuations, climate change, trade and environmental regulations, and rising stakeholder expectations, North East Rubber Public Company Limited believes that sustainability is a fundamental cornerstone of strategic planning, risk management, and long-term competitiveness. Consequently, the company drives its business operations under the **"4Ds"** strategy—consisting of **Drive, Develop, Deploy, and Dedicate**—to support NER's stable growth and create sustainable economic, social, and environmental value. In 2025, the "4Ds" strategy was integrated into all dimensions of operation, with key progress highlighted below:

- **Drive:** To drive sustainable economic value, the company has developed quality rubber products to respond to market trends and the expectations of customers who increasingly prioritize low-carbon products. In 2025, the company's STR 20 block rubber product officially received Carbon Footprint of Products certification, featuring a life-cycle greenhouse gas emission value of 205 grams of carbon dioxide equivalent per kilogram. This is 29.31% lower than the reference value for STR 20 block rubber products in Thailand. Additionally, the company added value to natural rubber by developing a new type of finished product using recycled rubber based on the Circular Economy concept and product designs suitable for livestock applications in accordance with animal welfare standards. This initiative generated over 95 million THB in revenue from innovative products in 2025.





- **Develop** : To develop a transparent, fair and resilient rubber supply chain, the company is committed to supporting Thai farmers and the local economy by sourcing 100% of its natural rubber raw materials domestically, with 82.71% originating from farmers in the Northeastern region. Concurrently, the company promotes supply chain enhancement to ensure quality, transparency, and traceability. The company has continuously supported the capacity building of its raw material suppliers, resulting in a reduction in the proportion of contamination in raw rubber from 7% in 2024 to 3% in 2025. Meanwhile, 10,824 raw material suppliers successfully passed assessment criteria under the EUDR requirements, covering 120,880 rai of rubber plantation areas to accommodate global market regulations and expectations regarding raw material origins.
- **Deploy** : In deploying decarbonization and circularity, the company aims to become a carbon-neutral organization by 2030, emphasizing environmental impact mitigation, energy efficiency optimization, and efficient resource utilization. In 2025, the company increased its proportion of renewable energy and biomass energy usage relative to total energy consumption from 39.41% to 45.22%. This was achieved through solar power generation with a capacity of 5.987 Megawatt-peak (MWp), as well as the utilization of biomass and biogas to substitute Liquefied Petroleum Gas (LPG).

Combined with electrical and thermal energy efficiency improvements within the manufacturing process, these efforts enabled the company to reduce greenhouse gas emissions by 4,187.87 tons of carbon dioxide equivalent. Furthermore, the company successfully recycled 100% of treated wastewater and rubber scrap back into the production process.

- **Dedicate** : In dedicating efforts to enhancing development, safety, inclusivity, and social well-being, the company prioritizes caring for stakeholders based on respect for human rights, aiming to create shared value with employees, customers, and local communities. In 2025, the company supported the employment of local citizens, including persons with disabilities at a higher ratio than legally required. All employees are Thai nationals, and 86.59% are domiciled in Buriram Province. Continuous employee care and development resulted in a voluntary turnover rate of 2.70%. Additionally, the company implemented community development and welfare projects, focusing particularly on vulnerable groups within a 10-kilometer radius around the operating sites. These projects support community health and well-being, educational access for youth, sustainable agriculture promotion, and the preservation of local culture and traditions.

Driven by a commitment to integrating sustainability into every dimension of business operations, the company has successfully developed products that meet market demands, strengthened supply chain stability and transparency, enhanced resource efficiency, and built trust among stakeholders. These achievements have supported the continuous growth of the company's business. In 2025, the company achieved a total revenue of 30,510.20 million THB and a net profit of 1,884.52 million THB, representing an increase of 10.96% and 14.38% from 2024, respectively. Furthermore, the company has received recognition from leading organizations, including a Silver Medal rating from EcoVadis, selection in the sustainable stock list with the highest "AAA" level in the SET ESG Ratings, and receiving the SET Sustainability Awards and Best Investor Relations Awards from the Stock Exchange of Thailand, as well as an "Excellent" Corporate Governance assessment rating.

On behalf of the Board of Directors, the executive team, and all employees, I would like to express my gratitude to all stakeholders for their trust and continuous support. NER remains committed to creating value for all stakeholder groups, particularly within the communities in which we coexist, as we firmly believe that sustainable business operations can only be truly achieved through the cooperation of all sectors.

"With a vision to be a leader in the natural rubber industry, I am confident that the company will grow sustainably and deliver rewarding returns to all shareholders, alongside creating continuous value for society."

Mr. Chuwit Jungtanasomboon
Chief Executive Officer
North East Rubber Public Company Limited



Awards and Recognitions in 2025



- 1 **Commended Sustainability Award**
Recipient of the SET Awards 2025 in the "Sustainability Excellence" category, honoring listed companies with outstanding performance in operating under ESG principles, presented by the Stock Exchange of Thailand.
- 2 **Best Investor Relations Awards**
Recipient of the SET Awards 2025 in the "Business Excellence" category, honored with the "Outstanding Investor Relations Awards" for listed companies, presented by the Stock Exchange of Thailand.
- 3 **SET ESG Ratings**
Rated AAA in the SET ESG Ratings 2025 from the Stock Exchange of Thailand for the fourth consecutive year.
- 4 **EcoVadis Sustainability Rating**
Recipient of a Silver Medal from EcoVadis, the international rater of supply chain sustainability, for the fifth consecutive year.
- 5 **CAC CHANGE AGENT AWARD 2025**
Recognized as a "CAC CHANGE AGENT 2025" by the Thai Private Sector Collective Action Against Corruption (CAC), in honor of the company's leadership in supporting and extending anti-corruption practices to 12 business partners within its value chain in 2025.
- 6 **CSR-DIW Continuous Award 2025**
Received a CSR-DIW Continuous award for 2025 as an industrial factory that has continuously applied the CSR-DIW standard practices under the program promoting industrial factories to be responsible for the society and community by the Department of Industrial Works, for the third consecutive year.
- 7 **CAC Certification**
Certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC). In 2025, the company was recognized at the "CAC CHANGE AGENT 2025" level (3 Stars).
- 8 **ESG100**
Selected as one of the ESG100 companies excelling in environmental, social, and governance practices for 2025 by the Thailand Institute of Directors for the seventh consecutive year.
- 9 **Green Industry Award 2025**
Received the Green Industry Award Level 3 (Green System) for 2025 from the Ministry of Industry, for the ninth consecutive year.



10 IAA AWARDS for Listed Companies 2025

Recipient of the Best CEO award in the Agriculture and Food Industry category, honoring executives with outstanding potential and excellence in business management according to corporate governance, awarded by the Investment Analysts Association (IAA) and the Stock Exchange of Thailand, for the third time.

11 IAA AWARD for Listed Companies 2025

Recipient of the "Outstanding CFO Award," recognizing excellence in financial management, good corporate governance, and a significant contribution to the organization's stable and sustainable growth. This award was presented by the Investment Analysts Association (IAA) in collaboration with the Stock Exchange of Thailand.

12 IAA AWARD for Listed Companies 2025

Recipient of the "Outstanding IR Award," recognizing excellence in Investor Relations (IR) and the delivery of transparent, accurate, and timely information to investors. This award reflects the company's success in fostering stakeholder confidence and maintaining robust corporate governance, presented by the Investment Analysts Association (IAA) and the Stock Exchange of Thailand.

13 CSR Award 2025

Recipient of the "CSR Award 2025" for Outstanding Corporate Social Responsibility, Buriram Province, presented by the Ministry of Social Development and Human Security.

14 Investment Promotion Measures for Community and Social Development (BOI-CSR) Projects

Recipient of a Certificate of Recognition as a supporting organization for the "Investment Promotion Measures for Community and Social Development (BOI-CSR)" projects. The Company provides support to local organizations in the areas of public health, education, community economy, and the environment. This honor was presented by the Community Organizations Development Institute (Public Organization) and the Thai Health Promotion Foundation (ThaiHealth).

15 Organization Promoting Employment for Persons with Disabilities

Selected as an organization promoting employment for persons with disabilities in the workplace for 2025 by the Buriram Provincial Office of Social Development and Human Security.

16 "Outstanding" Organization in Drug Prevention and Solutions

Recognized as an "Outstanding Organization" for Drug Prevention and Solutions in Prakhon Chai District, Buriram Province, for the year 2025. This honor was awarded by the Prakhon Chai District Center for Drug Prevention and Suppression, Buriram

17 Excellent CG Scoring

Received an 'Excellent' CG scoring in the Corporate Governance Report of Thai Listed Companies from the Thai Institute of Directors Association (IOD) for the fifth consecutive year

18 AGM Checklist

Achieved a full score of 100 points in the assessment of the quality of the annual general meeting of shareholders of listed companies for 2024, conducted by the Thai Investors Association and the Federation of Thai Capital Market Organizations for the third consecutive year.



Highlighted Performance in 2025

Economic and Governance



Total Revenue

30,510.20 million THB



Production Capacity

515,600 ton/year



Net Profit

1,884.52 million THB



Number of business partners who have signed and acknowledged the Supplier Code of Conduct

100%



Proportion of Domestic Natural Rubber Procurement

100%

Environmental



Reduction in Thermal Energy Consumption

86,247.49 Gigajoules



Reduction in Electricity Consumption

101.35 Megawatt-hours/year



Proportion of business partners equipped with odor prevention and latex leakage protection systems

100%



Proportion of Treated Wastewater Recycled and Reused

100%



Recycling of Rubber Scraps into the Production Process

Proportion

100%

Creating value of

76.68 million THB



Reduction in Plastic Packaging Trays

Number of Trays

33,480

saving

12,555,000 THB

Social



Number of Human Rights Grievances

0 case



Participation in the EUDR Project by Rubber Farmers

Rubber farmers meeting EUDR standards

10,824 suppliers

Rubber plantation area meeting EUDR

120,880 rais



Local Employment

Thailand

100% (962 persons)

Northeast

96.15% (925 persons)



Customer Satisfaction

97.58%



NER At A Glance

North East Rubber Public Company Limited is one of Thailand's leading manufacturers and distributors of natural rubber products. Founded on June 12, 2006, it was registered as a listed company on the Stock Exchange of Thailand on June 8, 2018, trading under the stock symbol "NER."

With over 19 years of experience in the rubber industry, the company originally focused on the production and sale of Ribbed Smoked Sheet (RSS), Standard Thai Rubber 20 (STR20), and Mixtures Rubber. Its primary customers include manufacturers in the automotive industry and intermediaries both domestically and internationally, such as in the People's Republic of China, Singapore, Japan, India, Hong Kong, and Bangladesh. Subsequently, the company expanded into downstream businesses through research and development to create value-added products from its existing portfolio. This involved innovating and developing a diverse range of finished rubber products to meet the demands of new customer segments in related industries, such as livestock and other functional applications.

The company is committed to delivering high-quality natural rubber products that are produced in an environmentally friendly manner, considering the efficient use of natural resources. This supports the transition to a low-carbon society while ensuring fair treatment of all stakeholders. It promotes increased income and enhanced quality of life for rubber farmers and local communities in all areas where the company operates, creating long-term benefits and shared value.

Business Overview

Company's Name

North East Rubber Public Company Limited

Head Office

398 Moo.4 Kok Ma Sub-district, Prakhonchai District, Buriram 31140

Sales Office

589/156, 28th Floor, Central City Tower, Debaratana Road, Bang Na Nuea Sub-district, Bang Na District, Bangkok 10260

Highest-ranking Executive

Mr. Chuwit Jungtanasomboon
Chief Executive Officer (CEO)

Registered Capital

1,077.87 million THB

Issued and Paid-up Capital

923.89 million THB

Market Value*

8,278.10 million THB

Number of Full-time Employees*

962 persons

Production Capacity*

515,600 tons per year

Total Revenue*

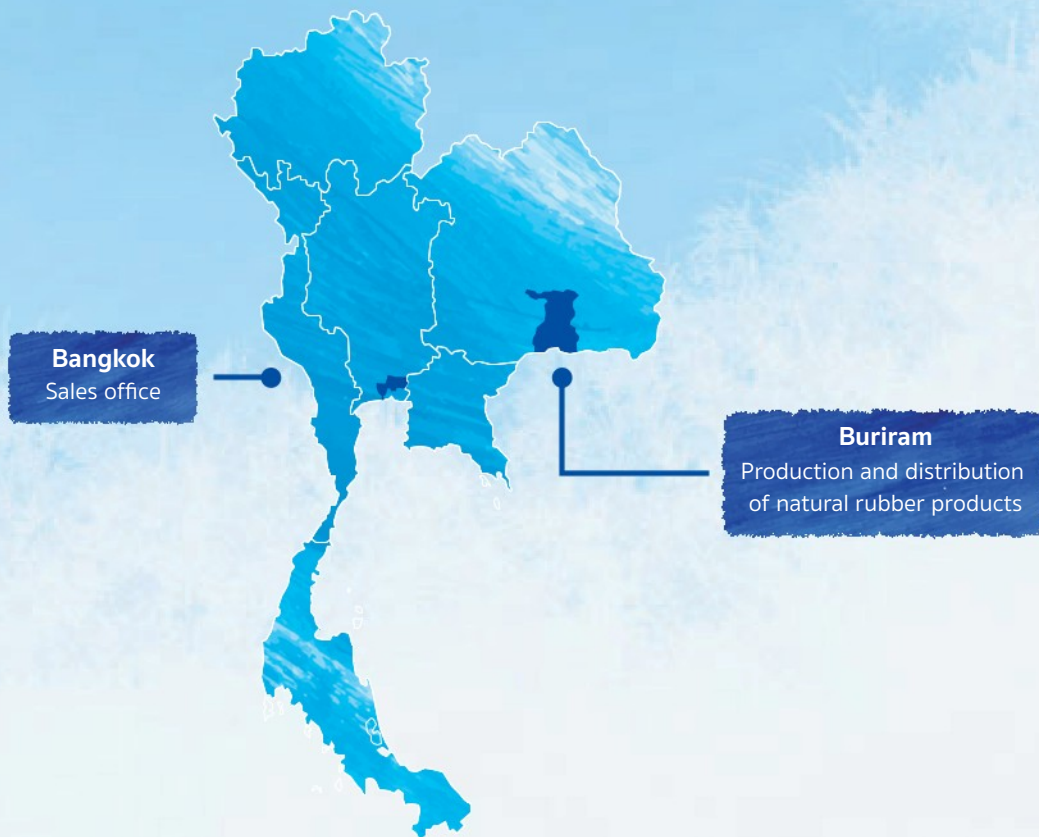
30,240.42 million THB

* Note: As of 31 December 2025

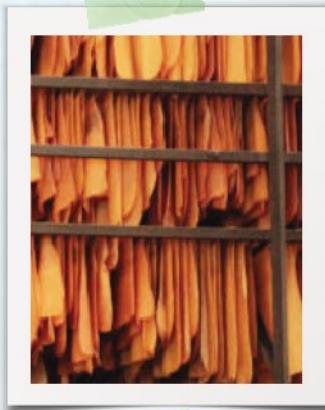




Operational Locations



NER's Products

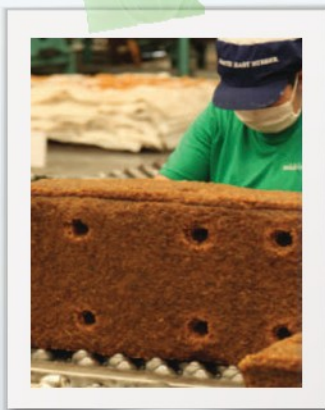


RIBBED SMOKED SHEET (RSS)

Natural rubber products that are processed by baking them into sheets using heat and utilizing smoke from combustion to coat the rubber surface. The company produces three grades of rubber sheets: Grade 2, Grade 3, and Grade 4, arranged in order of quality from highest to lowest.

Application :

Used to mold components that require high flexibility and excellent impact resistance, such as truck tires, aircraft wheels, and machinery pads.

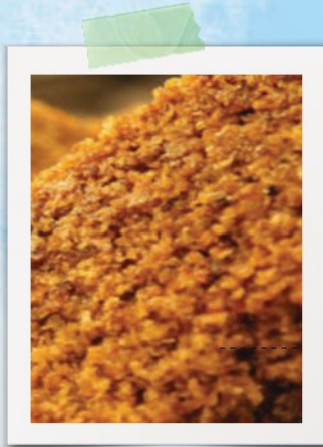


Standard Thai Rubber (STR)

Natural rubber products obtained from the process of cutting, grinding, and blending cup lump rubber, crepe rubber (scrap-rolled rubber sheets) and other natural rubber scraps into a homogeneous mass. This mixture is then subjected to heat through baking in rectangular shapes that comply with the standards set by the Rubber Division, leading to the product's designation as "Standard Thai Rubber."

Application :

Downstream products that utilize Standard Thai Rubber as raw materials include automobile tires, shoe insoles, rubber hose components, flooring mats, and rubber wheels.

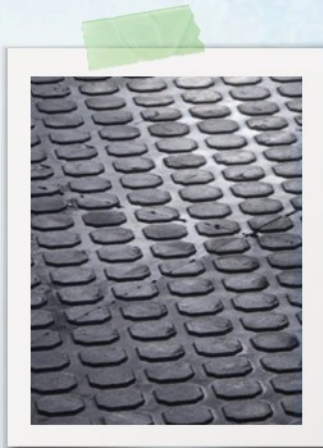


Mixture Rubber

Primary semi-natural rubber products are created by adding synthetic rubber and/or chemicals into natural rubber, tailored to the specific properties or characteristics requested by customer groups. This type of product is referred to as “Mixture Rubber.”

Application :

Synthetic rubber that exhibits resistance to abrasion, varied weather conditions, and good electrical resistance, such as is used in rubber hoses, insulation flooring, conveyor belts, packaging materials, and shoe soles.

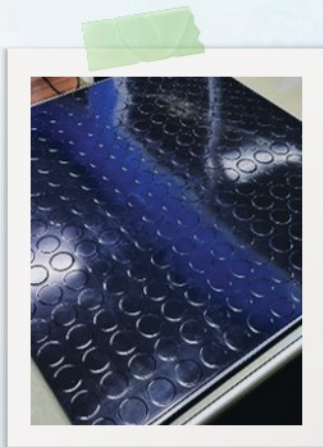


Livestock Rubber Mattress

Natural rubber products under RubberFlex brand have been certified for quality and performance testing at an international level. They are flexible and durable, capable of bearing heavy loads, reducing shock impact, and resistant to chewing. The products primarily target livestock operators to enhance animal welfare in accordance with animal welfare principles. Additionally, they aim to minimize environmental impact as they are fully recyclable at the end of their lifespan.

Application :

Used as bedding for livestock, these products help reduce injuries from pressure, alleviate animal stress, and improve both the quantity and quality of production.



Multipurpose Rubber Mat

Gomat, a line of finished natural rubber products under the **RubberFlex** brand, has received international quality certifications and performance testing. The Company has developed elastic and durable rubber floor mats designed for versatile applications, such as elevator flooring, building floor coverings, and workplace floor mats.

Application :

Designed to support the body weight of people who must stand for extended periods, these mats provide impact absorption and weight distribution. They also feature anti-slip properties to enhance operational efficiency, reduce workplace accidents, and mitigate long-term work-related health issues or illnesses.





NER's Value Chain

NER VALUE CHAIN

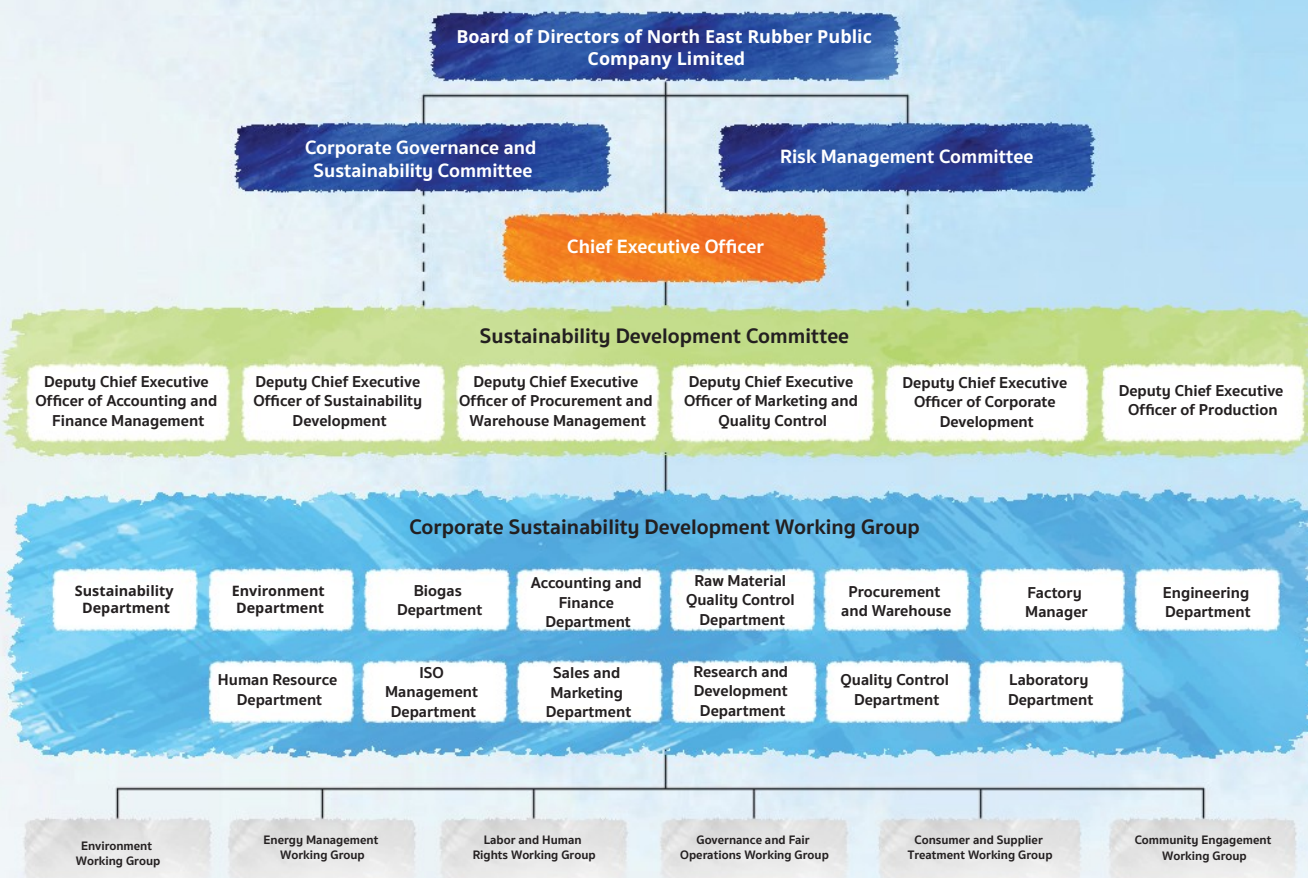




NER's Sustainable Development

Structure of Sustainability Governance

The company drives its sustainability efforts by focusing on the participation of all sectors within the organization, from the board of directors and executive management to operational staff. To achieve this, it has established a comprehensive governance structure for sustainability operations and development across all dimensions, including economic, social, and environmental aspects, as follows:





Roles and Responsibilities of the Board

The company has established a **Corporate Sustainability Development Committee** which consists of six executives at the Deputy Chief Executive Officer level from all business units, with the Chief Executive Officer serving as the Chairperson of the committee. The **Corporate Sustainability Development Working Group** includes representatives from all business units of the company, totaling 56 members, and is led by Ms. Py Attpisarn, the Deputy Chief Executive Officer of Sustainability Development. The working group has been divided into six subcommittees to facilitate faster and more effective management of sustainability issues across all dimensions. The committees and working groups have the following responsibilities:

Board of Directors

- Establish sustainability and corporate governance policies.
- Delegate to the Corporate Governance and Sustainability Development Committee, in conjunction with the Risk Management Committee, the responsibility for formulating strategies and practices, as well as overseeing and monitoring operational outcomes.
- Approve, acknowledge, and track the results of these operations.

Corporate Governance and Sustainable Development Committee

- Set policies, strategies, and operational frameworks for sustainability that encompass economic, social, environmental, and governance aspects.
- Monitor progress and outcomes related to sustainability operations.
- Provide appropriate guidance and recommendations for operational practices.

Risk Management Committee

- Establish policies, strategies, and operational frameworks for enterprise-wide risk management.
- Monitor progress and outcomes related to risk management, encompassing environmental, social, and governance (ESG) risks.
- Provide recommendations for appropriate risk management measures.

Corporate Sustainability Development Committee

- Implement the established strategies and guidelines.
- Set organizational and departmental goals.
- Monitor progress and performance outcomes.
- Report sustainability performance results to the Chief Executive Officer and the Board of Directors.

Corporate Sustainability Development Working Group

- Communicate strategies, goals, and practices, as well as sustainability knowledge to employees at all levels.
- Review and assess the impacts of global changes and challenges related to economic, social, and environmental aspects, as well as the impacts of the company's operations, to identify key sustainability issues relevant to business operations.
- Engage with stakeholders to gather feedback, interests, and concerns regarding the company's business practices.
- Initiate and implement projects and activities that align with organizational goals, manage key issues to reduce impacts and risks, and create business opportunities.
- Record and report on performance results and progress towards goals across all dimensions.
- Prepare the annual sustainability report.



Sustainability Policy and Framework

Given the nature of the business as part of the agriculture industry, it has both positive and negative impacts on the economy, society, the environment, and human rights, both directly and indirectly, currently or with potential future consequences. Therefore, the company is committed to developing its business to grow alongside maintaining a balance between the industry and surrounding communities, ensuring they coexist in a quality manner. This is grounded in a strict commitment to social and environmental responsibility, with a focus on creating value and improving the quality of life for local communities in all areas where the company operates.

The company has established a **“Management and Sustainability Development Policy”** to serve as the guiding principles and framework for driving responsible business growth while managing impacts and risks across economic, social, environmental, and governance dimensions. This policy aims to appropriately respond to the needs of all stakeholder groups and aligns with international sustainability practices and standards, including the Ten Principles of the UN Global Compact related to human rights, labor, environment, and anti-corruption. It also adheres to the United Nations Sustainable Development Goals (UN SDGs), the OECD Due Diligence Guidance for Responsible Business Conduct, the United Nations Guiding Principles on Business and Human Rights (UNGPs), and various ISO management system standards.



Learn more about the Management and Sustainability Development Policy at: www.nerubber.com or scan QR Code

In 2024, the company revised its vision and mission to reflect its commitment to conducting business that creates value and a sustainable future for every community it genuinely serves. In addition to being a provider of premium natural rubber products that effectively meet market demands, the company aims to create a sustainable future for all communities in which it operates by fostering talent, creating jobs, generating opportunities, and enhancing the quality of life for Thai rubber farmers and local community members, ensuring that they grow alongside the company in a stable manner.

The company has established a **“N.E.R. Sustainability Framework”** to serve as a guideline for managing critical issues across all dimensions. The operations in all areas must be based on principles of corporate governance, compliance with laws and regulations, effective risk management, respect for human rights throughout the supply chain, innovation management, and operational excellence. This sustainability framework enables the company to set clear goals in each area and develop appropriate strategies and action plans to support long-term business growth while creating value for local communities and stakeholders in alignment with the company’s purpose and vision. The details are as follows:



N: Nurture Nature

Committed to environmental stewardship, the company recognizes that environmental sustainability is a significant global challenge. Therefore, it has chosen to utilize clean energy, reduce its carbon footprint, and promote the recycling of resources in all its processes. This commitment extends throughout the entire supply chain while continually fostering research and development to create products and innovations that support the transition to a low-carbon society.

E: Empowering People

The company is committed to enhancing the quality of life for individuals by developing employee potential and ensuring that staff are physically and mentally healthy, fostering happiness in the workplace. It promotes a better quality of life for everyone within the organization, as well as for those in local communities, focusing on economic, environmental, educational, health, and safety aspects. Additionally, the company supports the capacity-building of agricultural partners to reduce operational risks and increase their ability to deliver sustainably and environmentally friendly certified raw materials.

R: Rubber and Beyond

The company is committed to creating products that meet all needs, paying close attention to detail in every production step under the highest standards, with an annual production capacity of 515,600 tons. It has expanded into downstream industries to enhance the value of natural rubber, such as rubber mats for livestock under the Cattle Flex brand. This not only adds value to natural rubber but also supports the use of domestic raw materials, generates income for farming communities, and meets consumer demand for safe and environmentally friendly products.



NER Moving Towards a Sustainable Business.



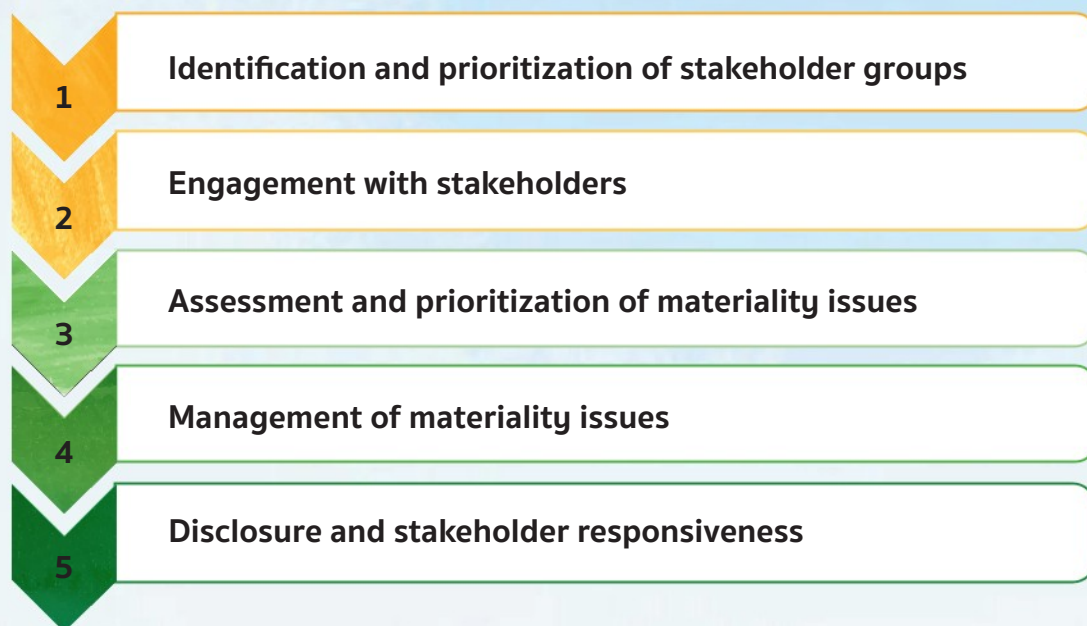
Stakeholders in the Value Chain

The company recognizes that both internal and external stakeholders are crucial for sustainable business operations, as they are affected or may be affected by the company's activities, or can create impacts or influence business operations.

Establishing systematic Stakeholder Engagement is a vital mechanism for gathering perspectives, expectations, and concerns from various stakeholder groups. This process enables the identification and prioritization of economic, environmental, social, and governance (ESG) issues, leading to effective responses to material topics. It further supports strategic decision-making, risk and opportunity management, and the enhancement of operations in alignment with sustainable development principles, transparency, and social and environmental responsibility.

The company conducts its stakeholder engagement process based on international principles, such as the AA1000 Stakeholder Engagement Standard (AA1000SES). This framework emphasizes Inclusivity, Materiality, and Responsiveness to ensure that the identification and management of material issues are comprehensive, transparent, and accountable. Additionally, the Company has integrated guidelines from the GRI Standards and IFRS Sustainability Disclosure Standards (IFRS S1) to link stakeholder engagement with the Double Materiality assessment, risk management processes, and effective sustainability disclosures.

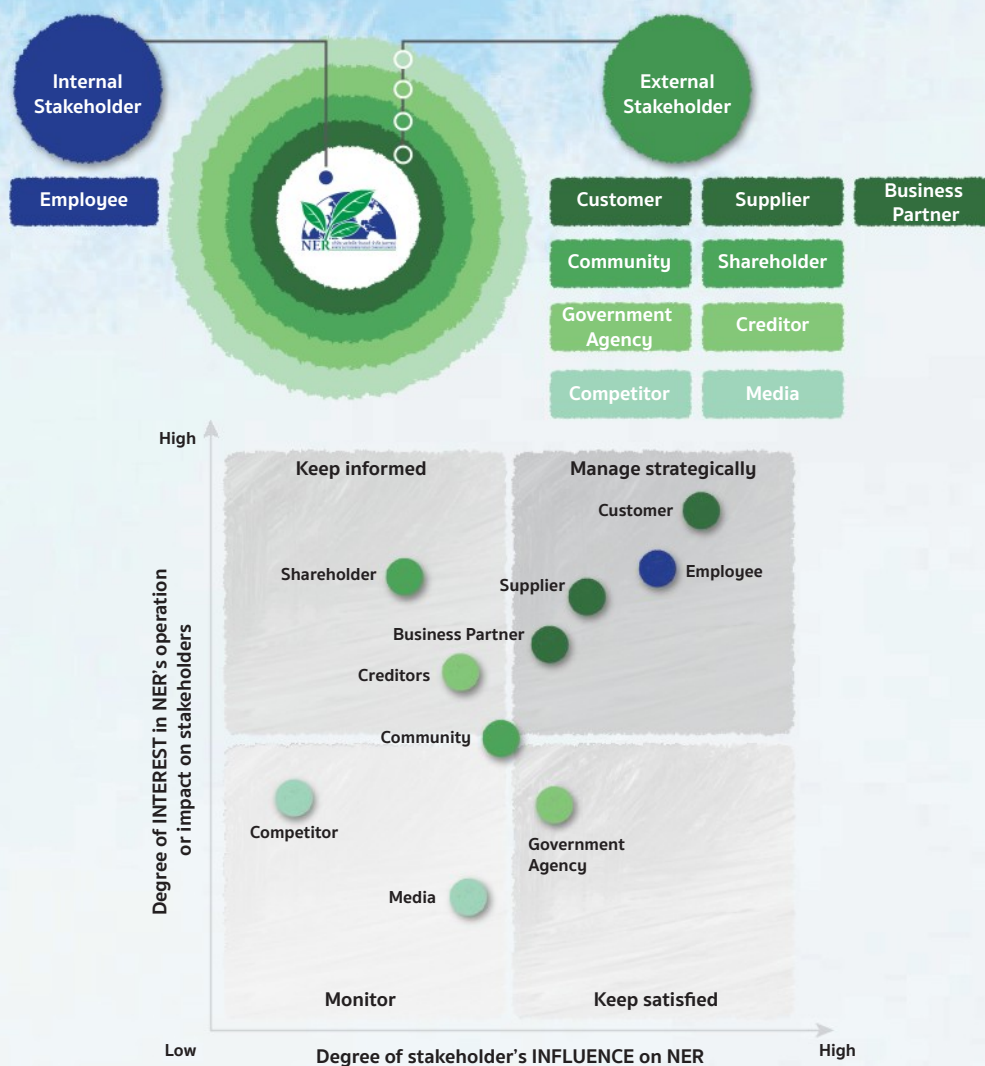
The company's stakeholder engagement process is as follows:





Identification and Prioritization of Stakeholder Groups

The company classifies its stakeholders in the value chain into 10 groups, namely: employees, customers, suppliers, business partners, government agencies, shareholders, the community, creditors, media, and competitors. An internal stakeholder is employees, while external stakeholders consist of business partners, shareholders, customers, suppliers, the community, creditors, government agencies, media, and competitors. The company prioritizes stakeholders based on the degree of impact of the company on each group concerning economic, social, environmental, and human rights aspects, along with the level of influence the stakeholders have on the company. This evaluation helps define approaches for building connections and engagement with stakeholders and planning appropriate operations tailored to each stakeholder group.



Based on the stakeholder prioritization, the company has established a stakeholder management strategy to support risk management, create business opportunities, and ensure long-term sustainable growth as follows:

- **Manage Strategically** : Foster strong relationships and collaboration to align stakeholder interests with the organization's goals, thereby achieving mutual benefits and long-term success.
- **Keep Satisfied** : Address the material needs and concerns of stakeholders to maintain trust and continued support for the company's business operations.



- **Keep Informed** : Communicate accurate, transparent, and timely information to ensure stakeholders are informed of operational progress and to continuously strengthen trust.
- **Monitor** : Monitor expectations, trends, and issues that may impact stakeholders and the company, leading to appropriate operational improvements.

Stakeholder Engagement and Feedback Collection

The company assigns departments responsible for each stakeholder group to systematically survey their needs and expectations through various communication channels at least once a year, under the oversight of the Corporate Sustainability Development Committee. This process aims to foster stakeholder engagement and survey the impacts experienced by each stakeholder group, including both existing and potential impacts, as well as concerns and expectations. The company collects and analyzes the expectations, needs, concerns, and comments from significant stakeholders that are relevant to its business operations. It evaluates materiality issues and develops management approaches to appropriately address these issues. In 2025, the company engaged and responded to stakeholders as follows:

Employee		
Engagement Channel and Method	Need / Expectation	NER's Response
1) Daily employee meetings before the start of work. 2) Monthly Executive Committee meetings and departmental meetings. 3) Quarterly Welfare Committee meetings. 4) Employee engagement surveys that are conducted twice a year. 5) Monthly Safety Committee meetings. 6) Monthly Risk Management Working Group meetings. 7) Communication through online media, intranet, and email. 8) Whistleblower and complaint reporting channels via online media, email, and a Red Box for collecting complaints and feedback within the company.	Fair compensation and benefits	• Conduct a survey to establish an appropriate salary structure at each job level, linking compensation to performance in operations to simultaneously increase production and revenue. • Enhance additional benefits, ensuring they align with the company's business performance, economic and social conditions. • Provide allowances and benefits suitable for roles and responsibilities, such as meal allowances, attendance bonuses, funeral assistance, get-well gifts, group life and accident insurance, provident fund contributions, uniforms, traveling and accommodation expenses, etc. • Ensure that benefits and various entitlements are provided appropriately, benchmarking against other companies in the same or similar industries, and in compliance with legal requirements. • Link performance evaluations to various compensation aspects fairly and appropriately, considering each employee's knowledge, skills, experience, position, responsibilities, and performance.



Employee

Engagement Channel and Method	Need / Expectation	NER's Response
	Transparent and fair performance evaluation	- Improve the performance evaluation process to ensure transparency by using clear assessment criteria, averaging evaluations with input from supervisors at levels +1 and +2. - Provide employees with the opportunity to receive feedback on their evaluations and seek clarification from their supervisors.
	Treatment of employees with respect for dignity, rights, and principles of human rights	Promote awareness of human rights and fundamental labor practices to executives and employees at all levels.
	Job security and opportunities for career advancement	- Establish clear career path plans for various positions within the company. - Encourage employees to enhance their skills and knowledge while providing opportunities to showcase their abilities.
	Health and safety in the workplace	- Improve the work environment to meet standards and promote good health and well-being. - Enhance workplace safety by assessing risk factors and improving equipment and the work environment, conducting safety training, and providing adequate PPE (Personal Protective Equipment) according to job nature. - Organize activities that promote both physical and mental well-being for employees.
	Open communications and feedback	- Create manuals, records, or documents to communicate policies and significant changes through Morning Talk and various communication channels, including bulletin boards, internal emails, intranet, Line Open Chat, and short video clips, to ensure communication is easy to understand, clear, and transparent. - Develop a systematic and clear process for handling complaints and suggestions that is easily accessible and communicates the results to employees.



Customer

Engagement Channel and Method	Need / Expectation	NER's Response
1) Meetings/customer Visits 2) Customer satisfaction surveys every 6 months 3) Customer relations activities/marketing events 4) Communication through online media, email, and telephone 5) Channels for reporting complaints to the company	Products that meet quality standards and customer requirements	• Organize customer visits to the factory to audit and gain confidence in the production processes and product quality. • Develop products and services that meet customer needs. • Ensure transparency in operational disclosures.
	Timely delivery of products	• Enhance systems for seamless integration across the organization to effectively plan sales, production, and delivery.
	Flexibility in adhering to trade agreements	• Adhere to trade agreements while maintaining some flexibility in certain cases.
	High-quality and efficient service	• Upskill the customer service team to provide comprehensive support with care and accountability towards customers. • Communicate, provide information, or respond to customer inquiries promptly and accurately. • Improve communication channels and complaint handling processes to effectively address customer complaints.
	Maintenance of business confidentiality	• Strictly adhere to the company's Code of Conduct and policies.

Community

Engagement Channel and Method	Need / Expectation	NER's Response
1) Communication through online media, email, and telephone 2) Meetings with community representatives held once a year 3) Dialogues to gather feedback from the community held once a year	Development of community economy and improvement of quality of life	• Develop and support projects that enhance the quality of life and economic development of the local community. • Organize activities/projects to support the community during disasters or other social initiatives, such as donations for the community's traditional events. • Build collaborative networks with other stakeholders to jointly develop the local community and society.



Community

Engagement Channel and Method	Need / Expectation	NER's Response
4) Survey on community satisfaction and engagement conducted once a year 5) Channels for reporting complaints to the company	Job creation and employment opportunities for local residents	- Promote the company's employment opportunities for local residents. - Promote and provide opportunities for local community members to access education and skill development to enhance their capabilities. - Provide knowledge on how to utilize by-products to create job opportunities for community members.
	Road safety	- Establish measures for transporting raw materials for suppliers and rubber farmers to ensure road safety. - Organize basic safe driving awareness activities for the community and stakeholders around the company.
	Environmental quality in the community.	- Strictly comply with environmental laws, regulations, and practices. - Monitor and control pollution measurement to ensure compliance with legal requirements. - Regularly assess environmental impacts on the community. - Disclose information regarding environmental and pollution management transparently.

Supplier

Engagement Channel and Method	Need / Expectation	NER's Response
1) Joint meetings with suppliers and rubber farmers held twice a year 2) Regular visits to suppliers' premises every month 3) Communication through online media, email, and telephone 4) Channels for reporting complaints to the company	A transparent and fair procurement process	- Establish guidelines, measures, and procedures for procurement that are transparent, open, and verifiable. - Conduct procurement activities transparently in accordance with the procurement policy and the anti-corruption policy to ensure fairness for all parties involved. - Develop a raw material procurement system that treats both large and small suppliers equitably.



Supplier

Engagement Channel and Method	Need / Expectation	NER's Response
	Compliance with laws and agreements	Comply with relevant laws and regulations, as well as the procurement policy and contracts or agreements between parties.
	Timely and complete payments	Ensure payments are made according to the specified terms or credit terms outlined in the contract, adhering to principles of accuracy, transparency, and efficiency.
	Development of capabilities and knowledge of suppliers	Develop programs to educate suppliers about the rubber quality and productivity improvement, as well as principles of human rights and new regulations, both domestic and international, that affect the rubber business.

Business Partner

Engagement Channel and Method	Need / Expectation	NER's Response
- Executive-level inter-organizational meetings - Site visits to business partner facilities - Communication via online media, email, and telephone - Whistleblowing and grievance channels	Conducting business with transparency, fairness, and the protection of business confidentiality.	Adherence to the business code of conduct and the maintenance of data confidentiality.
	Creating mutual returns and sustainable business value.	Developing projects and innovations to enhance competitive advantages in the global market.
	Strategic direction setting and alignment of investments.	
	Collective management of business risks, opportunities, and impacts.	Implementing risk management that encompasses economic, social, environmental, and human rights dimensions.
	Compliance with the laws and regulations of the countries in which business is jointly conducted.	Strictly adhering to relevant laws, requirements, and regulations.



Shareholder

Engagement Channel and Method	Need / Expectation	NER's Response
1) Annual General Meeting of Shareholders and Extraordinary General Meeting of Shareholders	Accurate and transparent disclosure of the company's performance in accordance with the rules of the Stock Exchange of Thailand and disclosure standards	• Disclose information in periodic reports, including quarterly and annual financial statements, Management Discussion and Analysis (MD&A), summaries of the company's performance and that of its subsidiaries (Form F45), and the 56-1 One Report, among others. • Prepare and disclose business operations, performance, and financial status transparently. • Disclose information on significant events, such as shareholder meetings, asset acquisitions and disposals, related parties transactions, and various investments.
2) Quarterly Analyst Meetings with securities analysts and fund managers		
3) Quarterly Opportunities Day activities of the Stock Exchange of Thailand		
4) Quarterly company Snapshot updates on the Stock Exchange of Thailand's website		
5) Investor meetings at least once a year	Maintaining financial stability and security of the company	• Conduct business operations with caution while aligning with financial goals. • Closely monitor and oversee the company's financial status.
6) Business sites visit at least once a year		
7) Communication through online media, email, and telephone	Treating all shareholders equitably	• Provide information on performance and overall business growth to shareholders through accessible channels for all shareholders.
8) Channels for reporting complaints to the company		
	Achieving business growth and strong performance for good returns	• Develop the business to maintain competitive costs and operational efficiency. • Enhance competitiveness through innovative products and new business ventures to ensure continuous revenue generation. • Seek and engage in joint investments with business partners to expand investment opportunities and build flexibility in operations.
	Good corporate governance	• Strictly comply with laws and regulations. • Operate with transparency and active anti-corruption. • Enhance effectiveness of the corporate governance and risk management structure and systems.



Creditor

Engagement Channel and Method	Need / Expectation	NER's Response
1) Meetings with creditors. 2) Business sites visit activities. 3) Communication through online media, email, and telephone.	Effective risk management	• Manage risks comprehensively, including economic, social, environmental, and human rights risks that may impact the company's financial position. • Implement important internal control policy and procedures related to creditor transactions, as well as comply with auditors regarding the regular confirmation of balances during the accounting period. • Manage capital to maintain a suitable structure that supports the company's business operations and preserves trust among creditors. • Communicate and disclose the company's performance accurately and clearly.
	Compliance with the terms of the loan and bond agreements / Repayment of debts according to the stipulated conditions.	• Rigorously adhere to contracts and conditions, upholding accuracy, transparency, and timeliness. • Commit to maintaining sustainable relationships with creditors and fostering mutual trust.

Government Agency

Engagement Channel and Method	Need / Expectation	NER's Response
1) Participation in government-organized seminars related to the industry 2) Business sites visit activities 3) Communication through online media, email, and telephone	Collaboration and support for regulators.	• Participate in meetings, seminars, or government programs that benefit the company, customers, and investors.
	Compliance with laws and regulations.	• Strictly comply with laws, regulations, and rules relevant to the industry.
	Effective management of safety and environment in the factory.	• Maintain environmental quality that exceeds legal requirements. • Prepare measures to respond to emergencies.
	Commitment to social and environmental responsibility, coexisting sustainably with the community.	• Build relationships with the community and regulators through various projects and activities aimed at social and environmental development. • Monitor and address the negative impacts that the community may experience from the company's operations.



Government Agency

Engagement Channel and Method	Need / Expectation	NER's Response
	Good corporate governance.	• Ensure that operations across all departments are conducted correctly, transparently, and are auditable.
	Disclosure of the company's business performance.	• Produce accurate business reports and publicly disclose them according to established timelines or provide information as requested by government agencies.

Media

Engagement Channel and Method	Need / Expectation	NER's Response
1) Press releases and press conferences 2) Media interviews and responding to media inquiries 3) Information disclosure via the Company's website, Annual Report, and Sustainability Report 4) Communication through corporate activities and the Company's online channels	Accurate, transparent, and timely information disclosure.	• To disclose corporate information consistently, in a timely manner, and in response to significant corporate events through channels easily accessible to the media, ensuring that all disclosed information is verified for accuracy and reliability.
	Operational performance and business direction.	
	Management of risks or significant incidents that may impact the public.	

Competitor

Engagement Channel and Method	Need / Expectation	NER's Response
1) Meetings and gatherings at organizations or agencies related to the industry.	Fair competition	• Conduct business with ethics. • Treat competitors fairly within the framework of good competition practices and fairness.



Materiality

In 2025, the company conducted a comprehensive reassessment of its materiality topics. The methodology applied was in full accordance with the GRI Universal Standards 2021 (GRI 3: Material Topics 2021) and the Double Materiality approach as prescribed by the European Sustainability Reporting Standards (ESRS). Furthermore, the process aligned with the OECD Due Diligence Guidance for Responsible Business Conduct. The assessment process encompassed the identification and evaluation of the company's impacts on stakeholders, society, and the environment (Outward Impact) across the entire value chain, as well as the impacts on the company arising from sustainability-related risks and opportunities (Inward Impact).

The company prioritized its material sustainability topics by considering both Impact Materiality—which examines effects on the economy, environment, and society—and Financial Materiality—which assesses the impacts on the company's financial performance, financial position, and cost of capital. This Double Materiality assessment effectively reflects the connection between key sustainability issues and risk management, informs corporate strategy, and supports the disclosure of information significant to primary users of financial reports, in alignment with the IFRS Sustainability Disclosure Standards.

Sustainability Materiality Assessment Process





1. External Context Analysis for Industry and Business

The company studied and analyzed the external context, natural rubber industry trends, and sustainability risks relevant to its business. This analysis considered global shifts, regulations, and challenges across economic, environmental, human rights, and social dimensions at local, regional, and global levels that may impact the company and its value chain. The company identified the following challenges stemming from global trends:



Climate and Resource Stress

Fluctuations in humidity levels, water scarcity, outbreaks of plant diseases, as well as the degradation of soil and ecosystems, all directly impact the quantity and quality of raw latex materials. Furthermore, these factors increase the long-term risks of rubber farming, affecting farmers' income and costs, as well as the overall security of the supply chain.



Geo-economic Volatility

Geopolitical tensions, such as border conflicts, and the use of economic measures as international strategies—including stricter trade regulations—pose significant risks to supply chain continuity. These factors lead to high volatility in logistics costs and create operational risks in nearby areas.



The Human Rights Imperative

Heightened global social awareness and increasing stakeholder consciousness growing awareness regarding labor rights, land rights, and the rights of local communities has subjected the industrial sector to more intense pressure and scrutiny from stakeholders. Non-compliance with international standards may significantly impact corporate reputation.



Standard-Driven Market Access

Stricter safety, quality, and certification requirements from trading partner countries have been heightened standards and rigorous certification requirements imposed by trading partners have created increasingly complex barriers to international trade. This is particularly evident in markets that prioritize sustainability, the environment, labor, and human rights—all of which demand greater transparency and traceability throughout the entire production process across the supply chain.



ESG and Compliance Demands

Regulatory trends regarding ESG are becoming more rigorous at both national and international levels, driven by new legislation, customer requirements, and capital market expectations. This necessitates that businesses elevate their data disclosure, risk management, and governance systems to be transparent and aligned with international standards. Such actions are essential to maintain competitiveness and ensure long-term market access.



Intelligent Industrialization

The integration of Artificial Intelligence, automation, and advanced data analytics to drive production and operational efficiency—specifically in terms of quality, speed, cost, safety, and sustainability—is significantly transforming manufacturing processes within the natural rubber industry. Consequently, this is reshaping production structures and the competitive landscape of the entire industry.



Shifting Labor Dynamics

The reliance on migrant labor, rising wage rates, shifting attitudes toward work, and an aging society have led to increased uncertainty in the manufacturing labor market. These factors may adversely affect the continuity and efficiency of long-term operations.



Supply Chain Transparency

Supply chain transparency is advancing toward a new global market standard. Businesses face increasing pressure from market expectations and international regulations regarding the accuracy and transparency of data throughout the supply chain. Consequently, traceability technologies and digital data systems are being increasingly adopted to verify legal compliance and ensure the sustainability of raw materials and their origins.

2. Analysis of the Company's Context and Value Chain

The company analyzed its internal context by considering business practices, short-term and long-term goals, corporate strategy, and value chain structure. This analysis included relationships with key stakeholders, such as suppliers and customers, as well as internal factors that may create risks and opportunities for the company.

3. Identification of Impacts, Risks, and Opportunities (IROs) across the Value Chain

Executives at all levels from every department within the company collaborated to identify sustainability-related impacts, risks, and opportunities (IROs) within the business operations. This process involved identifying both negative and positive, as well as actual and potential, impacts on the economy, environment, people, and human rights arising from the company's activities and business relationships throughout the value chain. Furthermore, sustainability-related risks and opportunities that could affect business operations, financial performance, financial position, and the organization's long-term value creation were identified. The company found 182 impacts and 51 sustainability-related risks and opportunities.



4. Assessment of the Significance Level of Impacts on the Economy, Environment, and People, including Human Rights

Executives at all levels and subject matter experts from both internal and external departments collaborated to assess the significance of impacts on the economy, environment, and people, including their human rights. The assessment was based on criteria such as severity, scope, likelihood of occurrence, and remediability, as well as the nature of positive and negative impacts occurring or potentially occurring across defined timeframes. This process incorporated feedback from six key internal and external stakeholder groups through two primary activities: (1) In-depth interviews conducted via one-on-one or small-group discussions, both online and on-site, and (2) Questionnaire surveys, with responses collected from a sample size no less than the target calculated using the Taro Yamane formula at an 85% confidence level.

5. Assessment of the Financial Materiality of Sustainability Topics

The company grouped its impacts on the economy, environment, people, and human rights into sustainability topics and identified likely material topics by referencing the GRI Sector Standards: GRI 13 Agriculture, Aquaculture and Fishing Sectors 2022 to ensure comprehensive coverage of industry-related issues.

Senior executives then considered the risks or opportunities associated with each sustainability topic that could affect the company's operational performance, financial position, cash flow, and growth potential over the short, medium, and long term. The financial materiality was assessed based on the severity of potential financial impacts on the company coupled with the likelihood of occurrence. In this regard, the company defined the time horizons for potential impacts as short-term (less than 2 years), medium-term (2–5 years), and long-term (more than 5 years) to determine how different timeframes may affect the severity and materiality levels of financial impacts over time.



6. Prioritization of Sustainability Topics

The company established criteria for prioritizing sustainability topics (Materiality threshold) to categorize them into high, medium, and low priority levels. An assessment scale of 0–3 was utilized, with a cut-off point set at 2.25 or higher to identify which sustainability issues are significant enough to be classified as Material topics under the Double Materiality principle. This considers both Impact Materiality and Financial Materiality perspectives; any topic achieving a score of 2.25 or higher in either dimension is considered a high-priority sustainability material topic for the company.



SIGNIFICANCE OF IROs

Sustainability Topics	Impact Materiality		Financial Materiality	
	-Negative	+Positive	Risk	Opportunity
1. Climate adaptation and resilience				
2. Emissions and air pollution				
3. Energy				
4. Waste				
5. Water				
6. Biodiversity				
7. Customer responsibility				
8. Labour practices and human rights in supply chain				
9. Employee retention and development				
10. Occupational health and safety				
11. Local community well-being				
12. Sustainable supply chain				
13. Innovation and technology				
14. Corporate governance and Business integrity				
15. Compliance				
16. Privacy and data security				
	2.25	2.25	2.25	2.25

7. Review and Approval of Material Sustainability Topics

The company invited external sustainability experts from the SET ESG Expert Pool of the Stock Exchange of Thailand, along with industry specialists in the rubber sector, to provide opinions on the materiality assessment process based on Double Materiality principles. This was conducted to ensure the completeness and credibility of the assessment process and to ensure that the prioritization of material sustainability topics appropriately reflects industry context and relevant risks.

Following the expert review, the company's material sustainability topics underwent a secondary verification of their ranking and process accuracy by the Corporate Sustainability Development Committee. They were then formally reviewed and approved by the Corporate Governance and Sustainable Development Committee and the Board of Directors, respectively.



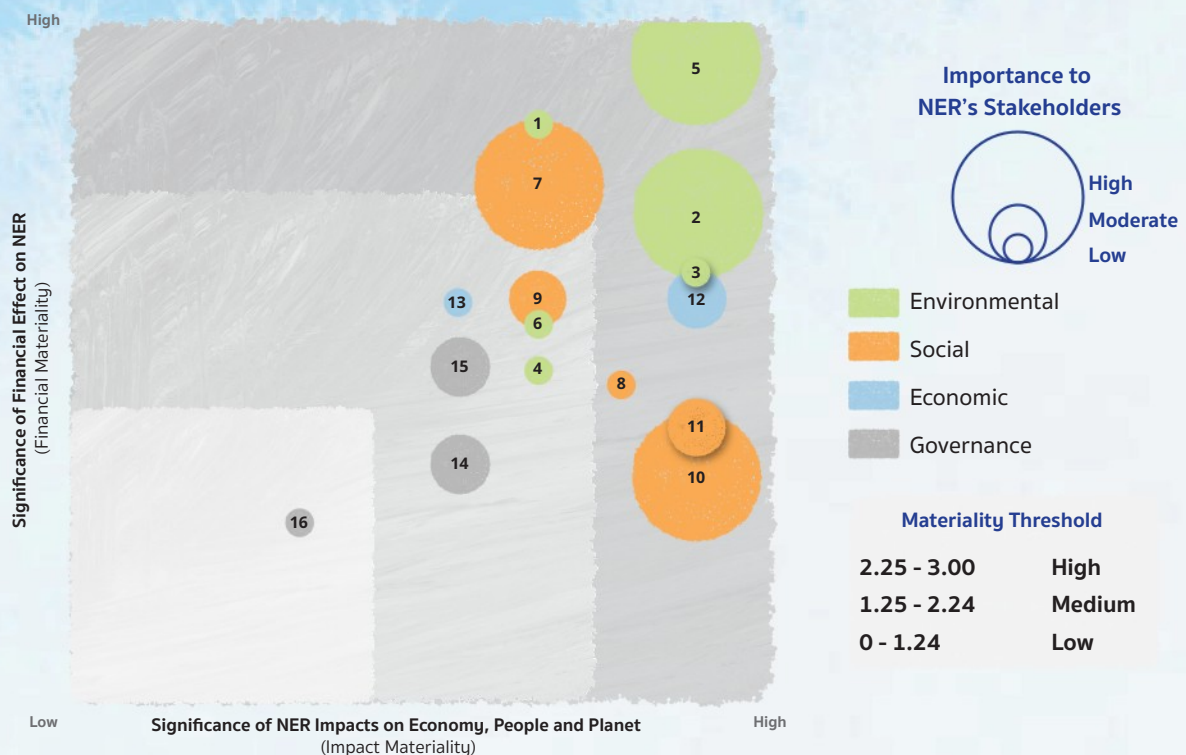


Materiality Matrix

The company presents the identified material sustainability topics in a materiality matrix to reflect their relative importance, defined as follows:

The vertical axis (Y-axis) represents Financial Materiality, or the level of significance regarding the impact on NER's financial performance and financial position.

The horizontal axis (X-axis) represents Impact Materiality, or the level of significance regarding the impacts on the economy, society, and the environment resulting from NER's business operations.



High Impact Materiality Topic	Moderate Impact Materiality Topic	Low Impact Materiality Topic
- Climate adaptation and resilience - Emissions and air pollution - Energy - Water - Customer responsibility - Labor practices and human rights in the supply chain - Occupational health and safety - Local Community Well-being - Sustainable supply chain	- Waste - Biodiversity - Employee retention and development - Innovation and technology - Corporate governance and business integrity - Law and regulatory compliance	Data privacy and security



Details of IROs for High Impact Materiality Topics



1. Climate Change Adaptation and Resilience

Sub-topic	IRO Type	Description	Time Horizons	Supply Chain
Climate Change Adaptation and Resilience	Financial Risk	NER's production facilities, supply chain, or logistics systems may be impacted or damaged by acute natural disasters, such as flash floods, storms, heatwaves, or wildfires. This could result in temporary operational shutdowns and financial losses due to damage to factories, machinery, or warehouses. Disruptions to utilities (electricity and water) may affect production, while damaged roads and logistics systems could lead to delays in product delivery. Furthermore, wildfires or heatwaves may impact farmers' rubber plantations, leading to a reduction in raw material yields.		
Compliance with Climate-Related Laws and Regulations	Financial Risk	The shift toward and increase in new climate-related policies and laws—such as Carbon Taxes, Carbon Trading Systems, and Emission Caps—lead to higher operating costs, trade restrictions, and reduced market accessibility. This is driven by several factors, including trade limitations on products with high carbon footprints, the increasing stringency of Thailand's Nationally Determined Contributions (NDCs), and new legislation regarding traceability and sustainable supply chains, such as the EUDR (EU Deforestation Regulation), which smallholder farmer partners may not be able to adapt to in time.		

2. Emissions and Air Pollution

Sub-topic	IRO Type	Description	Time Horizons	Supply Chain
GHG Emissions	Actual Negative Impact	GHG emissions from combustion and energy consumption in production and transportation processes, as well as industrial fires. In addition to the combustion of buildings, such incidents involve the burning of natural rubber raw materials and finished goods in warehouses, leading to the release of substantial amounts of greenhouse gases into the atmosphere, which is a primary driver of climate change.		



3. Energy

Sub-topic	IRO Type	Description	Time Horizons	Supply Chain
Energy Consumption	Actual Negative Impact	NER still significantly relies on electricity and thermal energy generated from fossil fuels for its production and transportation processes.		
Energy Efficiency	Actual Positive Impact	Promoting energy efficiency and increasing the use of renewable energy sources in NER's direct operations helps reduce fossil fuel consumption and decrease greenhouse gas emissions.		

5. Water

Sub-topic	IRO Type	Description	Time Horizons	Supply Chain
Wastewater	Potential Negative Impact	Wastewater from raw material receiving and storage areas, or from production processes, may leak outside NER's premises and contaminate surface water and groundwater sources. This affects water quality and the surrounding ecosystem, causing odor nuisance and potentially impacting water usage and the health of nearby communities.		
Water Withdrawal and Consumption	Financial Risk	NER may be unable to secure a sufficient supply of water in terms of both quantity and quality for its production processes, leading to reduced production capacity or temporary operational shutdowns. This is driven by several factors, such as prolonged droughts causing a decrease in water volume, and local raw water sources (surface water/groundwater) being insufficient to meet the factory's demands. Additionally, technical issues with equipment or pipes used to transport water into production lines, government measures to limit industrial water usage to reserve supplies for communities and agriculture, and the degradation of raw water quality requiring more intensive treatment before use in production, all contribute to this risk.		

7. Customer Responsibility

Sub-topic	IRO Type	Description	Time Horizons	Supply Chain
Product Quality and Safety	Financial Opportunity	NER has the opportunity to access markets with stringent regulations (EU, US, Japan) that demand traceable and deforestation-free rubber. This creates opportunities to sell products at a premium price to customers who prioritize sustainability.		



8. Labor practices and human rights in the supply chain

Sub-topic	IRO Type	Description	Time Horizons	Supply Chain
Child Labor and Forced Labor	Potential Negative Impact	Child labor and forced labor are violations of fundamental human rights and negatively impact the welfare, safety, and development opportunities of children and workers. If child labor and forced labor persist within the supply chain—particularly in rubber plantations—it poses a significant risk of trade debarment and loss of confidence from international buyers. Furthermore, it affects the livelihoods of families and communities that depend on income from the rubber industry.		

10. Occupational health and safety

Sub-topic	IRO Type	Description	Time Horizons	Supply Chain
Occupational Health and Safety	Actual Negative Impact	Workplaces with high-risk areas, as well as malfunctioning, damaged, or aging machinery, may cause accidents leading to injury or loss of life.		
Working Conditions	Actual Negative Impact	Employee fatigue resulting from labor-intensive working conditions, long working hours, or insufficient rest periods may lead to occupational illnesses or accidents that impact the health and quality of life of employees. Furthermore, such conditions may result in loss of life, disability, or damage to the company's property.		
Safety Training and Culture	Potential Negative Impact	A lack of employee safety training and a failure to establish a strong safety culture within the organization may lead to employees being unaware of risks associated with machinery, heat, and chemicals in the production process. This can result in neglect or non-compliance with company policies and regulations, increasing the likelihood of accidents and injuries. Furthermore, it may negatively impact production efficiency and increase the company's expenses for remediation and compensation.		



11. Local Community Well-being

Sub-topic	IRO Type	Description	Time Horizons	Supply Chain
Community Health and Safety	Actual Negative Impact	Community health and safety impacts resulting from the company's operations are considered a violation of the community's right to health and a healthy environment. For instance, spills of raw latex on roads during transportation can cause slippery surfaces, increasing the risk of accidents for road users. Meanwhile, factory fires can lead to toxic smoke, odor nuisance, and damage to community property. Furthermore, the discharge of wastewater or odors from production processes affects hygiene, air quality, and the daily safety of surrounding residents. These issues may lead to a loss of community acceptance and trust (social license to operate), making it a critical priority that the company must address and monitor closely.		

12. Sustainable supply chain

Sub-topic	IRO Type	Description	Time Horizons	Supply Chain
Comprehensive Supplier Audit	Potential Negative Impact	The failure to conduct comprehensive audits of suppliers and farmers may allow for labor rights violations, the unsafe use of chemicals, or deforestation at the source of rubber production. Such incidents negatively impact the health, safety, and well-being of farmers and surrounding communities, while also leading to environmental degradation and ecosystem destruction. This creates environmental and labor risks within the supply chain, which may result in formal complaints, a loss of trust, and restricted access to key international markets.		
Supplier and Farmer Capacity Building	Potential Positive Impact	Building the capacity of suppliers and farmers helps elevate the knowledge and skills required to produce raw materials that meet both quality standards and sustainable agricultural principles. This enables them to meet customer demands efficiently, resulting in increased income for farmers from the sale of high-quality materials. Furthermore, it empowers them to maintain production data and ensure traceability in accordance with international standards.		



Management of Materiality Topics

In 2025, the company identified 16 materiality topics, an increase from 15 topics in 2024. Of these, 9 topics have been prioritized as high-materiality, categorized into the following areas:

- 5 topics that have maintained high-priority status since 2024 include: Climate Adaptation and Resilience, Air Emissions, Water, Local Community Well-being, and Sustainable Supply Chain.
- 4 topics that saw an increase in materiality this year include: Energy, Customer Responsibility, Labor Practices and Human Rights in the Supply Chain, and Occupational Health and Safety.

High-impact materiality topics have been integrated into the corporate strategy, risk management, and operational plans of the company to enhance competitiveness and ensure long-term sustainable growth. Appropriate management approaches, targets, and relevant key performance indicators (KPIs) have been established, with progress being monitored and performance results disclosed on a continuous basis.

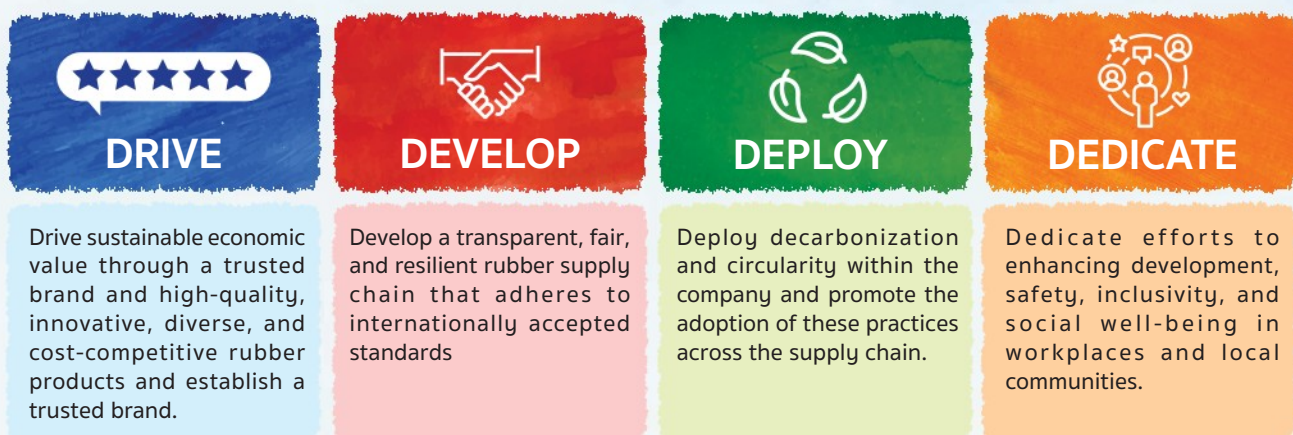
Materiality topics with medium and low scores continue to be monitored and managed under the organization's risk management and operational processes. The company will consistently review these topics to assess shifts in the business context, stakeholder expectations, and potential risks or opportunities that may arise in the future.

Detailed management of all 16 sustainability topics is disclosed in this 2025 Sustainability Report.

Sustainability Strategy

In addition to considering key sustainability issues as part of the overall enterprise risk management (Enterprise risks) to comprehensively manage risks and create business opportunities, the Corporate Sustainability Development Committee has also selected sustainability issues of strategic importance (Strategic priorities) and integrated sustainability issue management into the business strategy. Consequently, the company has established a new strategy called the **"4Ds Strategy"** to guide its operations in achieving both short-term and long-term objectives and goals, as follows:

NER "4 Ds" strategy





Strategy D1 : DRIVE

Drive sustainable economic value through a trusted brand and high-quality, innovative, diverse, and cost-competitive rubber products and establish a trusted brand.



8.1, 8.2,
8.3, 8.4



9.4, 9.5,
9.B



12.2, 12.5,
12.6



16.3, 16.5,
16.6, 16.7



17.17

Goal	NER's Approach
• Increase revenue and market share	• Market penetration – existing market • New frontier expansion – new markets and customers • Invest in research and development of natural rubber products to increase added value and diversify offerings that meet the needs of target industries.
• Manage costs effectively	• Improve production efficiency through innovation and technology. • Reduce waste generation rates. • Maximize resources used.
• Become a trustworthy brand • Customer satisfaction score exceeding 98% by 2030 • Zero product quality complaints from customers. • Zero instances of non-compliance with economic, social, or environmental laws and regulations.	• Improve processes and standard certifications to enhance confidence in quality and safety. • Provide a positive customer experience in purchasing both products and services. • Disclose information transparently and ensure it is verifiable. • Comply with laws and regulations, both domestically and internationally. • Implement systematic and effective corporate governance. • Promote stakeholder engagement for improvements and development.
• Comprehensive and effective risk management across the entire organization (100%)	• Develop an enterprise risk management system that encompasses business risks and ESG Risks.



Strategy D2 : DEVELOP

Develop a transparent, fair, and resilient rubber supply chain that adheres to internationally accepted standards.



2.3



3.9



5.2


8.3, 8.7,
8.8


10.3



12.4



15.1, 15.2


16.2, 16.5,
16.6

Goal

NER's Approach

- Elevate product quality to meet global standards.
- Achieve international Carbon Footprint of Products (CFP) certification for finished low-carbon rubber products by 2028.

- Promote the use of raw materials from certified environmentally friendly sources, such as the EU Deforestation Regulation (EUDR) and the Forest Stewardship Council (FSC).
- Obtain various certifications that demonstrate responsibility and a commitment to sustainable rubber business practices in accordance with international standards.
- Reduce raw material contamination.
- Ensure the stability of raw material supply.

- Increase the proportion of raw materials from small suppliers to exceed 30% of total production by 2030.

- Promote raw materials sourcing from small suppliers.
- Develop the accurate and transparent raw material procurement process for the benefit of small suppliers

- Increase the proportion of traceable products to more than 50% of total sales by 2030.

- Develop a data process and system to trace back the origin of raw materials.

- No human rights violations in the supply chain
- Zero instances of child labor or forced labor within the supply chain.
- Increase the proportion of key suppliers undergoing sustainability risk assessments to 100% by 2030.

- Develop a comprehensive supplier risk assessment system that covers economic, social, environmental, and governance risks.
- Regularly assess and monitor supplier risks.



Strategy D3 : DEPLOY

Deploy decarbonization and circularity within the company and promote the adoption of these practices across the supply chain.



3.9



6.3, 6.4



7.2, 7.3



8.4



9.4



11.6



12.2, 12.4,
12.5



13.1, 13.2



15.1

Goal

NER's Approach

- Become Carbon Neutrality by 2030.
- Reduce greenhouse gas emissions (Scope 1 & 2) by 22.5% compared to the baseline year of 2021 by 2030.
- Reduce Scope 3 indirect greenhouse gas emissions from purchased goods and services by 25% by 2030, compared to the 2021 base year.
- Reduce energy intensity (energy consumption per unit of production) by 30% by 2030, compared to the 2023 base year.
- Increase the proportion of renewable energy to at least 60% of total energy consumption by 2030

- Reduce greenhouse gas emissions in the production process.
- Reduce greenhouse gas emissions from transportation.
- Encourage suppliers to reduce greenhouse gas emissions within the supply chain.
- Increase the production and proportion of renewable energy and biomass energy to replace fossil fuel energy.
- Seek certification for greenhouse gas emissions reduction targets in accordance with Science Based Targets Initiative (SBTi) by 2030
- Implementation of carbon credit offset projects from the agricultural sector

- Zero Waste to Landfill by 2030
- Achieve a 100% waste diversion rate by 2030, ensuring all generated waste is recovered and utilized.

- Develop innovative processes and technologies to facilitate the recovery and repurposing of production waste into new materials or alternative products.
- Increase the recycling rate of residual materials, refuse, and industrial waste generated throughout the organization's manufacturing processes.
- Collaborate with suppliers to develop environmentally friendly packaging.
- Digitize documentation workflows and transition to online systems to enhance operational agility, reduce processing time, and minimize the consumption of consumables.

- Achieve 100% water reclamation by recycling and reusing all treated wastewater within the company's operations
- Use 100% recycled water in production.
- Reduce water intensity by 20% compared to the baseline year of 2023 by 2030.

- Develop water management technology to reduce water consumption in the production process.
- Enhance the efficiency of advanced wastewater treatment systems to improve the quality of reclaimed water for reuse and integrate it into freshwater reservoirs to maximize water reserves for the production process.



Strategy D4 : DEDICATE

Dedicate efforts to enhancing development, safety, inclusivity, and social well-being in workplaces and local communities.



1.1



2.3


3.4, 3.5,
3.6, 3.9


4.4, 4.5



5.5


8.3, 8.5,
8.8


9.2



10.3



16.1


17.16,
17.17

Goal

NER's Approach

- Have sufficient employees in both number and capability to support future business expansion.
- Average training hours not less than 30 hours per person per year by 2030.

- Implement a Talent Development Program for high-potential employees.
- Create Individual Development Plans (IDPs) for employees at all levels.
- Develop employees' soft skills in addition to their technical knowledge and expertise.

- Employee engagement score not less than 95% by 2030.
- Voluntary turnover rate of less than 2.5% by 2030.

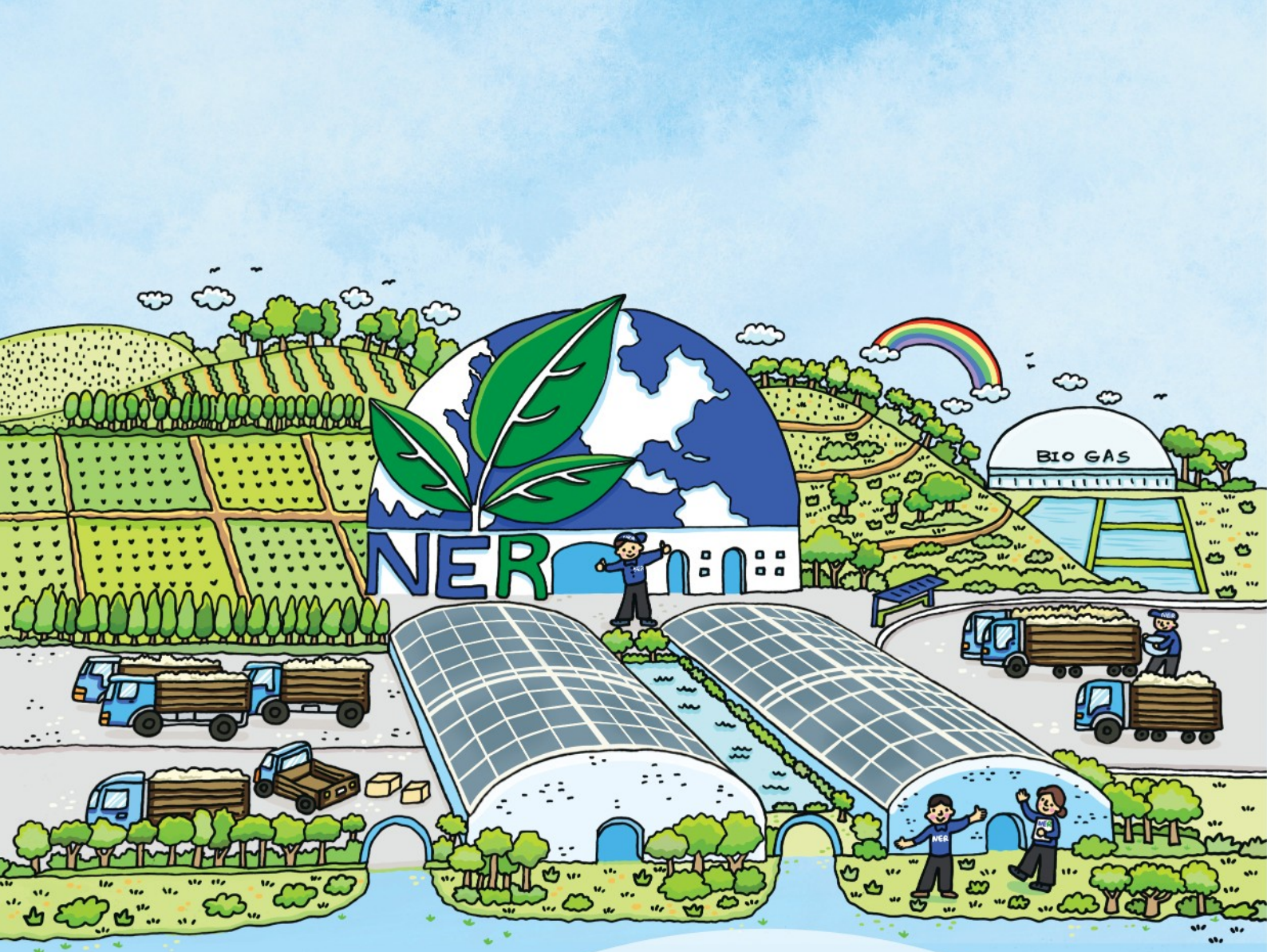
- Strengthen employee engagement and involvement.
- Develop activity programs to promote the quality of life and well-being of employees.

- Zero rate of fatalities or disabilities from workplace accidents (Zero major accidents).
- Zero occupational illnesses.
- Zero Lost Time Injury Frequency Rate (LTIFR).

- Develop a risk assessment system for work processes and establish effective risk management and prevention measures.
- Foster a safety culture (Safety DNA) and ensure compliance with various procedures and measures among employees.

- No complaints regarding air pollution from the community or government agencies.
- Community engagement score exceeding 95% by 2030.
- Achieve a 100% satisfaction score from community engagement activities by 2030.
- Improve the well-being and quality of life of community members.

- Monitor and assess the impacts of business operations on the community.
- Promote environmentally friendly agricultural practices among rubber farmers to produce high-quality, clean rubber and encourage the use of non-hazardous chemicals.
- Initiate and implement community development projects to enhance the potential and well-being of local residents, such as creating job opportunities, promoting health and wellness, supporting education, and preserving cultural traditions.
- Build partnerships with non-profit organizations to amplify positive social impacts.



The Foundation of Sustainable Growth

- Good Governance and Compliance
- Risk and Crisis Management
- Information Security
- Human Rights in Supply Chain



Good Governance and Compliance

Materiality Topic	Impact, Risk, and Opportunity
14. Corporate governance and business integrity • Corporate governance • Code of conduct • Anti-corruption • Fair business operations and competition • Whistleblowing	Corporate governance, having good governance practices, and complying with both domestic and international regulations are crucial for business operations. If the company lacks effective governance mechanisms or fails to adhere to business ethics and regulatory standards, it may face both financial and non-financial impacts, such as those related to health, safety, and environmental consequences. Key stakeholders, including employees, communities, customers, partners, and shareholders may be affected. This could result in a loss of trust from stakeholders, damage to the company's reputation and image, lost opportunities for access to funding, higher financial costs, and a reduced ability to sustain long-term business operations. A robust corporate governance system and mechanisms ensure that the company manages its operations responsibly, in accordance with policies, business ethics, and relevant laws and regulations, contributing to sustainability in the economy, society, and environment. Furthermore, it supports the company's strategies and competitiveness, enabling the board of directors and management to supervise the organization thoroughly and make informed decisions. This fosters a strong risk culture with clear accountability at all levels, allowing for effective identification and management of risks across all dimensions, and building trust and confidence among all stakeholders associated with the company.
15. Law and regulatory compliance • Legal and Regulatory Compliance • Compliance with Contractual Terms and Conditions	
Contribution to SDGs  16.3, 16.5	

	Long-term Goals 2030	2025 Targets	2025 Performance
Number of significant complaints related to corporate governance	0	0	0
Number of cases of corruption	0	0	0
Number of cases of code of conduct violations	0	0	0
Number of cases of economic, social, and environmental laws violations	0	0	0



Governance Approach

The board of directors, management, and employees at all levels recognize the importance of good governance, integrity, and compliance with regulations, committing to conduct business with honesty, transparency, and accountability. This aims to maximize benefits for shareholders and all stakeholder groups fairly. The company has established a good governance policy and a corporate governance and code of conduct manual in written form, which serves as a framework and guiding principles for the board, management, and employees. This manual aligns with the principles of good governance for listed companies as outlined by the Securities and Exchange Commission and the Stock Exchange of Thailand, as well as the international guidelines from the Organization for Economic Co-operation and Development (OECD). The policy and governance manual are reviewed annually by the board of directors to ensure they remain current and support effective operations and sustainable development.



For more information on the good governance policy, please visit www.nerubber.com or scan the QR Code.

Corporate Governance Structure

Board of Directors

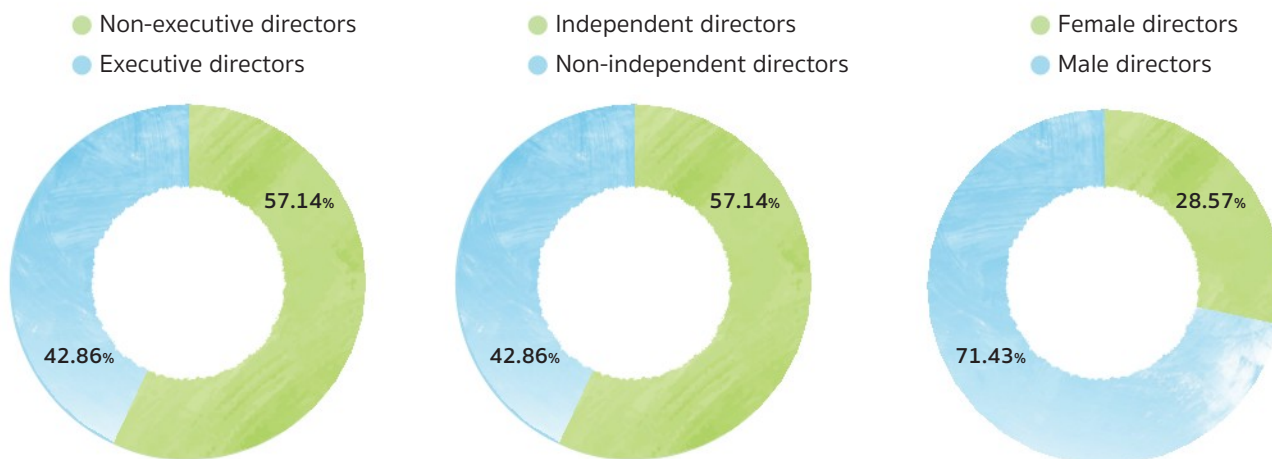
The board of directors plays a crucial role in overseeing and directing the management to achieve the established goals while ensuring the interests of various stakeholders are harmonized and any conflicts of interest are avoided. Therefore, the company has established a process for the selection of directors, assigning the Nomination and Remuneration Committee the responsibility to identify and vet qualified candidates. This ensures that individuals nominated for positions on the board possess the necessary knowledge, skills, and experience before being proposed for shareholder appointment.

The company prioritizes a diverse, appropriate, and balanced Board of Directors composition that aligns with its strategic direction, business nature, risks, opportunities, and stakeholder expectations. Diversity is considered in terms of skills, knowledge, professional expertise, experience, gender, age, independence, and the perspectives necessary for good corporate governance. To ensure effectiveness, the company utilizes a Board Skills Matrix as a tool for consideration. This ensures the Board possesses a comprehensive range of competencies to oversee operations, define strategic direction, assess risks and opportunities, and support long-term sustainable business value creation efficiently.

In the nomination and appointment process for directors, the Nomination and Remuneration Committee evaluates qualified candidates from the Director Pool maintained by the Thai Institute of Directors (IOD) or from names proposed by shareholders. The evaluation is based on qualifications prescribed by law and the regulations of the Securities and Exchange Commission (SEC). This includes assessing knowledge, capabilities, professional expertise, leadership, integrity, business ethics, and the ability to dedicate sufficient time to the company. The company provides equal and fair opportunities to all qualified candidates without discrimination based on gender, age, race, religion, or any other factors unrelated to their professional performance. This ensures that directors are capable of governing the business for the maximum benefit of the company and all stakeholders. Furthermore, the Nomination and Remuneration Committee is responsible for determining compensation structures and criteria that are appropriate for the directors' qualifications, roles, responsibilities, and the company's current circumstances.



As of December 31, 2025, the company has a board of directors comprising 7 members, including 3 executive directors and 4 non-executive directors, which accounts for 57.14% of the board. Among them, 4 are independent directors, representing 57.14% of the total board. The board consists of 5 male directors and 2 female directors, with women comprising 28.57% of the total. The chairman of the board is not the same individual as the CEO to ensure a clear separation of powers and functions.





Board Skills Matrix

Board of Directors		Executive Director	Non-executive Director	Independent Director	Positions Held in Other Listed Companies (Number of Companies)	Gender	Age (year)	Tenure of the Board of Directors (Years)	Board Skill Matrix									
No.	List of Directors								1. Industry & Sector Knowledge	2. International Trade & Global Business	3. Marketing Strategy & Competitive Analysis	4. Economics, Accounting & Finance	5. Business Administration & Management	6. Legal & Regulatory Compliance	7. Organizational Development & Innovation	8. Information Technology & Digital Transformation	9. Corporate Governance & Sustainable Development (ESG)	10. Risk Management & Crisis Management
1	Mr. Chanitr Charnchainarong • Chairman of the Board of Directors • Chairman of the Corporate Governance and Sustainable Development Committee • Audit Committee		√	√	3	Male	62	7	√		√	√	√				√	√
2	Mr. Ronachit Jinadit • Chairman of the Audit Committee • Nomination and Remuneration Committee • Corporate Governance and Sustainable Development Committee		√	√	-	Male	75	7	√	√	√	√	√	√	√		√	√



Board of Directors		Executive Director	Non-executive Director	Independent Director	Positions Held in Other Listed Companies (Number of Companies)	Gender	Age (year)	Tenure of the Board of Directors (Years)	Board Skill Matrix									
No.	List of Directors								1. Industry & Sector Knowledge	2. International Trade & Global Business	3. Marketing Strategy & Competitive Analysis	4. Economics, Accounting & Finance	5. Business Administration & Management	6. Legal & Regulatory Compliance	7. Organizational Development & Innovation	8. Information Technology & Digital Transformation	9. Corporate Governance & Sustainable Development (ESG)	10. Risk Management & Crisis Management
3	Mr. Tepakul Poonlarp • Chairman of the Risk Management Committee		√	√	2	Male	55	7	√		√	√	√	√	√		√	√
4	Mrs. Chanatip Weerasubpong • Chairman of the Nomination and Remuneration Committee • Audit Committee • Risk Management Committee • Corporate Governance and Sustainability Committee		√	√	1	Female	70	7	√		√	√	√			√	√	√



Board of Directors		Executive Director	Non-executive Director	Independent Director	Positions Held in Other Listed Companies (Number of Companies)	Gender	Age (year)	Tenure of the Board of Directors (Years)	Board Skill Matrix									
No.	List of Directors								1. Industry & Sector Knowledge	2. International Trade & Global Business	3. Marketing Strategy & Competitive Analysis	4. Economics, Accounting & Finance	5. Business Administration & Management	6. Legal & Regulatory Compliance	7. Organizational Development & Innovation	8. Information Technology & Digital Transformation	9. Corporate Governance & Sustainable Development (ESG)	10. Risk Management & Crisis Management
5	Mr. Chuwit Jungtanasomboon • Risk Management Committee • Nomination and Remuneration Committee • Corporate Governance and Sustainability Committee • Chairman of the Executive Committee • Chief Executive Committee	√			-	Male	57	19	√	√	√	√	√	√	√	√	√	√
6	Mr. Sakchai Jongstapongpun • Risk Management Committee • Executive Committee	√			-	Male	68	11	√	√	√	√	√		√		√	√
7	Miss Py Attpisarn • Executive Committee	√			-	Female	45	10	√				√	√	√	√	√	√
Total (persons)		3	4	4					7	3	6	6	7	4	5	3	7	7



Governance for Sustainability

The company has tasked the Corporate Governance and Sustainable Development Committee, comprising four board members of whom three are independent directors (75%), led by an independent chair, with overseeing adherence to established governance policies and manuals. This committee maintains the quality of operations according to the company's goals and strategies, ensuring compliance with laws and regulations both domestically and internationally, managing risk and internal controls, and regularly monitoring ESG (Environmental, Social, and Governance) performance following good governance principles. It reports to the board providing guidance for improvements and enhancing governance mechanisms and systems.

The Corporate Governance and Sustainable Development Committee monitors management's performance through the Corporate Sustainability Development Working Group, which includes six subcommittees covering ESG dimensions. Regarding governance, the working group on Governance and Fair Operations is responsible for promoting good governance efficiency, risk management, and internal controls across the organization, reporting progress on governance system development and operational performance to senior management and the board of directors sequentially.

The company has mandated that the Board of Directors oversee the organization's sustainability direction, policies, strategies, and operations. This ensures that business practices adhere to good corporate governance principles, appropriately manage impacts on the economy, environment, society, and stakeholders, and align with relevant laws, regulations, standards, and corporate goals. To this end, the Board has delegated responsibilities to the Corporate Governance and Sustainable Development Committee. This committee consists of four directors, three of whom are Independent Directors (representing 75%), with an Independent Director serving as the Chairman. The committee is responsible for overseeing compliance with the Good Corporate Governance Policy and Manual, monitoring adherence to domestic and international laws and regulations, and supervising risk management, internal controls, and Environmental, Social, and Governance (ESG) performance. It reports progress, key issues, and recommendations to the Board of Directors to continuously enhance the efficiency of the governance system.

To ensure systematic management of sustainability impacts, the company has established a delegation of authority structure from the Board level down to management and relevant working groups. The Corporate Governance and Sustainable Development Committee monitors management's performance through the Corporate Sustainability Development Working Group, which comprises six sub-working groups covering environmental, social, and governance dimensions. For the governance dimension, the Governance and Fair Operations Working Group is responsible for promoting efficient corporate governance, risk management, and internal controls throughout the organization. This group coordinates with other sub-working groups on relevant issues to ensure that sustainability efforts comprehensively reflect impacts, risks, and opportunities before reporting progress and key matters to senior management, the Corporate Governance and Sustainable Development Committee, and the Board of Directors, respectively.



In the preparation of the sustainability report, the company mandates that the processes for data collection, analysis, and disclosure remain under the supervision of management and relevant working groups. Key issues, performance results, and the material content of the report are presented to the Corporate Governance and Sustainable Development Committee for review and feedback prior to publication. This ensures that the information is accurate, complete, and covers the organization's material topics and stakeholder impacts, while clearly disclosing the company's management approaches. The content of this report was approved by the Corporate Governance and Sustainable Development Committee on March 10, 2026. Furthermore, if significant concerns or urgent issues arise that may impact corporate governance, legal compliance, risk management, internal controls, or environmental, labor, human rights, and community factors—as well as business continuity—the company requires relevant units to report to senior management. Such issues are escalated to the Corporate Governance and Sustainable Development Committee and the Board of Directors, as appropriate, to determine corrective and preventive measures and ensure timely follow-up.

Meetings of the Board of Directors

In 2025, the Board of Directors convened for a total of four meetings to monitor and consider the company's sustainability performance. During these meetings, management reported on progress, performance results, and material sustainability issues for the Board's acknowledgment and guidance, ensuring an appropriate response to the organization's material topics. This process included establishing Corporate Sustainability Goals and KPIs, which have been integrated into the performance appraisals of the organization's leaders and senior executives alongside financial metrics to drive concrete sustainability outcomes.

Furthermore, relevant sub-committees held a total of 16 meetings to review and monitor sustainability performance, comprising four meetings of the Corporate Governance and Sustainable Development Committee and 12 meetings of the Risk Management Committee. These sub-committees presented a summary of the 2025 materiality issue assessment to the Board of Directors for acknowledgment and strategic guidance. Additionally, relevant economic, social, and environmental risks were reported to the Risk Management Committee to be selected, prioritized, and integrated as a core component of the Enterprise Risk Management (ERM) framework.



Board Meeting No.	Agenda
Board Meeting No. 1,2,5,6/2025	- Reviewed measures to prevent the use of internal information for securities trading and ensured strict adherence to the regulations of the Stock Exchange of Thailand (SET). - Reviewed the 2024 Annual Report (Form 56-1 One Report). - Tracked progress against the 2025 Good Corporate Governance and Anti-Corruption targets, aligned with Corporate Governance Rating guidelines. - Acknowledged the results of the 2025 CGR, 2025 AGM Checklist, and the 2025 CAC Change Agent Award received for supporting business partners in declaring their intent against corruption with the CAC, and establish continuous development plans for the following year. - Monitored progress on training and building a working culture consistent with laws and regulations related to Good Corporate Governance. - Reviewed the Vision, Mission, and Operational Goals; updated and reviewed handbooks, policies, and charters related to Good Corporate Governance to ensure alignment with governance standards. - Approved the sustainability development operational plan, including the 2025 performance targets and indicators. - Approved the 2025 key sustainability issues (2025 Materiality) and acknowledged the results of the gap analysis conducted to improve performance in environmental, social, and governance (ESG) areas. - Acknowledged the results of personnel promotion and training regarding sustainability disclosure in sustainability reports and annual reports to ensure compliance with GRI Standards. - Monitored the progress and outcomes of various projects and activities related to sustainability development. - Monitored the quarterly performance of the Risk Management Committee and the implementation of risk prevention and mitigation measures. - Monitored the results of internal control system audits from the Audit Committee on a quarterly basis to assess the adequacy and effectiveness of the company's internal control systems.



Board Meeting No.	Agenda
	• Provided additional recommendations from a risk management perspective to the various sub-committees and the Executive Committee for their consideration, improvement, and prevention of potential risks; this aimed to create business value and ensure sustainable growth, such as managing the adequacy of water resources—a core factor in the company's production process—or managing raw material procurement amidst climate change, which directly impacts raw material quality and quantity. • Monitored the progress of key investment projects and significant events that could impact company operations, while providing solutions to prevent and mitigate impacts, such as: ◦ Natural rubber industry market conditions. ◦ The fire incident at the Phase 1 Block Rubber Warehouse. ◦ Thai-Cambodian border disputes. ◦ Biogas production projects ◦ Finished product manufacturing projects.
Corporate Governance and Sustainable Development Committee Meeting No. 1,2,3,4/2025	• Monitored the capital expenditure (CAPEX) utilization of the Sustainability Development Department. • Monitored the progress of the Annual Report (Form 56-1 One Report) preparation. • Monitored the progress of the EUDR (EU Deforestation Regulation) project. • Acknowledged the results of sustainability training programs on the topics of Double Materiality, FTSE Russell ESG Rating, Risk Management, and Sustainability Reporting (Form 56-1 One Report & GRI Standards). • Acknowledged the participation in the Net Zero transition project using Science Based Targets (SBTi) and the procurement of necessary initiatives to establish the Net Zero Pathway (2050). • Acknowledged the progress report on sustainability assessments and the sustainability awards received from various programs, including the Thai Private Sector Collective Action Against Corruption (CAC), the AGM Checklist, the Corporate Governance Report (CGR), CSR-DIW Continuous Award, SET ESG Ratings, SET Awards, and EcoVadis. • Reviewed the Sustainability Policy as well as the Environmental Policy and Guidelines. • Approved the appointment of the Environmental, Social, and Governance (ESG) Working Group for the year 2026.



Evaluation of the Board of Directors' Performance

The company conducts an annual evaluation of the board of directors' performance using a self-assessment questionnaire developed in accordance with the criteria set by the Stock Exchange of Thailand. The evaluation consists of three formats: the overall assessment of the board, individual assessments of each subcommittee, and individual assessments for each director. The results of the evaluations and the recommendations derived from them will be utilized to enhance and improve the board's operational effectiveness, ultimately benefiting the company and its stakeholders.

- Self-Assessment for the Board by Subcommittee: The evaluation topics include the structure and qualifications of the board, board meeting effectiveness, performance in roles and responsibilities, and the relationship between the board and management.
- Self-Assessment for Subcommittees by Subcommittee: The evaluation topics involve the structure and qualifications of the subcommittee, subcommittee meeting effectiveness, and performance in roles and responsibilities.
- Self-Assessment for Each Director and Subcommittee Member: The evaluation topics cover the structure and qualifications of the board, board meeting effectiveness, and individual performance within the board.

	Board of Directors	Audit Committee	Risk Management Committee	Nomination and Remuneration Committee	Corporate Governance and Sustainable Development Committee
Number of Meetings (Times)	7	8	12	5	4
Director Meeting Attendance Rate	100%	100%	100%	100%	100%
Performance Evaluation Score	Entire Board 98.73%	Individual Committee			
		99.17%	99.31%	99.12%	99.54%
	Individual Director 99.68%				

Board of Directors Development in 2025

Committee	Course	Organized by
1. Mr. Chanitr Charnchainarong	The Role of Directors, Executives, and Employees in Anti-Corruption	Thai Institute of Directors (IOD)
	Preventing Corruption Risks in the ESG Era	Thai Institute of Directors (IOD)
2. Mr. Ronachit Jinadit	Director Mentorship Program Class 2/2025	Thai Institute of Directors (IOD)
	The Board's Roles in Climate Governance (BCG) Class 4/2025	Thai Institute of Directors (IOD)
	The Board's Role in Mergers and Acquisitions (BMA) Class 13/2025	Thai Institute of Directors (IOD)
	In-depth Insights: Expectations on Roles and Proper Performance for Audit Committees (AC) and Chief Audit Executives (CAE)	The Stock Exchange of Thailand (SET) (Online)



Committee	Course	Organized by
	Online Director's Briefing 4/2025 ESG Risks Mitigation: What Directors Need to Know: Before Risk Becomes an Organizational Turning Point	Thai Institute of Directors (IOD)
	Hot Issue for Directors: The Evolving Role of the Audit Committee in Fostering Trust and Transparency, Class 4	The Stock Exchange of Thailand (SET) in collaboration with the Thai Institute of Directors (IOD)
	The Role of Directors, Executives, and Employees in Anti-Corruption	Thai Institute of Directors (IOD)
	Preventing Corruption Risks in the ESG Era	Thai Institute of Directors (IOD)
3. Mrs. Chanatip Weerasubpong	Risk Management Program for Corporate Leaders (RCL) Class 38/2025	Thai Institute of Directors (IOD)
	Online Director's Briefing 4/2025 ESG Risks Mitigation: What Directors Need to Know: Before Risk Becomes an Organizational Turning Point	Thai Institute of Directors (IOD)
	Hot Issue for Directors: The Evolving Role of the Audit Committee in Fostering Trust and Transparency, Class 4	The Stock Exchange of Thailand (SET) in collaboration with the Thai Institute of Directors (IOD)
	The Role of Directors, Executives, and Employees in Anti-Corruption	Thai Institute of Directors (IOD)
	Preventing Corruption Risks in the ESG Era	Thai Institute of Directors (IOD)
4. Mr. Tepakul Poonlarp	company Visit 4/2025: Next Gen MAMA : Moving Forward with Flavor, Endless Inspiration	Thai Institute of Directors (IOD)
	company Visit 5/2025 @LINE MAN Wongnai: Enhancing Customer Experiences: How Data Analytic Leads the Way	Thai Institute of Directors (IOD)
	The Role of Directors, Executives, and Employees in Anti-Corruption	Thai Institute of Directors (IOD)
	Preventing Corruption Risks in the ESG Era	Thai Institute of Directors (IOD)
5. Mr. Chuwit Jungtanasomboon	National Security Management Course (NSM) Class 17	National Intelligence Agency by the Intelligence Institute
	The Role of Directors, Executives, and Employees in Anti-Corruption	Thai Institute of Directors (IOD)



Committee	Course	Organized by
	Preventing Corruption Risks in the ESG Era	Thai Institute of Directors (IOD)
6. Mr. Sakchai Jongstapongpun	Enterprise Risk Management Framework according to COSO ERM 2017	TFAC Academy
	COSO ESG Risk Management Framework Applied to Thai Organizations	TFAC Academy
	TLCA CFO Professional Development Program No. 3/2025: "Updating Future Accounting Standards: IFRS 18 and IFRS 19"	Thai Institute of Directors (IOD)
	TLCA CFO Professional Development Program No. 5/2025: "Accounting System Implementation"	The Securities and Exchange Commission (SEC)
	TLCA CFO Professional Development Program No. 6/2025: "Green Bonds and Sustainable Benefits"	The Securities and Exchange Commission (SEC)
	CFO Annual Conference on Capital Markets	The Stock Exchange of Thailand (SET)
	Online Director's Briefing 4/2025 ESG Risks Mitigation: What Directors Need to Know: Before Risk Becomes an Organizational Turning Point	Thai Institute of Directors (IOD)
	Cash Management Solutions: Capital in Motion Deposit Management Strategies in a Fast-Moving World	Yuanta Securities (Thailand) and Kasikorn Asset Management
	ESG: Opportunities and Risks	The Stock Exchange of Thailand (SET)
	Future Finance: Transforming the CFO into a Digital Leader	The Stock Exchange of Thailand (SET)
	Driving Thailand Toward Next-Generation Industry	Thai Enterprise Development Division in collaboration with the Competitiveness Development Division, Office of the Board of Investment (BOI)
	The Role of Directors, Executives, and Employees in Anti-Corruption	Thai Institute of Directors (IOD)
	Preventing Corruption Risks in the ESG Era	Thai Institute of Directors (IOD)
7. Miss Py Attpisarn	The Board's Roles in Climate Governance (BCG) Class 4/2025	Thai Institute of Directors (IOD)
	Online Director's Briefing 4/2025 ESG Risks Mitigation: What Directors Need to Know Before Risk Becomes an Organizational Turning Point	Thai Institute of Directors (IOD)



Committee	Course	Organized by
	Design of Solar Power and Energy Storage Systems Using PVstst and Home Pro	IEEE Thailand Section and IEEE Power & Energy Society (Thailand)
	Guidelines for Setting Net Zero Targets in accordance with TGO (Thailand Greenhouse Gas Management Organization) Standards	Thailand Greenhouse Gas Management Organization
	ESG for EXECUTIVES: Building Understanding in Driving Sustainability for Executives	The Stock Exchange of Thailand (SET)
	Value Creation: Elevating Thai Listed Companies to Build a Sustainable Capital Market	The Securities and Exchange Commission (SEC)
	Biodiversity and Sustainable Business Operations Course (For Executives)	The Securities and Exchange Commission (SEC)
	Net Zero CEO Class 2/2025: For Senior Sustainability Executives	Carbon Institute for Sustainability (CBiS) and the Faculty of Engineering, Chulalongkorn University
	The Role of Directors, Executives, and Employees in Anti-Corruption	Thai Institute of Directors (IOD)
	Preventing Corruption Risks in the ESG Era	Thai Institute of Directors (IOD)

2025 Performance

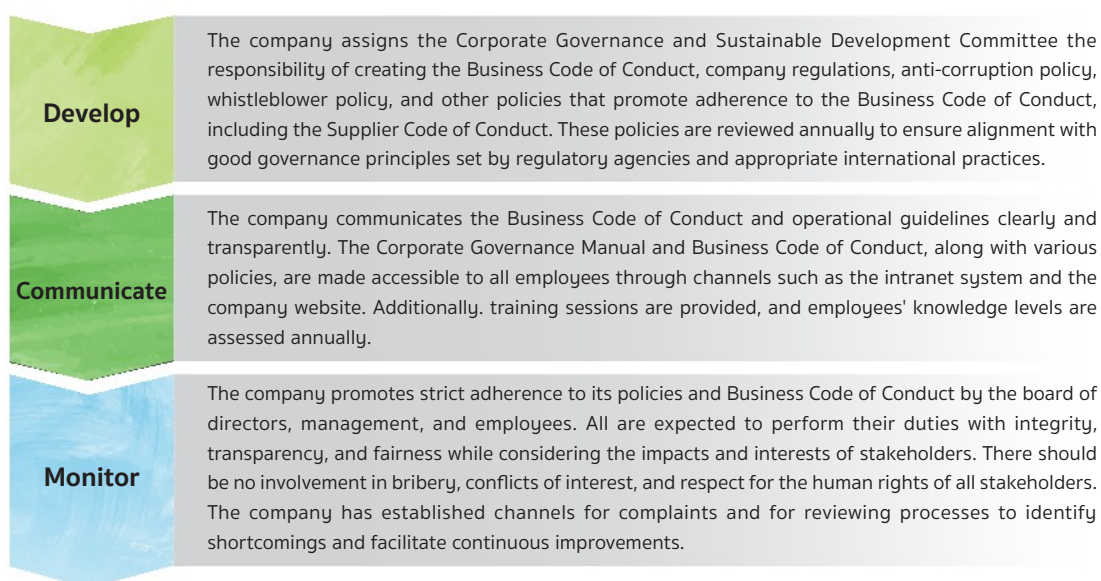
- The company mandates that employees at all levels undergo training on Good Corporate Governance. This requirement ensures that all new hires are onboarded with a comprehensive understanding of the Good Corporate Governance Policy, the Business Code of Conduct, as well as the company's vision, mission, and operational goals. This standardized training fosters a unified understanding and ensures that all personnel strictly adhere to corporate policies and regulations. In 2025, a total of 237 new employees completed this training, representing 100% of all new hires for the year. Furthermore, the cumulative number of employees across the organization who have completed this training reached 729, accounting for 75.77% of the total workforce.
- To prevent conflicts of interest, the company requires the disclosure of personal information and potential conflict-of-interest transactions via the Conflict of Interest Report. These reports are submitted to the Audit Committee for review every quarter. Furthermore, the company provides full disclosure in the Annual Report (Form 56-1 One Report), achieving a 100% disclosure rate for directors, executives, and related persons who may have a conflict of interest. This process is conducted in accordance with Section 258 of the Securities and Exchange Act B.E. 2535 (1992) and relevant notifications of the Capital Market Supervisory Board.
- As a result of the continuous improvement and development of our corporate governance processes, as well as our commitment to transparency in accordance with regulatory disclosure standards, the company has achieved an "Excellent" (5-star) rating for the fifth consecutive year. This recognition was awarded as part of the 2025 Corporate Governance Report (CGR) survey of Thai listed companies, conducted by the Thai Institute of Directors (IOD).



Business Code of Conduct and Anti-Corruption

The company is committed to conducting business with integrity, transparency, and morality, while maintaining accountability toward all stakeholder groups. Consequently, it has established a Zero Tolerance Policy against all forms of fraud and corruption. This policy covers any act of dishonesty, abuse of power for personal gain, bribery (giving or receiving), improper favoritism, and any actions that violate laws, regulations, or business ethics—whether committed by directors, executives, employees, or suppliers.

To ensure that operations align with the principles of good corporate governance, the company has integrated its business ethics into the Corporate Governance & Business Code of Conduct Handbook. This handbook serves as the foundational framework for the work performance and decision-making of directors, executives, and employees at all levels. It further defines the standards for interacting with the company and all stakeholders in a correct, fair, and ethically consistent manner. The management guidelines are as follows:



The company has established an Anti-Corruption Working Group, which reports directly to the Audit Committee. This group is responsible for systematically driving anti-corruption initiatives, encompassing the development, review, and communication of the Anti-Corruption Guidelines. These guidelines also include procedures for whistleblowing and grievance mechanisms regarding corporate misconduct. The policies are mandatory for all members of the Board of Directors, executives, and employees. This ensures that personnel at all levels have clear practical guidance to prevent risks associated with corruption, bribery (giving or receiving), abuse of authority, and any actions that may violate the law or business ethics.

The company emphasizes continuous communication and awareness-raising regarding its anti-corruption policies and measures. The goal is to cultivate a culture of integrity, transparency, and accountability that aligns with the principles of good corporate governance. These efforts support the company in effectively managing corruption risks, strengthening an organizational culture of zero tolerance toward all forms of corruption, and building confidence among all stakeholders.

For more details, please visit www.nerubber.com or scan the QR Code.



Corporate Governance and
Business Code of Conduct Handbook



Supplier Code of Conduct



Anti-Corruption and Whistleblowing
Policy and Manual



2025 Performance

Anti-Corruption Risk Assessment

The company regularly assesses fraud and corruption risks across operational processes associated with its rubber business. The assessment covers key processes throughout the value chain, including the procurement of natural rubber raw materials from farmers, farmer groups, cooperatives, collectors, and suppliers; inspection of raw material quality and weight; pricing and commercial terms determination; procurement of goods and services; warehouse and transportation management; as well as the sales and export of rubber products to domestic and international customers.

The purpose of the assessment is to identify risks arising from bribery, improper solicitation of benefits, conflicts of interest, favoritism toward suppliers or individuals, manipulation of information relating to product quality, quantity, weight, or supporting trade documentation, as well as risks associated with coordination and interactions with external parties involved in licensing, transportation, and export procedures. The company utilizes the assessment results to establish appropriate internal control measures, segregation of duties, authorization hierarchies, document verification procedures, and monitoring of compliance with the company's Business Code of Conduct in order to prevent and mitigate fraud and corruption risks throughout all stages of business operations.

In 2025, the company conducted fraud and corruption risk assessments for processes related to its rubber business operations within the reporting boundary, including the head office in Buriram and the Bangkok office. The assessment covered six key operational processes, namely natural rubber raw material procurement, raw material quality and weight inspection, procurement of goods and services, warehouse and transportation management, sales and export operations, and finance and accounting, representing 100% of the key processes within the assessment scope.

Assessed Processes	Risk Assessment Areas
1. Natural Rubber Raw Material Procurement	Favoritism toward suppliers, conflict of interest, and the establishment of unfair commercial terms.
2. Raw Material Quality Inspection and Weighing	Falsification of quality data, weight, or raw material volume.
3. Procurement of Goods and Services	Bribery (giving or receiving), price-fixing (collusion), and unfair supplier selection.
4. Warehouse and Transportation	Falsification of product information and favoritism toward logistics service providers.
5. Sales and Export Operations	Provision or acceptance of illicit benefits during coordination, trade documentation, or export processes.
6. Finance and Accounting	Improper transaction approval, disbursements lacking sufficient supporting evidence, or transactions involving potential conflicts of interest.

Based on the assessment conducted in 2025, the company found no significant fraud or corruption risks exceeding acceptable levels. Nevertheless, the company maintains a commitment to continuously monitoring, reviewing, and enhancing its control measures to ensure that business operations remain transparent, accountable, and aligned with the principles of good corporate governance. Furthermore, the company utilizes these risk assessment results to define and refine internal control measures, such as the segregation of duties, the establishment of authorization limits, the verification of supporting documentation, the monitoring of compliance with the Business Code of Conduct, and the provision of whistleblowing and grievance channels. These actions are designed to prevent and mitigate the opportunity for fraud and corruption at every stage of business operations.



Communication and Awareness Raising

The company communicates its Anti-corruption policy and guidelines to directors, executives, and employees at all levels. This ensures a comprehensive and accurate understanding of expected professional conduct and specific prohibitions regarding bribery, corruption, the giving or receiving of gifts, business entertainment, donations, and sponsorships. Furthermore, it covers guidelines on conflicts of interest and the misuse of information or official authority. Particular emphasis is placed on personnel within departments involved in sensitive operations, including raw material procurement, quality inspection and weighing, general procurement and sales, finance and accounting, warehousing, logistics, and export coordination. These functions are identified as high-risk processes where potential conflicts of interest or the illicit pursuit of personal gain are more likely to occur.

Furthermore, the company encourages raw material suppliers, contractors, and relevant service providers to acknowledge our transparent and fair business guidelines through commercial terms and conditions, the Supplier Code of Conduct, or other designated communication channels. This is to ensure a mutual understanding that the company maintains a zero-tolerance policy toward all forms of bribery and corruption and expects its suppliers to operate with integrity, transparency, and accountability, in full compliance with both the law and business ethics. In 2025, the company's key initiatives were as follows:

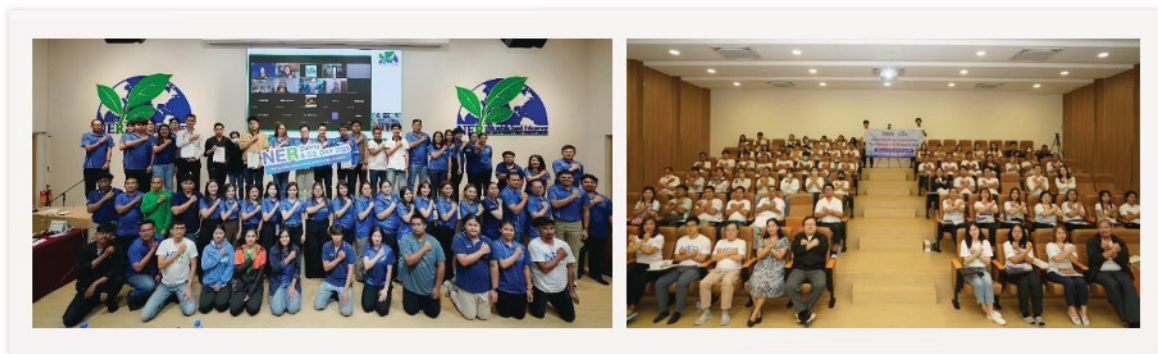
- The company disseminates information regarding business ethics and anti-corruption to directors, executives, and employees across the organization through diverse and easily accessible channels. This initiative aims to raise awareness and promote an in-depth understanding of best practices in accordance with good corporate governance principles. The number and percentage of governance body members and employees who received communication regarding anti-corruption policies and procedures are as follows:

Personnel Categories	Total Number (Persons)	Number of Personnel Informed, Categorized by Operating Area			Percentage of Total (%)
		Buriram Headquarters (Persons)	Bangkok Office (Persons)	Total (Persons)	
Board of Directors	7	7	0	7	100
Executive management	8	7	1	8	100
Employees	954	937	17	954	100

- The company organized Business Ethics and Anti-Corruption training programs for the Board of Directors, executives, employees, as well as business partners and relevant stakeholders. The training sessions were conducted by speakers from the Thai Institute of Directors on 15 March 2025 and 15 December 2025 through both onsite and online formats. The training, entitled "The Role of Executives and Employees in Anti-Corruption", covered the company's Business Code of Conduct and key policies, including good corporate governance, anti-corruption and whistleblowing, prevention of insider trading, prevention of conflicts of interest, and corruption risk mitigation. The objective of the training was to strengthen awareness and understanding of corruption prevention and avoidance in all forms, both within and outside the organization, while reinforcing the company's commitment to collective anti-corruption efforts at the organizational level. A total of 276 participants attended the training, comprising 7 directors, 3 executives, 171 employees, and 95 suppliers.



Personnel Categories	Total Number (Persons)	Number Trained in 2025 (Persons)	Percentage of Total (%)	Cumulative Number Trained through 2025 (Persons)	Percentage of Total (%)
Board of Directors	7	7	100	7	100
Executive management	8	3	37.5	3	37.5
Employees	954	171	17.92	239	25.05



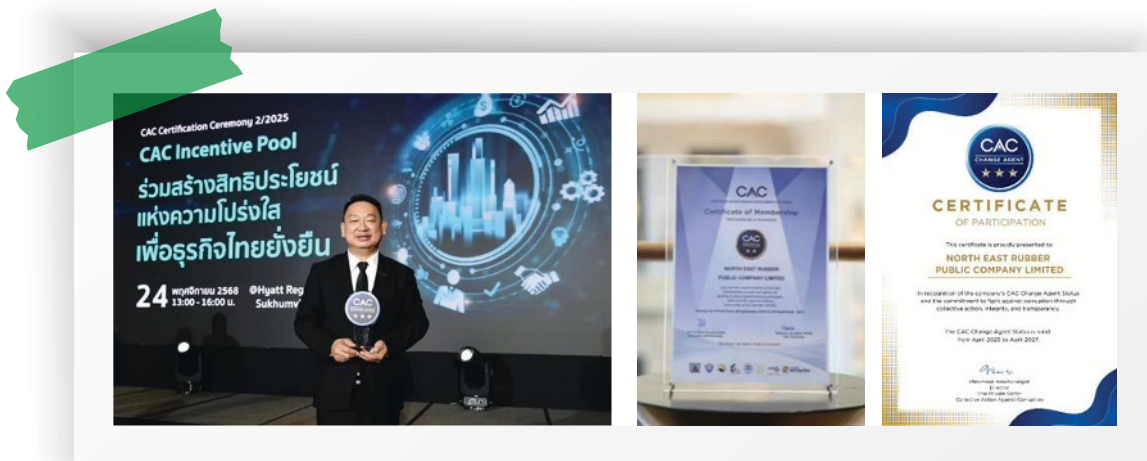
- To ensure that all employees possess a thorough understanding and can correctly adhere to anti-corruption policies and guidelines, the company has established a process for monitoring and reviewing knowledge across all operational activities and work procedures. In 2025, the company implemented a knowledge assessment with a target passing score for all participating employees of at least 80%. The results showed that 97.78% of the total workforce passed the assessment with overall average score of 95.50%.
- The company has publicly declared its intent and commitment to anti-bribery and anti-corruption to ensure that suppliers, business associates, investors, and all stakeholders are fully informed. This declaration is officially published on the company's website. Furthermore, the company has proactively sent electronic invitations to 40 suppliers, encouraging them to join in declaring their shared commitment to anti-corruption and anti-bribery efforts.
- The company has established a Supplier Code of Conduct covering key areas such as human rights, labor practices, environmental protection, legal compliance, and anti-corruption. This document serves as a collaborative business guideline for the company and its suppliers, disseminated via the corporate website and email communications. To promote business operations aligned with ethics and sustainable mutual growth, the company requires its suppliers to sign and acknowledge these guidelines. In 2025, 60 existing suppliers (who had not previously signed) provided their acknowledgment, representing 100% of the company's current tier-1 suppliers. Additionally, 207 new suppliers joined in 2025 and signed the acknowledgment, accounting for 100% of all suppliers for the year.



Supplier Groups	Total Number (supplier)	Number Informed in 2025 (Entities/Companies)	Cumulative Number Informed through 2025 (Entities/Companies)	Percentage of Total (%)
Total number of tier-1 suppliers	596	60	596	100
• Rubber suppliers	249	249	249	100
• General suppliers (Contractors, service providers, and Logistics Service Providers)	140	140	140	100
Number of new suppliers	207	207	-	100



- In 2025, the company's anti-corruption efforts were elevated to the status of CAC Change Agent, receiving a 3-star CAC Change Agent Certificate in April 2025, which is valid until April 2027. This achievement is a result of proactive initiatives aimed at promoting awareness, understanding, and engagement among suppliers regarding anti-corruption practices throughout the supply chain. The company organized Supplier Day events on March 15, 2025, and December 15, 2025, to provide training and communicate guidelines for transparent business operations and anti-corruption. These sessions were held both on-site and online, with a total of 95 suppliers in attendance. Furthermore, the company encouraged and supported its suppliers to declare their intent to join the Thai Private Sector Collective Action Against Corruption (CAC). Consequently, 12 suppliers officially declared their participation following these activities. Due to these dedicated efforts and the cooperation of its suppliers, the company was honored with the CAC Change Agent Award 2025. This award signifies the company's unwavering commitment to promoting ethics, transparency, and a business environment free from corruption and illicit gain across the entire value chain. Moving forward, the company plans to continuously support and encourage more suppliers to join the CAC initiative in the coming years.



Monitoring, Auditing, and Improving Anti-Corruption Controls

The company continuously monitors and reviews the effectiveness of its anti-corruption measures through the oversight of the Anti-Corruption Working Group, the Audit Committee, and relevant departments. Special emphasis is placed on high-risk processes within the context of the natural rubber business, such as raw material procurement, quality and weight inspection, general procurement, contract management, logistics, and product sales or exports. To ensure ongoing improvement, the company utilizes results from risk assessments, grievances, internal audit findings, and recommendations from related units to refine policies, operational guidelines, and internal control systems. This data-driven approach also informs communication strategies to stay aligned with the evolving business nature and environment, ultimately strengthening an organizational culture rooted in integrity, transparency, and a zero-tolerance policy toward all forms of corruption.





Performance	2023	2024	2025
Number of confirmed incidents of bribery and corruption (Cases)	0	2	0
Number of employees disciplined or dismissed due to bribery and corruption (Persons)	0	2	0
Number of public legal cases regarding bribery and corruption brought against the company or its employees (Cases)	0	0	0
Number of business partner/supplier contracts terminated or not renewed due to violations related to bribery and corruption (Contracts)	0	0	0
Total value of fines, penalties or settlements in relation to bribery and corruption (THB)	0	0	0

Monitoring Compliance with the Business Code of Conduct and Anti-Corruption Policy

The company has established channels for receiving complaints and reporting misconduct as outlined in its anti-corruption policy and whistleblower policy. These channels allow directors, executives, employees, and stakeholders to report or provide information regarding operations that are not in compliance with legal requirements, regulations, governance principles, business ethics, or instances of corruption. The company offers various options for submitting complaints, as follows:

Whistleblowing Channel

Four internal grievance boxes located within the company premises

- 1.1 Customer Reception Building
- 1.2 Production Building 2
- 1.3 Canteen Building
- 1.4 Rubber Block Manufacturing Facility

Postal Mail

Address to
 “ Chairman of the Audit Committee ”
 North East Rubber Public Company Limited
 398 Moo.4 Kok Ma Sub-district, Prakhonchai
 District, Buriram 31140

Email

To Chairman of the Audit Committee
 (Mr. Ronachit Jinadit)
 Tel: 089-767-4222
 Email: CAC@nerubber.com

NER's Website

<https://investor.nerubber.com/th/corporate-governance/whistleblowing>



Grievance and Whistleblowing Management Process

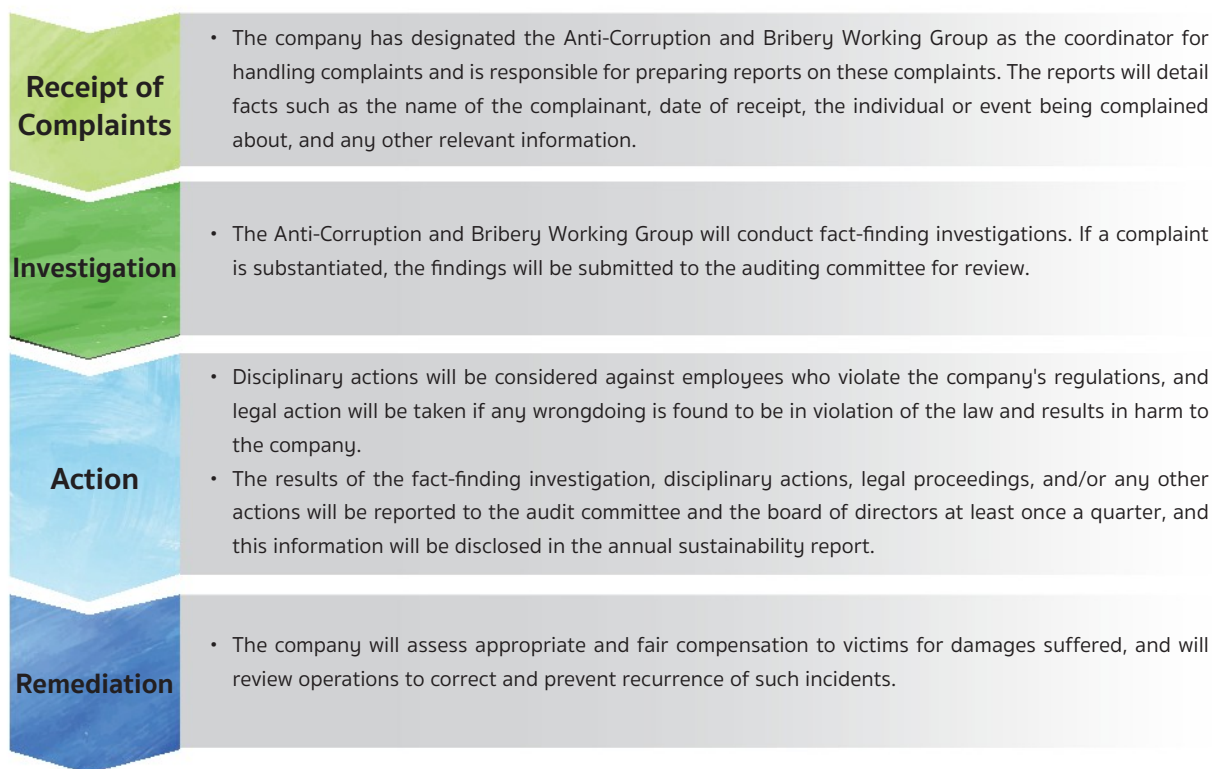
The company has established systematic, fair, transparent, and verifiable processes and mechanisms for receiving, investigating, and managing complaints. These frameworks are aligned with the internal control guidelines of The Committee of Sponsoring Organizations of the Treadway Commission (COSO) and the essential principles of personal data protection under the Personal Data Protection Act (PDPA) B.E. 2562 (2019), as well as international human rights best practices.

The company systematically records all information related to complaints to facilitate tracking, auditing, and processing according to established protocols. Upon receiving a complaint or whistleblower report, an initial assessment is conducted to evaluate the nature of the issue, data completeness, severity, potential impacts, and relevant departments. If a complaint is found to have merit or significance, a fact-finding investigation is initiated, led by responsible parties who maintain neutrality, fairness, and a total lack of conflict of interest. Should the investigation confirm wrongdoing or actual impacts, the company implements appropriate corrective measures, provides remediation to affected parties, or establishes preventive actions. These may include disciplinary measures, internal control improvements, policy or practice reviews, additional training, or legal action where necessary.

The company prioritizes the confidentiality of complainants, informants, the accused, and related parties by strictly limiting data access to only those with direct responsibility. Robust protection measures are in place for whistleblowers and those providing information in good faith to prevent retaliation, harassment, intimidation, termination, reassignment, or any form of unfair treatment. If information disclosure to relevant individuals or agencies is required, the company will act only to the extent necessary and in full compliance with the law, personal data protection policies, and internal control procedures.

Communication with the complainant or whistleblower is handled appropriately through available contact channels, beginning with an acknowledgment of receipt, followed by status updates during the investigation at suitable intervals, and a final notification upon completion. This feedback process adheres to principles of fairness, transparency, and confidentiality, disclosing only necessary information that does not infringe upon the rights, personal data, or secrets of others. In cases where misconduct or actual impacts are confirmed, the company will inform the complainant of the corrective, remedial, or preventive actions taken to the extent appropriately disclosable, while maintaining records of all communications as evidence for tracking and process improvement.

For significant complaints—such as those involving legal and regulatory violations, severe financial impacts, ethics and human rights breaches, or matters involving directors and senior management—the company requires reporting to senior executives, relevant sub-committees, and the Board of Directors based on the level of importance and urgency. This ensures that appropriate solutions and preventive measures are determined and monitored. Furthermore, data derived from complaints and investigation results are utilized to review and develop internal control systems, risk management, and corporate governance mechanisms to ensure ongoing effectiveness.



Remediation Process

The company has established a systematic and fair remediation process to address potential impacts arising from its business operations. This framework covers employees, suppliers, customers, communities, the environment, and other relevant stakeholders, addressing impacts stemming from both the company's direct operations and activities within its value chain. This process is integrated with grievance mechanisms, whistleblowing channels, fact-finding investigations, and risk management systems, enabling the company to effectively identify, assess, and manage both actual and potential impacts.

When an actual impact is identified, the company determines appropriate corrective and remedial measures based on the nature, severity, and scale of the impact, as well as the company's level of involvement in the incident. Remediation may take various forms, such as restoring conditions to an appropriate state, mitigating damages, providing fair compensation, rehabilitating the environment or working conditions, and enhancing internal control processes. Furthermore, the company may review policies or guidelines, provide additional communication or training to relevant parties, and pursue disciplinary or legal action when necessary.

The company prioritizes the involvement of affected parties and relevant stakeholders in determining appropriate remediation paths, guided by principles of fairness, transparency, safety, and non-discrimination. Progress on corrective and remedial actions is continuously monitored until the issue has been appropriately resolved and finalized.

Political Contribution

The company maintains a policy of not providing political support, whether directly or indirectly. This includes cash, gifts, services, event sponsorship, or any other benefits to political parties, politicians, candidates, political advocacy groups, or organizations with political objectives. This stance is held to maintain political neutrality and business transparency while preventing risks related to conflicts of interest or corruption. In 2025, the company did not provide any form of political support, with the total value of political contributions amounting to 0 THB.



2025 Performance

The company monitored compliance with the Business Code of Conduct and anti-corruption measures throughout 2025.

The details are as follows:

Violations of Corporate Governance and Code of Conduct (cases)	2025				Disciplinary Action Measure			
	Complaints/ Wrongdoing Clues	Under Investigation	Case with Merit	Case without Merit	Verbal Warning	Written Warning	Suspension	Termination of Employment
Corruption	0	0	0	0	0	0	0	0
Fraud	0	0	0	0	0	0	0	0
Bribery and Acceptance of Bribes	0	0	0	0	0	0	0	0
Harassment of Any Kind and Sexual Harassment	0	0	0	0	0	0	0	0
Discrimination	0	0	0	0	0	0	0	0
Conflicts of Interest	0	0	0	0	0	0	0	0
Insider Trading of Company Information	0	0	0	0	0	0	0	0

Compliance

The company conducts its business with a strong commitment to strict compliance with applicable laws and regulations, as outlined in its policies and business ethics. All directors, executives, and employees are required to operate within the framework of legal and regulatory standards and must not engage in, support, or be complicit in any actions that violate these laws and regulations. Additionally, the company closely monitors changes in laws and regulations relevant to its business to mitigate legal and financial risks, and to be well-prepared to efficiently address changes in stakeholder demands. For instance, it considers regulations such as the EU Deforestation Regulation (EUDR) that affect the export of rubber products, while also creating opportunities for market expansion and increasing stakeholder confidence through proactive risk management and innovation in production processes. These elements are crucial for enhancing the company's long-term competitiveness.

The company's board of directors review policies and practices to ensure proper governance in compliance with applicable laws and regulations. Annual assessments of legal compliance and regulatory requirements are conducted by the quality management unit (ISO) to ensure the company operates in full adherence to all legal and regulatory obligations.





The company has established a dedicated unit responsible for monitoring changes in relevant laws and regulations, with the following operations in place:

1. The company closely monitors new laws and changes in trade regulations and laws of importing countries to prepare for legal and trade compliance risks.
2. The risk management task force monitors risks, analyzes and assesses impacts, and develops recommendations for preparation to be presented to the risk management committee.
3. The company communicates with relevant entities in both the public and private sectors, as well as international suppliers, to exchange information and feedback. This proactive communication enables the company to stay informed and sufficiently equipped to analyze and enhance operational processes, establish control measures, and ensure alignment with standards and requirements.

2025 Performance

The company has established criteria for determining significant non-compliance or violations of laws and regulations based on the nature and severity of the incident, the value of fines or damages, and the impact on business operations. These criteria also consider the effects on stakeholder rights, the environment, and corporate reputation, as well as potential legal proceedings or sanctions from regulatory bodies that could jeopardize licenses, exports, or business continuity.

In 2025, the company reported no significant instances of non-compliance or violations of laws and regulations across economic, environmental, or social dimensions. There were no fines, penalties, or non-monetary sanctions imposed by either domestic or international regulatory authorities. To ensure continued transparency and mitigate long-term legal risks, the company maintains active monitoring of evolving laws and regulations relevant to its business. This focus specifically includes trade and export regulations, environmental standards, labor practices, safety and occupational health, human rights, and the specific requirements of importing countries.





Risk and Crisis Management

Materiality Topic		Impact, Risk, and Opportunity		
14. Corporate governance and business integrity		The current global situation, influenced by economic, financial, trade, investment factors, geopolitical developments, as well as laws and societal interests, is complex, volatile, and rapidly changing. This creates challenges for businesses striving to grow and sustain their operations. Effective risk management is therefore critical for the company, as ineffective management of risks and crises can impact not only the company's financial and non-financial aspects but also significantly affect stakeholders and the environment. This includes issues such as pollution, loss of natural resources, health and safety risks for employees and communities, and potential human rights violations. Such shortcomings could lead to diminished trust from stakeholders, harm to the company's reputation and image, or the loss of future business opportunities. A systematic and effective risk management approach can help identify, prevent, and manage risks that may affect the long-term stability of the organization, including environmental, social, and governance (ESG) risks, which are central to sustainability. Furthermore, it enhances the company's ability to manage and respond to the rapid changes in the current environment and future challenges, such as climate change or emerging regulations. This strategy can reduce costs or mitigate impacts from potential damages and enable the company to recognize business opportunities that lead to value creation and enhancement for both the company and its stakeholders. Ultimately, it strengthens the company's competitive edge, allowing it to grow sustainably and securely.		
• Risk management and internal control				
Contribution to SDGs				
8 DECENT WORK AND ECONOMIC GROWTH 8.2 16 PEACE, JUSTICE AND STRONG INSTITUTIONS 16.7				
		Long-term Goals 2030	2025 Targets	2025 Performance
Coverage of Risk Management Across All Departments (%)		100	100	100



Risk Management Approach

The company recognizes the importance of risk management and promotes the management of risks throughout the value chain of all its businesses across all dimensions to acceptable levels. This enables the company to operate according to the established strategic plan. In addition to operational risks, the company also emphasizes environmental, social, and governance (ESG-related) risks that could potentially harm the achievement of the company's long-term objectives and goals.

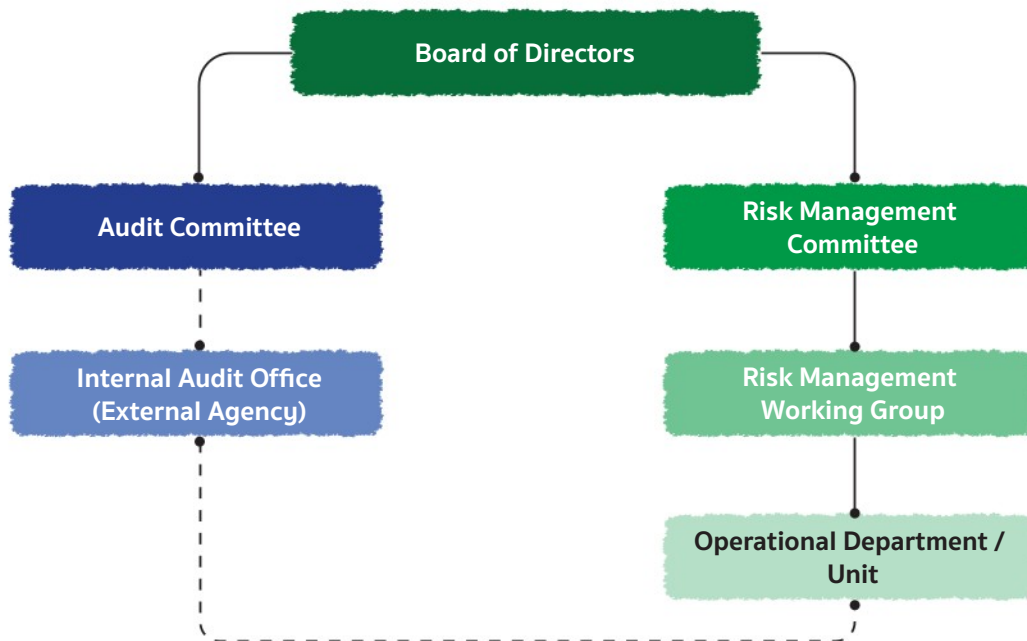
The company has established a **'Risk Management Policy'** and a risk management manual that are reviewed and updated annually to align with current circumstances. In terms of enterprise risk management, the company utilizes the risk management framework from the Committee of Sponsoring Organizations of the Treadway Commission (COSO), incorporating both the COSO ERM 2017 (Enterprise Risk Management Integrating with Strategy and Performance) and COSO ESG 2018 (Enterprise Risk Management – Applying Enterprise Risk Management to Environmental, Social, and Governance-related Risks) as guidance for its corporate risk management practices, tailored to fit the company's operations to ensure risk management at all levels and connection throughout the organization.

The company has assigned a Risk Management Committee, consisting of 2 independent directors, 2 executive directors, and 1 senior executive, totaling 5 members, with the independent director serving as the chairperson. This committee is responsible for establishing policies and practices for risk management, overseeing and monitoring existing risk management, and considering anticipated risks from economic conditions, business competition, technological development, cultural changes, legal regulations, as well as transition risks that may impact future business operations.

To ensure that all executives and employees participate in the organization's risk management, the company has formed a risk management working group comprising 29 representatives from all departments. The group is chaired by Mr. Nattaporn Inprakhon, Assistant Deputy Chief Executive Officer of Procurement and Warehouse Management, and its role is to collaboratively identify and assess significant risks across the organization, track the implementation of risk management and control measures, and summarize performance reports for the Risk Management Committee on a monthly basis.

Additionally, the company conducts regular audits of internal control systems and the effectiveness of the risk management system, identifying risks within internal processes through an external third-party internal auditor. Ms. Pirada Tonhangsa, Assistant Deputy Chief Executive Officer of Organizational Development, is responsible for coordination, and internal control system audits are conducted quarterly.





Risk Management Committee

- Approval and review of risk management policy and procedures
- Providing operational guidance to the risk management task force to ensure effective and appropriate responses to the company's key risk management issues

Operational Department / Unit

- Responsible for managing risks in accordance with the measures set by the Risk Management Committee.
- Support and cooperate with the Risk Management Committee to ensure that risk management achieves the company's objectives.

Risk Management Working Group

- Establish policies, risk assessment criteria, and guidelines for determining risk measures and risk management approaches for the company.
- Identify and evaluate risks and risk factors, including implementing risk control measures to keep risks within acceptable levels.
- Support risk management activities across all departments to ensure compliance with policies, standards, and relevant regulations.
- Prepare a risk register.
- Communicate policies, guidelines, and conduct training on risk management for employees at all levels to raise awareness of risk factors that could impact the company's objectives and promote the importance of risk management among staff.
- Collect data and regularly report operational results to the Risk Management Committee on a monthly basis.

Internal Audit Office

- Review internal control systems and the effectiveness of the risk management system, as well as identify risks within organizational processes.





Risk Management Process

The company manages organizational risks by establishing a process aligned with the international standards of COSO ERM 2017 and COSO ESG 2018. The focus is on comprehensive risk management that covers the four main types of risks: strategic, operational, financial, and compliance with regulations and anti-corruption, while also expanding the scope of risk management to include environmental, social, and governance (ESG-related risks) as well as emerging risks that could impact the achievement of the company's objectives and goals in the short, medium, and long term. The risk management process includes the following steps:



1. Risk Governance and Culture

- Establish clear risk management policies and structures, including defined responsibilities at all levels, along with factors that support effective risk management such as best practices, workflows, and information systems.
- Foster an organizational culture and awareness across the company through training and communication across various channels, and implement these practices in daily operations and business decision-making.

2. Strategy and Objective-Setting

- Align risk management with business strategies and objectives.
- Define evaluation criteria and risk appetite that comply with industry standards and ethical benchmarks.

3. Risk Identification

- Identify risks across all departments and levels of the organization.
- Recognize risk factors stemming from both internal and external elements that may hinder the organization from achieving its short, medium, and long-term objectives.

4. Risk Assessment and Prioritization

- Analyze risks based on likelihood, potential impact, and severity to prioritize risks accordingly.

5. Risk Response and Mitigation

- Consider risk management strategies such as mitigation, avoidance, risk transfer, and risk acceptance.
- Choose appropriate risk response methods, taking into account cost-effectiveness, return on investment, and overall business impact.



6. Risk Monitoring and Review

- Monitor the effectiveness and efficiency of risk management measures using Key Risk Indicators (KRIs) as tools for tracking and assessing risk status to determine effective management actions, allocate resources, and provide appropriate support.
- Conduct regular reviews of risks, risk levels, and reassessments in response to significant changes both internally and externally.

7. Continuous Improvement

- Analyze lessons learned after risk events occur, and determine methods for improvement, remediation, and prevention of recurrence.
- Review and update risk policies, strategies, frameworks, and management practices to suit changing business environments.

8. Reporting and Communication

- Prepare risk reports for management in accordance with governance hierarchy and disclose findings to stakeholders.

- Regularly communicate risk management information and promote knowledge sharing throughout the organization.
- Leverage technology to monitor risks in a timely and up-to-date manner.

The company conducts a review of significant organizational risks at least once a year to consider emerging risks or changes to existing risks that may arise due to shifts in the economic environment, regulations, or technology. This review provides management with sufficient information to formulate strategies and make informed decisions. The assessment of risk management effectiveness and monitoring of risk management across all departments ensures that risk management is conducted efficiently and effectively, supporting the company in achieving its defined objectives and goals.



Learn more about our Risk Management Policy at www.nerubber.com or scan the QR Code.





Risk Management Governance

In 2025, the Risk Management Committee held a total of 12 meetings to monitor performance, summarizing the key points of their duties as follows:

- Reviewed and refined risk management policies, evaluated the company's business risk management plans, and established measures for risk prevention and mitigation. This included regular and continuous monitoring to reduce or accommodate the impacts of risks.
- Reviewed the annual risk management manual for 2025.
- Assessed the risk management committee's charter for 2025.
- Communicated and reported risk management performance to the Audit Committee and the Board of Directors to keep them informed and to gather additional insights on a quarterly basis.
- Monitored the performance of the Risk Management Committee and working group in identifying and thoroughly assessing various risks by analyzing external factors and company performance data. Appropriate risk management measures were developed to reduce risk levels to acceptable thresholds.
- Followed up on the development of the Emergency Response Plan (ERP) to serve as a guideline for responding to emergencies or crises that, if uncontrolled, could halt business operations. Additionally, prepared a Business Continuity Plan (BCP) to minimize disruptions and mitigate impacts to an acceptable level.

Enterprise Risk Assessment

In 2025, the company conducted a comprehensive risk assessment across the entire organization, covering all departments (100%). The risk prioritization revealed several significant organizational risks that may impact the company's operations, as follows:

Type of Risk	Economic Risk	Environmental Risk	Social Risk	Governance Risk
Strategic Risk	• Risk from high competition in the rubber industry. • Risk from fluctuations in raw material conditions.	• Risk from the transition to a low-carbon society (emerging risk).	• Supply Chain Risks from Border Overlapping Area Disputes (emerging risk)	
Operational Risk		• Health risks from air pollution. • Risks from water scarcity. • Water pollution risks.	• Risks of human rights violations in the supply chain.	• Risks of human rights violations in the supply chain.



Type of Risk	Economic Risk	Environmental Risk	Social Risk	Governance Risk
Financial Risk	• Risk from fluctuations in exchange rates.			
Compliance Risk	• Legal and regulatory trade risks.	• Risk from the European Union Deforestation Regulation (EUDR) (emerging risk).		

Linking Risk to Strategy

These enterprise risks may impact the company's ability to drive its strategies toward achieving defined objectives and goals. The strategies most likely to be affected by these enterprise risks are shown in the following table:

Corporate Strategy “4D” D1 = Drive D2 = Develop D3 = Deploy D4 = Dedicate

Risk trend = increased = stable = decreased

Timeframe the period during which the risk is likely to occur or impact the company

Short term = < 2 years Medium term = 2 – 5 years Long term = > 5 years

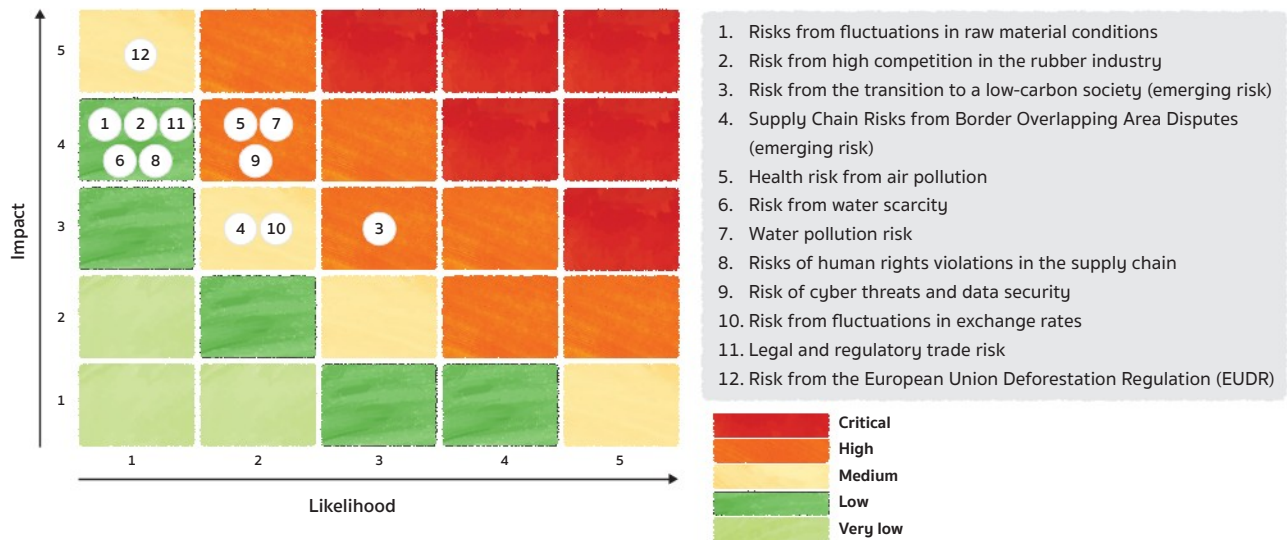
Corporate Strategy		Delegated risk owner	Alignment with Corporate Strategy				Risk trend	Timeframe
			D1	D2	D3	D4		
Strategic Risk	1. Risks from fluctuations in raw material conditions	Deputy Chief Executive Officer of Procurement and Warehouse Management	•	•				Short term
	2. Risk from high competition in the rubber industry	Deputy Chief Executive Officer of Marketing and Quality Control	•					Short term
	3. Risk from the transition to a low-carbon society (emerging risk)	Deputy Chief Executive Officer of Sustainability Development	•	•	•			Medium-long term
Operational Risk	4. Supply Chain Risks from Border Overlapping Area Disputes (emerging risk)	Deputy Chief Executive Officer of Procurement and Warehouse Management Deputy Chief Executive Officer of Corporate Development Deputy Chief Executive Officer of Production		•		•		Short term



Corporate Strategy		Delegated risk owner	Alignment with Corporate Strategy				Risk trend	Timeframe
			D1	D2	D3	D4		
Operational Risk	5. Health risk from air pollution	Deputy Chief Executive Officer of Sustainability Development			•	•	→	Short term
	6. Risk from water scarcity	Deputy Chief Executive Officer of Sustainability Development	•	•	•	•	→	Long term
	7. Water pollution risk	Deputy Chief Executive Officer of Sustainability Development			•	•	→	Short term
	8. Risks of human rights violations in the supply chain	Deputy Chief Executive Officer of Corporate Development	•	•		•	→	Short term
	9. Risk of cyber threats and data security	Deputy Chief Executive Officer of Corporate Development					→	Short term
Financial Risk	10. Risk from fluctuations in exchange rates	Deputy Chief Executive Officer of Accounting and Finance Management					→	Short term
Compliance Risk	11. Legal and regulatory trade risk	Deputy Chief Executive Officer of Corporate	•	•			↓	Short – medium term
	12. Risk from the European Union Deforestation Regulation (EUDR)	Development EUDR Working Group	•	•	•		→	Short – medium term

Enterprise risk heatmap

The Enterprise Risk Heat Map is developed based on the severity of potential impact and the likelihood of occurrence. It serves as a strategic tool for prioritizing risks and monitoring shifts in risk levels, enabling the company to define appropriate management approaches for critical risks that may affect business operations. The company conducts an annual review and assessment of enterprise-wide risks. Over the past year, the company effectively implemented risk mitigation measures, resulting in risk levels for most issues remaining stable or decreasing compared to 2024. Furthermore, the Company has identified an emerging risk: ‘Supply Chain Risks from Border Overlapping Area Disputes.’ This inclusion ensures proactive surveillance and readiness to respond promptly to situations that could impact business continuity.



Strategic Risk

1. Risks from fluctuations in raw material conditions

Delegated risk owner : Deputy Chief Executive Officer of Procurement and Warehouse Management	Risk trend : 	Link to strategy : D1
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The company is engaged in the production and distribution of natural rubber products and the processing of rubber. The main raw material, natural rubber, experiences price fluctuations based on global market prices, which are influenced by the supply and demand for natural rubber. Several factors affect rubber prices, including market supply and demand, the quantity of natural rubber affected by climate conditions and production seasons, the price of crude oil which impacts synthetic rubber prices that can substitute natural rubber, and the prices of agricultural commodities traded on the Singapore futures market, which the company uses as a baseline for daily raw material purchases. Additionally, intense competition from neighboring countries and the risk of decreased yields due to farmers shifting to cultivate more profitable crops contribute to this volatility. Therefore, fluctuations in both price and quantity of raw materials have a significant impact on the company's financial performance.

Risk Management Measures

The company enhanced the capabilities of its procurement and sourcing department to secure high-quality raw materials from diverse sources. This effort included diversifying sourcing locations and increasing the number of raw material producers within its network. The company implemented strategies to plan and order a minimum amount of raw materials for production 3 to 5 months in advance, effectively mitigating risks associated with raw material shortages and fluctuations in rubber prices while maintaining adequate inventory levels to support year-round production.

The company closely monitored rubber prices in both global markets and domestic trading centers, as well as gathered comprehensive information related to rubber from various sources. This approach allowed for rapid analysis of the raw material situation, enabling the company to set appropriate prices for purchasing and selling products. Moreover, in 2024, the company collaborated with business partners to establish advance purchasing and delivery contracts, ensuring timely procurement of raw materials at reasonable costs.



2. Risk from high competition in the rubber industry

Delegated risk owner : Deputy Chief Executive Officer of Marketing and Quality Control	Risk trend : 	Link to strategy : D1, D2
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Rubber products, especially Ribbed Smoked Sheet (RSS), Standard Thai Rubber 20 (STR20), STR Mixtures Rubber, and RSS Mixtures Rubber, are crucial raw materials for the automotive tire manufacturing industry and the automotive parts industry. Therefore, the demand for natural rubber has increased in line with the growing automotive industry. Although Thailand remains the world's largest exporter of natural rubber, the supply from other rubber-producing countries is trending downwards. This has led tire manufacturers to seek raw materials from countries other than Thailand, such as rubber from the African region and rubber from CLMV countries (Cambodia, Laos, Myanmar, Vietnam), where Chinese investors have expanded rubber planting areas from 2006 to 2012, and production has started to enter the market more significantly. As a result, Chinese customers have shown increased demand for imports and are reducing their reliance on Thai rubber. This has led to heightened competition in the rubber industry, and Thai rubber producers may lose market share to these competing countries, particularly in the segment of rubber blocks.

Risk Management Measures

The company focuses on enhancing its competitive capabilities through high-quality products at competitive prices while maintaining product quality in accordance with international standards and continuously improving to gain acceptance among customers. The company also aims to elevate production standards for higher efficiency by developing personnel with expertise in production and business operations, equipping them with modern and precise production tools and analytical instruments. Additionally, product quality has been certified by the Rubber Research Institute of the Department of Agriculture, Ministry of Agriculture and Cooperatives. The company has established a research and development unit for continuous product development, enabling the production of goods that meet customer demand and timely delivery. Furthermore, the company is adjusting its strategic plans for more proactive market expansion, both domestically and internationally, to mitigate risks from competition in the current market.

Operational Risk

5. Health risk from air pollution

Delegated risk owner : Deputy Chief Executive Officer of Sustainability Development	Risk trend : 	Link to strategy : D3, D4
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The processing of natural rubber, particularly in the drying, smoking, and wastewater treatment processes, can generate air pollutants such as sulfur dioxide (SO₂), nitrogen oxides (NO_x), volatile organic compounds (VOCs), and particulate matter (PM_{2.5}, PM₁₀). These pollutants may lead to health issues for factory employees and local communities, including respiratory diseases, allergies, and problems with the circulatory system if there is continuous long-term exposure. Additionally, odors from rubber piles, production processes, and wastewater treatment may affect the quality of life for employees and surrounding communities, potentially impacting the relationship between the factory and the community if not managed properly.

Risk Management Measures

To mitigate the impacts of air pollution and odors, the company has implemented various measures, such as installing air pollution control systems, including dust collectors, air filters, and toxic gas elimination systems. The company utilizes production technologies that reduce emissions, such as improving the rubber drying process and ventilation systems in ovens, using clean energy, and developing technologies to minimize chemical evaporation. Additionally, the company controls and treats odors at the source by enhancing the storage facilities for raw materials to be more secure and using absorbent materials to manage odors. Wastewater treatment is conducted using closed systems. Furthermore, the company monitors the health of employees and the community by providing annual health check-ups and creating opportunities for the community to participate in reporting issues and collaboratively addressing problems transparently.

6. Risk from water scarcity

Delegated risk owner : Deputy Chief Executive Officer of Sustainability Development	Risk trend : 	Link to strategy : D1, D2, D3, D4
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The production and processing of rubber products rely heavily on water at every stage. With increasing production capacity, the demand for water also rises accordingly. Additionally, climate change in the northeastern region, which is considered a high water-stress area, may lead to water scarcity at certain times or fluctuations in water quality. Without effective water usage planning and sustainable water resource management, there is a risk of water shortages, which would directly impact the company's production processes and product quality.

Risk Management Measures

To ensure sustainable business growth, the company recognized the importance of efficient water resource management, focusing on maximizing water usage. The company developed a water recycling and reuse system and enhanced water conservation measures to help reduce water loss in both the factory and office. It managed water usage during the production process and controlled the volume of water consumed to maintain product quality. Additionally, to ensure water security for the production process without relying on external public water sources, the company constructed a total of four water wells on its premises. Three of these wells, with a total capacity of 365,000 cubic meters, were used to collect rainwater for use in the factory area. The other one well, with a total capacity of 50,000 cubic meters, stored treated water for reuse in the production process. The company closely monitored water quality and quantity while collaborating with government agencies and local communities to develop sustainable water management practices. This approach helped effectively address changes in water resources, reduce potential risks, and maintain product quality at the highest standards.



7. Water pollution risk

Delegated risk owner : Deputy Chief Executive Officer of Sustainability Development	Risk trend : 	Link to strategy : D3, D4
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The rubber industry generates a significant amount of wastewater from the washing and cleaning of raw materials and the company's production processes, as well as latex that may leak during the transportation of raw materials by suppliers. Without appropriate management, this could lead to environmental impacts, such as contamination of water sources, soil, and surrounding ecosystems, or cause unpleasant odors that disrupt nearby communities.

Risk Management Measures

The company places great importance on controlling the quality of wastewater and implements strict measures to treat wastewater in accordance with legal standards and environmental regulations. This includes using effective technologies such as anaerobic wastewater treatment systems, which are capable of reducing pollution by more than 90%, and aerobic wastewater treatment systems. Additionally, the company closely monitors the quality of wastewater and treated water. Furthermore, the company undertakes preventive measures to reduce the volume of wastewater at the source, such as improving water usage efficiency, recycling water, and developing production technologies that reduce water consumption. This is accompanied by regular monitoring and inspection of wastewater quality, with reports provided to the Risk Management Working Group on a monthly basis, ensuring that the water released into the environment meets safety standards and requirements while preventing impacts that may arise to the surrounding communities and ecosystems.

8. Risks of human rights violations in the supply chain

Delegated risk owner : Deputy Chief Executive Officer of Corporate Development	Risk trend : 	Link to strategy : D1, D2, D4
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In the rubber industry, the risk of human rights violations can arise from various factors in the supply chain, such as the use of child labor and illegal migrant labor, employment in unsafe and unsuitable working conditions, such as lack of health and safety care, or paying wages below the minimum standard. There are also violations related to land rights, such as forcibly relocating communities to expand rubber plantation areas. Additionally, there are risks associated with the use of hazardous chemicals in the production process, which can negatively impact the health of workers and surrounding communities.

Risk Management Measures

To prevent and mitigate such risks, the company has established a Supplier Code of Conduct that complies with legal requirements and aligns with the UN Guiding Principles on Business and Human Rights and ILO Conventions. The company conducts assessments and audits of suppliers in the supply chain, focusing on labor, health and safety, land acquisition, and environmental management. This ensures that business partners are socially and environmentally responsible and do not engage in any direct or indirect human rights violations. The company regularly audits suppliers in the supply chain and provides training to employees and partners on labor rights and the prevention of child labor. Additionally, it implements



comprehensive Human Rights Due Diligence processes both within the organization and throughout the supply chain. The company has established channels for reporting disputes or human rights issues, ensuring actions are conducted transparently and fairly for all parties involved.

9. Risk of cyber threats and data security

Delegated risk owner : Deputy Chief Executive Officer of Corporate Development	Risk trend : 	Link to strategy : -
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The company aims to be a high-efficiency organization driven by data to enhance its competitiveness and decision-making in a complex and highly uncertain business environment. This has led to an increased adoption of digital technology and the use of **the Internet of Things (IoT)** in operations, meetings, production, cloud data storage, and the use of software for supply chain design and management, as well as controlling internal data. Meanwhile, cyberattacks have continuously evolved, and there has been an increase in cyber fraud, which may disrupt production systems or business operations or lead to the leakage of critical operational data.

Risk Management Measures

The company takes action to reduce the risks associated with cyber threats and data security by upgrading its infrastructure and establishing an information security management system based on international standards. It reviews its IT processes to minimize vulnerabilities, such as installing firewalls to protect against cyberattacks over the internet, defining access rights to sensitive data according to necessity, and enforcing password protocols for all employees. The company conducts automatic data backups and maintains storage areas both internally and externally. Access to data storage locations is controlled, and access rights to databases are assigned based on employees' levels.

Additionally, the company monitors and surveys new threats in both office and factory systems, regularly assessing its systems to facilitate proactive preventive planning against potential attacks. It has established a response plan for cyberattack threats and a recovery plan for IT systems, both of which are regularly reviewed and practiced to ensure timely responses to incidents and to reduce the severity of any resulting damage. The company also promotes cybersecurity awareness among employees, keeping them informed about current threats and emerging attack methods, while fostering greater caution in the use of information technology systems and data within the organization.

Financial Risk

10. Risk from fluctuations in exchange rates

Delegated risk owner : Deputy Chief Executive Officer of Accounting and Finance Management	Risk trend : 	Link to strategy : -
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The company derives 25% of its sales revenue from exporting goods to foreign countries, primarily using the US dollar for transactions. Fluctuations in the exchange rate on the day payment is received can result in exchange rate differences, which may lead to either gains or losses for the company. Such exchange rate volatility can therefore have a significant and unavoidable impact on the company's revenue.

Risk Management Measures

The company closely monitors exchange rate fluctuations and has established policies to mitigate the risks associated with such volatility by entering into forward contracts for foreign currency transactions. This is done for no less than 60-100% of foreign sales whenever products are exported. The company also carefully manages the timing of forward contracts to ensure appropriateness. Furthermore, during periods of significant exchange rate volatility that could materially impact the company, the company maintains a flexible sales policy. This involves strategically reducing the proportion of international sales while increasing domestic sales as appropriate to optimize financial benefits and minimize potential losses. Additionally, the company strives to diversify sales across multiple foreign currencies, tailoring this approach to the suitability of each customer group and country. The company collaborates closely with individual customers to determine the currency for transactions, and it does not engage in currency speculation.

Compliance Risk

11. Legal and regulatory trade risk

Delegated risk owner : Deputy Chief Executive Officer of Sustainability Development	Risk trend : 	Link to strategy : D1, D2
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The rubber industry faces increasingly complex international trade barriers, particularly in the form of customs measures such as import tariffs on natural rubber in certain countries to protect domestic producers. This situation forces exporting countries like Thailand to compete heavily on price. Additionally, non-tariff measures play a significant role, such as hygiene and environmental regulations that impose restrictions on chemical residues in rubber products or requirements related to labor and sustainability. Standards like the European Union REACH and FSC standards for sustainable rubber compel exporters to adapt to comply with these requirements, leading to increased production costs and creating obstacles to access major global markets.

Risk Management Measures

The company closely monitors trade regulations and legal requirements of importing countries, analyzing their impacts and preparing recommendations. It also communicates with relevant public and private agencies, as well as international partners, to exchange information and opinions. This collaborative approach enables the company to stay informed about changes in laws and regulations in a timely manner, allowing for the analysis and development of work processes, controls, and preventive measures to ensure that business operations remain in compliance with evolving standards and requirements. Furthermore, the company focuses on developing environmentally friendly and highly safe innovations and production processes to mitigate the impacts of trade measures and build long-term competitiveness in the global market.



Emerging Risk

3. Risk from the transition to a low-carbon society

Delegated risk owner : Deputy Chief Executive Officer of Sustainability Development	Risk trend : 	Link to strategy : D1, D2
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Climate change, which has clearly impacted the environment, society, and the global economy, has led to calls for collaboration from all sectors to actively address climate change issues. Governments and businesses worldwide, including those in Thailand, have set policies and targets aimed at reducing greenhouse gas emissions and established operational guidelines to move towards a low-carbon society. This is being pursued through the use of renewable energy, clean technology, and the efficient circulation of resources in the value chain, resulting in new regulations and laws concerning greenhouse gas reduction such as carbon taxes, the Emission Trading System (ETS), and carbon footprint regulations that may be used to establish standards in various industries. Implementing measures like the Carbon Border Adjustment Mechanism (CBAM) could impact exports, presenting challenges for the rubber industry. Additionally, changes in consumer behavior and market trends are increasingly favoring environmentally friendly products. The initial rise in operational costs due to investments in low-carbon technology and the transition to environmentally friendly energy sources or raw materials may increase costs in the short term but is a preparation for long-term sustainability in transitioning to a low-carbon society.

Risk Management Measures

The company set a target to reduce greenhouse gas emissions from the 2021 baseline and aimed to achieve carbon neutrality by 2030. To this end, it undertook improvements and modifications in processes and equipment and utilized technology to enhance production efficiency and energy usage. This included research and development efforts to reduce greenhouse gas emissions from manufacturing processes and decrease reliance on fossil energy by increasing the use of renewable energy sources such as solar power and biomass. The company also built a collaborative network between itself and its partners to establish goals for reducing greenhouse gas emissions throughout the supply chain while supporting and developing partners to enhance their capacity to meet the defined targets.

12. Risk from the European Union Deforestation Regulation (EUDR)

Delegated risk owner : EUDR Working Group	Risk trend : 	Link to strategy : D1, D2, D3
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The company is a producer and processor of products made from natural rubber, which must comply with the European Union Deforestation Regulation (EUDR) since the European market is a key export market that is important to Thailand's economy. The improvement of EU regulations has a significant impact on the export of rubber products. EUDR is focused on conserving and protecting forest areas, which poses risks to the company if it fails to comply with these regulations, both in terms of potential revenue loss and increased costs associated with compliance with EUDR.



Risk Management Measures

The company is committed to conducting its business in accordance with the regulations of the European Union Deforestation Regulation (EUDR) to support environmental conservation and reduce deforestation. Consequently, the company has established an EUDR task force to manage risks and support projects related to compliance with this regulation. This includes gathering and verifying relevant data and supporting necessary activities to ensure that operations adhere to EUDR measures effectively. Additionally, the company promotes awareness among its raw material suppliers regarding the compliance guidelines.

4. Supply Chain Risks from Border Overlapping Area Disputes

Delegated risk owner : Deputy Chief Executive Officer of Procurement and Warehouse Management Deputy Chief Executive Officer of Corporate Development Deputy Chief Executive Officer of Production	Risk trend : 	Link to strategy : D2, D4
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The company operates in the natural rubber industry, which relies heavily on the continuity of raw material procurement, logistics, and production processes. Some of our key production bases and sourcing areas are located near regions susceptible to geopolitical uncertainty or border overlapping area disputes. These are external factors beyond the company's control and can shift rapidly depending on local circumstances. If such situations persist or escalate, they may impact the safety of employees and raw material partners, access to sourcing areas, delays in rubber collection and transportation, raw material sufficiency for production, operational costs, business continuity, and the ability to deliver products to customers as planned. While these risks have not yet significantly impacted current operations, the company recognizes them as emerging issues with the potential to affect supply chain stability and long-term business continuity.

Risk Management Measures

The company maintains continuous monitoring of political situations, security, and border overlapping area disputes. Relevant departments are assigned to collect data, analyze trends, and report to executive management to assess potential impacts on sourcing areas, logistics routes, employee safety, and production continuity. To mitigate these risks, the company has procured raw materials from multiple regions to reduce over-reliance on any single area, actively engaged with suppliers and key raw material providers to assess delivery readiness, identified and prepared alternative transportation routes in the event of disruptions to primary routes, and maintained sufficient raw material buffer stocks to sustain production during emergencies. Furthermore, the company prioritizes the safety of employees, contractors, and on-site personnel by establishing clear communication protocols, early warning systems, and emergency response guidelines. These comprehensive measures are designed to mitigate supply chain disruptions and ensure the continuity of production and timely customer deliveries.



Business Continuity Management

The production process in the natural rubber industry is highly integrated at every stage—from raw material receiving and quality inspection to manufacturing, warehousing, and final delivery. Consequently, any disruption in a single stage can impact the entire production line, delivery capabilities, operational costs, and the confidence of customers and stakeholders. Potential disruptions may arise from external factors, such as natural disasters, emerging diseases, supply chain uncertainties, or local emergencies, as well as internal factors like machinery breakdown, utility failures, labor shortages, fire, or other workplace accidents.

To manage these risks, the company has implemented Business Continuity Management (BCM) by developing an Emergency Response Plan (ERP) and a Business Continuity Plan (BCP). These frameworks prepare the organization to prevent, mitigate, respond to, and recover operations from events that could cause business interruption. The plans define roles and responsibilities, assess impacts on critical processes, establish internal communication protocols, ensure personnel safety, and allocate the necessary resources to sustain operations during a crisis.

The Company has established specific measures to address emergencies that may affect production, including maintaining firefighting equipment, fire suppression systems,

and clearly designated evacuation routes; training dedicated emergency response teams and communicating emergency protocols to all employees and relevant stakeholders; and coordinating with external agencies, such as the Provincial Electricity Authority (PEA), to receive advance notice of power outages, thereby enabling proactive production planning and schedule adjustments.

Regarding machinery and equipment readiness, the company conducts Preventive Maintenance (PM) according to scheduled cycles and continuously monitors the condition of production support systems. Critical spare parts are maintained in inventory to minimize the likelihood of downtime. Furthermore, the company prioritizes workforce management by preparing cross-functional personnel for key processes to ensure a prompt response to unexpected events.

The company regularly reviews and updates its Business Continuity Plan to align with evolving risks, emerging threats, and lessons learned from past incidents, such as fire events. These insights are utilized to enhance organizational readiness in prevention, response, and recovery. Ultimately, these efforts aim to protect employees, assets, and production processes while ensuring seamless delivery and maintaining service continuity for our customers.



Promoting a Risk Management Culture

Risk Management Knowledge and Skills Development

The company focuses on enhancing the capabilities of employees across the organization by providing knowledge and understanding of risk management as part of the employee development plan. This includes conducting training on risk management that encompasses risks related to the environment, society, and governance (ESG). This training aims to ensure that employees at all levels within the company are aware of, recognize, and understand the various risks facing the organization so they can apply this knowledge in their daily operations. In 2025, the company implemented initiatives to promote a risk management culture within the organization as follows:

- On June 29-30, 2025, the company conducted a training course on risk management according to international standards (ISO 31000:2018) for the risk management working group, executives, and employees from all departments. The training was led by an expert instructor from the Accounting Professionals Association, with the objective of enhancing knowledge and understanding of risk management and enabling attendees to apply the principles of risk management in the company's operations and their daily work. A total of 72 employees participated in the training.



- On August 21, 2025, the company organized an Enterprise Risk Management (ERM) Workshop for the Risk Working Group, executives, and employees from all departments, with a total of 58 participants. The session was conducted by expert speakers from Ignifier Co., Ltd. The primary objective was to strengthen knowledge and understanding of ERM principles and processes, covering risk identification, root cause and impact analysis, risk assessment, prioritization, monitoring, and the formulation of appropriate control measures and risk management plans. This workshop empowered participants to systematically apply these concepts to their respective responsibilities in alignment with the company's business context. Ultimately, the initiative encourages the integration of risk management into the decision-making processes and daily operations of every department.



Integrating Risk Management into Operations

- The company integrated risk management as part of its strategic planning, project development, and operational activities to achieve the defined objectives, goals, and strategies. It was also a critical component in decision-making for investments in various projects, such as major capital-intensive projects. The Risk Management Committee was involved in reviewing and providing feedback on the adequacy of risk assessments and risk management measures, serving as input for the Board of Directors' investment approval decisions. The committee systematically monitored project progress to ensure that the company's investment projects were executed according to the established plans and evaluates completed projects to continuously improve project management.
- The company managed organizational risks by holding meetings of the Risk Management Working Group, which includes senior executives, departmental managers, and operational staff, to monitor organizational risk management. Additionally, specific risk indicators and risk appetite were established, along with a Risk Mitigation Plan, which includes setting targets and performance indicators. Continuous monitoring and evaluation of the risk level after implementation were conducted to closely identify control measures. The outcomes were reported to the Risk Management Committee monthly.
- The company set performance indicators for the organization and the operational results of senior executives to align with organizational risks or risk indicators, linking them with the performance indicators of the responsible risk management units. This ensured effective monitoring and evaluation of control measures and risk management plans in accordance with the organization's core strategies. The responsible departments set performance indicator targets that were aligned with risk indicators. For example, regarding the risk of transitioning to a low-carbon society, the company set a target to reduce greenhouse gas emissions from the 2021 baseline and aimed for carbon neutrality by 2030. Accordingly, it undertook improvements and modifications in processes and equipment, as well as implemented technologies to enhance production efficiency and energy use, thereby reducing greenhouse gas emissions from its production processes and decreasing reliance on fossil energy by increasing the use of renewable energy from solar and biomass sources, among others.



Information Security

Materiality Topic	Impact, Risk, and Opportunity
16. Data privacy and security • Cyber Security • Protection of Confidential Information and Privacy • Data security	Business information, such as strategic plans, financial reports, and personal data of the company's stakeholders, is critical assets that must be protected. If this information is leaked—whether due to negligence on the part of individuals or cyber threats—it can significantly affect the stability of operational systems, the reputation and image of the company, as well as stakeholder confidence. If the information is misused, it can cause severe damage to the data owners and result in the company losing customers and business partners. Furthermore, it may violate data protection laws, such as Thailand's PDPA or the EU's GDPR, which could lead to fines and legal repercussions. However, if there is support for the effective and secure utilization of data, it not only helps mitigate risks in this area but can also build stakeholder confidence, enhance production efficiency, promote innovation in operations, and create a competitive advantage for the company.
Contribution to SDGs  16.3, 16.10	

	Long-term Goals 2030	2025 Targets	2025 Performance
Number of complaints regarding breaches of personal data and business confidentiality	0	0	0
Incidents resulting in damage from cyberattacks	0	0	0
*Percentage of supervisory-level employees who completed data security training	100%	100%	100%
*Percentage of operational-level employees who completed data security training	100%	100%	100%

* Only supervisory-level and operational-level employees are authorized to use the company's information systems.

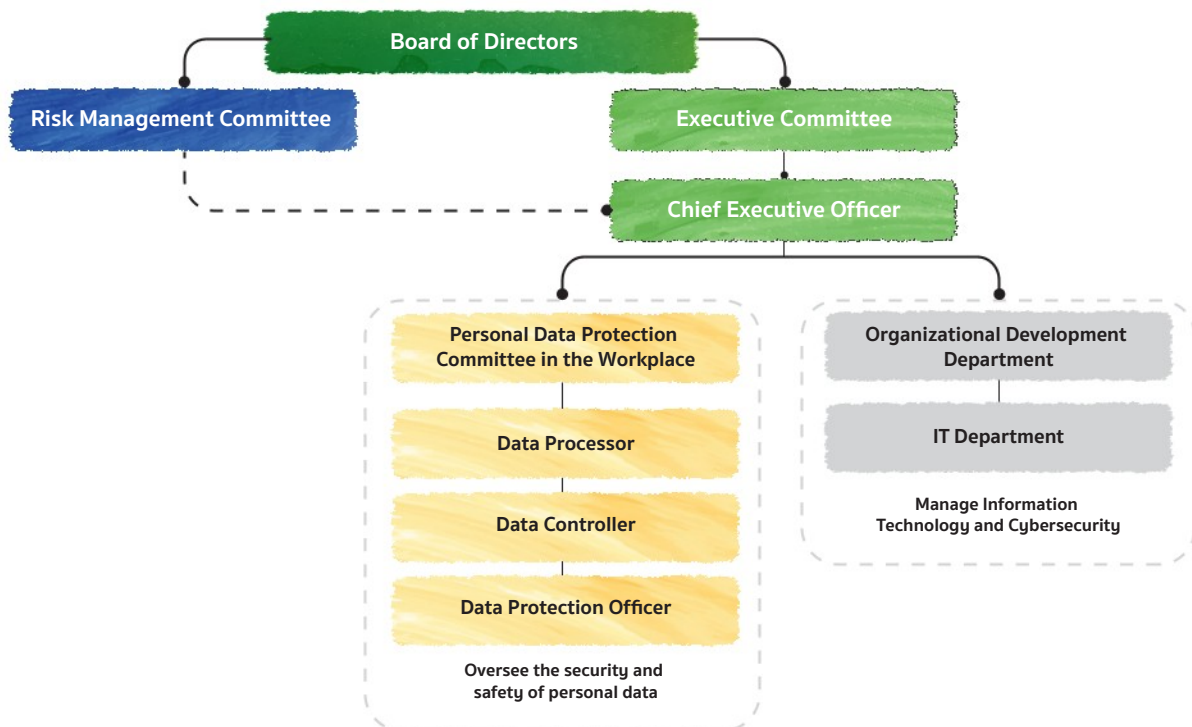


Management Approach

The company recognizes the importance of protecting privacy and data security and has established a “**Policy on Governance and Management of Information Technology**,” a “**Personal Data Protection Policy**,” and a manual for the management of personal data protection. These guidelines are intended for directors, executives, and employees at all levels to ensure proper handling, access, and use of data, especially sensitive information pertaining to the company or stakeholders, in accordance with the Cybersecurity Act B.E. 2562 and the Personal Data Protection Act B.E. 2562. The company ensures that its privacy and data security management covers personal data and business secrets related to employees, customers, suppliers, job applicants, visitors, and other relevant stakeholders. This scope extends to critical information systems, including office networks, factory systems, ERP systems, email, endpoint devices, and data stored or processed via relevant third-party service providers.

The company maintains an IT governance and cybersecurity framework aligned with the ISO/IEC 27001 international standard. The Information Technology Department is responsible for overseeing, controlling, managing, and monitoring cybersecurity performance, as well as continuously assessing risks related to data privacy and security. These issues are fully integrated into the Enterprise Risk Management (ERM) process to ensure systematic surveillance and mitigation. Furthermore, the IT Department reports progress, risk status, significant incidents, system test results, and improvement plan updates to the Chief Executive Officer (CEO) on a monthly basis, and subsequently presents these reports to the Executive Committee and the Risk Management Committee.

For personal data security governance, the company has established a Personal Data Protection Committee, chaired by the Chief Executive Officer. This committee is responsible for setting measures for the security of personal data and practices related to personal data protection for company employees and relevant stakeholders, including communication and oversight to ensure compliance with established goals.

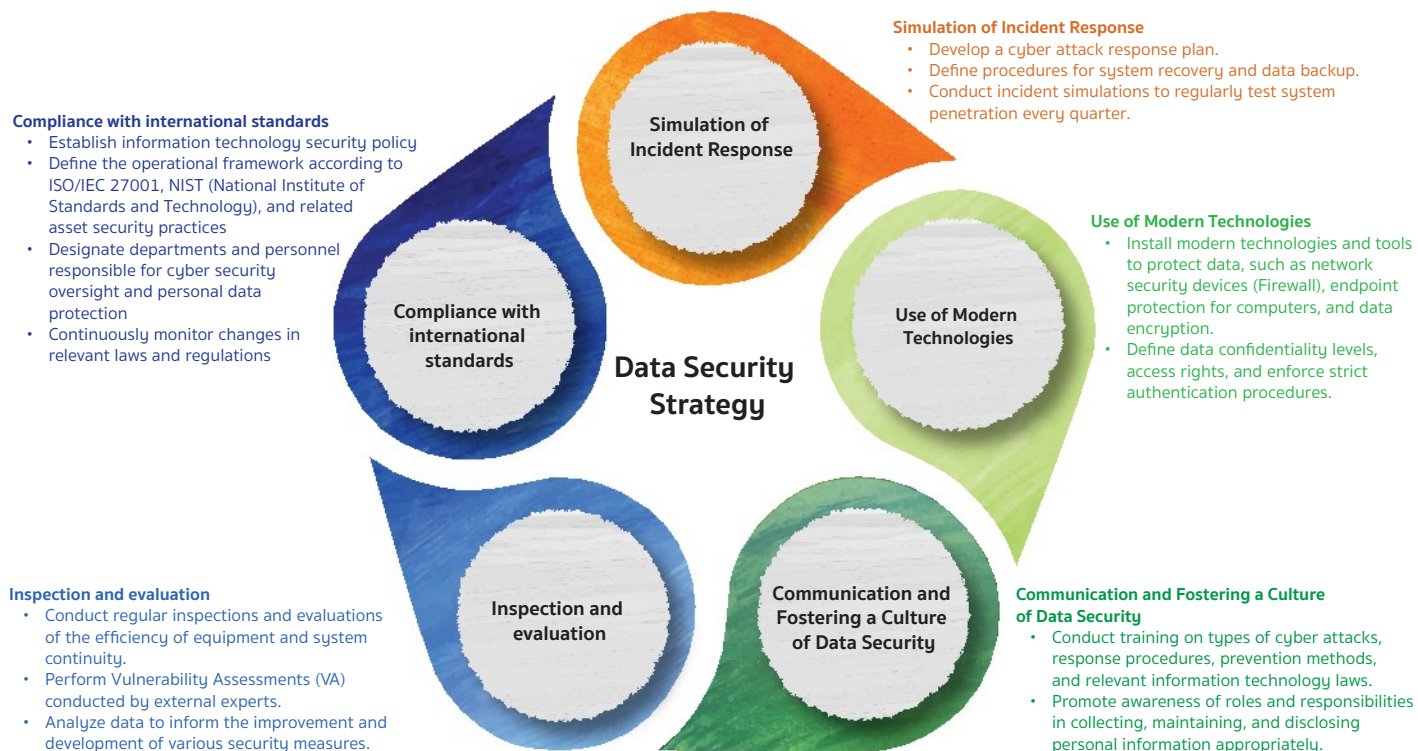


For more information about the Policy on Governance and Management of Information Technology and the Personal Data Protection Policy, please visit www.nerubber.com or scan the QR Code.



Data Security Strategy

The company has established a strategy to control the risks of data leakage and cyberattacks, focusing on reducing the likelihood of occurrences and minimizing the severity of impacts as follows:



Cyberattack Prevention

The company identifies and assesses risks related to cybersecurity to establish appropriate risk management measures, such as access control management, data encryption, multifactor authentication (MFA), and the installation of antivirus software (endpoints) to protect against cyberattacks on all computers and electronic devices within the organization. Additionally, the company conducts regular data backups and processes to check the readiness of backup data every quarter to prepare for potential cyberattacks or threats from malicious individuals, as cyberattacks can disrupt operations. To further ensure readiness, the company has developed a Business Continuity Plan (BCP) and a Recovery Plan to enhance preparedness.

Moreover, the company has implemented an information security management system based on international standards referencing ISO/IEC 27001 and the NIST Security Framework from the National Institute of Standards and Technology (NIST). The company continuously develops its infrastructure and cybersecurity systems while monitoring and surveilling emerging threats resulting from the rapid evolution of technology, both in the office and factory systems. This proactive approach allows for preventive planning against potential attacks. The company also regularly tests its systems to respond to cyber threats and conducts drills for recovering information systems.



Additionally, raising cybersecurity awareness among executives and employees is essential to keeping up with the evolving situation and new attack methods, as data may leak due to employee operations or a lack of awareness of threats. Therefore, the company provides ongoing training on the nature of attacks, operational practices, preventive measures, and relevant information technology laws to instill a sense of caution in employees regarding the use of equipment and information technology while recognizing the risks and potential impacts.

Data Management and Access Control

The company has established measures to ensure the security of personal data in accordance with legal requirements and aligned with international operational standards. A Data Protection Officer (DPO) has been appointed to play a crucial role in overseeing and monitoring activities related to personal data within the organization, ensuring compliance with the Personal Data Protection Act. The DPO also provides guidance, supervises, and coordinates both internally and externally to ensure that personal data management is conducted in accordance with the Personal Data Protection Act (PDPA), while promoting appropriate privacy protection and data security.

The company has established a systematic data management process, covering data classification, defining access rights based on roles and the principle of 'need-to-know,' periodic access reviews, and data retention and destruction according to specified periods. Furthermore, the company conducts risk assessments for new systems and third-party service providers involved in data processing. Additionally, an incident response process has been established, including root cause investigation and the implementation of corrective and preventive actions (CAPA) to prevent recurrence. These measures are designed to support data protection and mitigate the risks of data breaches or unauthorized access, with key operational guidelines as follows:

Classification of Data Confidentiality Levels	Establish levels of confidentiality to effectively control access to data by categorizing information into three levels: General information, Confidential information, and Highly Confidential information.
Access Rights Assignment	Assign data access rights based on each employee's role and responsibilities, applying the principle of "least privilege" to ensure employees can only access the information necessary for their duties.
Use of Authentication Systems	Implement robust authentication systems such as complex passwords, two-factor authentication (2FA), and digital ID cards.
Monitoring and Recording of Data Access	Monitor and log data access to enable review and analysis of access activities in the event of anomalies.
Training and Awareness Building	Train employees on data security policies and best practices to ensure they understand and adhere to security measures.



Data Breach Complaint Management

The company has established channels for stakeholders to report incidents of confidential or personal data breaches. There is a process in place for investigating the facts of these reports. If a complaint involves personal data, the Data Protection Officer will assess the situation and report to management accordingly.

Whistleblowing and Complaint Channels



Postal mail:

Human Resources Department North East Rubber Public Company Limited
398 Moo.4 Kok Ma Sub-district, Prakhonchai District, Buriram 31140

Tel. : 044-666-928 / 044-666-929

Email : hr@nerubber.com

Website : <https://www.nerubber.com>

Training and Awareness Building

In 2025, the company implemented various programs and activities to educate and raise awareness among employees at all levels about cyber threats, data confidentiality, privacy, and information security. This was done through diverse communication channels such as the company website, intranet, electronic bulletin boards, and LINE. These efforts ensured that employees received sufficient information and understood the importance of protecting and safeguarding data.



The company conducts annual training on data security for all employees to enhance knowledge regarding data security policies, compliance with personal data protection laws, cyber threat prevention, and the correct use of digital devices and technology. Special emphasis is placed on supervisory-level employees who use the company's information systems, such as email and ERP systems. Currently, 42.72% of the total workforce has access to company computers. Of this group, 100% successfully completed data security training in 2025. To maintain and enhance these standards, the company implemented the following training programs and activities :



• Cyber Threat Awareness Training

In 2025, the company organized a specialized training session titled 'AIS Aunjai Cyber' on July 15, 2025. Expert speakers from Advanced Info Service Public Company Limited (AIS) shared their knowledge and real-world experiences regarding current cyber threats, as well as effective prevention and response strategies. The session was held at the company's 1st-floor meeting room and broadcast live via Zoom, reaching 292 new recruits and 189 employees across all levels. The primary objectives of this initiative were to build a solid understanding of the company's Cybersecurity framework, emphasize individual roles and responsibilities in safeguarding data, and ensure that employees can appropriately apply these security guidelines to their daily operations.



• 2025 Annual Core Knowledge Review :

On September 25, 2025, the company organized the "2025 Annual Core Knowledge Review" training for 177 employees across all departments. Cybersecurity was a primary module of the curriculum, aimed at enhancing knowledge, understanding, and best practices for data security in the workplace. To ensure comprehensive coverage across all units, the training was conducted in six sessions. The program utilized diverse learning methods, including group discussions, Q&A sessions, and practical workshops. Pre-tests and post-tests were administered to systematically evaluate learning outcomes. 100% of participants successfully passed the assessment criteria established by the company.

• Morning Talk Sessions :

The company conducts regular Morning Talk sessions before the start of each shift to ensure continuous and comprehensive communication regarding data security. Relevant departments are assigned to act as primary communicators, relaying essential information to all staff. Key topics include email safety, phishing awareness, password protection, the proper use of corporate IT equipment and systems, and clear protocols for reporting suspicious incidents. These sessions play a vital role in fostering awareness and empowering employees to consistently adhere to the company's cybersecurity measures in their daily operations.



Position Level	Total Number of Employees (Persons)	Number of Employees with Access to Company Information Systems (Persons)	Number of Employees Informed of Cybersecurity and Data Security (Persons)	Number of Employees Trained in Cybersecurity and Data Security (Persons)	Percentage of Employees who Passed Training and Assessment (%)
Executive Management	8	8	8	8	100%
Middle Management	26	26	26	26	100%
Junior Management	81	81	81	81	100%
Operational Staff	847	296	296	296	100%
Total	962	411	411	411	100%

Cybersecurity Performance

The company has continuously upgraded its security measures to remain modern and aligned with rapid technological changes. Key initiatives and tools implemented are as follows:

- System Testing and Analysis :** The company engaged experts from Microsoft under the Microsoft Assessment project to evaluate the overall robustness of our information systems. This assessment covered infrastructure, network systems, and security configurations of critical applications. The objective was to identify vulnerabilities, risks, and issues affecting data security while providing technical recommendations in accordance with Microsoft's Cybersecurity Standards and international best practices. The assessment results are utilized for short-term system improvement planning and risk mitigation, covering all corporate information systems. Within one month of the assessment, one key area for improvement was identified: Updating Microsoft Windows Operating System patches to the latest version. The company has successfully completed this remediation, achieving 100% implementation within the specified one-month timeframe.
- Alignment with International Cybersecurity Standards :** The company has reviewed and enhanced its information security risk management framework to suit its operational context, referencing the ISO/IEC 27001 standard. The IT Department is assigned as the primary unit responsible for governance and the development of an Incident Response Plan (IRP). This plan clearly defines procedures, roles, and responsibilities for all relevant units, covering cybersecurity incidents across all corporate data and systems. The plan is mandated to be reviewed and updated once a year to ensure rapid response, minimize operational impact, and enhance system recovery efficiency. In 2025, the company reviewed and improved cybersecurity prevention processes for all 5 critical information systems and conducted 1 review of the Incident Response Plan.



Personal Data Protection and Information Security

Due to the strict implementation of our policies and measures, the company experienced no cyberattacks or data breaches in 2025. Furthermore, there were no complaints regarding the leakage of personal data or business secrets. This demonstrates that the company's information security management system is appropriate and effective in controlling risks. Moving forward, the company will continue to monitor, evaluate, and regularly improve our information security processes to remain resilient against technological changes and evolving threats in the future.

Indicators	2023	2024	2025
Number of substantiated complaints regarding breaches of data subject privacy	0	0	0
Number of identified leaks, thefts, or unauthorized access to personal data	0	0	0
Number of data subjects affected by personal data breaches	0	0	0
Number of reportable incidents to regulatory authorities	0	0	0
Total value of fines or compensation related to personal data breaches (THB)	0	0	0





Human Rights in Supply Chain

Materiality Topic	Impact, Risk, and Opportunity
8. Labor practices and human rights in the supply chain - Diversity, Equity, and Inclusion (DEI) - Child labor - Forced labor - Labor Practices	The natural rubber industry is a business that relies heavily on labor throughout the supply chain from upstream to downstream, making it unavoidable for human rights risks to arise in the supply chain. This includes treatment of labor, compensation, health and safety, impacts on communities, as well as issues related to child labor or forced labor. Without stringent oversight, this may lead to social criticism, legal action, and the loss of opportunities in key markets such as the European Union. Conducting business ethically and responsibly, while treating stakeholders with respect for human rights throughout the value chain, will help strengthen the relationship between the company and its stakeholders, particularly employees and suppliers. This, in turn, leads to sustainable collaboration that enhances competitive capability, serving as a crucial foundation for driving business growth securely over the long term and truly becoming a leader in the rubber industry.
Contribution to SDGs 5.2 8.5, 8.7 10.3 16.2	

	Long-term Goals 2030	2025 Targets	2025 Performance
Number of salient human rights complaints	0	0	0
Use of child labor or forced labor in the supply chain (cases)	0	0	0

Management Approach

The company recognizes the importance of respecting the human rights of stakeholders in all activities throughout the supply chain. Therefore, it conducts business in accordance with international practices related to respecting the human rights of stakeholders, including rights concerning natural resources and the environment. This ensures that the company's operations are conducted with careful consideration and prudence, treating all stakeholder groups equally and without discrimination based on gender, sexual orientation, age, race, nationality, religion, disabilities, or different opinions, while avoiding any actions that may lead to direct or indirect human rights violations.



The company has established a Labor and Human Rights Working Group consisting of 9 members from relevant departments, chaired by the Executive Vice President of Organizational Development. This working group is responsible for overseeing and monitoring operations related to labor, such as compliance with labor laws and human rights principles, employment practices, working conditions, health and safety, as well as human resources development. Additionally, the working group plays a role in conducting comprehensive human rights due diligence (HRDD), providing advice and recommendations to establish measures for mitigating or preventing risks per set objectives. It also disseminates and communicates information on human rights both internally and externally to foster a correct understanding throughout the organization. The working group holds regular monthly meetings to monitor ongoing operations and reports to the Corporate Sustainability Development Committee and the Corporate Governance and Sustainable Development Committee at least once per quarter.

The company has developed a framework for human rights operations that aligns with the United Nations Guiding Principles on Business and Human Rights (UNGP) to serve as a guideline for the Board of Directors, executives, and employees at all levels as follows:

Commit to Respect Human Rights	Adopt a public policy commitment to respect human rights, aligned with international standards like the Universal Declaration of Human Rights and ILO core conventions.
Conduct Human Rights Due Diligence	Identify, address, and monitor human rights risks and impacts to uphold standards and ensure compliance across operations, supply chains, and partnerships.
Provide Access to Remedy	Establish or participate in grievance mechanisms to address and resolve human rights violations promptly and fairly.
Engage Stakeholders	Communicate and involve affected stakeholders, such as employees, communities, and supply chain partners, in decision-making processes related to human rights.
Report Transparently	Disclose policies, processes, and performance on human rights through public reporting mechanisms.



Human Rights Policy

The company has established a **Human Rights Policy** and a Human Rights Practices Handbook that align with the United Nations Guiding Principles on Business and Human Rights (UNGP), the OECD Due Diligence Guidance for Responsible Business Conduct, the Universal Declaration of Human Rights (UDHR), as well as relevant laws in Thailand and abroad concerning business operations. These documents serve as guidance for the Board of Directors, executives, and employees at all levels to treat all stakeholder groups in all activities throughout the supply chain in accordance with human rights principles and to respect human dignity, rights, and freedoms equally.



Learn more about Human Rights Policy and a Human Rights Practices Handbook at www.nerubber.com or scan QR Code

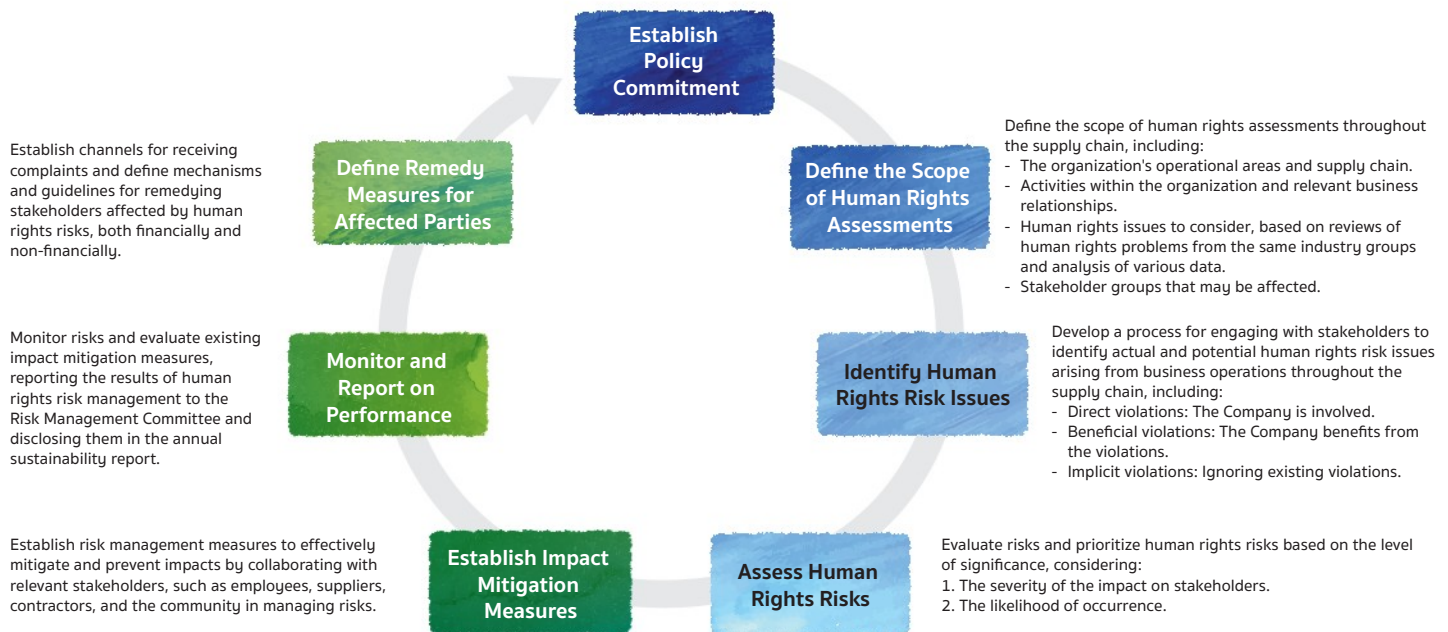
Labor Rights Practices Guidelines

1. Treatment of Employees and Workers	• Treat employees and workers equally without discrimination. • Support diversity among employees. • Promote equal opportunities for women and persons with disabilities. • Prohibit and do not tolerate physical punishment, physical and psychological harassment, or verbal abuse.
2. Employment Practices	• Promote diversity and equal opportunities in employment. • Hire under terms and conditions that comply with local laws and established practices.
3. Labor Utilization	• No use or support for child labor (individuals under the age of 18). • No use or support for forced labor or human trafficking in any form. • No forcing of employees to work overtime without their consent.
4. Wages and Benefits	• Provide fair and equal wages and benefits for all employees. • Compensate appropriately according to the salary structure and market conditions, meeting at least the minimum wage requirements set by the country. • Respect the rights to rest and ensure reasonable working hours.
5. Workplace Safety	• Provide a safe and hygienic working environment and facilities that are accessible to everyone, including persons with disabilities.
6. Freedom of Association and Collective Bargaining	• Respect the rights and freedoms of employees to join associations and engage in collective bargaining. • Support the establishment of welfare committees to develop benefits that are beneficial and suitable for employees' needs.



Human Rights Risk Assessment

The company mandates a comprehensive Human Rights Due Diligence (HRDD) at least once a year to identify and evaluate risks, as well as to establish corrective and preventive measures against human rights violations across all business activities, including the operations of stakeholders throughout the supply chain. The operational processes align with the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the principles of Free, Prior, and Informed Consent (FPIC) for Indigenous Peoples. The comprehensive Human Rights Due Diligence process includes the following steps:



In 2025, the company conducted a comprehensive Human Rights Due Diligence (HRDD) and risk assessment, covering 100% of its business processes and operational sites. The scope extends across the entire supply chain and business activities linked through business relationships, such as raw material suppliers. The company identifies human rights risks through a robust process of identifying and assessing business impacts on the economy, environment, and people, including human rights, in alignment with the GRI Standards 2021 and the Double Materiality approach for sustainability reporting. Furthermore, human rights risks are integrated into departmental risk assessments, such as Environmental Impact Assessments under ISO 14001:2015 (Environmental Management System) and safety risk assessments under ISO 45001:2018 (Occupational Health and Safety Management System).



Related Human Rights Risk Issues

The company has identified human rights issues affecting each key stakeholder group, encompassing both actual impacts and potential future risks. This scope covers all activities conducted by the company and its business associates throughout the entire value chain. Furthermore, the company is committed to continuous stakeholder engagement to identify and review salient human rights issues specific to our business context. These issues are determined by analyzing our operational nature, value chain, and potential impacts on relevant stakeholders. The company employs diverse data collection methods, including various stakeholder engagement channels and approaches, to analyze and prioritize salient human rights risks as follows:

Methods	Affected Stakeholder Groups in the Supply Chain	Responsible Parties
- Human Rights Risk Assessment covering social and environmental issues - Stakeholder interviews - Document analysis - Site visits	- Employee - Community - Supplier - Supplier/contractor's worker - Customer	- Labor and Human Rights Working Group - Human Resources Department - Procurement Department

The company has identified human rights issues related to its operations throughout the supply chain, as follows:

Labor Rights	Community Rights	Supplier Rights	Customer Rights	In Supply Chain
- Discrimination in the workplace and violations of personal rights - Unfair employment - Freedom of expression and association - Health and safety of employees - Employee data privacy and security	- Health and safety of communities - Community environmental management	- Supplier discrimination - Supplier data privacy and security	Customer data privacy and security	- The use of forced labor or child labor by suppliers - Health and safety of suppliers' workers

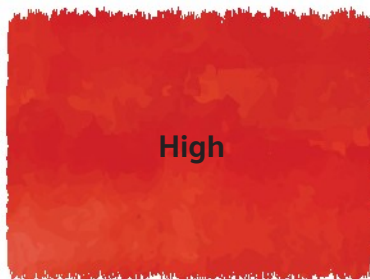


Assessment of Salient Human Rights Risks

The company assessed the level of human rights risks using criteria that evaluate the severity of the impacts on stakeholders based on the level of impact (scale), the number of affected individuals (scope), and the potential for remedying those impacts (irremediable character), along with criteria for the likelihood of occurrence.

	Areas Assessed for Human Rights Risks	Proportion of Areas Identified with Human Rights Risks	Proportion of Areas with Human Rights Risks that Have Established Prevention and Impact Mitigation Measures
Total activities in the company's own operations	100%	100%	100%
Tier-1 suppliers	18.79% 112 suppliers	100%	100%

The results of the assessment and prioritization of human rights risks throughout the supply chain are presented in the following 4x4 Human Rights Risk Matrix. The risks are categorized into three levels: High Risk, Medium Risk, and Low Risk.



Human rights risks that may cause severe or potentially severe impacts on individuals or groups, including widespread impacts or those that are difficult to remedy or irreversible. These risks have a reasonably foreseeable likelihood of occurring within the Company's operations or value chain. High-level risks require urgent action, intensive Human Rights Due Diligence (HRDD), and oversight of risk management measures by Senior Management.

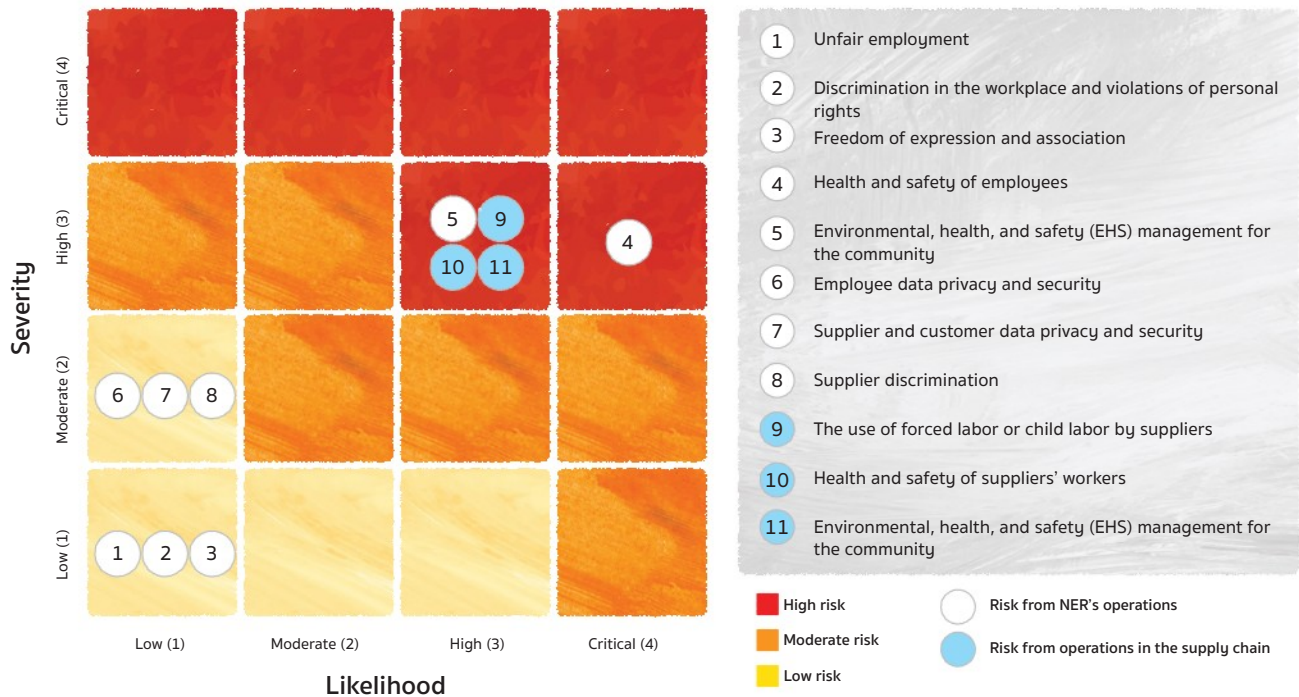


Human rights risks that may cause moderate impacts on individuals or groups, with a more limited severity or scope of impact and a moderate likelihood of occurrence. Medium-level risks must be continuously monitored, with appropriate prevention and mitigation measures established.



Human rights risks where existing prevention or control measures are sufficient, but regular monitoring of any changes is still required.





Human Rights Risk Management

The company has identified five high-level salient human rights risks: (1) Occupational health and safety of the company's employees; (2) Environmental management and its impact on community health and safety; (3) The use of forced or child labor by suppliers; (4) Occupational health and safety of suppliers' workforce; and (5) Environmental management and community health and safety impacts caused by suppliers within the supply chain.

To address these risks, the company has established mitigation measures to alleviate impacts, prevent future occurrences, and ensure appropriate remedy or rehabilitation for those affected. These measures are developed in collaboration with affected or potentially affected stakeholders—such as employees, suppliers, customers, and local communities—to ensure they are effective, appropriate, and sufficient. The company has implemented the following measures:

Scope	Salient Human Rights Risk	Affected Stakeholder Group	NER's Corrective, Preventive & Remedial Action
Activities in the company's operations	Labor Rights:		
	Discrimination in the workplace and violations of personal rights	Employee	- Establish a human rights policy and practices that ensure equal treatment and non-discrimination for employees. - Train employees to be aware of and respect rights related to equality and non-discrimination. - Provide whistleblowing channels, including an effective complaint management process and appropriate remedies.



Scope	Salient Human Rights Risk	Affected Stakeholder Group	NER's Corrective, Preventive & Remedial Action
	Unfair employment	Employee	- Set a clear employment policy and practices that offer equal opportunities. - Establish a remuneration and benefits structure that is appropriate and complies with legal minimums.
	Freedom of expression and association	Employee	Support the formation of a welfare committee with members elected by employees, who meet with management to improve benefits and propose suggestions that are beneficial to employees.
	Health and safety of employees	Employee	- Conduct risk assessments and Job Safety Analysis (JSA) to identify causes and proactively prevent accidents. - Provide appropriate and sufficient personal protective equipment. - Improve the workplace environment and occupational health within the organization, such as installing adequate clean drinking water stations for the workforce. - Conduct safety training throughout the organization. - Organize activities to campaign for reducing workplace accidents to zero. - Foster a safety culture within the company and promote a Safety DNA to instill employee awareness and engagement in assessing and managing work risks, such as daily safety morning talk and Kiken Yoshi Training (KYT) before starting work to prepare for safe operations.
	Employee data privacy and security	Employee	- Establish a policy and practices regarding the protection of employees' personal data. - Develop a secure information technology system and conduct regular testing. - Raise awareness about cybersecurity, the confidentiality and security of information. - Monitor and track incidents of personal data breaches.



Scope	Salient Human Rights Risk	Affected Stakeholder Group	NER's Corrective, Preventive & Remedial Action
	Community Rights		
	Health and safety of communities	Community	- Establish a policy and practices regarding social responsibility and environmental stewardship that may impact the community. - Monitor and assess the effects on surrounding communities, and develop measures to remediate, prevent, and mitigate environmental impacts in collaboration with the community. - Promote health care and provide annual health check-ups for the community. - Install a complaint box at the front of the factory or allow submissions through the security team at the factory entrance.
	Supplier Rights		
	Supplier discrimination	Supplier	- Establish a policy and a procurement manual as guidelines for engaging with suppliers for company employees. - Treat suppliers with equity, fairness, transparency, and non-discrimination. - Train employees and monitor compliance with the procurement policy and manual. - Provide complaint channels and an effective complaint management process, along with appropriate remedies.
	Supplier data privacy and security	Supplier	- Establish a policy and practices regarding the protection of suppliers' personal data. - Develop a secure information technology system and conduct regular testing. - Separate the management system for the protection of suppliers' personal data from employee data to prevent breaches of business confidentiality. - Define levels of confidentiality and access rights to the data.



Scope	Salient Human Rights Risk	Affected Stakeholder Group	NER's Corrective, Preventive & Remedial Action
Customer Rights			
	Customer data privacy and security	Customer	- Establish a policy and practices regarding the protection of customers' personal data. - Develop a secure information technology system and conduct regular testing. - Define levels of confidentiality and access rights to the data.
Activities within the supply chain of raw material suppliers, general suppliers, and contractors	Labor Rights in the Supply Chain		
	The use of forced labor or child labor by suppliers	Workers of raw material suppliers, general suppliers, and contractors	- Require suppliers to strictly comply with labor laws and regulations. - Communicate policies and the supplier code of conduct related to human rights, as well as procurement practices that include labor practices, ensuring that suppliers are informed and adhere to these regulations rigorously. - Verify the labor licenses of suppliers and contractors before conducting transactions with the company. - Conduct regular assessments of labor practices, including self-assessments and on-site audits at the premises or rubber plantations of raw material suppliers, general suppliers, and contractors.
	Health and safety of suppliers' workers	Workers of raw material suppliers, general suppliers, and contractors	- Communicate the safety-related policies and ethical standards to suppliers, ensuring their awareness and strict adherence to regulations. - Provide safety training to contractors before the start of each project. - Verify the readiness of equipment and the health of contractors providing labor before each type of work. - Conduct regular Safety Audits, covering aspects such as chemical usage and the provision of Personal Protective Equipment (PPE). These assessments include both self-assessments and on-site audits at operational sites or rubber plantations of raw material suppliers, general suppliers, and contractors.



Scope	Salient Human Rights Risk	Affected Stakeholder Group	NER's Corrective, Preventive & Remedial Action
	Community Rights		
	Health and safety of communities	Community	- Require suppliers to strictly comply with safety laws and regulations. - Monitor the operations of suppliers and contractors regarding labor and environmental practices to prevent human rights violations. - Mandate that suppliers and contractors implement measures to prevent and be accountable for potential impacts arising from human rights violations. - Oversee that suppliers and contractors have appropriate remedies in place in cases where their actions lead to human rights violations against the community.
	Community environmental management	Community	- Require suppliers to strictly comply with environmental laws and regulations. - Monitor the operations of suppliers and contractors regarding environmental management to prevent adverse impacts on the community.

Risks of Child Labor and Forced Labor

The company prioritizes respect for human rights and responsible labor practices throughout the value chain, maintaining a zero-tolerance policy against all forms of child labor and forced labor, both within its own operations and across its supply chain. It recognizes that the natural rubber industry is deeply connected to upstream agricultural supply chains, which involve diverse employment models that may pose greater oversight challenges compared to internal operations. Consequently, the company conducts comprehensive human rights risk assessments concerning child and forced labor, establishing continuous prevention, surveillance, and monitoring measures to support responsible business conduct and mitigate labor risks throughout the supply chain.

In assessing child labor risks, the company considers business activities, employment patterns, and the specific context of the rubber industry. The assessment indicates that significant child labor risks do not exist within the core manufacturing processes, which utilize formal employment systems and systematic pre-employment screening. However, risks may emerge in the upstream supply chain, particularly within plantation activities involving production, collection, and transportation of raw materials. These activities may involve household labor, seasonal workers, or informal labor outside of formal systems. Furthermore, the company considers risks where young workers in the upstream supply chain may be assigned to hazardous work, such as tasks involving sharp tools, heavy lifting, exposure to extreme heat, dust, noise, or contact with chemicals and machinery without proper supervision.



The company strictly prohibits all forms of forced labor, including involuntary labor, unlawful forced overtime, withholding of identification documents, restriction of freedom of movement, threats or harassment, unfair wage deductions, or debt bondage. Risk assessments reveal that forced labor risks may be associated with labor recruitment in the upstream supply chain and certain support services provided through brokers, agents, contractors, or subcontractors where direct oversight is limited. This is particularly relevant to agricultural, seasonal, and migrant workers, which could lead to unfair employment conditions that do not align with labor laws or international human rights principles.

Prevention of Child Labor and Forced Labor within the Organization

During the reporting year, the company consistently implemented measures in alignment with its policies and guidelines to prevent and eliminate child and forced labor. The company conducted 100% identity and age verification for all new hires to ensure compliance with legal minimum age requirements. Furthermore, as a proactive measure to mitigate safety and health risks for young workers, the company maintains a policy of not employing individuals under the age of 18 within our production processes, even though Thai law permits the employment of individuals aged 15 and above.

The company ensures that all employment is voluntary and fair, with clearly defined terms regarding wages, working hours, holidays, and benefits in strict accordance with the law. It does not have a policy of withholding original identification documents, nor do we charge recruitment fees or engage in any form of unlawful forced labor. Additionally, the company provides grievance and whistleblowing channels, empowering employees to report any instances of unfair labor practices or human rights violations.

Prevention of Child Labor and Forced Labor in the Supply Chain

The company requires all suppliers to strictly comply with labor laws and regulations. It consistently communicates the policies, Supplier Code of Conduct regarding human rights, and procurement regulations that define labor requirements to ensure full awareness and strict adherence among our suppliers.

In 2025, the company communicated its human rights policies and Supplier Code of Conduct—including explicit prohibitions against child and forced labor—to a total of 596 suppliers and contractors. All 100% of the tier-1 suppliers signed their acknowledgment and commitment to these standards. Furthermore, the company rigorously reviews labor-related documents and permits of suppliers and contractors prior to engaging in business transactions.

Additionally, the company regularly assesses suppliers on their labor practices through both self-assessments and on-site audits at operational sites or rubber plantations of raw material suppliers, general suppliers, and contractors. In 2025, the company evaluated 264 suppliers (representing 44.30% of all tier-1 suppliers) specifically on the issues of child and forced labor. Notably, this included 249 raw material suppliers, achieving 100% assessment coverage for this critical group. The company found zero (0) confirmed cases or substantiated grievances regarding child labor, young workers performing hazardous tasks, or forced labor.

The company also provides grievance and whistleblowing channels for stakeholders to report potential human rights or labor violations. In the event of suspicious activity, the company will conduct a factual investigation, establish corrective measures, and monitor progress. It reserves the right to review or terminate business relationships with any supplier who fails to comply with our established requirements.



Promotion and Protection of Labor Rights within the Organization

Establishment of the Welfare Committee

The company has established the Welfare Committee in the Workplace as a vital mechanism to support labor and human rights within the workplace. This platform provides employees with the opportunity to reflect on their opinions and concerns regarding welfare and working conditions. The company actively supports the right of employees to exercise their freedom to establish this committee, which serves to propose suggestions and engage in social dialogue with employer representatives. This collaborative process aims to develop welfare benefits beyond those mandated by law, ensuring they are appropriate and aligned with employee needs.

In 2025, the current Welfare Committee consists of 13 members, all of whom were elected by the workforce. They were officially appointed on July 17, 2024, for a two-year term, serving from July 21, 2024, to July 20, 2026.

Occupational Health and Safety (OHS) Training and Skill Development

Occupational health and safety is identified as a significant risk issue. Consequently, the company supports the enhancement of safety knowledge and skills for employees at all levels by providing training focused on accident prevention and risk mitigation. These programs address various risk factors, such as working in environments with health hazards, lack of operational expertise, and insufficient skills in responding effectively to emergencies. Training also includes the proper use of tools and equipment tailored to specific job requirements. Furthermore, the company provides health services and annual physical examinations to monitor and prevent health-related issues. For more details, please refer to the 'Occupational Safety' section.

Promotion of Diversity, Equity, and Inclusion (DEI)

The company prioritizes the promotion of diversity, equity, inclusion, and the acceptance of differences for all employees within the organization. It is committed to treating all employees, job applicants, suppliers, and relevant stakeholders with respect and equality across all dimensions of its operations. The company's goal is to foster a work environment and business relationships that are open and supportive, empowering everyone to participate, demonstrate their full potential, and access appropriate opportunities equally. To this end, the company has established the following concrete guidelines:

Policy	Approach
1. Fair Employment and Management	The company conducts employment, compensation, training, promotions, and termination of employment in an equitable manner, free from discrimination based on race, religion, nationality, gender, disability, or any other personal status. Selection and compensation considerations are based primarily on abilities and suitability for the positions, adhering to principles of equality. This includes equal pay for equal work, regardless of gender or age.



Policy	Approach
2. Respect for Personal Rights and Freedoms	The company respects the privacy and individual rights of employees to observe their religious beliefs, faiths, personal identities, and individual necessities, provided that such practices do not adversely affect their job performance, workplace safety, the rights of colleagues, or the company's operations.
3. Prevention of Harassment and Exploitation	Any form of expression or behavior that constitutes oppression, intimidation, sexual harassment, or exploitation of employees is prohibited. Additionally, actions that violate organizational ethics are not permitted, with disciplinary sanctions for violations specified in the company's work regulations.
4. Support for Women's Labor Rights	There is no requirement for women to undergo pregnancy tests or contraceptive measures, and the company provides care for pregnant women in accordance with legal requirements, creating a work environment that supports equal labor rights.
5. Capacity Development and Career Advancement Promotion	The company establishes career paths and supports the development of all employees' capacities equally by providing individual development plans and opportunities for diverse training and skill development. This includes learning, training, and preparation for changes or new responsibilities in the future, along with transparent performance evaluations, such as assessing performance, competencies, and appropriate behaviors.
6. Fair Treatment of Stakeholders	The company is committed to fair and non-discriminatory treatment of all job applicants, contractors, suppliers, and relevant stakeholders. Furthermore, it provides appropriate grievance and whistleblowing channels to ensure that any potential instances of discrimination can be reported confidentially and safely.

In 2025, the company reported zero (0) incidents of discrimination against employees or stakeholders and found no substantiated grievances regarding discrimination based on race, color, gender, religion, age, disability, or any other status. Consequently, there were no cases requiring investigation, remediation, or outstanding follow-up actions during the reporting year. Furthermore, the company provides independent and confidential grievance and whistleblowing channels to ensure that all employees are treated fairly and have access to equal opportunities.

Human Rights Communication and Training

The company conducts training to promote awareness of human rights among executives, employees, and suppliers, with the aim of fostering an understanding of the fundamental concepts and principles of human rights. This training enhances awareness of the respect for rights and human dignity, cultivates an organizational culture that supports equality and diversity, and promotes peaceful and effective collaboration within the organization. In the year 2025, the company implemented the following activities:

Human Rights Training for Employees

The company requires all new employees to undergo initial training on the company's human rights policy to ensure understanding of practices aligned with international standards, including the rights and responsibilities of employees in respecting human rights. This training is part of the orientation program. In 2025, all new employees, totaling 237 people (100%), completed this training.



Additionally, the company conducted human rights refresher training for employees across all departments, totaling 416 individuals, representing 43.24% of the total 962 employees. This training aimed to review knowledge for existing employees and provide orientation for new employees related to human rights issues concerning labor law compliance, privacy rights, prevention of discrimination, respect for diversity in the workplace, and building understanding and awareness of various indicators that may lead to forced labor violations and legal labor protections. It also included managing situations of human rights violations, with training conducted by Ms. Nilawan Chantraprathak, Head of Training Section, Human Resources Department, served as the lecturer for the “Human Rights Violation Management” sessions. The training was conducted for employees every second and fourth week of the month over a period of three months, from September to November 2025, totaling six sessions.



Human Rights Training for Suppliers

In 2025, the company initiated a special lecture for its natural rubber suppliers for the second consecutive year, to promote sustainability and transparency within the supply chain. The focus was on raising awareness, fostering understanding, and encouraging collaboration in accordance with international human rights standards and Thai labor laws. A total of 66 suppliers participated in the training, representing 26.51% of the total 249 natural rubber suppliers, held on March 15, 2025.





Internal Communication on Human Rights

The company conducts human rights activities and communicates relevant information through various channels, such as newsletters, the intranet, and public relations boards, to raise awareness and understanding of human rights among employees at all levels. This includes an engagement activity held on December 15, 2025, at the plaza in front of the company's headquarters, aimed at promoting knowledge and understanding of human rights principles and labor rights related to business operations. The event featured educational materials and an interactive game titled "Identifying Activities that May Constitute Human Rights Violations" to stimulate participation and reinforce awareness of performing duties with respect for the rights of others.



Collaboration on Labor and Human Rights with External Organizations

The company has established a network of collaboration on labor and human rights with both government and private sectors in the province, supporting knowledge sharing and participation in significant activities related to labor and human rights. For example, by participating in Labor Day events or delegating personnel to serve as guest speakers on safety and basic knowledge under the "Project to Strengthen Knowledge of Rights and Welfare for Persons with Disabilities." This initiative was held under the theme 'Buriram Safety Officers Unite: Integration of Faith and Passion in Drug Prevention and Solutions,' organized by the Buriram Provincial Office of Labour Protection and Welfare in collaboration with the Buriram Safety Officer Club.





Monitoring and Evaluation

The company requires a review of human rights risk issues to be conducted regularly, at least once a year, as the human rights risks associated with the company's business operations may change due to different activities and stakeholder groups. Additionally, the company monitors and evaluates the effectiveness of corrective and preventive measures by establishing indicators to serve as tools for tracking and assessing the effectiveness of the risk management measures employed. The details are as follows:

Human Rights Issues	Indicators	2025 Targets	2025 Performance
Labor Rights	• Percentage of employees trained on human rights.	100%	43.24%
	• Number of complaints or lawsuits related to labor rights violations for which the organization is at fault.	0	0
	• Confirmed Cases of Human Rights Violations Against Employees	0	0
	• Lost Time Injury Frequency Rate (LTIFR).	0	3.62
	• Rate of fatalities or disabilities due to work-related accidents (Major Accidents).	0	1
	• Turnover rate of employees caused by human rights violations.	0	0
Community Rights	• Confirmed Cases of Human Rights Violations Against Local Communities	0	0
	• Number of significant complaints from the community related to human rights violations.	0	0
Supply Chain	• Percentage of suppliers signing to acknowledge the company's Supplier Code of Conduct.	100%	100%
	• Percentage of critical tier-1 suppliers who have received training on human rights.	100%	58.92%
	• Percentage of raw material suppliers audited for human rights, labor practices, safety, and environmental management.	100%	2.01%
	• Confirmed Cases of Child Labor	0	0
	• Confirmed Cases of Forced Labor	0	0

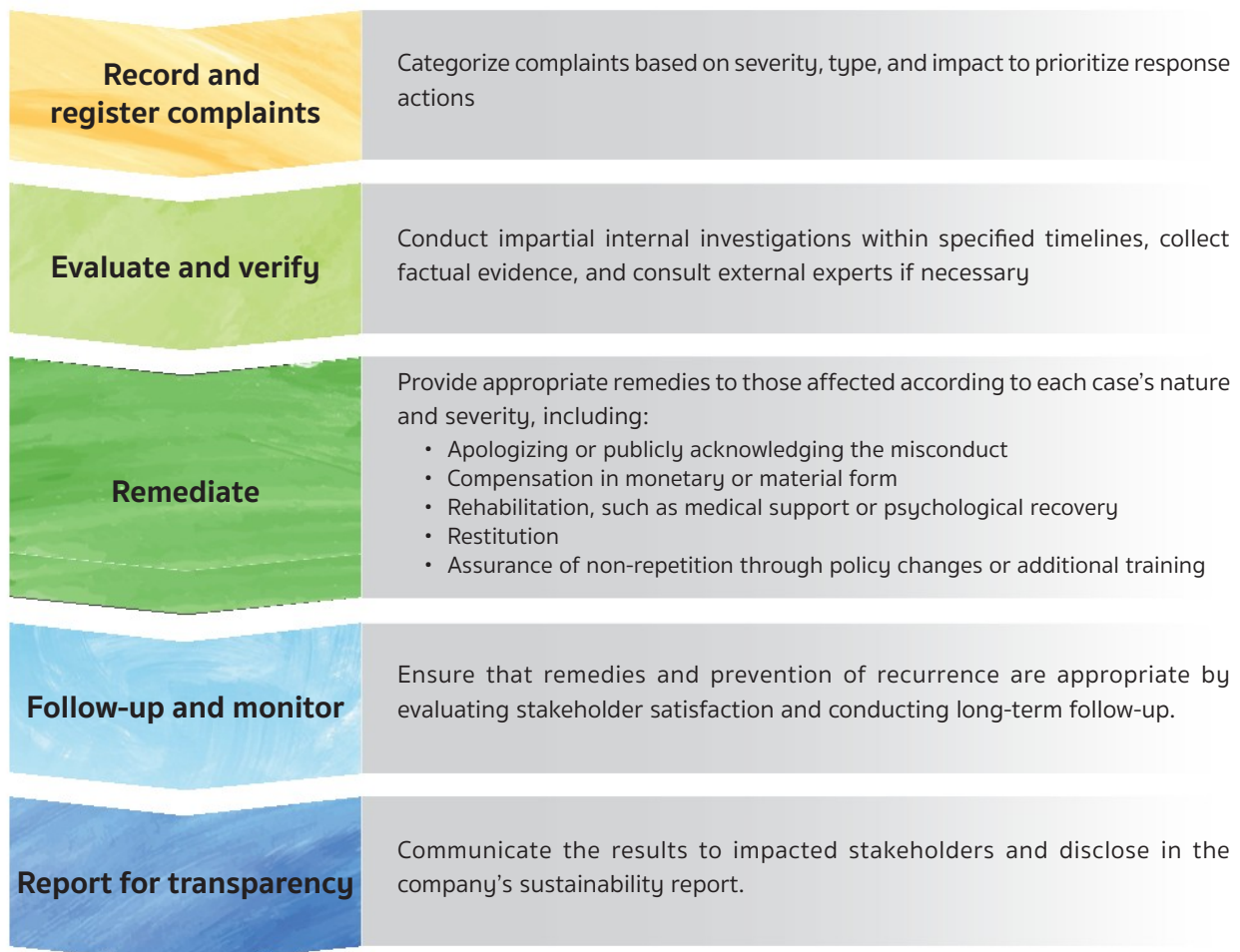


Grievance and Whistleblowing

The company has established formal grievance mechanisms in accordance with the Human Rights Manual, providing a robust platform for employees, suppliers, communities, and external stakeholders who may be impacted by our business activities to report concerns directly. These mechanisms explicitly cover human rights issues, including discrimination, harassment, child labor, forced labor, and unfair employment conditions, as well as broader social impacts on the local community.

To ensure the process is accessible to everyone, the company offers diverse reporting channels that accommodate both disclosed and anonymous reporting while strictly guaranteeing data protection and whistleblower confidentiality. Internal stakeholders can utilize suggestion boxes placed throughout company premises, an online grievance system accessible via the Red QR Code, email, the company intranet, Line Chat Groups, or communicate through Welfare Committee representatives and Human Resources officers. For external stakeholders, grievances can be submitted through mail, the official website, social media platforms, suggestion boxes at the factory entrance, the security team, or through designated community representatives.

Upon receiving a report, the company initiates a systematic and fair investigation process that includes grievance screening, factual verification, and the determination of appropriate corrective or remedial actions. The company monitors each case and communicates progress to the complainant as specified in the Human Rights Manual, ensuring that these mechanisms effectively prevent, mitigate, and remedy human rights impacts arising from the operations.





Throughout 2025, the company's human rights performance resulted in zero (0) confirmed cases of human rights violations arising from our operations. Furthermore, no substantiated grievances regarding human rights abuses were identified through the company's reporting channels from employees, suppliers, communities, customers, or any other relevant stakeholders.

Regarding the supply chain, the company continuously monitored human rights issues within the defined scope of our supplier assessment and management processes. In 2025, there were no confirmed cases of human rights violations among the suppliers undergoing assessment, and consequently, no instances required remedial actions due to human rights infringements.





- Climate and Decarbonization
- Energy Management
- Air Quality Management
- Waste Management
- Water Management
- Biodiversity Protection and Restoration



Climate and Decarbonization

Materiality Topic	Impact, Risk, and Opportunity
1. Climate adaptation and resilience - Climate Adaptation and Resilience - Climate Change Governance - Climate-related Opportunities - Compliance with Climate-related Laws and Regulations 2. Air Pollution Emissions - Greenhouse Gas Emissions	The escalating and unavoidable changes in climate conditions have impacts not only on the company but also on stakeholders throughout the supply chain. The rubber industry relies heavily on natural raw materials and utilizes thermal and electrical energy as fundamentals while facing pressures and expectations from society and consumers regarding environmental responsibility. Additionally, there is an enforcement of stricter laws and regulations, which creates risks that directly impact operational processes, labor, and business costs, as well as the company's image and customer confidence.
Contribution to SDGs  2.4  6.3, 6.4  9.4  11.B  12.2  13.1, 13.2  15.1	However, climate change is not only a challenge for the company's operations; if the company executes effective management, conducts comprehensive risk assessments, and can adapt promptly, it can create business opportunities and competitive advantages with products that meet market demands, as well as establish collaborative networks within the supply chain to adjust to both physical changes and regulatory requirements domestically and internationally. This not only creates value for the company but also promotes sustainability in the rubber industry and among related stakeholders.
	Long-term Goals
Become a carbon neutral organization	By 2030
Being certified for greenhouse gas emissions reduction targets in accordance with Science Based Targets Initiative (SBTi)	By 2030

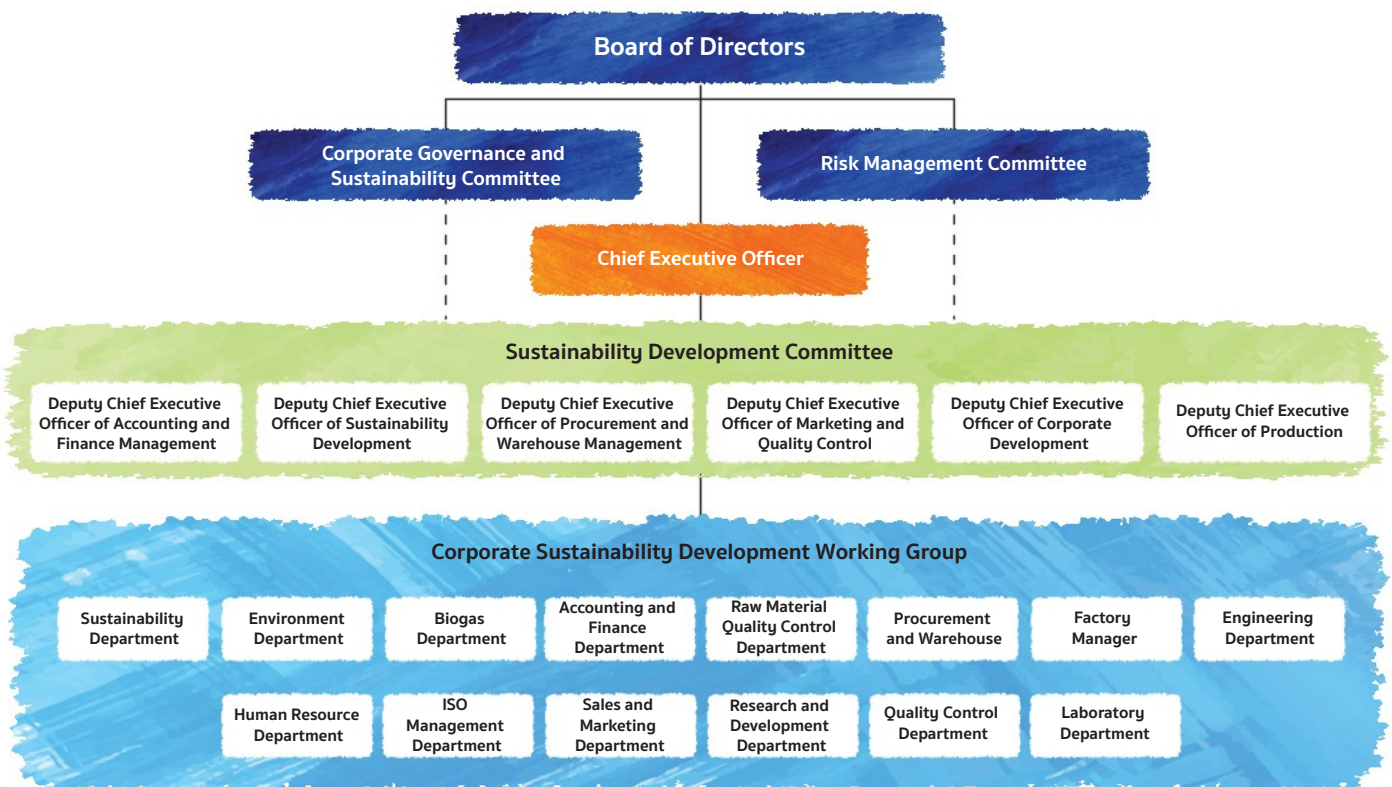


Climate Governance

The company places significant importance on the governance and management of climate-related risks and opportunities. To provide a structured framework for mitigation, adaptation, and enhancing business resilience against climate change, we have established the ‘**Climate Change Management Policy.**’ At the board level, the Corporate Governance and Sustainable Development Committee, led by the Chairman of the Corporate Governance and Sustainable Development Committee, holds primary responsibility for overseeing climate-related policies, targets, action plans, risks, opportunities, and overall performance.

Furthermore, the Risk Management Committee, chaired by the Chairman of the Risk Management Committee, is tasked with overseeing the integration of climate-related risks into the enterprise risk management framework. This oversight ensures comprehensive coverage of climate-related risks, such as raw material and water security, business continuity, energy costs, and evolving laws, standards, and regulations that may impact business operations. Both committees monitor the progress of various measures through the Corporate Sustainability Development Working Group, chaired by Ms. Py Attpisarn, Deputy Chief Executive Officer of Sustainability Development. This working group, composed of representatives from all business units, drives operational implementation and reports progress and key issues to the Corporate Governance and Sustainable Development Committee, relevant sub-committees, and the Board of Directors on a quarterly basis. This structured reporting supports effective governance, strategic decision-making, and climate-related performance monitoring.

The Corporate Sustainability Development Working Group, which includes executives from across the organization, is responsible for assessing climate-related risks and establishing measures to prevent and mitigate both physical risks and transition risks—including domestic and international regulatory compliance. Additionally, the group sets greenhouse gas reduction targets in alignment with international standards and monitors performance for reporting to the Board of Directors and subsequent disclosure to stakeholders

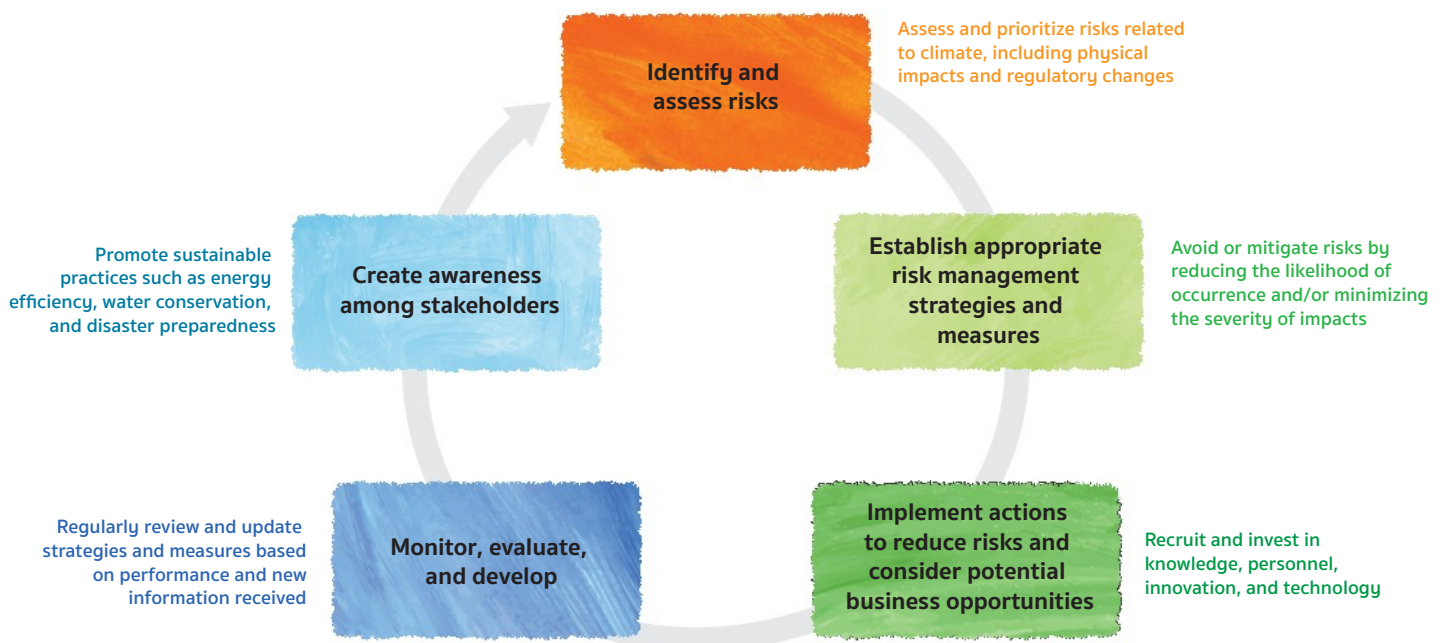




Climate Strategy and Business Impacts

The company recognizes that climate change may significantly impact business operations through both physical risks—such as natural disasters, droughts, rising temperatures, and weather volatility—which can affect natural rubber yields, raw material security, production processes, logistics systems, and the ability to ensure business continuity in product delivery. Furthermore, the company is mindful of transition risks associated with the shift toward a low-carbon economy, including stricter environmental laws and regulations, fluctuating energy costs, and the evolving expectations of international customers and markets.

To manage these climate-related risks and identify business opportunities, the company has established a systematic climate action framework. This encompasses raising awareness among stakeholders, identifying and assessing risks, formulating risk management strategies and measures, and implementing actions to mitigate impacts while capitalizing on business opportunities. Additionally, it is committed to continuous monitoring, evaluation, and improvement of the climate practices to support long-term business growth, as illustrated in the following diagram.





Identification and Assessment of Climate-Related Risks and Opportunities

Scope of Risk and Opportunity Assessment

The company identifies, assesses, and prioritizes climate-related risks and opportunities, covering 100% of its operational areas within the reporting boundary. The assessment considers the linkages with key activities across the entire value chain that may impact our business operations, business model, strategy, financial planning, and financial performance. This comprehensive analysis spans short, medium, and long-term horizons, encompassing physical risks, transition risks, and business opportunities associated with climate change.

Climate-Related Risk and Opportunity Assessment Approach

In assessing climate-related risks and opportunities, the company evaluates potential impacts on people, the environment, natural resources, and the value chain relationships upon which the business depends. This allows it to analyze how climate events or trends correlate with risks and opportunities affecting the operations.

In the social dimension, the company considers potential impacts on employees, workers across the value chain, local communities, and relevant stakeholders. Key considerations include health and safety risks from extreme weather, the income security and livelihoods of communities dependent on natural resources, and community expectations regarding shared resource management as climate volatility increases. In the environmental dimension, the company evaluates potential impacts on natural resources, ecosystems, and biodiversity. This includes risks such as water scarcity, soil degradation, and ecological changes within our operational and raw material sourcing areas. The company also identifies opportunities to enhance resource efficiency, reduce greenhouse gas emissions, and support environmental restoration. The impacts identified in both dimensions are intrinsically linked to the company's strategic risks and opportunities, specifically regarding raw material security, procurement and production costs, business continuity, community relations, and overall competitive advantage.

Assessment Process and Criteria

The company integrates the processes for identifying, assessing, prioritizing, and monitoring climate-related risks and opportunities into the enterprise risk management (ERM) system, utilizing the same framework and procedures as other corporate risks. Significant climate-related risks are considered alongside strategic, operational, financial, and compliance risks during the corporate-level prioritization process. This data informs strategic decision-making, operational planning, and resource allocation, as well as the development and review of the low-carbon transition and climate adaptation plans.

In 2025, the company primarily employed a qualitative assessment approach to evaluate climate-related risks and opportunities. This methodology considers the nature of the risk or opportunity, the likelihood of occurrence, and the potential magnitude of impact on business, finance, operations, the value chain, and natural resources. The assessment is supported by internal expert insights, inter-departmental workshops, operational data, and reviews of reliable external information, such as climate trends, environmental and carbon regulations, technology, energy, and market shifts.



The company utilizes qualitative criteria to prioritize risks and opportunities, focusing on the significance of potential impacts on revenue, costs, and capital expenditures, as well as operational effects on the supply chain, value chain, and natural resources. These impacts are assessed across three time horizons: short-term (less than 2 years), medium-term (2-5 years), and long-term (over 5 years). Furthermore, it evaluates the adaptive capacity of both the company and its value chain to ensure alignment with our business planning, risk management, and strategic decision-making frameworks.

The company has not yet implemented climate-related scenario analysis in the 2025 assessment process due to limitations in specialized expertise, human resources, and the budget required for complex, data-intensive quantitative modeling. Consequently, a comprehensive quantitative financial impact assessment is currently unavailable. However, recognizing the importance of scenario analysis in evaluating strategic and business model resilience, the company plans to enhance personnel skills, processes, and tools to transition from qualitative to quantitative assessment in the future. Progress on this development will be disclosed in subsequent reports.

The results of these qualitative assessments are used to prioritize climate-related risks and opportunities, shaping the direction of the transition and adaptation plans, risk management measures, and resource allocation. These efforts are aimed at mitigating or preventing future impacts while supporting the long-term adaptability and resilience of the business.

A summary of climate-related risks and opportunities relevant to the operations, along with management measures, is provided below:





Category	Risk Factor	Impacts from Risks and Opportunities	Supply Chain Impacts	Financial Impacts on NER	Time Horizon	Risk/Opportunity Management Measures
Physical Risks	1. Acute physical risks					
	Disasters from floods or storms	Farmers' rubber plantations, manufacturing facilities, the supply chain, or the company's logistics systems are impacted or damaged by acute natural disasters—such as flash floods, storms, heatwaves, or wildfires. Such events may lead to temporary operational shutdowns and financial losses resulting from damage to factories, machinery, or warehouses. Disruptions to public utilities (electricity and water) may impact production processes, while damaged roads and logistics networks can be severed. Additionally, raw material shortages may lead to the inability to meet delivery schedules.	Upstream – Operations – Downstream 	• Loss of assets, inventory, and financial value • Repair and recovery costs • Increased costs from business interruption • Higher supply chain costs resulting from disasters affecting farmers or suppliers	Medium-term	• Establish Emergency Response Plans (ERP) and Business Continuity Plans (BCP) to manage production disruptions and minimize operational impacts; this includes strategic planning for inventory clearance, raw material relocation, and supplementary product sourcing during flood events. • Procure insurance coverage to mitigate natural disaster risks, ensuring the business can receive financial compensation for losses caused by extreme weather events.



Category	Risk Factor	Impacts from Risks and Opportunities	Supply Chain Impacts	Financial Impacts on NER	Time Horizon	Risk/Opportunity Management Measures
2. Chronic physical risks						
	Prolonged Drought	Drought may lead to localized water scarcity, soil degradation, and loss of biodiversity. Sustained drought conditions result in insufficient freshwater supplies for rubber cultivation and the company's manufacturing processes. This can lead to operational and public utility disruptions, as well as increased costs for water procurement.	Upstream – Operations  	- Decreased rubber yields and higher raw material procurement costs. - Expenses related to farmer support programs to assist growers and ensure raw material security. - Capital expenditures (CapEx) for water systems, irrigation, drought-resistant agricultural technology, or soil restoration. - Contractual penalties or loss of customers due to the inability to fulfill orders caused by reduced production.	Medium to long-term	- Implement water conservation measures to reduce overall consumption and minimize system losses. - Promote water recycling and reuse by maximizing the utilization of treated wastewater within operations. - Leverage weather forecasting technology and data analytics to enhance climate change risk assessments and informed decision-making.
	Rising Mean Temperatures and Shifting Humidity Levels	Temperatures exceeding normal levels shorten the duration of latex flow, resulting in lower-than-average latex yields. This serves as a primary factor leading to raw material shortages that may be insufficient to meet production capacity.	Upstream – Operations  	Lost sales opportunities, potential contractual penalties, or reputational damage.	Medium to long-term	Diversify raw material sourcing across various rubber-growing regions to mitigate the risk of over-reliance on a single geographic area.



Category	Risk Factor	Impacts from Risks and Opportunities	Supply Chain Impacts	Financial Impacts on NER	Time Horizon	Risk/Opportunity Management Measures
				- Increased raw material procurement costs due to intensified competition for limited supply and higher transportation expenses from more distant sourcing locations. - Reduced price competitiveness and potential loss of market share if the Company's product prices rise relative to competitors who manage climate risks more effectively.		- Establish long-term contracts with rubber farmers to guarantee a stable supply of raw materials in the required quantity and quality, while enabling long-term cost control. - Strengthen relationship networks with rubber farming suppliers to ensure rapid response and coordination in the event of supply shortages. - Promote the cultivation of resilient rubber clones that can withstand extreme weather and environmental changes, such as high-temperature tolerant or pest-and-disease resistant varieties. - Provide knowledge and training to farmers on optimized tapping techniques to maximize latex yields.



Category	Risk Factor	Impacts from Risks and Opportunities	Supply Chain Impacts	Financial Impacts on NER	Time Horizon	Risk/Opportunity Management Measures
	Rising Mean Temperatures	The chemical and physical properties of natural rubber are highly sensitive to temperature fluctuations, directly impacting product quality. For instance, thermal degradation can diminish the mechanical properties of the rubber, leading to inconsistencies in production processes and resulting in non-uniform product quality.	Operations – Downstream  	- Increased costs related to product complaints, returns, or refund claims. - Loss of sales opportunities due to sub-standard product quality. - Loss of corporate credibility and brand reputation among customers and stakeholders.	Short to medium-term	- Develop temperature-controlled storage facilities and optimize storage areas to avoid direct sunlight and excessive heat, ensuring the preservation of product properties and maximizing shelf life. - Establish a Rubber Operations Center to conduct rigorous quality inspections and ensure consistent quality control across every stage of the production process.
	Rising Mean Temperatures	Climate change directly impacts employee health; specifically, rising temperatures in the workplace pose various health risks. In environments with excessive heat, there is an increased risk of workplace accidents. High temperatures can cause drowsiness, loss of concentration, and slower reaction times among employees, thereby heightening the risk of accidents while operating machinery during the production process.	Operations 	- Higher expenditures for medical treatments and compensation for injured or deceased employees and workers. - Potential increases in employee health insurance premiums resulting from higher accident rates or health risks.	Short to medium-term	- Mitigate heat in work areas by auditing and installing high-efficiency ventilation systems to ensure optimal air circulation. - Provide adequate drinking water stations and rest areas, and implement structured rest schedules to allow employees sufficient time for recovery and heat-stress relief.



Category	Risk Factor	Impacts from Risks and Opportunities	Supply Chain Impacts	Financial Impacts on NER	Time Horizon	Risk/Opportunity Management Measures
						Conduct training programs for employees on recognizing symptoms of heat-related illnesses and implementing effective prevention and first-aid measures.
Transition Risks	3. Policy and legal risks					
	Policy and Legal Compliance	The evolution and proliferation of new climate-related policies and regulations—such as Carbon Taxes, Carbon Trading Systems, and Emission Caps—result in increased operational costs, trade restrictions, and reduced market accessibility. Key drivers include trade barriers for products with high carbon footprints, the increasing stringency of Thailand's Nationally Determined Contributions (NDCs), and new legislation regarding traceability and sustainable supply chains, notably the EU Deforestation Regulation (EUDR), which smallholder farmers may struggle to comply with in a timely manner.	Upstream – Operations – Downstream   	- Additional expenditures related to implementing traceability systems, conducting supply chain due diligence, and enhancing ESG reporting to comply with emerging regulations. - Increased operational costs resulting from carbon taxes and erosion of competitiveness; failure to adapt may lead to credit rating downgrades or restricted access to financing and capital markets.	Short to medium-term	- Closely monitor changes in policies, laws, and regulations related to greenhouse gas (GHG) emission reductions at both national and international levels. - Comply with sustainable production standards and seek international certifications, such as ISO environmental management standards and the Forest Stewardship Council (FSC) certification for environmentally responsible production.



Category	Risk Factor	Impacts from Risks and Opportunities	Supply Chain Impacts	Financial Impacts on NER	Time Horizon	Risk/Opportunity Management Measures
				Smallholder farmers may be unable to adapt to new regulations, necessitating NER's investment in financial support and capacity building; otherwise, the company faces a significant risk of raw material shortages.		- Reduce Greenhouse Gas (GHG) emissions across Scope 1 and Scope 2 - Provide knowledge and capacity-building support to agricultural suppliers.
	4. Market risks					
	Customer Demand for Sustainable Products	The global momentum to reduce GHG emissions has significantly driven up expectations from society and consumers regarding environmental responsibility within the industrial sector. Consequently, customer demand for sustainable products has experienced a steady increase. This shift in customer preferences toward a low-carbon economy is reflected in frameworks such as the EU Deforestation Regulation (EUDR), the Carbon Border Adjustment Mechanism (CBAM), the Forest Stewardship Council (FSC) standards, and low-carbon, fully traceable supply chains. Furthermore, intensifying pressure from leading tire manufacturers demanding a	Operations – Downstream  	- Loss of sales opportunities from high-standard customers, such as global tire manufacturers, directly resulting in reduced corporate revenue. - Incurred higher operational costs due to required investments in Research and Development (R&D) and advanced technology to produce low-carbon, fully traceable natural rubber.	Medium - term	- Eco-friendly and low-carbon product design presents a significant opportunity for the company to expand its market reach, thereby driving sustainable revenue growth. - Utilization of environmentally certified and fully traceable raw materials across the production chain. - Mitigation of Scope 1, 2, and 3 GHG emissions, alongside pursuing low-carbon product certifications.



Category	Risk Factor	Impacts from Risks and Opportunities	Supply Chain Impacts	Financial Impacts on NER	Time Horizon	Risk/Opportunity Management Measures
		sustainable rubber supply chain is actively reducing the market demand for conventionally produced natural rubber products.		Risk of market share erosion and diminished profitability if the company fails to adapt timely, as it may be replaced by competitors whose operations fully comply with evolving ESG standards.		- Investment in Research and Development (R&D) and technological innovations to accelerate GHG reduction, removal, and sequestration, ensuring alignment with Carbon Neutrality goals. - Fostering collaborative networks among farmers, industry peers, and government agencies to develop sustainable natural rubber initiatives throughout the entire supply chain.
	5. Technology risks					
	Technology Investment	The company recognizes the significant risk of failing to timely adopt or deploy low-carbon technologies, which could directly lead to inflated operational costs, diminished competitiveness, and forfeited market opportunities. This vulnerability is primarily driven by the rapid advancements in clean energy, low-carbon manufacturing, and climate technology, creating a high likelihood that selected technologies may become obsolete much faster than anticipated.	Operations 	High capital expenditures required for investing in new technologies—such as renewable energy, advanced wastewater treatment systems, or energy-efficient machinery—can significantly strain the company's short-term cash flows.	Medium - term	Conduct comprehensive market research alongside rigorous cost-benefit analyses to thoroughly evaluate investment viability. This proactive approach ensures a meticulous comparison between expected strategic benefits and the required capital expenditures.



Category	Risk Factor	Impacts from Risks and Opportunities	Supply Chain Impacts	Financial Impacts on NER	Time Horizon	Risk/Opportunity Management Measures
		Furthermore, this transition is hindered by a shortage of specialized expertise and skilled personnel required to effectively integrate and manage these new systems. The company also faces the technical risk that chosen innovations might fail to align with international standards, operate below full efficiency, or prove entirely incompatible with existing manufacturing processes. These operational challenges are further compounded by high capital requirements for acquiring new technology, which are often coupled with prolonged payback periods.		- If these implemented technologies fail to operate at peak efficiency or if employees are not adequately prepared to manage them, the company faces the critical risk of incurring substantial sunk costs alongside significantly elevated maintenance expenditures. - The risk of rapid technology obsolescence or misalignment with constantly evolving international standards could necessitate premature reinvestments. Such adjustments would ultimately drive up depreciation expenses and inflate the Company's total operational costs.		- Research, develop, and upgrade its manufacturing technologies and production processes. This continuous improvement is aimed at successfully increasing the share of renewable and clean energy sources within our overall operations. - Collaborate with research institutions and universities to co-develop innovative solutions specifically tailored to the unique business operations and manufacturing requirements
	6. Reputational Risks Driven by the Climate Transition					
	A delayed transition	International customers and leading tire manufacturers are setting stricter climate targets, such as net-zero or low-carbon supply chains, yet the company has not been able to adapt timely to evolving regulations like	Operations 	The company risks losing sales opportunities from leading customers if NER fails to demonstrate alignment with low-carbon targets, which would	Short to medium-term	Develop and formally announce a Climate Transition Roadmap.



Category	Risk Factor	Impacts from Risks and Opportunities	Supply Chain Impacts	Financial Impacts on NER	Time Horizon	Risk/Opportunity Management Measures
		CBAM, EUDR, and carbon taxes. Furthermore, the company lacks transparent and credible communication regarding its climate transition strategies, whereas competitors have adapted and invested in low-carbon products at a faster pace. As investors and financial institutions place increasing emphasis on environmental performance, customers, investors, and regulatory bodies may perceive the company as a slow adapter to the climate transition.		targets, which would ultimately prevent revenue from increasing as projected. • The company would need to increase its investment in communication, corporate rebranding, or ESG campaigns to restore confidence, directly resulting in higher marketing expenditures. • This could increase borrowing costs from financial institutions or cause the company to lose opportunities to access sustainable investment funds. • Customers may choose competitors that demonstrate greater transparency and stricter alignment with ESG standards, ultimately causing NER to lose market share and experience diminished profitability.		• Elevate transparency in climate transition communication and consistently disclose climate-related data through sustainability reports, the corporate website, and direct engagement with customers, investors, and financial institutions. • Communicate with international customers and tire manufacturers regarding the company's adaptation plans, and gain a clear understanding of their climate expectations, such as low-carbon supply chains and product carbon footprints. • Invest in projects that support the climate transition, such as ◦ Renewable energy ◦ Energy efficiency ◦ Carbon reduction in core production processes



Category	Risk Factor	Impacts from Risks and Opportunities	Supply Chain Impacts	Financial Impacts on NER	Time Horizon	Risk/Opportunity Management Measures
Opportunities	7. Business opportunities arising from changes in climate policies and regulations.					
	Compliance with laws and policies	Opportunities to access high-value markets and expand the international customer base with climate commitments, as well as opportunities to develop low-carbon products or manufacturing processes that utilize renewable energy.	Operations – Downstream  	• Incurring additional investment costs to upgrade production systems and environmental standards. • Reducing operational expenditures through enhanced energy efficiency. • Reducing expenses by avoiding carbon taxes and penalties. • Increasing revenue by accessing markets with strict climate regulations, such as the EU, Japan, and the US. • Increasing opportunities to access low-cost capital • Enhancing enterprise value and long-term competitiveness	Medium-term	• Develop and certify special product grades with a low carbon footprint by utilizing renewable energy and enhancing production process efficiency. • Establish strategic collaborations with customers and partners across the value chain. • Develop greenhouse gas emission and energy data systems to support disclosure in alignment with international frameworks—such as IFRS S2 and GRI—as well as specific customer requirements.

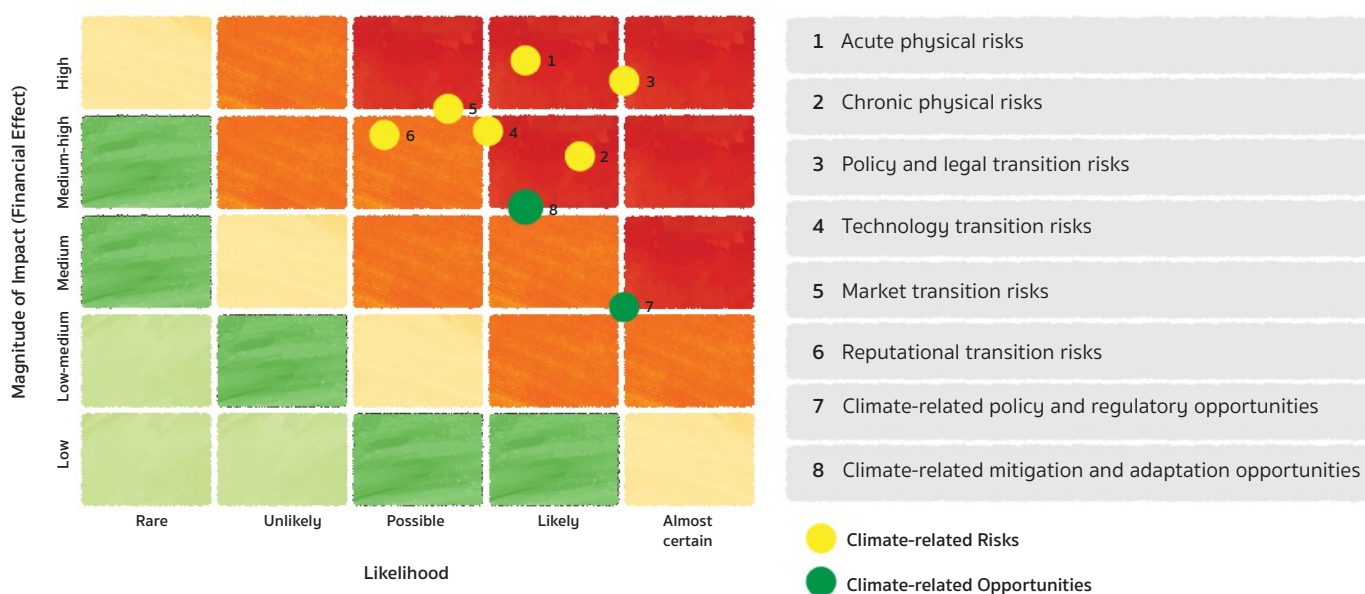


Category	Risk Factor	Impacts from Risks and Opportunities	Supply Chain Impacts	Financial Impacts on NER	Time Horizon	Risk/Opportunity Management Measures
8. Opportunities arising from the utilization of technology or innovation to mitigate or adapt to climate change.						
	Green Technology and Clean Technology Investment	Opportunities to reduce energy consumption, water usage, and waste, thereby lowering long-term costs. Opportunities to enhance transparency across the supply chain and climate tech projects, enabling access to green bonds, climate funds, and carbon credits.	Upstream – Operations – Downstream 	• High capital expenditure (CapEx) in new technologies and systems. • Lower long-term costs for energy, water, and waste management. • Reduced compliance costs, such as carbon taxes and penalties. • Increased revenue from new markets and customers requiring low-carbon supply chains. • Enhanced competitiveness in the global market. • Increased enterprise value by positioning the company as a climate-smart organization. • Green/sustainability-linked financing	Medium to long-term	• Invest in clean technology, expand the use of renewable energy, energy efficiency technologies, and smart control systems to reduce GHG emissions and long-term energy costs. • Implement climate-resilient technologies and innovations, such as water management systems, weather monitoring systems, and infrastructure upgrades to withstand extreme weather events. • Establish technological and innovative collaborations across the value chain.



Climate-related Risks and Opportunities Prioritization

Based on the identification, assessment, and prioritization of climate-related risks and opportunities—encompassing physical risks, transition risks, and business opportunities—the company has evaluated each factor by considering its likelihood of occurrence and the materiality of potential financial impacts across short, medium, and long-term horizons. This process integrates both qualitative and quantitative data with the enterprise risk management (ERM) framework. The assessment outcomes have been mapped onto a risk heat map to visualize the priority levels of various issues as follows:



Low-Carbon Transition Plan

Preparedness and Investment to Support the Low-Carbon Business Transition

The company recognizes that the transition to a low-carbon economy and society may present both risks and opportunities for business operations. This is particularly evident in transition risks—such as increasingly stringent environmental policies, laws, and regulations both domestically and internationally—as well as growing expectations from customers, trading partners, and export markets that place greater emphasis on sustainable production, GHG reduction, and supply chain traceability.

Consequently, the company prioritizes its preparedness for this transition. This is achieved through continuous monitoring and evaluation of relevant legal and regulatory impacts, upgrading manufacturing processes to comply with environmental and sustainable production standards, developing GHG data management and traceability systems, and building the capacity of farmer suppliers to comply with environmental mandates. This proactive approach mitigates legal compliance risks, enhances the company's readiness to meet market demands, and safeguards its long-term competitiveness.

In 2025, the company allocated a total capital investment and expenditure of 75.78 million THB to support the management of climate-related risks and opportunities. This financial allocation of 40.13 million THB was dedicated to manufacturing process optimizations focused on reducing electricity consumption. This initiative aims to improve energy efficiency, minimize resource depletion, and decrease operational GHG emissions, thereby lowering long-term energy costs and strengthening resilience against future energy price volatility.

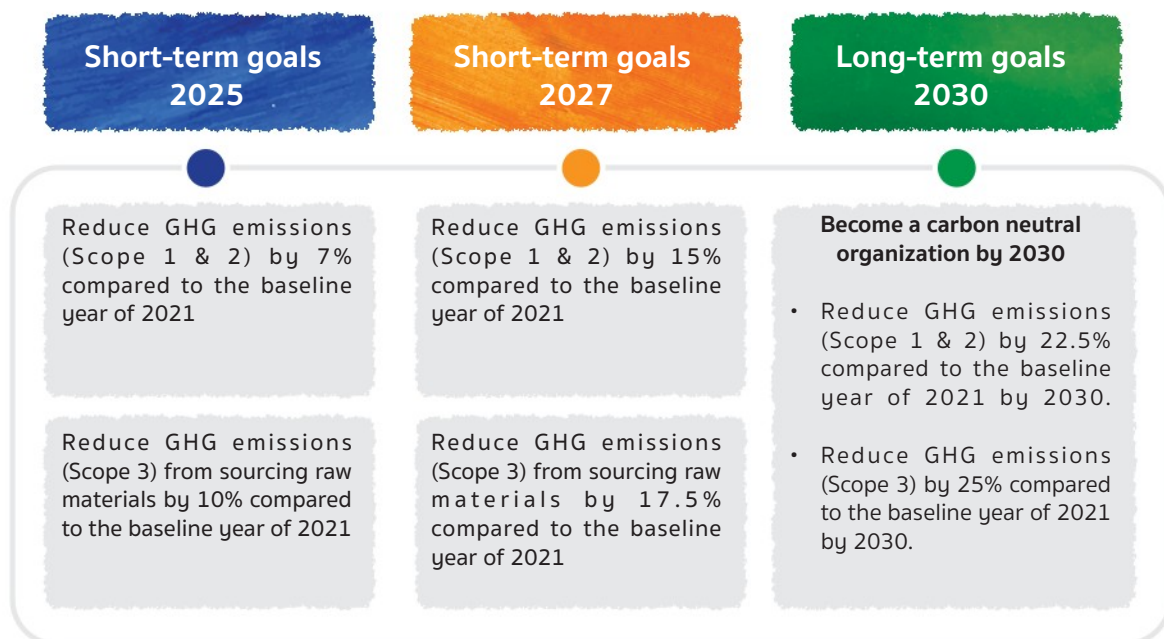


Additionally, the company invested 35.64 million THB in biogas and solar energy systems. This investment serves to increase the share of renewable energy, reduce reliance on fossil fuels, and support the organization's carbon reduction targets. Furthermore, it presents a strategic opportunity to develop clean energy infrastructure that aligns with both national energy policies and the country's greenhouse gas mitigation goals.

Greenhouse Gas Emissions Reduction Targets

The company has developed a transition plan to mitigate climate change, focusing on reducing GHG emissions from energy consumption, fuel usage, and manufacturing processes, while systematically planning for a transition toward a low-carbon business model. The core operations—encompassing the entire natural rubber processing chain from latex procurement and processing to drying and storage—along with related value chain activities, are utilized to evaluate GHG reduction pathways and assess the suitability of measures within the business context.

With a steadfast commitment to achieving Carbon Neutrality by 2030, the company has established explicit, quantitative organizational targets across short, medium, and long-term horizons. These targets are defined as absolute targets, detailed as follows:



Furthermore, the company has established long-term energy management targets to support its journey toward Carbon Neutrality, as follows:

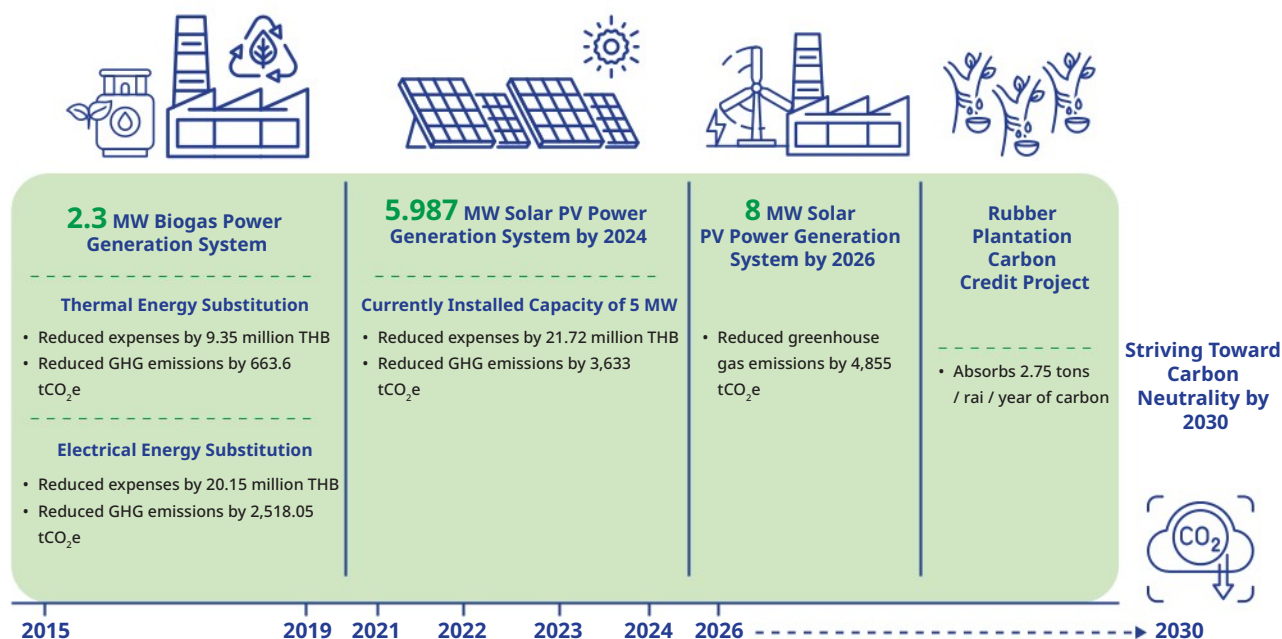
- Reduce energy intensity by 30% per unit of production compared to the 2023 base year, to be achieved by 2030.
- Increase the share of renewable energy to at least 60% of total energy consumption by 2030.

Regarding the corporate internal GHG emissions reduction targets, biogenic CO₂ emissions resulting from biomass fuel consumption are excluded from the scope of these specific targets. The targets strictly focus on mitigating GHG emissions from fossil fuel sources and related activities. Nevertheless, biogenic CO₂ emissions are carefully tracked and disclosed separately in accordance with relevant international reporting guidelines.



Corporate Greenhouse Gas Management Plan (2024–2030)

Under our commitment to achieving Carbon Neutrality by 2030, the company has established long-term targets to reduce Scope 1 and Scope 2 GHG emissions by 22.5%, and to reduce Scope 3 GHG emissions from raw material procurement by 25% by 2030, compared to the 2021 base year. Accordingly, the Corporate GHG Management and Reduction Plan, along with GHG Removal Pathways for 2024–2030, has been formulated as follows:



Strategies for GHG Emissions Reduction and Carbon Removal

The company has integrated its Climate Transition Plan into its corporate strategy and long-term business plans, setting a target to reduce Scope 1 and Scope 2 GHG emissions by 22.5% by 2030 compared to the 2021 base year. The base year emissions totaled 28,850 tons of CO₂ equivalent (tCO₂e), establishing a total reduction target of 5,816.25 tCO₂e. To drive this initiative, the company has designated renewable energy adoption and energy efficiency enhancements as its core strategic measures.

As of the end of 2025, the company achieved a total installed solar power capacity of 5.987 Megawatt-peak (MWp), which mitigates approximately 3,823.43 tCO₂e of GHG emissions annually, representing 65.74% of the total reduction target. This calculation is based on the location-based emission factor for Thailand's electricity grid.

Moving forward, the company plans to expand its solar energy capacity to 8 MWp by 2026, which is projected to increase its carbon reduction potential to approximately 5,108.98 tCO₂e per year, or 87.84% of the overall mitigation target. The remaining gap will be addressed through manufacturing process energy efficiency measures and the substitution of fossil fuels with biomass energy. Implementing these measures not only ensures successful progress toward the GHG reduction targets outlined in our transition plan, but also minimizes long-term energy expenditures while strengthening production cost stability.



Solar Energy Installation Status	Greenhouse Gas Emissions Reduction (tCO ₂ e per Year)	Contribution Proportion to the Total Reduction Target
Installed: 5.987 Megawatt-peak (MWp)	Approximately 3,823.43	Approximately 65.74%
Upon expansion to 8 Megawatt-peak (MWp)	Approximately 5,108.98	Approximately 87.84%

Note :

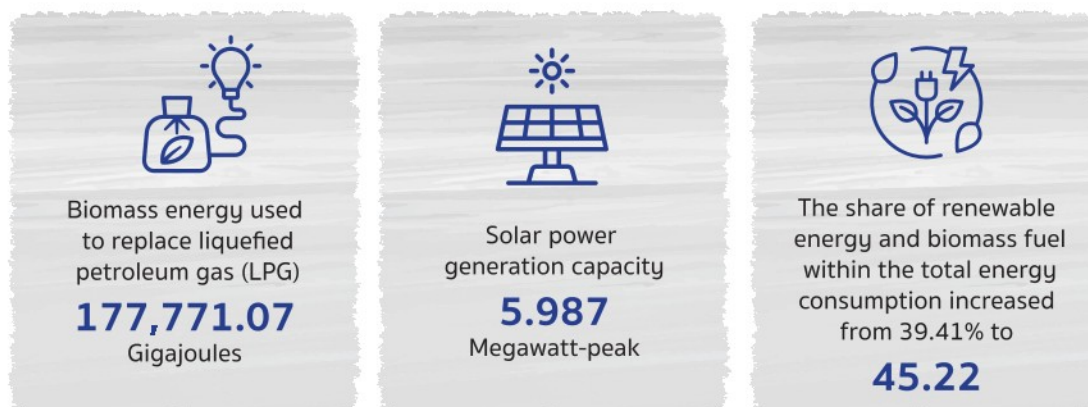
1. The calculation of greenhouse gas emission reductions from electricity consumption is based on the grid emission factor for Thailand (Location-based), which is 0.4999 tCO₂e/kWh in accordance with the Thailand Greenhouse Gas Management Organization (TGO) announcement for the base year (2021), to serve as a baseline for comparison against the target year.
2. The calculation of electricity generation from the solar PV system is based on the actual average solar irradiance and operational yield (Specific Yield) of 3.5 kWh/kWp/day (equivalent to 1,277.5 kWh/kWp/year).

Furthermore, the company has set a target to reduce other indirect GHG emissions (Scope 3) from raw material procurement (Category 1: Purchased Goods and Services), which represents the primary share of the company's total Scope 3 emissions, by 25% by 2030 compared to the 2021 base year. The base year emissions for this category totaled 92,985 tons of CO₂ equivalent (tCO₂e), establishing a total reduction target of 23,246 tCO₂e. Calculations are performed in accordance with the GHG Protocol Corporate Value Chain (Scope 3) Standard. Currently, the company is developing a supply chain GHG management framework and constructing an emissions database for core raw material suppliers to determine appropriate future mitigation measures. In 2026, the company plans to launch a Supplier Engagement Program aimed at promoting carbon data disclosure and co-developing collaborative reduction pathways. The company will review and disclose the progress of this operational plan on an annual basis.

2025 Strategic Performance

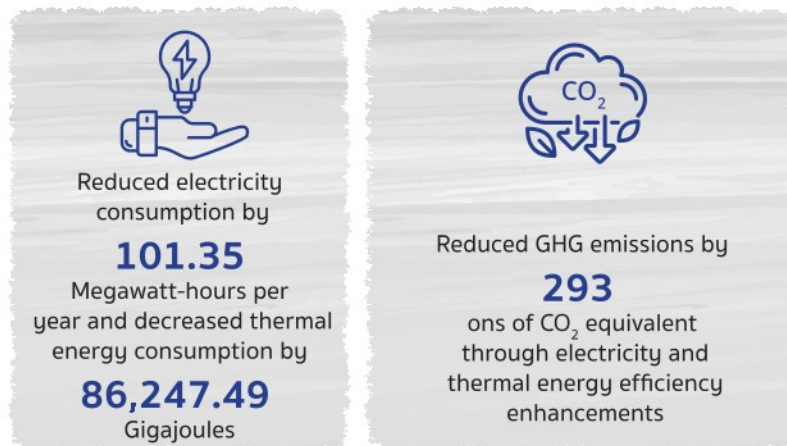
In 2025, the company incurred capital investments and operational expenditures driven by the implementation of the climate transition plan to reduce GHG emissions. This financial allocation—encompassing investments and expenditures in energy efficiency optimizations, fuel switching in the rubber drying processes, machinery upgrades, and energy and GHG data management systems—totaled 75.78 million THB, representing 0.27% of the company's total expenditures. The operational performance outcomes are detailed below:

1. Increasing the Proportion of Renewable and Biomass Energy Consumption





2. Increasing energy efficiency in the production process



3. Promoting collaboration in the supply chain

• Supplier Operations

The company has established plans to reduce its Scope 3 GHG emissions, the majority of which originate from supplier operations, including both raw material and logistics providers. Consequently, it prioritizes the selection and capacity building of the suppliers, enabling them to adapt and operate businesses aligned with GHG reduction pathways. The company encourages suppliers to participate in the Low Emission Support Scheme (LESS), initiated by the Greenhouse Gas Management Organization (Public Organization) or TGO. It also provides advisory support to help suppliers compile GHG emission data for activities eligible under the LESS program, such as energy efficiency improvements, waste management, reduction of chemical fertilizer usage in agriculture, resource efficiency, and tree planting.

In 2025, 27 suppliers participated in the LESS program. Among these, 8 suppliers successfully passed the verification process for their GHG emission reductions and were awarded Letters of Recognition (LOR). These certified supplier activities contributed to an estimated GHG reduction of 15.22 tons of CO₂ equivalent (tCO₂e). Furthermore, the company continuously supports raw material suppliers in enhancing their GHG data collection practices, preparing them for future Carbon Footprint of Product (CFP) certification. This ensures that reliable, verified data from suppliers can be seamlessly integrated into the calculation of the company's other indirect GHG emissions (Scope 3) moving forward.

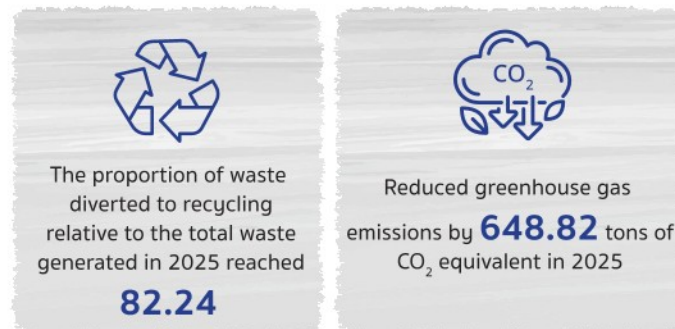
• Transportation and logistics

The company has supported the transportation of goods or rubber materials by utilizing a more efficient logistics system, such as rail or water transport, which emits fewer greenhouse gases compared to air transport. Additionally, the company has employed electric trucks for transportation and consolidated shipments by using trucks for rubber material delivery instead of pickups in order to reduce transportation cycles and enhance delivery efficiency. In 2025, the company implemented changes to transport rubber containers for export, with a distance of approximately 377 kilometers from the factory to the Laem Chabang Port in Chonburi. By using a diesel-powered container truck, only one container could be transported at a time. In contrast, using rail transport allowed for the simultaneous transportation of up to 60 containers in a single trip. Throughout 2025, the company transported a total of 6,684 containers by rail, resulting in a reduction of greenhouse gas emissions from transportation by approximately 21,679.29 tons of carbon dioxide equivalent.



4. Resource management and waste management

- The company reduced waste generation in the production process that requires disposal by incineration or landfilling by 2,485.20 tons.
- The company increased the proportion of raw materials containing recycled material and adjusted the use of rubber raw materials with a lower greenhouse gas emission factor, accounting for 1.89 % of total raw materials.
- The company decreased electricity consumption in the wastewater treatment process by 83,218.66 kilowatt-hours in 2025 through improved water efficiency and reduced wastewater generation from the production process before entering the wastewater treatment system.
- The company sorted recyclable waste to reduce the amount of waste sent to landfills by 2,495.45 tons.



5. Promote green spaces to enhance carbon absorption and sequestration

The company supports tree planting initiatives to absorb carbon dioxide, which serves as a key approach to mitigating climate change impacts and enhancing ecological balance. In 2025, the company partnered with representatives from government agencies and relevant sectors—including the Prakhon Chai District Agricultural Office, the Prakhon Chai District Public Health Office, the Khok Ma Subdistrict Municipality, the District Chief of Prakhon Chai, community leaders, and local residents, totaling 48 participants. Together, they took part in a tree-planting activity under the 'Strong Subdistrict Driven by the Philosophy of Sufficiency Economy' agenda at Khok Ma Subdistrict, Prakhon Chai District, Buriram Province.



Furthermore, the company has established a Carbon Management Working Group to define guidelines and mechanisms for corporate greenhouse gas management, covering both emission reductions and carbon removals. A primary focus is leveraging green spaces as a key tool for carbon sequestration. The working group is currently conducting multi-dimensional feasibility studies on rubber plantation areas, considering factors such as physical site characteristics, carbon absorption and storage potential, and alignment with carbon credit regulations and methodologies, as well as long-term impacts on communities and the environment. This initiative prioritizes supporting and collaborating with local farmers by promoting knowledge sharing, encouraging participation in land management, and developing approaches that yield mutual benefits across economic, social, and environmental dimensions, ultimately striving for long-term shared value creation.



Impact Assessment and Measures for a Just Transition

The company recognizes that the transition to a low-carbon business may impact stakeholders across the entire value chain—including employees, rubber farmers, suppliers, contractors, customers, surrounding communities, as well as the environment and ecosystems. Consequently, the company evaluates the potential impacts arising from its transition plan and has established measures to prevent, mitigate, and manage these effects. This ensures that the transition to a low-carbon economy is conducted thoughtfully and fairly, without imposing undue burdens on any stakeholder group.

Affected Stakeholders	Potential Transition Impacts	Just Transition Issues	Impact Management Measures
Employees and Workers	Transitions in technology, manufacturing processes, and energy consumption patterns—such as the implementation of renewable energy systems, biogas systems, or energy management systems—may lead to shifts in operational workflows. Consequently, certain employee groups will require new technical skill sets to perform their duties. Furthermore, there may be occupational health and safety (OHS) risks associated with operating new technologies or energy systems if adequate preparation and training are not provided.	• Access to skill development opportunities • Job security • Occupational health and safety (OHS)	• Upskill and train relevant employees to ensure they can operate new technologies and alternative energy systems safely. • Establish appropriate occupational health and safety (OHS) measures. • Develop personnel capacity in environmental management, climate change, and data governance to support the low-carbon business transition.
Rubber Farmers, Suppliers, and Contractors	Stricter environmental regulations—including requirements for GHG emissions reporting, energy efficiency, traceability, and rigorous sustainable sourcing standards—may increase data-reporting burdens, adaptation costs, and compliance complexity. This is particularly challenging for smallholder farmers or small-scale suppliers who may face limitations in technical knowledge, information systems, and available resources.	• Not imposing the transition burden on suppliers and farmers without support • Access to essential information and knowledge • Fair and appropriate commercial opportunities	• Clearly define environmental and resource-efficiency expectations for suppliers. • Integrate energy, GHG emissions, and ESG criteria into supplier assessment and monitoring processes. • Provide capacity building, technical training, and clear communication on relevant requirements to support farmers, suppliers, and contractors in effectively adapting to environmental standards and low-carbon market demands.



Affected Stakeholders	Potential Transition Impacts	Just Transition Issues	Impact Management Measures
Surrounding Communities	The energy transition and manufacturing process optimizations may impact local communities. These include concerns regarding the logistics of alternative fuels or raw materials, increased truck traffic, dust, noise, odor, or general quality of life, if not managed with proper controls and effective communication.	• Rights to Information, Participation, and Expression • Access to Grievance Mechanisms and Impact Remediation	• Communicate with local communities regarding transition activities, raw material or energy sources, responsible sourcing practices, and environmental impact control measures. • Establish grievance mechanisms, monitor local conditions, and implement timely corrective actions to minimize impacts on the community's quality of life.
Customers	Customers have rising expectations for low-carbon products, detailed GHG data, traceability, and compliance with international environmental regulations. Failure to align data systems and production processes with these requirements could impact supplier registration, business continuity, and overall market competitiveness.	• Data transparency • Access to reliable environmental information • Supporting customers in managing their supply chain risks	• Optimize production processes to reduce energy consumption and GHG emissions. • Develop carbon footprint data and traceability systems. • Ensure accurate and timely communication of product and production data to support customers' supplier evaluation and registration processes.
Environment and Ecosystems	Increasing the proportion of renewable energy or developing clean energy infrastructure may lead to unintended environmental consequences without proper oversight. These risks include the sourcing of unsustainable bioenergy, local resource consumption, land-use change, ecosystem disturbances, dust, or waste generated from energy production processes.	• Reducing carbon emissions through methods that do not create new, unintended environmental impacts. • Avoiding the shifting of environmental burdens to other locations. • Protecting local ecosystems and natural resources.	• Source bioenergy and alternative fuels from responsible sources, ensuring no encroachment on forested areas or ecologically sensitive zones. • Prioritize the use of waste materials or manufacturing by-products wherever applicable. • Design and deploy clean energy infrastructure within existing, operational land footprints. • Strictly control pollution in compliance with relevant laws and standards, and conduct regular environmental monitoring.



In 2025, the company commenced a qualitative assessment of Just Transition issues, taking into account the potential impacts on employees, rubber farmers, suppliers, contractors, customers, the surrounding communities, and the environment arising from the implementation of its low-carbon business transition plan. However, the company has not yet systematically collected quantitative data related to transition impacts for this reporting cycle—such as the number of employees affected by technological changes, the number of employees upskilled or reskilled, the proportion of suppliers required to adapt to environmental regulations, or the number of community grievances directly related to transition measures. Currently, the company is in the process of defining the data scope, key performance indicators (KPIs), collection methodologies, and responsible departments. These efforts aim to monitor the impacts and effectiveness of management measures in the future, ensuring that Just Transition disclosures are comprehensive and increasingly aligned with international reporting standards.

Corporate Greenhouse Gas Emissions Data

The company prepares its Carbon Footprint for Organization (CFO) report on an annual basis, utilizing the calculation methodologies prescribed by the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO. The reporting boundary encompasses 100% of the company's operational areas, which include: the manufacturing plant in Prakhon Chai District, Buriram Province—the primary operational site and the most significant source of the company's GHG emissions—and the Bangkok Sales Office, located in a leased office building.

Greenhouse Gas Emissions Measurement Approach and Methodology

The company prepares its corporate GHG inventory and calculates emissions in accordance with the ISO 14064-1 standard and the guidelines for Carbon Footprint for Organization assessment provided by the Thailand Greenhouse Gas Management Organization (Public Organization). The reporting boundary is established using the operational control approach, covering all GHG activities and sources under the company's operational management. The calculation encompasses Scope 1 direct emissions from sources controlled by the company; Scope 2 indirect emissions from purchased electricity using the location-based method and Thailand's national grid emission factors; and Scope 3 other indirect emissions from significant value chain activities.

The company calculates GHG emissions by utilizing operational activity data—such as fuel consumption, electricity usage, production volumes, raw material inputs, and logistics data—multiplied by relevant emission factors and Global Warming Potential (GWP) values. These references are sourced from internationally recognized organizations, including the Intergovernmental Panel on Climate Change (IPCC), the International Energy Agency (IEA), and the Thailand Greenhouse Gas Management Organization (TGO). Results are reported in tons of carbon dioxide equivalent (tCO₂e).

In instances where primary data is incomplete or unavailable, the company utilizes secondary data, industry averages, and standard conversion factors from the aforementioned sources. Assumptions are established to align with the specific characteristics of each activity, emission source, and the company's operational context. The company regularly reviews its measurement approaches, methodologies, inputs, assumptions, reference sources, and emission factors to ensure that GHG data remains reliable, comparable across reporting cycles, and accurately reflects the total emissions from the company's operations and value chain.



Corporate Greenhouse Gas Emissions

On August 22, 2025, the company received Carbon Footprint for Organization (CFO) certification and registration from the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO for the reporting period from January 1 to December 31, 2024. Following the formal verification and certification process, the certified Scope 1 emissions for 2024 were revised from 8,569 tCO₂e to 7,959 tCO₂e, representing a decrease of 610 tCO₂e or 7.12%. It is important to note that this adjustment resulted from the rigorous data verification and validation process to ensure reporting accuracy, rather than a change in the company's actual operational performance for 2024.



The company has prepared its corporate GHG emission and removal report for the reporting period from January 1 to December 31, 2025. The data has been verified by ECEE Co., Ltd., a registered verification body, and subsequently received Carbon Footprint for Organization (CFO) certification and registration from the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO on March 18, 2026.



NER Moving Towards a Sustainable Business.



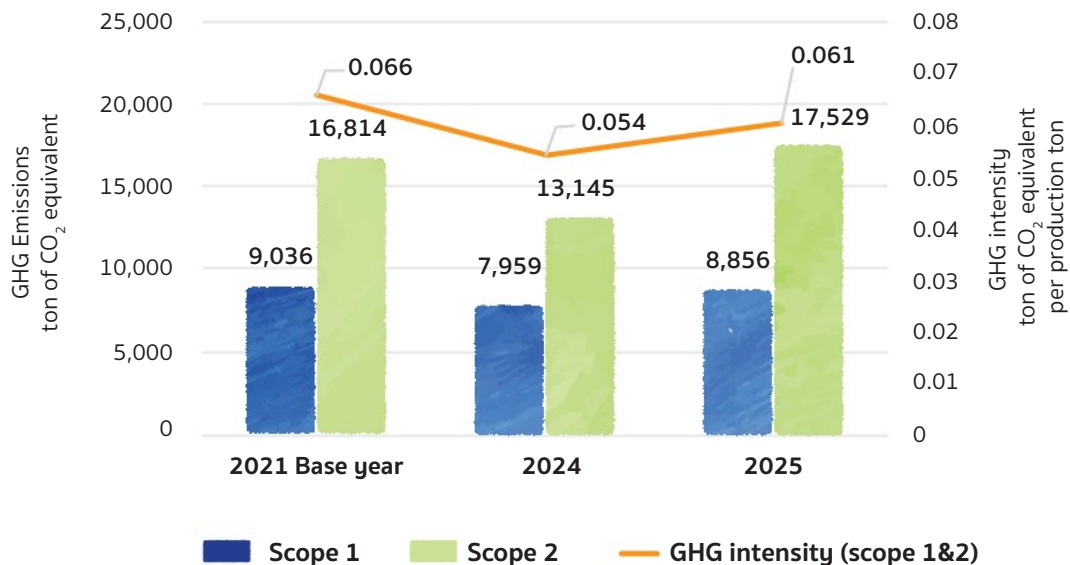
In 2025, the company's total GHG emissions amounted to 97,562 tons of CO₂ equivalent (tCO₂e), representing an 11.51% increase compared to 2024. This increase was primarily driven by the restoration of production capacity to normal levels following a planned reduction for process and machinery upgrades in 2024. Additionally, a fire incident at a warehouse damaged the rooftop solar PV system, temporarily hindering the company's ability to generate renewable energy from that source and leading to an increased reliance on non-renewable electricity. Nevertheless, compared to the 2021 base year, total GHG emissions have decreased by 17.90%. This overall reduction reflects the company's ongoing commitment and effectiveness in managing its carbon footprint despite operational challenges.

The company reported 8,856 tCO₂e in direct GHG emissions (Scope 1) and 17,529 tCO₂e in indirect GHG emissions from purchased electricity (Scope 2). Combined, total direct and indirect emissions (Scope 1 and 2) amounted to 26,385 tCO₂e. Scope 2 emissions increased by 33.35% compared to 2024, primarily due to the higher consumption of grid electricity following the aforementioned incidents. However, when compared to the 2021 base year, total Scope 1 and 2 emissions have increased by only 2.07%, despite facing extraordinary circumstances and the restoration of production capacity to normal levels in 2025.

When considering the combined GHG Scope 1 & 2 Intensity (emissions per ton of production), the rate for 2025 was 0.061 tCO₂e per ton of production. This represents a 12.96% increase compared to 2024, primarily due to the fire incident which led to an increased reliance on non-renewable energy sources during the year. However, compared to the 2021 base year, the combined GHG Scope 1 & 2 Intensity has decreased by 7.74%. This long-term reduction demonstrates the positive results of the company's continuous efforts to enhance energy efficiency and optimize production processes.



GHG Emissions Scope 1&2



Other Indirect Greenhouse Gas Emissions (Scope 3)

The company has assessed the relevance of all 15 categories of other indirect GHG Emissions (Scope 3) in accordance with relevant GHG accounting standards. This assessment considered business characteristics, value chain activities, the significance of emission levels, and data availability for calculations.

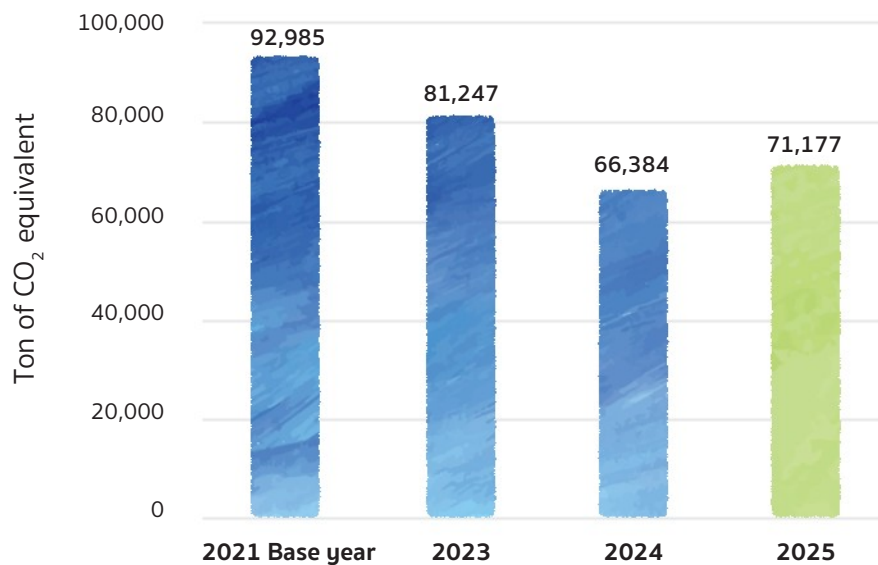
The company determined that several categories are not relevant to its business operations or do not constitute significant emission sources during this reporting year, including: Category 2: Capital Goods; Category 3: Fuel- and Energy-Related Activities (not included in Scope 1 or 2); Category 11: Use of Sold Products; Category 14: Franchises; and Category 15: Investments.

For 2025, the company has disclosed Scope 3 emission data specifically for categories that are relevant, significant, and have sufficient data for calculation. The Carbon Footprint for Organization verification and certification by the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO covers Category 1: Purchased Goods and Services. This category represents the most significant source and the largest proportion of the company's Scope 3 emissions. Regarding other Scope 3 categories, the company is currently evaluating their relevance, significance, calculation methodologies, and data readiness, while simultaneously enhancing its data collection systems for improved completeness and reliability. Consequently, quantitative data for other Scope 3 categories is not included in this reporting cycle.

In 2025, the company's Scope 3 emissions for Category 1: Purchased Goods and Services amounted to 71,177 tons of CO₂ equivalent (tCO₂e). This is an increase of 4,793 tCO₂e or 7.22%, compared to 66,384 tCO₂e in 2024. This increase is directly correlated with the volume of natural rubber procurement, which remains the company's most significant Scope 3 emission source. However, when compared to the 2021 base year, the company has achieved a 23.45% reduction in Scope 3 Category 1 emissions.



GHG Emissions Scope 3



The company's Scope 3, Category 1 emissions (Purchased Goods and Services) are directly linked to the volume of raw materials, goods, and services procured for production. Consequently, the primary strategy for reducing Scope 3 emissions involves improving raw material efficiency, minimizing production waste, sourcing from suppliers with traceability data, promoting energy and resource-efficient practices among suppliers, and collaborating with suppliers to develop product carbon footprint data.

The development and implementation of the company's Climate Transition Plan are based on several key assumptions: the ability to enhance energy efficiency and optimize production processes; the availability and accessibility of renewable energy at feasible costs; the capacity to refine GHG emission data related to rubber sourcing and logistics; and the evolving direction of climate-related laws, standards, and regulations.

The success of this transition plan also relies on critical dependencies, including national energy infrastructure, the active participation of general suppliers, raw material providers, and logistics partners, as well as support mechanisms from the government and the market. Accordingly, the company continuously monitors the plan's progress and reviews its assumptions, priorities, and operational strategies to ensure alignment with technological advancements, energy costs, regulatory changes, and data availability. This ongoing refinement ensures that the transition plan remains relevant to the business context and supports the achievement of the company's defined emission reduction targets.





Biogenic Carbon Dioxide Emissions

In 2025, the company reported 36,980 tons of CO₂ emissions from biomass under its direct GHG emissions (Scope 1). This is a result of utilizing biomass fuels in the production process as a substitute for fossil fuels. The company has reported this data separately from other direct GHG emissions to provide stakeholders with a clear overview of emission sources and to accurately reflect the organization's commitment to renewable energy consumption.

Regarding biomass-related CO₂ emissions within the value chain (Scope 3), the company is currently developing a data collection system and refining its calculation methodologies to improve accuracy and coverage. This effort focuses on key activities involving biomass across the business chain, such as biofuel consumption in logistics, organic waste management, and the manufacturing processes of suppliers who utilize biomass fuels.

Climate Change Adaptation Plan

The company has developed a Climate Change Adaptation Plan by evaluating potential climate-related impacts on both people and the environment, which present both risks and opportunities to its operations. It places particular emphasis on physical risks associated with the natural rubber business throughout the value chain—from raw material procurement and manufacturing processes to logistics and the ability to deliver products to customers. The company utilizes these evaluations to define the scope, prioritize actions, and establish measures within the adaptation plan. This strategic approach aims to enhance business resilience, mitigate potential impacts, and ensure operational continuity amidst the evolving climate landscape.

1. Managing Acute Physical Risks

The company has implemented adaptation measures to address acute physical risks arising from extreme weather events and natural disasters, such as floods, storms, heatwaves, and wildfires. These events can significantly impact rubber plantations, sourcing areas, manufacturing facilities, logistics systems, and the ability to deliver products to customers.

To mitigate operational disruptions, the company has established an Emergency Response Plan and a Business Continuity Plan (BCP), both of which are reviewed annually. These plans encompass logistics and distribution strategies, raw material relocation, inventory management, and contingency sourcing. Additionally, the company maintains insurance coverage to alleviate potential financial losses from property, machinery, and inventory damage caused by extreme weather. In 2025, the company executed several strategic actions, including diversifying its sourcing network to cover 12 provinces and implementing a procurement strategy to secure raw materials at least 3 to 5 months in advance. Furthermore, the company invested in natural reservoir excavation and enhanced water management systems to prepare for future droughts. While the company has not yet conducted formal emergency drills specifically for climate-related risks and natural disasters, it continues to monitor climate trends closely to assess the necessity of upgrading response measures and conducting future drills.

2. Water and Resource Management for Long-term Risks

The company recognizes the long-term physical risks posed by climate change—such as prolonged droughts, rising temperatures, and weather variability—which may impact rubber yields, raw material quality, water availability for production, and overall operational continuity. Consequently, it prioritizes systematic water resource management by reducing reliance on external water sources, improving water-use efficiency in production, controlling water loss, and maximizing water recycling and reuse.



These initiatives are integral to the company's climate change adaptation plan, aimed at strengthening readiness for water scarcity and mitigating impacts on production processes. In 2025, the company implemented water conservation measures, efficient water management practices, and achieved 100% reuse of treated wastewater. As a result, the water intensity per unit of production decreased by 14.76% compared to the 2023 base year. These actions significantly reduce the risk of water shortages and ensure operational continuity amidst increasing climate variability.

3. Strengthening Rubber Supply Chain Resilience

Climate change may significantly impact the security of natural rubber supplies, affecting yields, raw material quality, procurement costs, and delivery continuity. Key risks include droughts, floods, rising temperatures, and seasonal variability, which affect rubber plantations differently across regions. Consequently, the company prioritizes flexible supply chain management to mitigate over-reliance on any single sourcing area.

The company has diversified its sourcing network across multiple regions to effectively manage raw material risks. This strategy ensures supply stability during extreme weather events—such as localized droughts, floods, or unseasonal rainfall—that might otherwise compromise the quantity and quality of rubber yields. This approach safeguards raw material security, minimizes the risk of supply chain disruptions, and strengthens the company's ability to consistently meet customer demand.

Furthermore, the company supports its supply chain partners in adapting to climate change by providing expertise in plantation management, optimized water resource utilization, and raw material quality control. It also promotes production practices that align with environmental regulations and support the development of traceability systems for raw material origins. These initiatives enhance the capabilities of its supplying farmers, improve raw material quality, and bolster the long-term resilience of the rubber supply chain.

4. Monitoring and Review of the Adaptation Plan

The company continuously monitors and reviews its climate change adaptation plan, taking into account the severity and frequency of weather events, as well as trends impacting rubber yields, raw material quality, and the availability of sourcing regions. Key considerations include the effectiveness of water management measures and the readiness of the Business Continuity Plan (BCP). These assessments are based on internal operational data, monitoring of water resources, procurement, and production performance, as well as information gathered from supply chain partners to evaluate the effectiveness of adaptation measures. Furthermore, the company reviews its adaptation plan periodically or upon the occurrence of significant climate-related events that could materially affect business operations, ensuring that the plan remains appropriate for the evolving risk landscape.

5. Climate Change Adaptation Expenditures and Investments

In 2025, the company's total expenditure and investment related to the implementation of its climate change adaptation plan amounted to 29.79 million THB. This investment covered natural disaster risk management, the development and review of emergency response and business continuity plans (BCP), insurance premiums, water management, and the enhancement of rubber supply chain resilience. These initiatives have effectively mitigated operational disruption risks, reduced impacts on raw material security, and supported the company's ability to ensure continuous product delivery to customers.



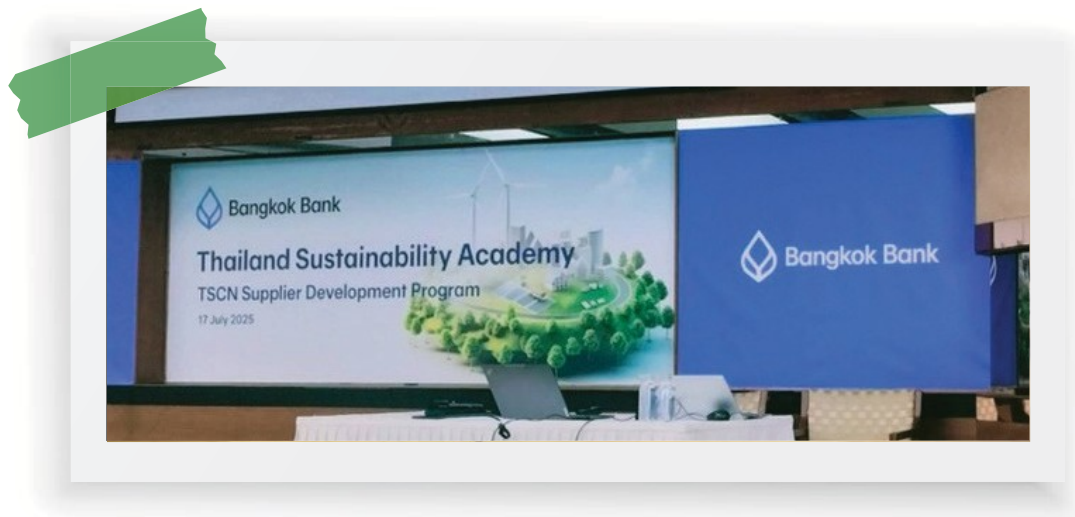
Internal Awareness and Engagement

The company is committed to fostering awareness and ensuring the participation of employees at all levels in climate change management and greenhouse gas (GHG) emission reductions. To achieve this, we have implemented various internal and external training programs and initiatives to enhance the knowledge and skills necessary to respond effectively to climate-related risks, as detailed below:

Workshop under the Thailand Sustainability Academy Project

In 2025, the company supported a dedicated employee from the Sustainability Department, responsible for corporate greenhouse gas (GHG) inventory assessment, to participate in a workshop under the Thailand Sustainability Academy project on July 17, 2025. The program focused on enhancing business sustainability knowledge, managing climate-related risks and opportunities, and conducting GHG Accounting across Scope 1, Scope 2, and Scope 3.

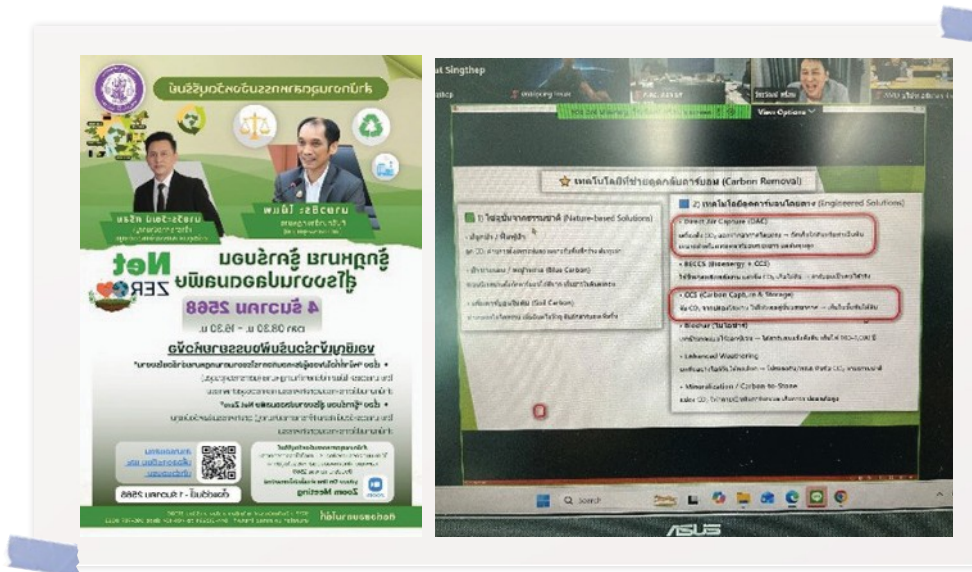
The training also covered guidelines for Green Procurement and Supplier Engagement to mitigate environmental impacts throughout the supply chain. Following the program, the company has applied these insights to develop its carbon strategy, upgrade GHG data management systems, and collaborate with suppliers to ensure alignment with environmental goals and international best practices.



Workshop on Guidelines for Driving Organizations toward Carbon Neutrality and Net Zero

The company supported 23 employees in attending an online 'Workshop on Guidelines for Driving Organizations toward Carbon Neutrality and Net Zero.' Organized by the Buriram Provincial Industry Office on December 4, 2025, the session aimed to enhance staff knowledge and capacity in greenhouse gas (GHG) management and climate change action.

The training provided participants with comprehensive insights into the types and sources of GHG emissions, the impacts of global warming, and Thailand's national emission reduction targets. It also outlined strategic frameworks for corporate-level emission reductions and provided a clear understanding of the Thailand Voluntary Emission Reduction Program (T-VER) and the direction of the Thai carbon market. Additionally, a case study of a model organization from the Chaiyaphum Provincial Industry Office was presented, demonstrating a strong commitment to carbon neutrality. This initiative empowers employees to appropriately apply these insights and best practices to the company's operations.



Workshop on the Progress of the Draft Climate Change Act

On October 29, 2025, five employees from the company's Sustainability Department attended an online training session titled 'Progress of the Draft Climate Change Act.' The session was organized by the Department of Climate Change and Environment, in collaboration with the Ministry of Natural Resources and Environment, to enhance understanding of national policies, legislation, and strategic directions for climate action. The training covered critical topics, including the current global warming crisis—such as rising global temperatures and sea-level changes—and their potential impacts on Thailand's economic, social, and environmental dimensions. Additionally, the session presented Thailand's roadmap toward Net Zero Emissions, provided insights into national greenhouse gas reduction practices, discussed carbon credit mechanisms, and outlined climate adaptation guidelines. This engagement ensures the company is well-prepared to align its operations with evolving policy frameworks and relevant climate legislation.





Supply Chain Stakeholder Engagement and Communication

The company prioritizes continuous engagement and communication with stakeholders across the entire supply chain—including rubber farmers, suppliers, contractors, logistics providers, and customers—to foster a mutual understanding of climate-related risks and opportunities while enhancing supply chain resilience and sustainability.

In 2025, the company consistently engaged with farmers and suppliers through monthly site visits and data tracking conducted by the Procurement Department. These sessions focused on optimizing resource efficiency, reducing unnecessary chemical usage, and promoting sustainable rubber farming practices. This also included preparing stakeholders for increasingly stringent environmental regulations, such as traceability and transparent supply chain management.

Furthermore, the company conducts annual sustainability risk assessments for key suppliers. In 2025, the Procurement Department visited 264 suppliers to evaluate environmental and climate risks that could impact the supply chain. During these visits, the company provided knowledge and practical guidelines on climate adaptation, such as efficient water management (e.g., constructing on-farm water reservoirs, digging drainage trenches to prevent flooding, and implementing drip or water-saving irrigation systems). The company also offered guidance on adapting plantation management to changing weather conditions, such as planting cover crops to reduce moisture loss, proper pruning to mitigate windstorm risks, and monitoring pests and diseases that may proliferate due to increasingly hot and humid conditions.

Climate Change Memberships and Engagements

Thailand Carbon Neutral Network (TCNN)

In April 2025, the company joined as a member of the Climate Action Leading Organization (CALO) under the Thailand Carbon Neutral Network (TCNN). This network serves as a collaborative mechanism between the public and private sectors to drive national greenhouse gas (GHG) emission reductions. TCNN plays a key role in developing GHG management guidelines and tools, while providing a platform for knowledge exchange and monitoring climate policy directions. Participation in this network strengthens the company's readiness in formulating GHG reduction strategies and action plans aligned with national directions and international standards. Furthermore, it supports the development of data collection systems, target setting, information disclosure, and the management of climate-related risks and opportunities.





Energy Management

Materiality Topics	Impact, Risk, and Opportunity
3. Energy - Energy consumption - Energy efficiency - Renewable energy	The rubber industry is a business that consumes a significant amount of energy throughout the entire supply chain, both in production processes and transportation of raw materials and products. The use of fossil fuel energy contributes to an increase in greenhouse gases in the atmosphere, which is a primary cause of climate change. There are risks associated with reliance on external energy and fuel sources, which may expose the business to price volatility and the impacts of increasingly stringent environmental regulations and standards. Additionally, there are risks of future energy shortages and climate changes that could affect rubber production. Efforts to reduce energy consumption in production processes and transportation, as well as to increase the proportion of renewable and clean energy as a replacement for fossil fuels, not only reduce production costs and minimize the impact of pollution on people and society but also lower GHG emissions throughout the value chain. This will lead to opportunities to develop low-carbon products that meet the current and future demands of customers and create business opportunities.
Contribution to SDGs	
 7.2, 7.3	
 8.4	
 12.2	
 13.1, 13.2	

	Long-term Goals 2030	2025 Targets	2025 Performance
Energy intensity compared to the baseline year of 2023	30% reduction	10% reduction	4.76% reduction
Percentage of renewable energy consumption to total energy consumption	No less than 60%	No less than 30%	45.22%

Management Approach

The company recognizes that the rubber industry is a manufacturing sector that relies heavily on a variety of energy sources in large quantities. As a result, the company faces challenges in balancing business growth with reducing GHG emissions for global sustainability. Therefore, the company has established an **'Energy Management and Conservation Policy'** to optimize energy use within the organization, reduce dependence on fossil fuel sources, and increase the production and utilization of energy from renewable sources. Additionally, the company promotes and supports suppliers in managing energy efficiently to reduce greenhouse gas emissions throughout the supply chain.



Further information on the Energy Management and Conservation Policy can be found at www.nerubber.com or by scanning the QR Code.

The company has appointed an Energy Management and Conservation Working Group that reports directly to the Corporate Sustainability Development Committee. This group is responsible for managing energy according to the policy and measures, overseeing and monitoring energy management operations in compliance with the Energy Conservation Promotion Act of 1992. The group analyzes and implements energy-saving measures and improves energy efficiency, as well as develops renewable energy and alternative energy projects. Its operational scope covers all production processes, including design, procurement of raw materials, production, distribution, and transportation, as well as waste management in the production process, both direct and indirect. This includes the execution of new projects and improvement projects to ensure the continuity of operations.

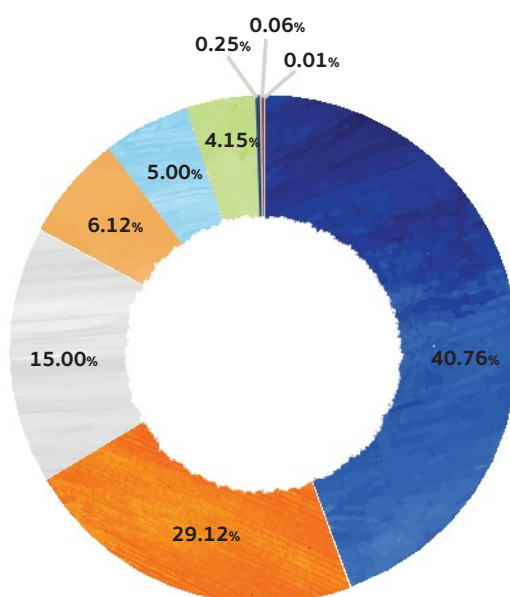
The company defines its energy management approach based on the PDCA (Plan-Do-Check-Act) principles and a process focused on systematically analyzing and improving energy efficiency through the assessment of the potential of significant machinery and equipment to establish appropriate energy conservation measures as follows:

Initial energy use assessment	• Survey current machinery and equipment energy usage to understand operating patterns and energy consumption levels. • Analyze the most energy-intensive processes or workflows to identify opportunities for efficiency improvements.
Analysis of machinery and equipment efficiency	• Inspect operations and performance of machinery to identify opportunities for efficiency improvements, such as equipment with low efficiency or excessive energy use. • Utilize analytical tools such as excess heat analysis, electrical load analysis, or IoT technology for in-depth assessment.
Assessment of energy conservation potential	• Identify areas or machinery where efficiency can be improved, such as reducing energy losses, utilizing energy-saving equipment, or optimizing machine operation. • Evaluate the cost-effectiveness of measures, including investments in new equipment, maintenance improvements, or control system upgrades.
Planning and establishing measures for energy conservation	• Develop measures to enhance energy efficiency, such as upgrading to higher-efficiency machinery, installing automated control systems, or training staff to use energy more effectively.
Monitoring outcomes and implementing improvements	• After implementing the measures, monitor energy consumption and evaluate whether the measures have genuinely resulted in energy savings. • Make improvements or further develop strategies if opportunities for additional energy conservation are identified.

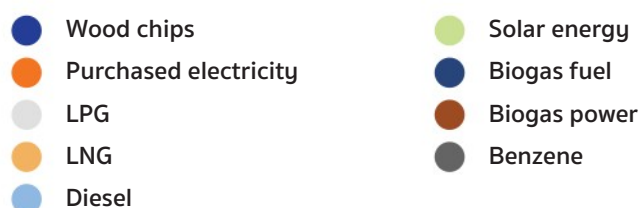
The company has core activities in the business process related to the use of various types of energy as follows:



Core Activities	Non-Renewable Energy Sources					Renewable Energy Sources				
	Gasoline	Diesel	LPG	LNG	Electricity purchased from external sources	Solar energy	Wood chips	Firewood	Biogas as a substitute for LPG	Biogas for electricity generation
Activities within the Organization										
Electrical system in the production process					●	●				●
Thermal energy in production			●	●			●	●	●	
Transportation of raw materials		●								
Packaging of products			●							
Maintenance of machinery					●					
Lighting electrical system					●					
Office electrical system	●				●	●				
Business travel		●								
Employee transportation for work		●								
Wastewater treatment system					●					
Landscape improvement	●									
Transportation of raw materials		●								



Percentage of Energy from Different Sources
Used in Business Operations





Energy Management under the Environmental Management System

The company operates under the Environmental Management System in accordance with the ISO 14001:2015 standard, covering 100% of the operational areas within the reporting scope, including the production plant in Buriram Province and the sales office in Bangkok. The system encompasses the management of significant environmental aspects based on the characteristics of activities in each area, including energy management, efficient resource utilization, and the reduction of environmental impacts from energy consumption.

For the production plant in Buriram Province, which is the primary operational area with intensive production activities and high energy consumption, the company implements systematic energy management. This covers the use of electricity and fuel in the production process, monitoring and analyzing energy consumption, improving the energy efficiency of machinery and production processes, as well as promoting the use of alternative and renewable energy to reduce reliance on fossil fuels and minimize environmental impacts from operations.

For the Bangkok sales office, which is located in a leased office building, the company does not have direct control over the central electrical system, the central air conditioning system, and the building's energy infrastructure, which are under the management of the building service provider. However, the company can control energy consumption within its utilized office space, such as electricity usage for office equipment, lighting systems, and employee energy-saving behaviors. The company monitors and compiles energy consumption data from the Bangkok sales office into the energy disclosure scope of this report, while promoting energy-saving and efficient energy utilization within the office.

Improving Energy Efficiency in the Production Process

In 2025, the company implemented 4 projects and measures to improve energy efficiency in the production process. These involved equipment modifications in the production line to enable greater energy savings, divided into 2 electrical energy projects: the project to reduce the agitator motor from 11 kW to 4 kW to help lower the electrical power used in the production process to align with the actual workload, thereby reducing hourly electricity consumption during operation and minimizing energy waste from over-specification; and the project to replace the chiller cooling system with a cooling tower to help reduce electricity consumption from the high-energy-consuming compressor-based cooling system to a cooling system that dissipates heat through air and water, which consumes less energy, thus reducing overall electricity usage in the production process.

The other 2 projects were thermal energy projects, including: the project to optimize combustion efficiency (O2) to help ensure more efficient and complete combustion, reducing energy loss from heat and unburnt fuel, which results in lower fuel consumption per production unit; and the project to replace the boiler system with a high-efficiency model to help reduce energy loss in the steam production process, yielding more thermal energy from the same amount of fuel, thereby reducing overall energy consumption and fuel costs.

Based on the performance evaluation of all 4 projects, electricity consumption was reduced by 101.35 megawatt-hours per year, and thermal energy consumption was reduced by a total of 86,247.49 gigajoules. This represents a total GHG emission reduction from all projects equivalent to 293 tCO₂e, with total cost savings across all projects amounting to 7.24 million THB.



Energy Saving Projects/Measures	Electricity Reduced (Kilowatt-hours/year)	Energy Saved (Gigajoules)	GHG Emissions Reduced (tCO ₂ e)
Electrical energy projects			
Project to reduce the agitator motor from 11 kW to 4 kW	34,671.24	124.82	17.33
Project to replace the chiller cooling system with a cooling tower	66,679.200	240.045	33.33
Total electrical energy savings	101,350.44	364.86	50.66
Thermal energy projects			
Project to optimize combustion efficiency (O ₂)		1,321.49	81.85
Project to replace the boiler system with a high-efficiency model		84,926.09	161.46
Total thermal energy savings		86,247.49	243.31
Total energy savings from all projects		86,612.35	293.97

Note: The amount of greenhouse gas emission reduction is calculated from the actual amount of energy reduced multiplied by the greenhouse gas emission factor (Emission Factor: EF), referencing the following data sources:

1. Electricity: References the greenhouse gas emission factor from electricity generation (Grid Emission Factor: LCI) from the Thailand Greenhouse Gas Management Organization (Public Organization) for the years 2016-2018, which is equal to 0.4999 kgCO₂e/kWh.
2. Liquefied Petroleum Gas (LPG): References the net calorific value and EF from the Guidance on Carbon Footprint for Organizations by the Thailand Greenhouse Gas Management Organization (TGO), which is equal to 3.1112 kgCO₂e/kg.
3. Biomass (Woodchips): References the Thailand Greenhouse Gas Management Organization (Public Organization), which is equal to 0.0304 kgCO₂e/kg. This calculates only methane (CH₄) and nitrous oxide (N₂O) gases in accordance with IPCC guidelines, excluding carbon dioxide emissions from combustion (Biogenic CO₂) as it is renewable energy.
4. Energy Unit Conversion: References energy unit conversion values to gigajoules (GJ) and megajoules (MJ) from the Department of Alternative Energy Development and Efficiency (DEDE), Ministry of Energy.





Project to reduce the agitator motor from 11 kW to 4 kW



Project to optimize combustion efficiency (O₂)



Project to replace the chiller cooling system with a cooling tower



Project to replace the boiler system with a high-efficiency model

Energy conservation in offices

The company has promoted awareness among all employees at both the headquarters in Buriram and the Bangkok office about the importance of energy conservation and the responsible use of natural resources. The following actions were implemented:

- The company adjusted the office air conditioning temperature to no lower than 25 degrees Celsius. Furthermore, the company promoted the practice of keeping doors and windows closed when air conditioning is in use and not bringing in hot or humid items into air-conditioned rooms.
- The company encouraged refraining from using air conditioning before working hours and turning off the air conditioning for one hour during the lunch break.
- The company promoted turning off all office lights during the lunch break.
- The company encouraged employees to use stairs instead of elevators.
- The company ensured that computer screens were turned off when not in use.
- The company encouraged employees to unplug electrical devices after use and chose appliances with a “5-star” energy efficiency label.
- The company transitioned to energy-saving lighting by replacing 46-watt fluorescent bulbs with 18-watt LED bulbs.
- The company maintained and cleaned air conditioning units at least twice a year.





In 2025, the company's two office buildings had a combined total electricity consumption of 286,232 kilowatt-hours, an increase of 21.8% from 2024. This increase was due to the company conducting all training courses for employees and suppliers in-house, as well as hosting the 2025 Annual General Meeting of Shareholders, customer entertainment, and the “NER Safety & CG Day 2025” event, which featured exhibitions, educational sessions, and a monthly almsgiving ceremony. These activities led to increased utilization of the large 90-seat meeting room, the 6 smaller meeting rooms, and the passenger elevators, resulting in higher overall resource and energy consumption compared to 2024.

Renewable Energy Consumption in the Production Process

The company promotes the production of renewable energy within its operations, including solar energy and biomass, to replace fossil fuel energy in various activities and processes as follows:

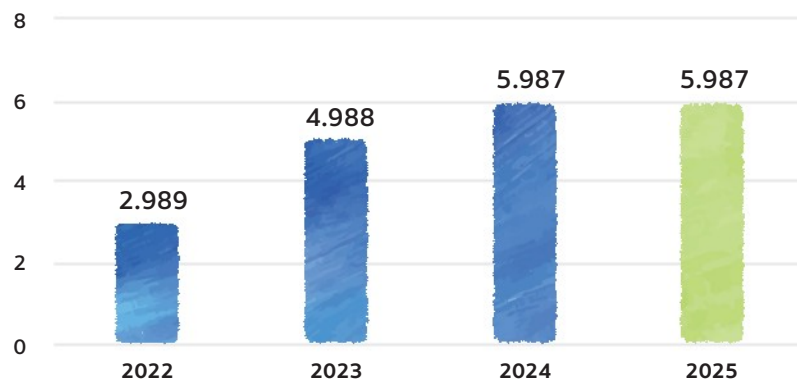
1. Renewable energy generation projects to substitute electricity purchased from external sources

- Solar power electricity generation**

The company has implemented the “NER 360 Degree Clean Energy” project to generate electricity from solar rooftop installations since 2021. In 2025, the company did not expand its solar power generation capacity further from 2024, maintaining a total solar electricity generation capacity of 5.987 Megawatt-peak (MWp). Currently, the company can generate solar electricity to substitute a total of 5,001,623.6 kilowatt-hours of electricity used in the production process, accounting for 12.46% of the total electricity consumption in the production process. This represents a slight decrease of 0.69% from 2024 due to a fire incident that partially damaged the solar rooftop power generation equipment.

Solar electricity generation capacity

Megawatt-peak





Renewable Energy Electricity Generation Projects	Electricity Produced (Kilowatt-hours)	Electricity Utilized (Kilowatt-hours)	Renewable Energy
NER 360 Degree Clean Energy Project Solar rooftop electricity generation Capacity: 5.987 MWp	5,001,623.6	5,001,623.6	18,005.84

• Biogas power generation

The company can generate electricity from biogas to substitute a total of 70,838.96 kilowatt-hours of electricity purchased from external sources for the production process, accounting for 0.18% of the total electricity consumption in the production process.

Biogas Power Generation Project	Biogas Produced (Cubic meters)	Biogas Used for Electricity Generation (Cubic meters)	Electricity Produced (Kilowatt-hours)	Electricity Utilized (Kilowatt-hours)	Renewable Energy Consumed (Gigajoules)
“NER 360 Degree Zero Waste” Project: The Use of Biogas from Napier Grass to Generate Electricity for Internal Organization Use	80,683.77	30,800	70,838.96	70,838.96	255.02

2. Renewable energy generation projects to substitute liquefied petroleum gas (LPG)

The company has implemented the “NER 360 Degree Zero Waste” project to produce and utilize biogas. In 2025, the company co-digested cassava pulp and cow manure as raw materials with Napier grass to produce biogas, as this combination yields a high methane content and constructively utilizes community waste. The company generated a total of 80,683.77 cubic meters of biogas. Out of this total, 49,883.77 cubic meters were used as fuel in the STR block rubber production process to substitute the use of Liquefied Petroleum Gas (LPG). This initiative successfully reduced greenhouse gas emissions by a total of 71.44 tCO₂e and lowered production costs by a total of 523,180.98 THB.

Renewable Energy Projects to Substitute Liquefied Petroleum Gas (LPG)	Biogas Produced (Cubic meters)	Biogas Used to Substitute LPG (Cubic meters)	Renewable Energy Used to Substitute LPG (Gigajoules)
“NER 360 Degree Zero Waste” Project: Utilizing biogas to substitute the use of LPG in the rubber drying process	80,683.77	49,883.77	1,071.50



Benefits to the Company	Environmental Benefits	Social Benefits
• Tangibly lower production costs, saving up to 523,180.98 Baht in energy expenses by substituting LPG with biogas. • Enhance energy security through self-generation within the factory, reducing risks associated with energy price fluctuations in the global market. • Improve the company's efficiency and knowledge base in biogas production by utilizing new raw materials that yield a high methane content. • Support the Company's transition plan and carbon neutrality goals.	• Reduce GHG emissions by approximately 71.44 tCO₂e by cutting down on LPG combustion. • Reduce methane emissions from the stockpiling or landfilling of agricultural production waste by 459.68 tons per year, which is equivalent to approximately 17.33 tCO₂e. • Decrease reliance on fossil fuels (LPG), which are finite resources, by transitioning to renewable energy.	• Add value to community waste by purchasing cow manure and cassava pulp from the local community for use within the company, creating a supplementary income for the community amounting to 1.03 million THB, while reducing the waste management burden for farmers and neighboring communities. • Reduce local pollution by introducing cow manure and cassava pulp into a closed system for biogas production, which helps mitigate odor issues and the spread of pathogens caused by dumping waste in open areas. • Establish a learning model, as the NER 360 Degree project can serve as a renewable energy learning center for educational institutions or local communities strengthening positive relationships between the factory and local residents.

Note: The amount of greenhouse gas emission reduction is an estimate from the Company's assessment, calculated based on the relevant criteria and greenhouse gas emission factors from the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO.

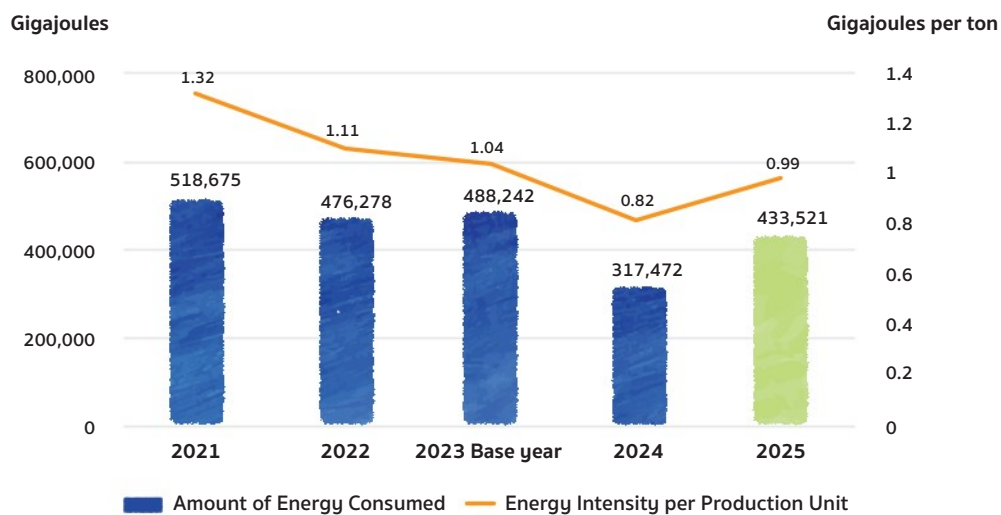


Internal Energy Consumption

The company collects energy consumption data covering 100% of its operational areas at the Buriram site and the Bangkok office. In 2025, the company's total energy consumption across all types—including both production processes and offices—amounted to 433,520.76 Gigajoules. This represents a 36.55% increase compared to 2024, because the company ramped up production capacity back to normal levels after partially upgrading its production processes in 2024, resulting in a 12.19% increase in product output compared to 2024. However, compared to the base year of 2023, the company's energy consumption decreased by 11.21%. Similarly, the energy intensity per production unit for 2025 was 0.995 Gigajoules per production ton, which increased by 21.72% from 2024 but decreased by 4.76% from the base year of 2023. The company has utilized this data as a baseline to analyze and plan for further energy efficiency improvements.

Furthermore, the company discloses its energy intensity per production unit based strictly on internal energy consumption—specifically fuel and electricity—and does not yet include energy consumption across the value chain (both upstream and downstream), as comprehensive data collection for those areas is still underway.

Internal Energy Consumption



Electricity Consumption

In 2025, the company's total electricity consumption for both business operations and administrative offices amounted to 40,136,265 kilowatt-hours, equivalent to 144,490.54 Gigajoules. This represents a 28.10% increase from 2024, primarily driven by the restoration of production capacity back to normal levels following the production process upgrades in 2024, alongside extended machine operating hours to fulfill increased customer orders. Nevertheless, the company continues to prioritize continuous and efficient energy management by focusing on upgrading machine and equipment efficiency, adopting energy-saving technologies, and promoting conscientious energy use within the organization to control energy intensity per production unit and reduce energy waste.

Beyond managing and optimizing electricity efficiency, the company attaches great importance to increasing the proportion of renewable energy for electricity generation within its production processes. This aims to substitute electricity purchased from external sources, most of which comes from non-renewable energy sources. Utilizing such renewable energy not only helps lower long-term energy costs but also plays a vital role in reducing indirect GHG emissions from electricity consumption (Scope 2), thereby supporting the company's transition goals toward low-carbon business operations.



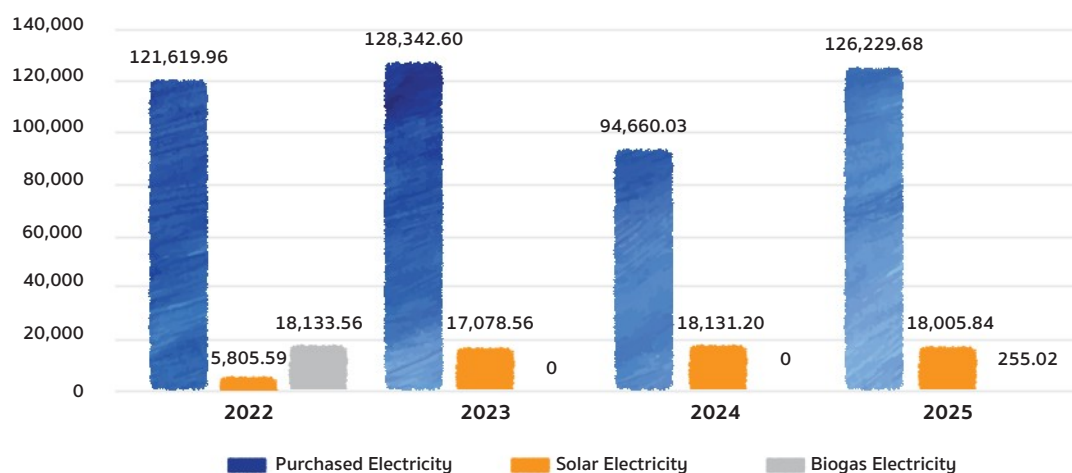
Purchased Electricity Consumption

Unit : Gigajoules

Main Activity	Purchased Electricity from Non-Renewable Energy Sources	Purchased Electricity from Renewable Energy Sources (e.g., I-REC)	Total
Production	115,971.36	0	115,971.36
Office Electrical System	1,030.44	0	1,030.44
Wastewater Treatment System	9,227.88	0	9,227.88
Total	126,299.68	0	126,299.68

Internal Electricity Consumption

Gigajoules



Fuel Energy Consumption

Unit : Gigajoules

Main Activity	Non-Renewable Energy Sources				Renewable Energy Sources				Total
	Diesel	Benzene	LPG	LNG	Wood chips Fuel	Firewood Fuel	Biogas Substituting LPG	Biogas Fuel	
Production	0	0	62,116.33	26,531.22	176,699.57	0	1,071.50	0	266,419.29
Machine Maintenance and Product Packaging	0	0	929.00	0	0	0	0	0	929.00
Total	0	0	63,045.33	26,531.22	176,699.57	0	1,071.50	0	267,348.29

Internal Renewable Energy Generation

The company's total internal renewable energy consumption amounted to 196,031.93 Gigajoules. Out of this total, 19,332.36 Gigajoules consisted of renewable energy generated internally by the company, while the remaining portion was sourced from biomass. As a result, the proportion of renewable energy consumption to total energy consumption reached 45.22%, successfully meeting the 2025 target set at 30%.



Unit : Gigajoules

Energy Type	Main Activity	Types of Renewable Energy Generated Internally			Total
		Solar Electricity	Biogas Electricity	Biogas Fuel	
Electricity	Production Process	16,870.84	255.02	0	17,125.86
	Office Electrical Syste	1,135.00	0	0	1,135.00
Heat	Production Process	0	0	1,071.50	1,071.50
	Total	18,005.84	255.02	1,071.50	19,332.36

Energy Intensity

Total internal energy consumption (Gigajoules)	Energy consumption boundary	Included energy types	Rubber production volume (Tons)	Energy intensity per unit (Gigajoules per ton)
433,520.76	Internal	Fuel, Electricity, and Heat	435,655.86	0.995

Energy Consumption in the Value Chain

In 2025, the company was in the process of developing a system to collect and analyze significant energy consumption data within its value chain. This initiative aims to prepare for comprehensive, transparent energy disclosures that align with international reporting standards, covering external operations across both upstream and downstream activities. These activities involve rubber farmers, raw material suppliers, logistics providers, and downstream industry customers. Currently, this data collection faces limitations regarding data availability and the complexity of activities throughout the value chain.

The company has established guidelines to identify activities with significant energy consumption by considering the nature of the activity, estimated energy volume, relevance to indirect GHG emissions, and the company's ability to promote energy efficiency improvements in collaboration with relevant stakeholders. Upstream activities under consideration include the collection and transportation of raw rubber materials from farmers and suppliers, energy consumption by raw material suppliers and logistics operators, and significant procurement of goods and services. Downstream activities include the transportation and distribution of products to domestic and international customers, as well as the processing of sold products within the manufacturing processes of downstream industry customers.

To ensure the data is practically useful, the company is developing data collection approaches in partnership with suppliers, logistics operators, and relevant stakeholders. The focus is on activity data required for energy consumption calculations, such as the volume and type of fuel, transportation distance, cargo weight, transport mode, volume of raw materials or products, and electricity or energy consumption data in significant activities. In cases where primary data cannot yet be fully collected, the company will consider using appropriate reference sources or reasonable estimations, while transparently disclosing calculation methodologies, assumptions, energy conversion factors, and data limitations.



Furthermore, the company is developing calculation methodologies aligned with international standards to convert activity data into comparable and analyzable energy units, including plans to categorize data by renewable and non-renewable energy types once sufficient data is available. This approach will enable the company to assess the significance of energy consumption across the value chain, identify opportunities for energy efficiency improvements, and provide supporting data for energy management and the reduction of future indirect greenhouse gas emissions.

The company also plans to foster collaboration with suppliers and logistics operators to improve energy efficiency through measures such as route optimization, load efficiency maximization, backhaul reduction, and the consideration of high-efficiency technologies or alternative fuels. Concurrently, the company will consider communicating energy consumption and product carbon footprint data to support customers in utilizing this information for their own energy management and environmental impact assessments in subsequent manufacturing processes appropriately.

Human Resources Development in Energy Saving

Training and Education on Energy Management

In 2025, the company organized a training course titled “Everyday Energy Saving and Energy Conservation in Industrial Factories” conducted by the Academic Service Center 3 (Maha Sarakham Province), under the Bureau of Technology Transfer and Dissemination, Department of Alternative Energy Development and Efficiency, Ministry of Energy. Held on July 16, 2025, the training was attended by a total of 80 employees representing various departments. The objective was to enhance knowledge, understanding, and awareness of efficient energy consumption. This enables participants to apply the acquired knowledge to their daily lives, actual operations, and industrial factory processes in order to reduce energy consumption, lower operational costs, and support the organization’s environmental initiatives.





Promoting Energy Management Knowledge Through Creative Activities

On December 15, 2025, the company organized an exhibition and knowledge-sharing activities during the “NER Safety & CG Day” event to promote and provide training on Corporate Governance (CG) at the company’s headquarters office, with a total of 106 employees participating in the activities. The event provided an opportunity for working groups from each department to set up exhibitions and activities to effectively communicate their roles, responsibilities, policies, and related operations to all employees.

The Energy Working Group was among the co-organizers, sharing knowledge on energy conservation initiatives and supporting the company’s energy reporting. They also aimed to build knowledge, understanding, and the right attitude toward energy consumption through practical, game-based activities, such as an electric wire loop game, an electricity cost calculation game, and energy bingo. These activities allowed participants to think, analyze, and hands-on experience, helping to translate complex content into easy-to-understand concepts, fostering an engaging learning environment, and encouraging appropriate behavioral shifts in energy usage both in daily life and in the workplace.





Air Quality Management

Materiality Topics	Impact, Risk, and Opportunity
2. Air Pollutant Emissions - Air Pollutants - Odor	The production process in the rubber industry involves several steps that generate air pollution, such as odors from rubber and smoke, which directly impact the health of employees working in the area. Without an efficient pollution management system, this may lead to health issues such as respiratory diseases and affect employees' work efficiency, as well as the retention of the workforce in the long term. Furthermore, surrounding communities are also affected by odors and pollution that disperse with the wind, potentially creating dissatisfaction and resulting in complaints that could lead to conflicts, legal actions, fines, or even the shutdown of operations to improve the production process. However, if the company demonstrates social and environmental responsibility by controlling air quality to meet standards and monitoring the impacts of odors, it will help improve the quality of life for employees and the surrounding community. This can enhance relationships and cooperation between the company and the community.
Contribution to SDGs	
 3.9	
 11.6	
 12.4	

	Long-term Goals 2030	2025 Targets	2025 Performance
Complaints regarding air pollution from the community and regulators	0	0	0
Average air pollutants emissions below the legal standards.	At least 95%	At least 90%	91.69% - 99.83%



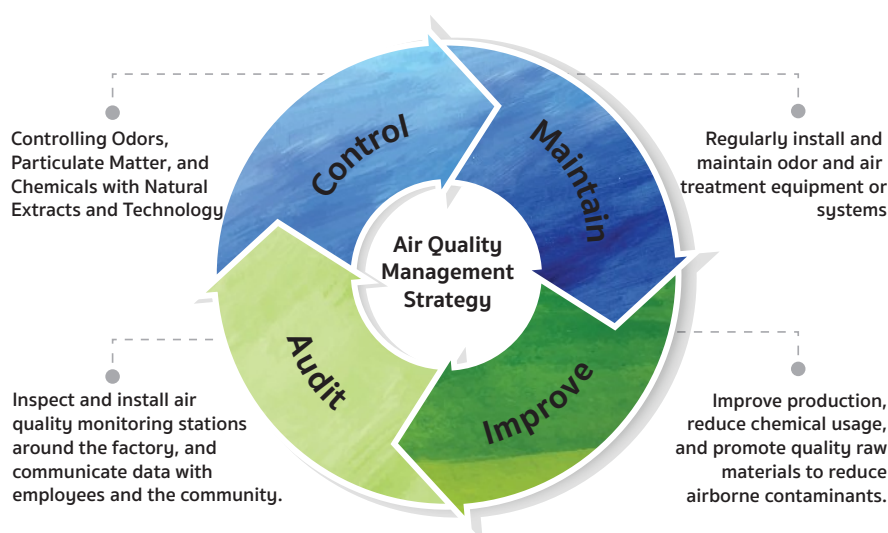
Management Approach

Managing odor and air quality from the production process is a critical factor in earning the trust of surrounding communities, while demonstrating the company's responsibility toward the environment, health, and quality of life of its stakeholders. Therefore, the company strictly adheres to its Environmental Management Policy, aiming to prevent and mitigate potential air pollution impacts from production processes. It rigorously controls emissions to ensure strict compliance with legal requirements, regulations, and relevant environmental standards, including the Enhancement and Conservation of National Environmental Quality Act, B.E. 2535 (1992), the Factory Act, B.E. 2535 (1992) and its amendments, ministerial regulations and notifications regarding industrial air emission and pollution control, as well as laws governing the control of public nuisances caused by odor, dust, smoke, or air pollution that could affect the health and quality of life of nearby communities.

The Company is committed to preventing, mitigating, and controlling potential impacts from air pollution and odor generated by the production process. Emphasis is placed on avoiding pollution sources at the origin, enhancing the efficiency of pollution control systems, and monitoring air quality according to scheduled plans and legal requirements. Control and management measures for odor and air quality have been established throughout the production process. These cover reducing the use of chemicals that may source odors or pollution, promoting the use of high-quality raw materials with low contamination, treating air with appropriate technologies, and monitoring air quality from the exhaust stacks of the rubber drying process to evaluate the efficiency of air pollution control systems and provide data for continuous operational improvement. Furthermore, the company supports transparent communication of environmental data to communities and stakeholders.

Environmental management operations are overseen by the Environmental Working Group, chaired by Mr. Ekapong Duang-arch, Environmental Department Manager. The Chairman is responsible for controlling and monitoring operations to align with the company's environmental policy, collaborating with the Risk Management Working Group and the Sustainability Working Group to ensure comprehensive management of pollution, environmental impacts, and potential future risks. The company defines its operational strategy as "Control, Maintain, Improve, and Audit," focusing on integrating modern technology and appropriate innovations to boost pollution control efficiency, while promoting employee and community participation in odor and air quality management processes to foster strong and sustainable environmental protection partnerships.

The company defines its operational strategy as "**Control, Maintain, Improve, and Audit**," focusing on integrating modern technology and appropriate innovations to boost pollution control efficiency, while promoting employee and community participation in odor and air quality management processes to foster strong and sustainable environmental protection partnerships.





Air Quality Management under the Environmental Management System

The company operates under the ISO 14001:2015 Environmental Management System, which covers 100% of the company's operational areas within the reporting scope, including the Buriram production plant and the Bangkok sales office. This system encompasses the management of significant environmental aspects based on the specific activities of each area, as well as the prevention, mitigation, and control of air pollution from activities within the company's control.

For the Buriram production plant—the main operational site with manufacturing activities and processes that could potentially generate air emissions—the company systematically manages air quality. This includes controlling dust, odor, and air pollution from the production process, installing and maintaining air treatment systems, monitoring air quality and stack emissions in compliance with legal requirements, and using the monitoring results to track the efficiency of pollution control measures and drive continuous operational improvements.

As for the Bangkok sales office, which is located in a leased office building, the company does not have direct control over the building's ventilation system, central air conditioning system, or overall air quality management. Nevertheless, this office remains within the scope of the company's ISO 14001:2015 certification for activities that the company can control internally. This includes maintaining the working environment within its designated space, reducing activities that may generate dust or odor, and raising environmental awareness among employees.

Consequently, the disclosure of quantitative data regarding air quality and air pollutant emissions in this report covers only the Buriram production plant.

Air Quality Risk Assessment

The company conducts air quality risk assessments for all operational activities by identifying pollution sources and factors that could potentially impact the environment, employee health, and surrounding communities. This assessment covers the production line, rubber drying process, raw material storage, chemical usage, transportation, and related supporting activities. Key areas evaluated include odor, particulate matter (dust), soot, smoke, and airborne contaminants that may arise from operations. The assessment results are utilized to establish appropriate control, prevention, and monitoring measures, ensuring systematic air quality risk management and minimizing operational impacts. Based on these assessment results, the company has established air quality risk management guidelines aligned with the specific characteristics and sources of the air pollutants, implemented through the following key measures:

Risk Factors	Ongoing Preventive Measures	Additional Preventive and Corrective Measures Implemented in 2025
1. Particulate matter (dust) from production processes emitted through exhaust stacks	Installed wet scrubbers in 100% of the exhaust stacks to filter dust and air emissions from production processes, while monitoring and maintaining system efficiency through regular inspections.	Increased the number of air contaminant monitoring points at the exhaust stacks from 24 to 25 points.



Risk Factors	Ongoing Preventive Measures	Additional Preventive and Corrective Measures Implemented in 2025
	• Substituted fossil fuels with clean energy, accounting for 2.77% of total fossil fuel consumption. • Monitored air quality and air contaminants emitted from the stacks at least once a year. • Regularly inspected and maintained the air duct conveyor systems to prevent residue buildup, enhance treatment system efficiency, and reduce dust and odor emissions to the external environment.	
2. Chemicals / Volatile Organic Compounds (VOCs) / odor from production processes emitted through exhaust stacks	• Installed wet scrubbers in 100% of the exhaust stacks to filter volatile substances, chemicals, and odors emitted from production processes, while controlling operations and maintaining the system to ensure optimal efficiency. • Installed bio-scrubbers across 100% of the rubber drying oven areas to enhance the removal efficiency of Volatile Organic Compounds (VOCs) and treat high-concentration odors, while strictly controlling operations and performing regular inspections and maintenance. • Monitored air quality and air contaminants emitted from the stacks at least once a year.	• Increased the number of air contaminant monitoring points at the exhaust stacks from 24 to 25 points.



Risk Factors	Ongoing Preventive Measures	Additional Preventive and Corrective Measures Implemented in 2025
	Regularly inspected and maintained the air duct conveyor systems to prevent residue buildup, enhance treatment system efficiency, and reduce odor emissions to the external environment.	
3. Odor emissions from rubber latex transport vehicles	- Established policies for rubber suppliers and transport vehicles requiring the installation of drainage rails and tanks on transport vehicles to capture leachate from cup lump rubber and prevent leaks. As of 2024, 100% of suppliers selling rubber to the company have correctly installed these drainage rails and containment tanks in accordance with company regulations. - Allocated a dedicated area within the company grounds to accommodate up to 200 supplier vehicles waiting to unload rubber (holding yard). This area is equipped with a drainage rail system to capture all cup lump rubber leachate from the vehicles and route it directly into the wastewater treatment system.	- Monitored and supervised all suppliers and transport operators to ensure full compliance with the policy on installing drainage rails and containment tanks for cup lump rubber leachate on transport vehicles. - Inspected and cleaned the dedicated vehicle holding yard (waiting area for unloading rubber) while maintaining the drainage rail system that captures and routes all cup lump rubber leachate into the factory's wastewater treatment system, ensuring it remains fully operational, clean, and free from blockages or leaks.
4. Odor from the accumulation of rubber stack	- Upgraded raw material storage facilities into fully enclosed systems, covering 100% of all rubber storage buildings. - Regularly inspected and maintained the enclosed raw material storage buildings to ensure structural integrity, control odors, and prevent environmental impacts.	Installed wood vinegar and odor-treatment chemical spray systems on heavy machinery (backhoes) to continuously spray rubber stockpiles during handling and operation.



Risk Factors	Ongoing Preventive Measures	Additional Preventive and Corrective Measures Implemented in 2025
	Consistently sprayed wood vinegar and organic odor-treatment solutions across the rubber stockpile areas, performing applications daily (three times per day) and during every stockpile turnover activity to effectively control odors.	
5. Odor from wastewater treatment	- Improve wastewater treatment systems to utilize an anaerobic fermentation process, which is a closed system, to minimize odor dispersal and facilitate biogas production. - Spray the fresh rubber leachate collecting areas with organic substances to reduce unpleasant odors.	Regularly monitored and controlled the efficiency of the enclosed anaerobic wastewater treatment system to mitigate odors, minimize community impacts, and utilize the generated biogas as a renewable energy source.

Odor Management and Control

The issue of unpleasant odors arising from rubber business operations is a significant concern that the company pays close attention to and manages diligently. Activities within the operational process, such as transportation, storage of raw materials, production, and wastewater treatment, are all sources of undesirable odors that may impact the environment, the quality of life of employees, and the well-being of the surrounding community. Therefore, to address and minimize such impacts, the company consistently implements air quality control measures outlined for all processes that are sources of odors. The following actions are taken:

Odor Management from Transportation

The company is aware of the potential for odor arising from latex leakage from rubber transport vehicles, which may spill onto roads and roadside areas during transportation from rubber plantations to the company's receiving area. Such incidents can lead to both odor issues and road accidents affecting the wider community. Consequently, the company has set conditions for purchasing rubber from its suppliers, requiring that all rubber transport vehicles must be equipped with proper drainage channels and catching tanks for latex according to specified requirements. If any supplier fails to comply with these measures, the company will suspend the purchase or acceptance of rubber for that instance to ensure that suppliers recognize the importance of adhering to the company's conditions, thus reducing the risk of environmental impact on the surrounding community.



In 2025, 100% of the suppliers selling rubber to the company successfully installed drainage rails and containment tanks on their transport vehicles in strict accordance with the company's terms and regulations, while also adhering to the Supplier Code of Conduct and measures requiring suppliers to conduct business with social and environmental responsibility. The company monitored and verified compliance with these requirements by conducting on-site operational audits at partner locations, distributing raw material transport requirement notices for partners to acknowledge and sign, and conducting raw material supplier evaluations through the Procurement Department, which covered environmental and community considerations, particularly the installation and operational readiness of drainage rails on transport vehicles to prevent rubber runoff leakage during transit.

Additionally, the company allocated a dedicated area within its premises to accommodate up to 200 raw material transport vehicles waiting to unload rubber, reducing roadside parking on public streets which could lead to rubber runoff leaking onto the road surface and causing issues related to odor, cleanliness, traffic, and the risk of road accidents. The vehicle holding yard is designed with an integrated drainage rail system to capture all cup lump rubber leachate from the transport vehicles, collecting all leachate to be sent into the company's wastewater treatment system for proper disposal.



Odor Management from Rubber Stockpile

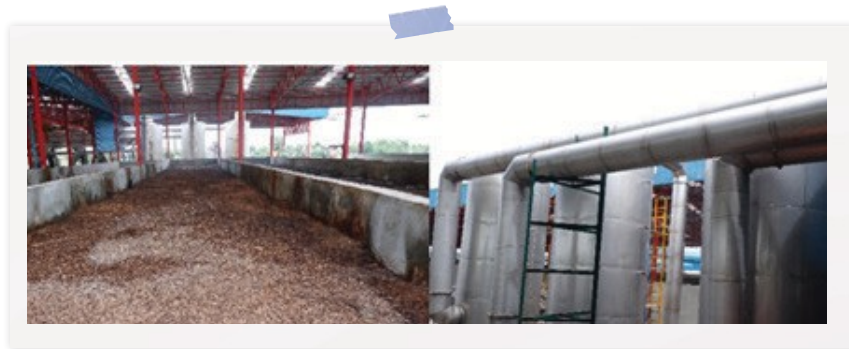
The unpleasant odor from cup lump rubber, which is the company's main raw material, arises from the growth of microorganisms present in the rubber while awaiting use. Storing this raw material in large quantities in outdoor areas intensifies the odor and can easily affect the surrounding community. To address this issue, the company has improved the storage area by utilizing a closed system building that separates designated spaces specifically for storing cup lump rubber. Additionally, the company has mandated regular cleaning of the area containing recently received cup lump rubber from suppliers and consistently sprays wood vinegar and odor treatment solutions made from natural organic substances over the rubber piles. This process is scheduled to occur three times a day as well as every time there is a rubber stockpile turnover activity, to minimize the odor as much as possible.





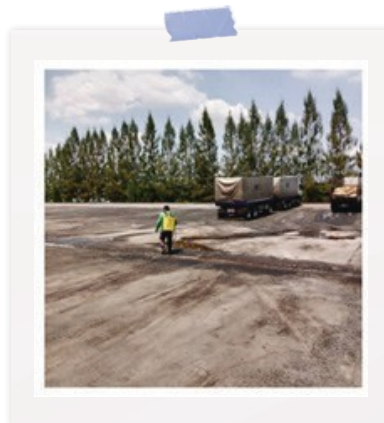
Odor Management in the Production Process

The foul odors from the slab rubber production process mainly occur during the rubber drying stage, which is a source of odors and smoke that may impact the environment and air quality in the surrounding area. The company has installed a wet scrubber air treatment system that effectively captures dust, odors, and smoke from the production process. Additionally, a bio-scrubber system for treating exhaust air has been installed to help eliminate volatile organic compounds and reduce high concentrations of odors. Furthermore, the company has established a routine for regularly cleaning the air duct system according to usage frequency in order to reduce the accumulation of impurities in each section of the duct, thus enhancing the efficiency of the treatment system and effectively managing the release of dust and odors from the system.



Odor Management from Wastewater Treatment

In addition to the wastewater from the production process that is treated by the company's wastewater treatment system, fresh latex runoff collected from the rubber receiving area is also directed from the transport vehicle parking lot. This runoff contains high levels of impurities and has a strong odor, which may affect the central wastewater treatment system. Therefore, the company has enhanced the management of this wastewater by channeling fresh latex runoff into an anaerobic fermentation process, which is a closed system used as feedstock for biogas production. This process can partially eliminate odors. Additionally, the company has increased the application of organic natural substances in the channels receiving fresh latex runoff in the parking lot area, which helps accelerate the breakdown of proteins that are a significant cause of odor.



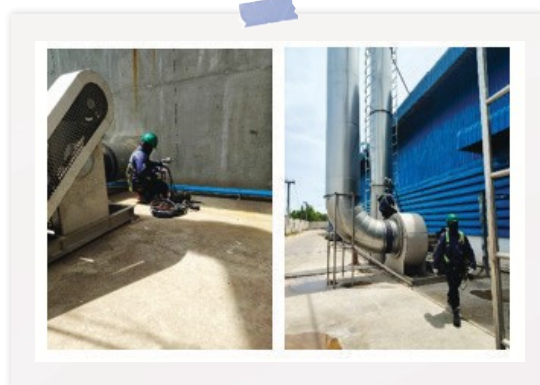
Management and Control of Air Quality from Emission Stacks

Stack emissions serve as discharge points for dust, gases, and pollutants into the air during the rubber production process, which can impact air quality and the health of people in the surrounding areas. The company therefore prioritizes the continuous control of stack air quality to ensure that emissions from the production process comply with relevant legal requirements and standards.



The company conducts air quality measurements for emissions from its stacks annually, at least once a year, covering the measurement of air contaminants, particulate matter, and related chemicals in accordance with the standard criteria specified in the Notification of the Ministry of Industry Prescribing the Quantity of Contaminants in the Air Emitted from Factories, B.E. 2549 (2006). With a commitment to operating beyond regulatory standards for the well-being of employees and people in the surrounding communities, the company has set a target that the average value of each measured air quality indicator from the stacks must not exceed 10% of the legally prescribed standard value, which is equivalent to being at least 90% below the standard value, demonstrating a significant commitment to controlling and reducing air pollution beyond the minimum legal requirements.

Consequently, the company has taken additional measures by installing a wet scrubber system at the laboratory exhaust stacks to help reduce heat and capture dust particles and chemical vapors more effectively. A bio scrubber system has also been installed additionally at the rubber drying oven area to increase the efficiency of volatile organic compound (VOC) removal and treat high-concentration odors. Furthermore, the company has transitioned from fossil fuels to clean energy, such as using biogas to substitute Liquefied Petroleum Gas (LPG) in the rubber drying process to reduce pollution from fossil fuel combustion. Additionally, the company requires operators to inspect and clean the air treatment systems according to a set schedule once a week, in order to monitor and maintain the air treatment systems to ensure they operate efficiently throughout the year.



After implementing all measures, in 2025, the company conducted one measurement of particulate matter and chemical substances from the stacks between July 31, 2025, and August 4, 2025, covering every emission stack from the production process (100%), totaling 25 measurement points. The measurements were carried out by an registered independent third-party agency and an analytical laboratory certified under ISO/IEC 17025:2017 to ensure that the measurement results were accurate, reliable, and in accordance with academic standards.

The annual measurement results for 2025 revealed that all air quality indicators were below the legally prescribed limits. Furthermore, when considering the average value of each measurement item compared to the standard value, it was found that every item was 91.69% to 99.83% below the standard value, meeting the established targets. This demonstrates the effectiveness of the stack air quality control and the company's efforts to reduce air pollution emissions significantly below the minimum legal requirements.



The measurement results for the quantity of contaminants in the air emitted from the company's stacks are as follows:

25 measurement points	Unit	Standard Limit	Average Measured Value	Below Standard Value
Total Suspended Particulates (TSP)	mg/m ³	<320	25.62	91.99%
Sulphur Dioxide (SO ₂)	ppm	<60	3.51	94.15%
Nitrogen Dioxide (NO ₂)	ppm	<200	15.95	92.03%
Carbon Monoxide (CO)	ppm	<690	57.36	91.69%
Hydrogen Sulfide (H ₂ S)	ppm	<80	0.138	99.83%

Monitoring the Impacts of Air Quality

In addition, the company recognizes the concerns of stakeholders regarding this matter and has actively monitored the potential health impacts on employees and the surrounding community. Annual health check-ups for employees and support for health screenings in the community have been organized. It was found that there were no respiratory diseases associated with air pollution, dust, or odors among employees at risk or among the vulnerable groups in the four surrounding villages, totaling 4,413 people. This aligns with the company's goal of minimizing air pollution impacts to the lowest possible levels or eliminating them altogether, ensuring that the community has confidence in the company's commitment to responsible business practices.

Additionally, as a result of the continuous implementation of policies and measures to prevent and control air pollution, the company did not receive any significant odor or air pollution complaints from the community or government agencies in 2025. Furthermore, the air quality measurement results at all testing points throughout the year were below the legally prescribed limits.

Air Quality Management and Control from Rubber Combustion

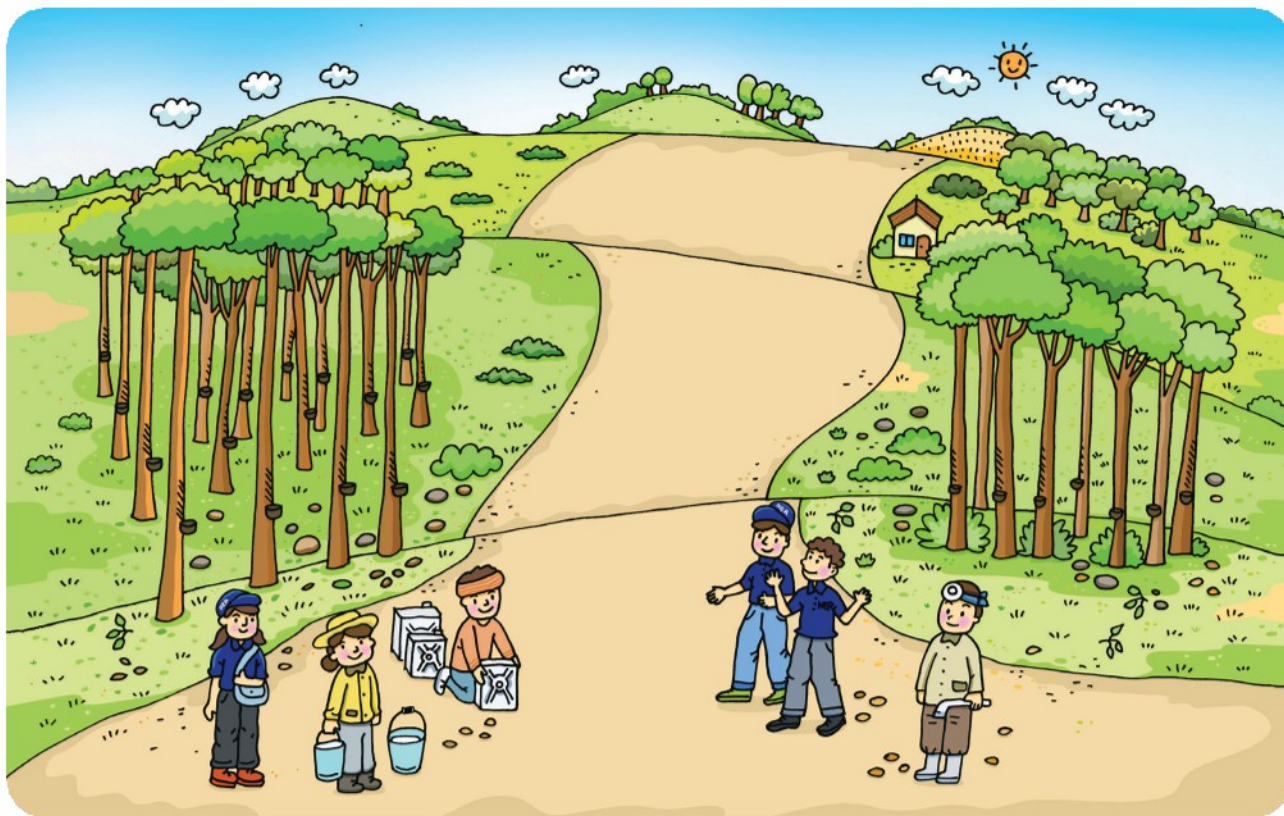
On July 20, 2025, a fire accident occurred at a rubber storage warehouse within the company's factory in Buriram Province, resulting in the release of smoke and air pollutants for a limited period. This incident affected the air quality in the nearby vicinity and caused concern among the communities surrounding the operational area. The company monitored and assessed the impact on air quality in both the factory grounds and the surrounding community areas to obtain data on the scope, duration, and severity of the impact, finding an increase in certain types of air pollutants during the incident, particularly particulate matter and gases generated by rubber combustion.

The company prioritizes and recognizes the safety and health of people in nearby areas, and has therefore continuously monitored and inspected air quality both during and after the incident. This was conducted through air quality measurements within the factory area and neighboring communities within a 5-kilometer radius to assess key pollutant levels and trends in air quality changes, as well as to use this information to determine measures for addressing potential impacts on the community.



On July 21, 2025, the company, in collaboration with the Environmental and Pollution Control Office 11 (Nakhon Ratchasima) and the Buriram Provincial Office of Natural Resources and Environment, conducted on-site monitoring and measurement of hazardous gases and air pollutants in 2 community areas. At Point 1, Ban Khok Phet (Moo 4), hydrogen sulfide levels were found to be in the range of 0 - 0.5 ppm and ammonia levels in the range of 0 - 5 ppm. At Point 2, Ban Khok Ma (Moo 2), hydrogen sulfide levels were found to be in the range of 0 - 4 ppm and ammonia levels in the range of 0 - 3 ppm.

Based on these measurement results, the relevant agencies assessed that the detected levels fell within Acute Exposure Guideline Level 1 (AEG1-1) for inhalation, which is a level showing no indication of causing health impacts to the local population. Nevertheless, the company continues to monitor the situation continuously and coordinate with government agencies and communities to ensure that air quality surveillance operations are carried out thoroughly, transparently, and with the utmost consideration for public safety.





Waste Management

Materiality Topics	Impact, Risk, and Opportunity
4. Waste - Hazardous Waste - Non-Hazardous Waste - Waste Circularity	Waste and by-product management from business operations is an issue that stakeholders prioritize and expect the company to comply with laws and regulations rigorously. Ineffective or inappropriate waste management can lead to severe impacts on both the company and its stakeholders, such as soil and water contamination that may affect the health and safety of people in the surrounding community. This can result in substantial costs for remediation, compensation, and rehabilitation of affected areas, as well as legal actions, fines, or business suspensions, which affect revenue loss, reputation, and the organization's image, along with future trust from investors and customers. Implementing circular economy principles in waste management presents an opportunity for the company to reduce operational costs associated with purchasing new raw materials and managing waste, while also generating revenue through the development of new products that meet the demands of environmentally conscious customers. Additionally, it fosters good relationships with the community. Therefore, waste management is not just a measure to mitigate environmental impacts but also a crucial tool for driving the organization towards sustainable growth in all dimensions.
Contribution to SDGs  11.6  12.2, 12.4, 12.5	

	Long-term goal 2030	2025 Targets	2025 Performance
Percentage of waste to landfill to total waste	0%	Not Exceeding 10%	17.22%
Percentage of recycled waste to total waste	100%	Greater than 95%	82.24%





Management Approach

The company places great importance on effective waste management within the organization, as it not only minimizes the impact of business operations on the environment and surrounding communities but also enables the company to produce high-quality natural rubber with a cost advantage. Therefore, the company has established an **'Industrial Waste Management Policy'** that mandates all departments to strictly comply with relevant laws and regulations concerning waste management. It is committed to minimizing the amount of waste generated and increasing the proportion of waste repurposed through circular economy principles, with the goal of reducing the amount of waste sent to landfills to zero. Additionally, the company promotes collaboration with stakeholders throughout the supply chain to enhance their understanding of waste management processes, including collection, segregation, and recycling, to foster sustainability in operations.

The company has assigned an Environmental Working Group, which reports directly to the Corporate Sustainability Development Committee, with Mr. Ekaphong Duang-arch, the Environmental Manager, serving as the head of this group. This group is responsible for overseeing and monitoring operations across the organization to ensure compliance with the policy to achieve stated goals. The policy will be reviewed at least once a year to ensure its effectiveness and alignment with changes in the company's operational processes.



Further information on the Industrial Waste Management Policy can be found at www.nerubber.com or by scanning the QR Code

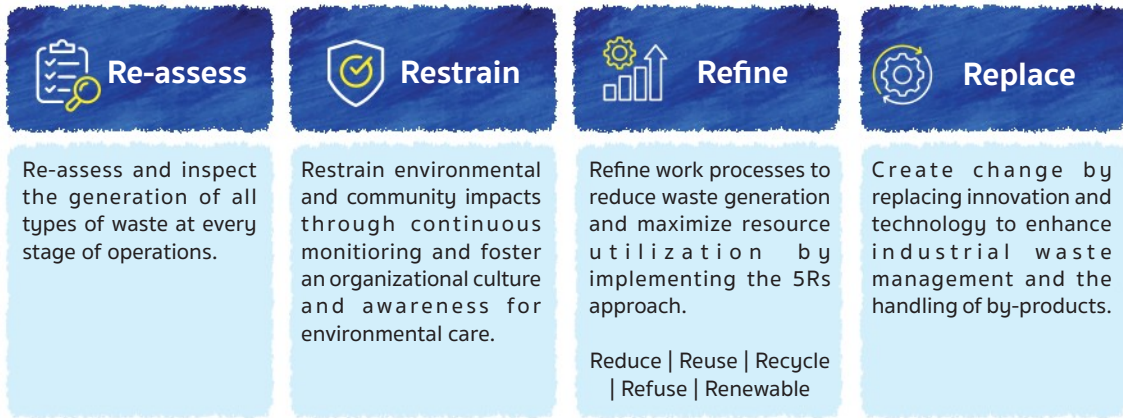
The company manages waste in accordance with legal requirements in Thailand, such as the Factory Act, B.E. 2535 (1992) and other relevant environmental laws, utilizing the ISO 14001:2015 environmental management system as a framework to systematically control and manage both hazardous and non-hazardous waste. The company also undergoes monitoring, inspection, and environmental performance evaluation by relevant external agencies, such as the Department of Industrial Works and the Buriram Provincial Office of Natural Resources and Environment, to ensure that waste management operations comply with laws, standards, and related regulations.

Beyond complying with waste management laws and regulations, the company has voluntarily established targets to enhance resource efficiency based on the Circular Economy concept, aiming to reduce the use of virgin raw materials, lower dependence on waste disposal via landfilling, and increase the proportion of waste and residual materials with potential to be utilized for maximum value. The company applies the Circular Economy principles and the 5Rs approach—consisting of Reduce (reducing resource use), Reuse (reusing materials), Recycle (processing for reuse), Refuse (avoiding environmentally unfriendly materials or substances), and Renewable (utilizing renewable resources)—in conjunction with its **"4Rs" strategy: "Re-assess, Restrain, Refine, and Replace"** to systematically manage garbage and waste, mitigate potential risk impacts on surrounding communities and the environment, and promote worthwhile resource utilization.

Furthermore, the company has set a long-term target within 2030 to reduce the proportion of waste sent to landfills to 0% and increase the proportion of waste utilized to 100% of the total waste volume. This target supports the reduction of virgin resource use by bringing waste and residual materials back for utilization in the production process or other appropriate forms of utilization, instead of sending them for final disposal.



4Rs strategy



Waste Management Under the Environmental Management System

The company operates under the ISO 14001:2015 environmental management system standard, which covers 100% of the company's operational areas within the reporting scope, including both the manufacturing factory in Buriram Province and the sales office in Bangkok. This system encompasses the management of significant environmental aspects based on the nature of activities in each area, including the management of waste from operations.

For the production plant in Buriram Province, which is the main operational area with direct production activities that generate waste from the manufacturing process, the company implements a systematic waste management approach. This covers the segregation of waste by type, storage in appropriate areas, control and reduction of waste volume from the production process, waste utilization, and disposal through legally authorized disposal operators.

For the Bangkok sales office, which is located in a leased office building, the collection and management of central waste fall under the management of the building service provider. The company therefore does not have direct control over the central waste management system and is not yet able to fully collect waste volume data from that office. Nevertheless, the Bangkok sales office remains under the scope of the company's ISO 14001:2015 environmental management system for activities that the company can control, such as the reduction and segregation of waste from in-office activities, efficient resource utilization, and fostering environmental awareness among employees. Consequently, the waste volume data disclosed in this report covers only the manufacturing factory in Buriram Province, which is the primary operational area where the company directly controls waste management, and excludes the Bangkok sales office.

Scope and Methods for Waste Data Collection

The volume and characteristics of waste reported herein are generated by the company's operations within the reporting period, covering activities over which the company has direct operational control, aligned with the company's environmental reporting scope, and encompassing both hazardous and non-hazardous waste generated from the company's core operational processes as well as related supporting activities. The company has reported waste volume data covering 100% of its main operational area in Buriram Province. However, this data does not cover waste generated by the activities of suppliers or activities outside the company's scope of control, unless specified otherwise for a particular case.



The department responsible for environmental matters collects the data using the company's internal record-keeping system, referencing supporting documents such as waste logs from the production process, waste transport manifests, disposal reports from authorized contractors, and environmental operation logs. This data is compiled on a monthly basis and summarized at the corporate level for the annual report. Waste is classified in accordance with legal requirements and the guidelines of the GRI 306: Waste 2020 standard, separating them into hazardous waste and non-hazardous waste. Waste volumes are reported in units of weight, utilizing data from actual weighing or estimation based on appropriate methods in cases where direct weighing is not possible. The company recognizes these limitations and has continuously improved its data collection processes to reduce discrepancies and enhance data accuracy. The disclosed waste and refuse data has been verified for accuracy at both the departmental and corporate levels prior to disclosure, and is currently being considered for future third-party verification to elevate the reliability of the data.

Volume and Types of Waste

In 2025, the company experienced a fire incident within the factory premises, resulting in waste generated from damage to raw materials, semi-finished products, packaging, and related materials and equipment, as well as buildings and facilities. This caused a significant change in the reported waste volume compared to the company's normal operations in the past. The waste generated from the fire incident is classified under waste from production processes, categorized as non-hazardous waste which includes burnt rubber scraps and concrete debris, as well as waste from contractors entering the site to demolish, clean up, and repair various sections affected by the fire. Meanwhile, the burnt solar panels are classified as hazardous waste.

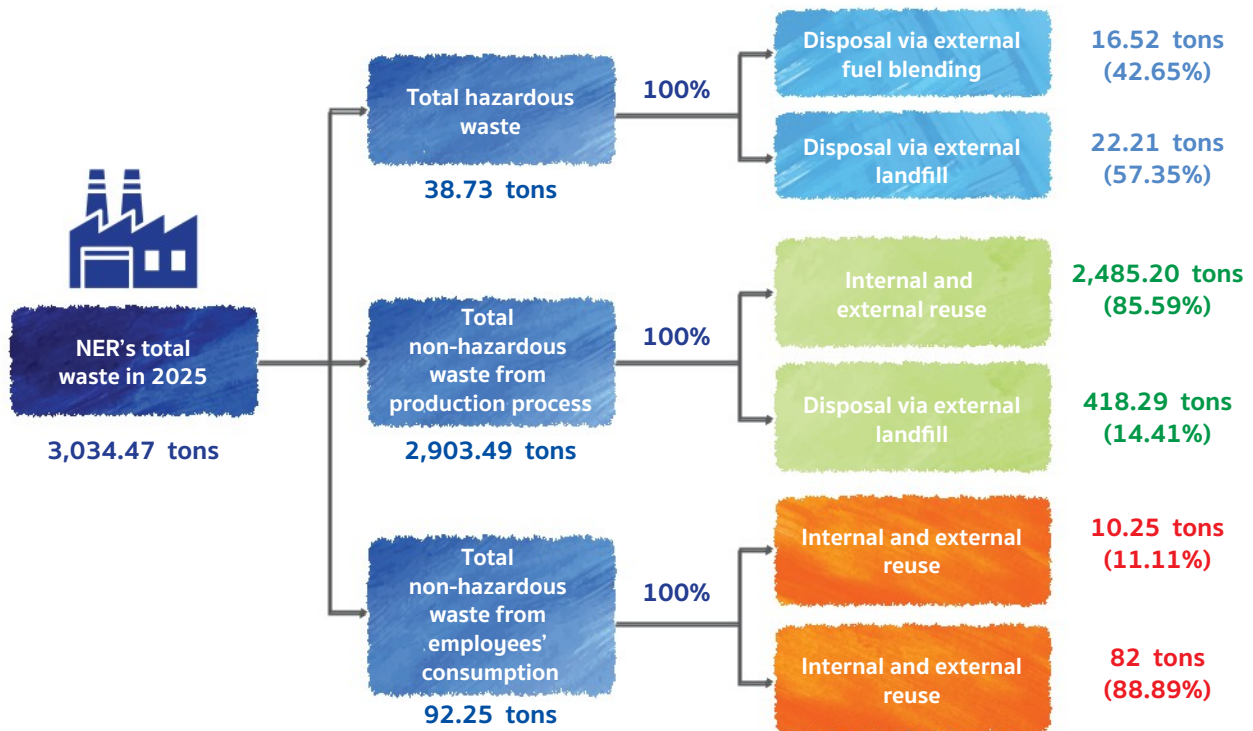
The company prioritizes the management of waste resulting from this incident by implementing segregation, utilization, and disposal through authorized disposal operators to control environmental and community impacts. In this regard, the company considers the increase in waste volume in 2025 to be a one-off incident that does not reflect waste management efficiency under normal operating conditions.

All waste generated from the company's business operations can be classified by waste type, namely hazardous waste and non-hazardous waste, and classified by source of waste generation, namely waste from production processes and offices, and waste from employee consumption. In 2025, the company generated a total volume of waste and refuse of 3,034.47 tons, a significant increase of 84.87% from 2024 due to the fire incident, which is divided into 38.73 tons of hazardous waste and 2,995.74 tons of non-hazardous waste, accounting for a proportion of 1.28% and 98.72%, respectively.

	From Production & Office (tons)	%	From Employee Consumption (tons)	%
Hazardous waste	38.73	1.28	0	0
Non-hazardous waste	2,995.74	98.72	92.25	100
Total	3,034.47	100	92.25	100



Management of Various Types of Waste has the following performance results:



Management of Waste

Hazardous Waste

The company has assigned the Waste Material Disposal Committee and the Pollution Control System Supervisors to be responsible for managing hazardous waste from the production process. The volume of hazardous waste significantly increased by 271.33% from 2024, which primarily included burnt solar panels. Other hazardous wastes consisted of oil-contaminated cloth gloves and rags from machinery oil changes, oil filters, and electronic equipment. All hazardous waste (100%) was sent for external disposal by a specialized hazardous waste disposal company holding a Type 106 factory license, ensuring legally compliant disposal. Shipping manifests were prepared in accordance with the Department of Industrial Works regulations. Furthermore, the company meticulously selected and audited the operations of the disposal contractors to ensure that all hazardous waste was treated properly according to standard methods and regulatory mandates.

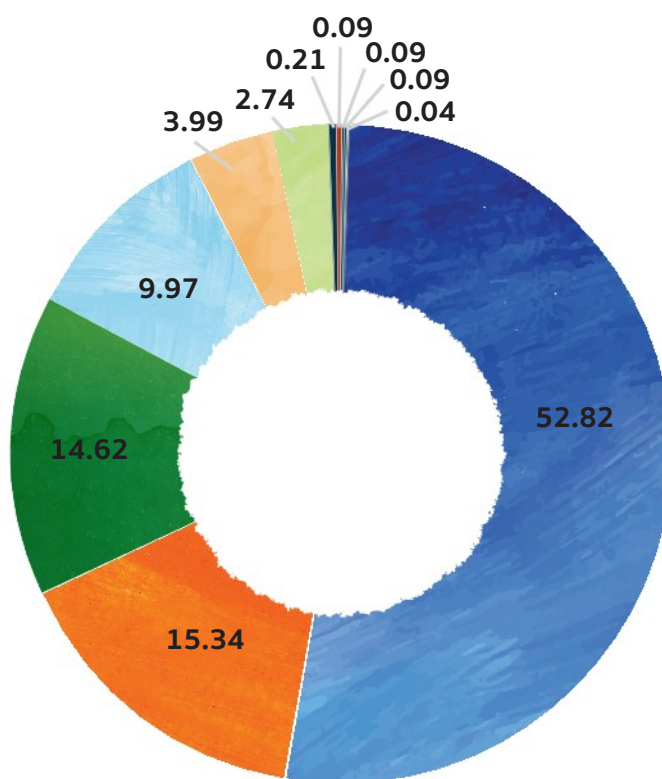
Used engine oil, oil-contaminated rags, and oil filters were disposed of through fuel blending (Disposal Code 042). Additionally, scrap electrical wires and burnt solar panels were disposed of through a secured landfill (Disposal Code 073).

Non-Hazardous Waste

The total volume of non-hazardous waste in 2025 amounted to 2,995.74 tons, all of which originated from production processes and offices. The company segregated 2,495.45 tons of this total as recyclable waste or waste that could be utilized, accounting for 83.30%. A total of 1,813.91 tons of waste was utilized internally within the company, consisting of 1,337.97 tons of rubber scraps from the production process, 459.68 tons of sludge from the biogas production system, and 16.26 tons of rubber scraps from the wastewater treatment system.



The remaining non-hazardous waste, which included 438.07 tons of scrap metal and a combined total of 15.54 tons of plastic bottles, glass bottles, aluminum cans, and paper, was sold to external legally authorized Type 105 factories for proper and lawful management according to each waste category (Disposal Codes 011 and 049). For the non-hazardous waste that could not be utilized, which included 298.69 tons of concrete debris and 119.60 tons of oven slag, it was sent for external disposal via sanitary landfilling (Disposal Code 071). Similarly, a combined total of 82 tons of general waste and contaminated packaging from employee consumption was sent for sanitary landfill disposal managed by the Khok Ma Subdistrict Municipality.



2025 Non-Hazardous Waste Proportion

- Rubber Scrap
- Biogas Sludge
- Scrap Metal
- Concrete Scrap
- Furnace Slag
- Food Waste
- Glass
- Paper
- Plastic from Employee Activities
- Plastic Packaging
- Aluminum can



Waste Management Guidelines toward Zero Waste to Landfill

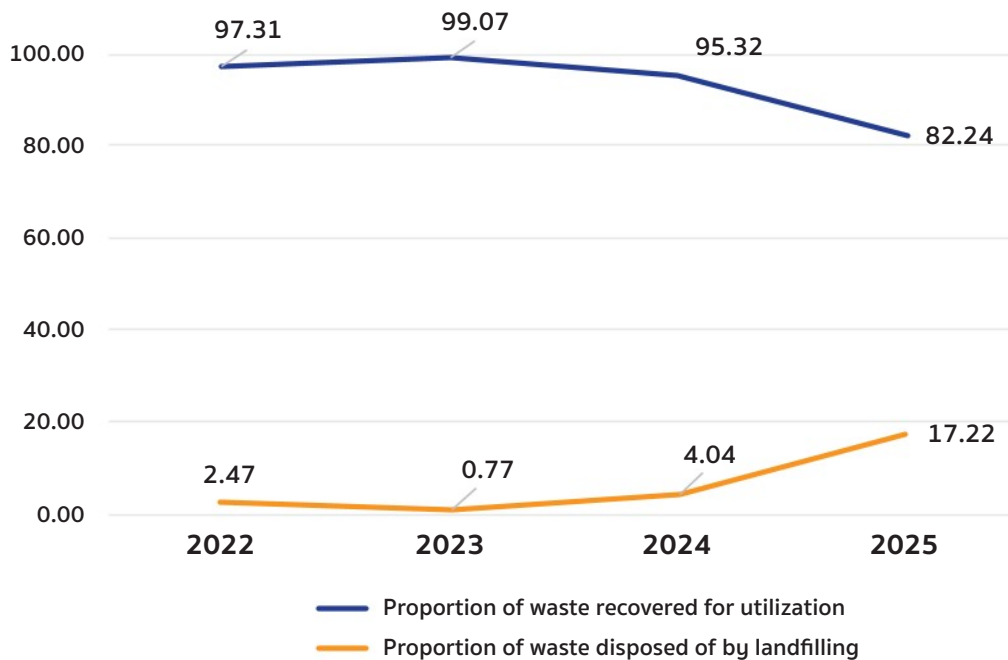
The company has established waste management targets in accordance with the Zero Waste to Landfill concept, committing to continuously reducing the volume of waste sent for disposal via landfilling and increasing the proportion of waste utilization. In this regard, the company set a short-term target for 2025 to limit the proportion of waste sent to landfills to not exceed 10% of the total waste volume, and to achieve a waste utilization proportion of greater than 95% of the total waste volume. Meanwhile, the long-term target for 2030 is to have zero waste sent to landfills (0%) and to achieve 100% utilization for all waste.

To support these targets, the company has implemented a systematic waste management approach focused on reducing waste generation at the source, segregating waste from the outset, controlling waste from the production process, and increasing alternatives for waste utilization, such as reuse, recycling, and other appropriate forms of recovery. This approach not only helps reduce the volume of waste requiring final disposal but also supports the reduction of virgin resource consumption by bringing materials with ongoing potential back into the production process or related activities. For waste that still faces limitations regarding utilization, the company is currently studying and considering additional management alternatives in collaboration with authorized waste disposal operators and relevant agencies to increase waste recovery opportunities and minimize final disposal volumes.

In 2025, the fire incident caused a significant shift in the company's waste management proportions compared to the previous three years. Specifically, the proportion of utilized waste dropped to 82.24% from levels exceeding 95% during 2022–2024, while the proportion of waste disposed of via landfills increased to 17.22%, which is higher than the 2025 target of not exceeding 10%. Consequently, the company was unable to achieve its short-term targets for landfill reduction and waste utilization for that year.



Proportion of waste management relative to total waste generated



Reducing Waste Generation in the Production Process

Plastic Waste Management from Packaging and Transportation Processes

The company prioritizes efficient resource utilization within its packaging and transportation processes for rubber products, implementing continuous improvement measures. This began with optimizing the size of plastic sheets used between rubber layers to fit product characteristics, thereby reducing excess trimming that generates plastic waste; this successfully reduced plastic usage by 18 grams per piece, representing a 12.38% reduction from the original plastic weight. Subsequently, further developments were made by adjusting the plastic sheet dimensions to perfectly fit the packaging pallets, resulting in a reduction of plastic scraps left over from the packaging process.

In 2025, the company utilized 597.96 tons of plastic for product packaging, an increase from 539.79 tons in 2024, or a 10.78% increase, which aligns with the growth in production and product shipment volumes. Nevertheless, the company successfully reduced plastic waste generated from the packaging process from 3.16 tons in 2024 to 2.63 tons in 2025, representing a 16.77% decrease. As a result, the ratio of plastic waste to total plastic utilized dropped from 0.59% to 0.44%, demonstrating the effectiveness of plastic waste reduction measures at the source. The company has been able to optimize packaging material usage and mitigate plastic loss during the packaging process despite the overall increase in plastic consumption driven by operational activities, aligning with efficient resource utilization guidelines.

Additionally, the company altered its transport packaging format for natural rubber supplied to domestic customers by switching from plastic pallets to steel packaging that can be circulated and reused over the long term. This initiative successfully reduced the use of plastic pallets by 33,480 units and yielded packaging cost savings of 12.55 million THB.



Utilization and Valorization of Waste

Waste Segregation for Utilization and Recovery

The company has constructed a waste segregation and storage building equipped with systems to support the separation of various types of waste from production and office activities, aimed at enhancing management efficiency and preventing environmental impacts. Segregation is carried out on a regular monthly basis. For waste generated from the production process, employees segregate recyclable waste from other types, weigh it, and record the data before systematically storing it in the waste storage building. For waste originating from employee consumption, the company has set up waste disposal points across various areas within the factory. Each point features 4 bins categorized by waste type as follows:

1. Blue bin for general waste
2. Yellow bin for recyclable waste
3. Green bin for biodegradable waste
4. Red Bin for hazardous waste

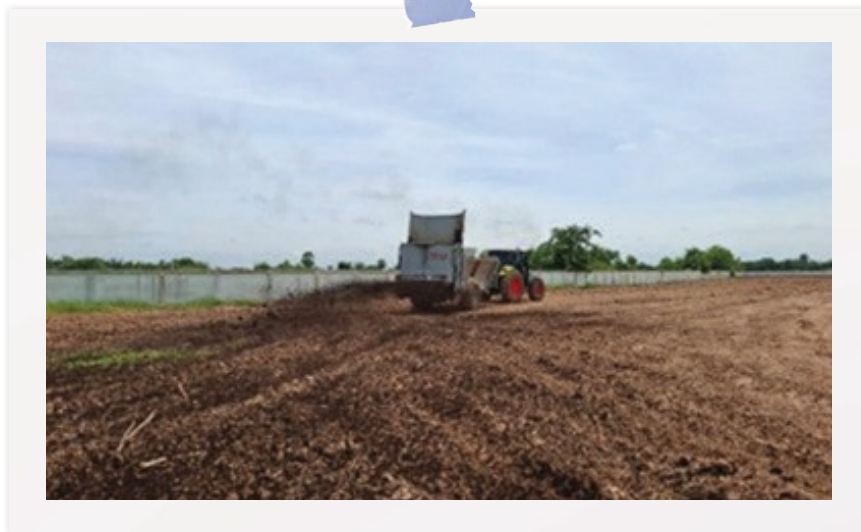
The company assigns responsible officers to weigh the waste using standard scales and record the data on a daily basis before transferring it to the waste storage building. The waste that can be segregated from the production process and office activities includes old tires, zinc sheets, plastics, cans, scrap metal, paper, and waste from employee consumption such as glass bottles and plastic water bottles. Each type of waste is managed for recovery and utilization both internally within the organization and externally. In 2025, these efforts successfully generated an additional revenue of 1.23 million THB from the sale of the segregated recyclable waste.

Management of Rubber Scraps from the Production Process

The production process generates rubber scraps during the rubber shredding and washing stages prior to entering the drying process. The company has therefore set a target to achieve 100% utilization of these production rubber scraps by feeding them back into the manufacturing process. Employees segregate and collect the rubber scraps into designated containers before reintroducing them into the production line as a component for new rubber products. This initiative reduces raw material loss within the production process and supports internal material circularity practices instead of sending the waste for external disposal. In 2025, a total of 1,354.23 tons of rubber scraps were generated, and 100% of these scraps were entirely reused. As a result, the company successfully reduced its consumption of virgin rubber raw materials, saving 69.74 million THB in raw material procurement costs, and generated 76.68 million THB in value by converting these rubber scraps into finished products.

Biogas Production Sludge

In 2025, the company utilized 459.68 tons of sludge from the biogas production process—which uses Napier grass, cassava pulp, and cow manure as raw materials—as a soil conditioner across a total of 952 rai of the company's Napier grass plantations instead of sending it for external disposal. Utilizing this sludge helps increase organic matter and moisture in the soil, promotes soil quality restoration in the cultivation areas, and supports healthier and more robust growth of the Napier grass.



New Product Development Focusing on Efficient Resource Utilization

The company prioritizes efficient resource utilization and value creation from recoverable materials. Consequently, it has integrated Circular Economy principles into its research, design, and development of new products. This approach aims to reduce virgin raw material consumption, minimize manufacturing waste, and develop products that can be reintroduced as raw materials into the production process at the end of their lifecycle.

In 2025, the company developed rubber flooring mats for livestock stalls and multipurpose rubber flooring mats, designed to suit various applications as follows:

- Rubber flooring mats for livestock stalls or bedding mats for various types of commercial livestock
- Livestock stall rubber flooring mats with a hardness rating of 25 Shore A
- High tear-resistance livestock stall rubber flooring mats
- Multipurpose rubber mats made from recycled materials

The first three products are manufactured entirely from 100% natural rubber. In contrast, the multipurpose rubber mats, which incorporate materials aligned with the circular economy concept, are produced using a blend of natural rubber and recycled rubber. The company's Research and Development department repurposed production rubber scraps and reclaimed rubber as raw materials for manufacturing. This initiative was designed to reduce the consumption of virgin natural rubber, minimize the volume of waste requiring disposal, and add value to recoverable materials, while also contributing to the reduction of GHG emissions and energy consumption in the production process. In 2025, the company successfully reduced its consumption of virgin natural rubber raw materials by 81.13 tons by utilizing these rubber scraps and reclaimed rubber. Furthermore, 100% of all flooring mat products within this category can be reintroduced as primary raw materials into the production process at the end of their lifecycle.

The development process for these products encompasses the segregation, grinding, and property enhancement of the rubber scraps and reclaimed rubber to ensure they can be appropriately reintegrated into the production line. This process maintains product properties that align with practical applications, including strength, elasticity, durability, and operational safety. Every product item has undergone quality testing and has been certified in accordance with the Thai Industrial Standards (TIS). Currently, the company has manufactured and commercially distributed these products, demonstrating its commitment to developing innovative products that satisfy new customer segments, while optimizing resource efficiency, reducing environmental impacts, and tangibly supporting business operations under circular economy principles.



Promoting Employee Participation in Corporate Waste Management

The company prioritizes raising awareness and promoting knowledge regarding waste management among employees across the entire organization. In 2025, the following activities were implemented:

- **Morning Talk Activity:** Organized every Friday morning by the Environmental Department in collaboration with the Production Department to communicate and educate production employees from the STR1 and STR2 lines. A total of 100 employees rotated to participate according to their shifts before starting work. The sessions focused on communicating guidelines for reducing plastic usage in the production process, proper waste segregation, reinforcing the company's Zero Waste to Landfill target, and continuously informing employees of the plastic waste reduction results to foster enthusiasm in aligning their work with corporate goals. Additionally, the activity sought cooperation from employees to trim the plastic sheets used between rubber layers to perfectly fit the product dimensions right from the initial production stage. This preventive measure avoids excess plastic that would otherwise need to be cut off during the packaging stage, thereby efficiently reducing plastic waste generation within the production process.
- **Quiz Activity for Prizes in the "NER Safety & CG Day 2025" Project:** The event featured exhibitions and educational activities on environmental management, specifically focusing on household waste management, the segregation of different waste types, and methods for reducing plastic bag waste.
- **New Employee Training:** Conducted for all new hires to instill knowledge regarding the importance of the environment and relevant direct and indirect corporate policies. A total of 237 new employees participated in and successfully completed the training, representing 100% of all new hires.



Sharing Knowledge and Creating Benefits for Communities and Society

The company is committed to collaborating with government agencies and local communities to share and extend waste management knowledge from within the organization to society. This supports the reduction of pollution from waste at the community level and tangibly promotes stakeholder engagement in environmental care. Consequently, the company focuses on building knowledge, awareness, and participation in proper waste management, encouraging communities to segregate waste at the source, minimize the volume of waste requiring disposal, and enhance opportunities for recovering or adding value to leftover materials.



In 2025, the company participated in the “November 12, Safety Officer at Work Day” event in collaboration with the Buriram Provincial Labour Protection and Welfare Office. The event welcomed over 521 participants, including representatives from government agencies, the general public, and students. In addition to promoting occupational health and safety, the company utilized this opportunity to share waste management knowledge with the community and event attendees. This included topics such as proper waste segregation, household and community waste management, and approaches to recovering leftover materials through recycling or upcycling, all aimed at supporting waste reduction and efficient resource utilization.



Compliance and Complaints Regarding Waste Management

In 2025, the company found no instances of non-compliance with laws and regulations related to waste management, and received no verified complaints regarding such matters. The company remains committed to continuously improving its waste management by focusing on reducing waste generation at the source, increasing the proportion of waste recovery and utilization, and minimizing reliance on landfill disposal. These efforts are aimed at supporting efficient resource utilization, reducing environmental impacts, and mitigating potential impacts on surrounding communities and related stakeholders.





Water Management

Materiality Topics	Impact, Risk, and Opportunity
5. Water • Water Access • Water Withdrawal and Consumption • Effluent • Wastewater	The rubber business is an industry that consumes a significant amount of water; therefore, it is essential to manage both water usage and wastewater properly and comprehensively throughout the supply chain—from cultivation, transportation, to the production process. This ensures water security for business operations while minimizing negative impacts on local communities. Irresponsible water management can have severe consequences for both the company and the surrounding community. For instance, excessive withdrawal of water from surface or groundwater sources may lead to water resource degradation and destruction of ecosystems. Furthermore, contaminated wastewater entering water sources or soil can result in environmental pollution and increased health risks for community members. This not only damages the company's image and credibility but can also lead to lawsuits or legal measures that negatively affect financial status or operational permits. Effective water use through the development of water management technologies to reduce water consumption in production processes and enhance the efficiency of water recycling systems will help mitigate the risks of future water shortages due to climate change. Additionally, it will reduce production costs and create long-term water security for business operations.
Contribution to SDGs	
 3.9	
 6.3, 6.4	
 12.2, 12.4	
 13.1, 13.2	

	Long-term goal 2030	2025 Targets	2025 Performance
Reuse treated water within the company*	100%	100%	100%
Reduce water intensity compared to the baseline year of 2023	20%	10%	14.76%

* This applies exclusively to water consumed at the Buriram Province facility, as the Bangkok office is a leased space operating under the building's central water management system and is therefore unable to implement water recycling initiatives.



Management Approach

Water use and wastewater are critical issues that both stakeholders and the company prioritize, as they are essential natural resources for sustaining life and business operations. The company has established a '**Sustainable Water Resource Management Policy**' to demonstrate its commitment to responsible water usage, reducing and preventing negative impacts on the environment and the rights of local communities to access freshwater resources. This policy also aims to promote and protect water resources throughout the value chain to support the implementation of this policy, the company is committed to continuously reducing water consumption and improving water use efficiency within its production processes. It has established a target to reduce its water consumption per production unit, or water intensity, by 20% by 2030 compared to the 2023 baseline year. Furthermore, the company has set a target to recycle 100% of its treated wastewater internally to minimize reliance on freshwater intake, reduce the volume of effluent discharged externally, and promote efficient water resource utilization in alignment with circular economy principles. In doing so, the company strictly adheres to the Factory Act, B.E. 2535 (1992), the effluent standards of the Pollution Control Department, and the ISO 14001:2015 Environmental Management System standard.



Further information on the Sustainable Water Resource Management Policy can be found at www.nerubber.com or by scanning the QR Code.

The company has established a Water Management Working Group composed of representatives from the Environmental and Production departments, chaired by Mr. Nattadet Chanaprakon, Engineering Manager. This group is responsible for assessing and analyzing water situation trends, evaluating risks associated with water management, creating plans, action plans, and budgets for water management, and monitoring water-related activities in production to align with the organization's goals. Additionally, the group is tasked with sourcing water and increasing storage capacity for normal and crisis situations, as well as communicating to raise awareness about efficient water use among employees. The group reports directly to the Chief Executive Officer and provides regular performance updates to the management committee on a monthly basis.

Water Management under the Environmental Management System

The company operates under an environmental management system certified to the ISO 14001:2015 standard, which encompasses 100% of the operational areas within the reporting scope, including both the Buriram Province production facility and the Bangkok sales office. This system addresses significant environmental aspects tailored to the specific activities of each site, including water consumption, wastewater management, and effluent quality control.

At the Buriram Province production facility, which serves as the primary operational site with direct production activities and water usage, the company implements a systematic water and wastewater management approach. This covers efficient water utilization, wastewater treatment in compliance with regulatory standards, effluent quality control, and the reuse of treated wastewater.

Conversely, for the Bangkok sales office, which is located in a leased commercial building, the company does not exercise direct control over the building's water supply, wastewater treatment, or drainage systems. Nevertheless, this office remains within the scope of the company's ISO 14001:2015 certification for activities within its control or influence, such as promoting water conservation, resource efficiency, energy reduction, office waste management, and raising environmental awareness among employees.

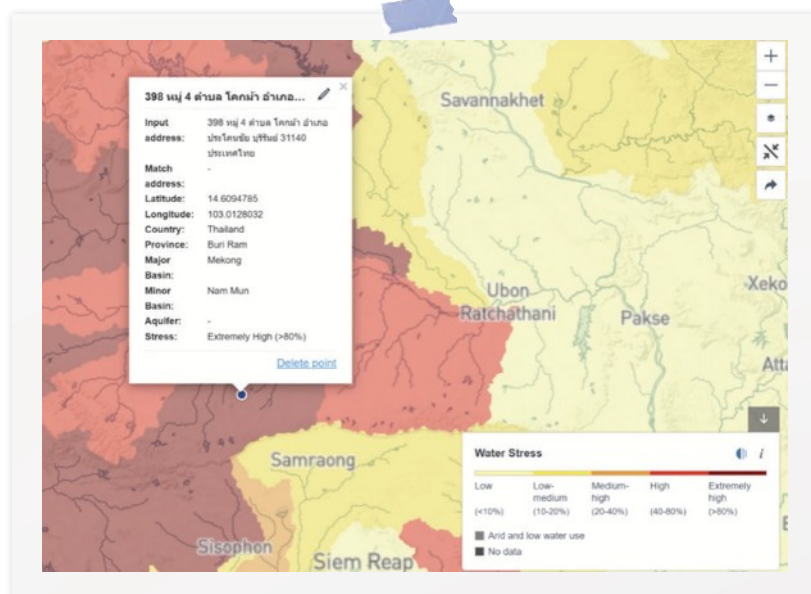


The company strictly complies with the Factory Act, B.E. 2535 (1992), the effluent standards of the Pollution Control Department, and all relevant environmental regulations, particularly at the Buriram Province production facility where direct water usage and process wastewater management occur. Furthermore, the company continuously monitors, audits, and enhances its environmental performance to minimize negative impacts on local water sources, ecosystems, surrounding communities, and related stakeholders.

Operational Areas and Water Resource Risks

The company assesses the water resource context of its operational areas using the World Resources Institute's (WRI) Aqueduct Water Risk Atlas tool to evaluate water stress levels and water-related risks at the location of its Buriram Province production facility. The assessment indicates that the company's production facility in Prakhon Chai District, Buriram Province—which spans 200 rais, or 32 hectares, and accounts for 100% of the company's total production area—is located in an Extremely High Water Stress Area.

Operating a business in an extremely high water stress area can present risks regarding water adequacy for production processes, water management costs, business continuity, and concerns among local stakeholders who share the same water resources. Consequently, the company prioritizes monitoring water situations, assessing the impacts of water withdrawal and consumption, and establishing efficient water management measures to minimize impacts on the business, community, ecosystem, and the environment.



In 2025, the company's water withdrawal from the extremely high water stress area totaled 1,551,227 cubic meters, marking an increase from 1,340,958 cubic meters in 2024. Consequently, the company continues to continuously monitor its water withdrawal and consumption volumes. This data will be utilized to support water impact assessments, plan for reserve water sources, enhance water use efficiency, and establish long-term measures to reduce reliance on freshwater intake.



Water Resource Risks to Business Operations

Physical water risks—including water scarcity, rainfall variability, and climate fluctuations—are critical factors that could impact water adequacy for production processes, business continuity, water management costs, and the stability of the company's value chain. This is particularly significant for the natural rubber processing business, which relies heavily on water for washing, cleaning, and product quality improvement stages. Consequently, the company assesses the impacts of these risks on business operations to support water management planning and establish appropriate mitigation measures, with details as follows:

Risks to Production Process Continuity and Product Delivery

The processing of natural rubber, particularly technically specified rubber (TSR) and compounded rubber, relies heavily on water for washing away contaminants and improving product quality. If Buriram Province experiences prolonged dry spells or severe drought, it could impact the company in three primary areas:

- **Production Aspect:** Insufficient water volume may prevent the company from operating machinery at full utilization rate or cause a decrease in the capacity utilization rate. This could disrupt the continuity of the production process, resulting in delivery delays for both domestic and international customers.
- **Raw Material Quantity and Quality Aspect:** Drought and rainfall variability could affect the latex yield of local farmers, leading to a reduction in the volume of raw materials entering the factory. Additionally, climate fluctuations may impact the consistency of raw material quality—such as dry rubber content (DRC), contaminants, moisture, and specific rubber properties that must be controlled during production. This might require the company to implement stricter inspection, sorting, and quality control measures for raw materials prior to entering the production process.
- **Product Quality and Delivery Capability Aspect:** Inconsistent raw material quality or high contamination levels could affect production efficiency, the quality of technically specified rubber (TSR) and compounded rubber, and compliance with customer specifications—particularly for clients who prioritize product quality, cleanliness, and standards. Consequently, the company must tightly control quality across all stages, including purchasing, transportation, storage, washing, and processing, to maintain product standards and mitigate the risks of delayed delivery or non-compliance with customer requirements.

Financial Costs from Water Resource Management

Under the risks of rainfall variability and the constraints of natural water sources, the company may face water shortages. This could result in insufficient internal reserve water for operations and lead to increased financial burdens and costs in both the short and long term, as follows:

- **Water Infrastructure Investment Costs:** It is necessary to invest in wastewater treatment systems and recycled water systems, as well as expand the capacity of internal reserve water storage. This is to accommodate situations where primary water sources decrease and to maintain production process continuity.
- **External Water Procurement Costs:** In the event that reserve water volumes are insufficient, the company may need to procure additional water from external providers or other water sources. This incurs higher costs than using internal water and may involve price volatility.
- **Increased Operational Costs:** Managing water under shortage conditions may cause the company to incur higher energy expenses from water pumping, treatment, and recycling within the system. This also includes expenditures for controlling water quality to ensure it is suitable for use, which directly impacts the production cost per unit.



Risks to Community and Stakeholder Relations

The shared nature of water resources makes them highly critical to the industrial sector, the agricultural sector, and surrounding communities. Consequently, when dry spells, droughts, or a reduction in primary water sources occur, it can trigger community concerns regarding water adequacy and fairness in its allocation. This, in turn, may impact relations between the company, local communities, and other relevant stakeholders.

- **Impact on Corporate Image and Trust:** If the company's water usage is perceived to negatively impact public water sources, agricultural cultivation, or community water access, it could lead to complaints, distrust, or concern among surrounding communities, thereby affecting trust and corporate image.

Business Water Impact Assessment

The company considers impacts related to water withdrawal, water consumption, wastewater management, and effluent discharge—including both actual and potential impacts on water sources, ecosystems, and stakeholders in areas with shared water resources. Consequently, the company conducts water impact identification and assessments covering operational activities under its control, including activities related to water procurement, water usage in production and operational processes, wastewater management, and effluent discharge into receiving water bodies.

In assessing water impacts, the company evaluates the context of its operational areas located in high water stress zones, water demands from other sectors, the sensitivity of local water resources, and external factors that could influence water availability and quality—such as climate variability, land-use changes, and increasing water demand trends in the same vicinity. The company assesses these impacts across short-term, medium-term, and long-term horizons to ensure a comprehensive overview of both current situations and potential future impact trends.

To conduct these assessments, the company utilizes data from multiple sources, including internal water consumption and wastewater management data, watershed and water resource data from relevant authorities, and stakeholder feedback and concerns obtained through interviews during the sustainability materiality assessment process. This ensures a thorough understanding of actual and potential impacts within the area. The results of these assessments are reviewed and updated annually to maintain up-to-date information, which is subsequently used to define water management approaches, mitigate water impacts, and communicate appropriately with relevant stakeholders.

Water Issue	Potentially Impacted Stakeholders	Actual or Potential Impacts	NER's Management Approach
Water adequacy for production processes	Employees, Customers	If water is inadequate, especially during the dry season, it may impact production process continuity, product quality, delivery capability, and operational costs.	The company primarily utilizes water from internal reserve water sources within its operational areas, with no withdrawal from community water sources. Additionally, the company monitors water volumes, enhances water efficiency, sets targets to reduce water consumption intensity per production unit, and implements recycled water usage.



Water Issue	Potentially Impacted Stakeholders	Actual or Potential Impacts	NER's Management Approach
Water quality and employee hygiene	Employees	If the quality of water used in the operational areas is inappropriate, it may affect the hygiene, safety, and quality of life of employees.	The company continuously controls and monitors the quality of water used in its operations to ensure it is appropriate for use within the operational areas.
Wastewater management and effluent discharge	Communities, Ecosystems	If wastewater is not properly treated or controlled, it may impact the quality of water sources, ecosystems, as well as the quality of life and hygiene of surrounding communities.	The company operates an efficient wastewater treatment system and recycles all treated water back into the production process, resulting in zero effluent discharge into public water bodies. Furthermore, the wastewater treatment system is inspected on a regular basis.
Runoff, sediment, and contaminants from operational areas	Communities, Farmers, Ecosystems	Rainwater or runoff passing through operational areas may carry contaminants outside the site, which could impact agricultural land and surrounding water sources, and affect relations with communities.	The company maintains a drainage system and internal control measures to regularly service drainage channels, preventing contaminants from escaping the site. Additionally, regular communication with the community is maintained.
Raw material transportation and latex spillage	Raw Material Suppliers, Farmers, Communities, Road Users	If appropriate control measures are not in place, leakage of latex or latex-laden runoff onto roads, communities, and the environment may occur, potentially causing hazards and community complaints.	The company strictly enforces transportation standards for raw material suppliers, such as requiring the installation of collection trays and tanks for latex on transport vehicles to prevent spillage, minimize community complaints, and promote safety during transit.
Community water access and consumption Long-term water availability	Surrounding Communities The company, Employees, Customers, Communities	If the company utilizes water from shared water sources with the community, it may trigger concerns regarding water competition and the impact on the community's right to water access.	The company has found no significant negative impacts on community water access and consumption, as the company primarily utilizes water from internal reserve water sources within its operational areas and does not withdraw water from community sources.



Water Issue	Potentially Impacted Stakeholders	Actual or Potential Impacts	NER's Management Approach
Long-term water availability	The company, Employees, Customers, Communities	Drought, rainfall variability, and increasing water demand in the area may impact long-term water availability, production continuity, and water management costs.	The company provides 3 rainwater retention ponds and 1 treated water storage pond, with a total combined capacity of 415,000 cubic meters to serve as reserve water sources. Water risks are monitored and water adequacy is continuously reviewed.

Water Resource Management Strategy

Based on the results of the water risk and impact assessment, combined with the context of the manufacturing plant in Buriram Province—which is located in an extremely high water stress area—the company has established a water resource management strategy under the “4Rs” concept. This strategy aims to enhance water efficiency, reduce reliance on fresh water, mitigate and prevent environmental and community impacts, and secure long-term water stability for business operations.

“4Rs”

Water Resource Management Strategy



This strategy aligns with the company's water targets, which include reducing water intensity per production unit by 20% by 2030 compared to the 2023 base year, and recycling 100% of treated wastewater within the company. The company applies this strategy across all operational areas within the reporting scope, accounting for 100% of the company's operational sites. Implementation approaches are tailored to the nature of activities, water consumption levels, and the significance of water impacts in each area as follows:



Securing Water Stability

Buriram Province is an agricultural area in the Northeast region that relies primarily on rainfall and faces water quantity risks driven by climate variability—particularly droughts that could impact water adequacy for the agricultural sector, local communities, and industrial operations. Recognizing that its production processes consume a substantial amount of water, the company acknowledges the risk of water shortages under extreme climate change conditions, which could disrupt production continuity and lead to concerns or water-use conflicts with surrounding communities. Consequently, the company prioritizes securing water stability for its business operations by maintaining internal reserve water sources within its operational areas with a total capacity of 415,000 cubic meters, while refraining from withdrawing any water from community sources. The specific operational measures are as follows:

Internal Reserve Water Source Management

The company has excavated 3 seasonal rainwater retention ponds with a total capacity of 365,000 cubic meters to serve as reserve surface water sources for production and consumption activities within the plant. The company continuously monitors reserve water volumes and water consumption to assess water adequacy for operations, utilizing this data to support water management planning during the dry season or under conditions with lower-than-normal rainfall.

Water Recycling and Reuse

The company provides one treated water storage pond with a capacity of 50,000 cubic meters to collect all treated water from the production processes for recycling and enhancing water efficiency. In 2025, the company successfully recycled 100% of its treated water back into the production processes, aligning with its long-term water management targets and resulting in zero effluent discharge from the production processes into public water bodies. Furthermore, the company continuously monitors water quality to ensure that the recycled water meets the appropriate standards for use and does not cause adverse impacts on water sources, ecosystems, or surrounding communities.

Reserve Water Adequacy and Business Continuity

Through the management of internal reserve water sources and the water recycling system, the company has been able to operate continuously without experiencing any water shortage issues. Furthermore, based on the assessment of internal reserve water adequacy, the company estimates that the existing reserve water can support production processes for approximately 2.52 years in the event of a drought or water scarcity. This approach strengthens water stability, mitigates risks to production process continuity, reduces reliance on external water sources, decreases potential impacts on stakeholders sharing water resources in the area, and supports the company's long-term business operations.

In 2025, the company primarily utilized water from internal reserve water sources within its operational areas for production processes. The consumption of surface water from the company's reserve ponds in Buriram Province amounted to 1,551,227 cubic meters, while municipal water consumption was only 62.5 cubic meters. This municipal water usage represents an insignificant proportion of the company's total water consumption and was utilized solely for supporting activities within the Bangkok office.



Water Withdrawal by Source	Water Volume (Cubic Meters)	Proportion of Water Consumption by Source (%)
Surface Water	1,551,227	99.99
Groundwater	0	0
Water from Third-Party Providers	62.5	0.01
Total Water Withdrawal	1,551,289.5	100.00

Water Reduction and Water Loss Mitigation within the Organization

The Company has set a target to reduce water consumption in both production processes and offices, and has therefore established the “NER Joint Effort for Sustainable Water Conservation Project.” This initiative aims to encourage all employees to participate in conserving water resources and utilizing water efficiently across all activities. The Water Management Working Group is responsible for controlling and tracking the progress of various activities within the project as follows:

- The enhancement of water efficiency in the production process focuses particularly on the rubber washing and cleaning stage, which is an activity with high water consumption. The Production Department has therefore set a target to reduce the water intensity per production unit by 10% compared to the 2023 base year. Concurrently, operational procedures have been improved to minimize unnecessary water loss, such as controlling and preventing the opening of bottom drain valves while refilling water from the top of the rubber washing ponds, as well as determining cleaning cycles based on the actual turbidity or contamination levels of the water in the ponds rather than draining or cleaning on a fixed-time schedule.
- Continuous recording and monitoring of water consumption in the production process, alongside regular monthly reports to the Corporate Risk Management Working Group to track the Production Department's performance in controlling water usage against set targets and to evaluate the effectiveness of water reduction measures.
- Enhancing the water efficiency of equipment and sanitary ware, whereby the company selects and utilizes water-saving sanitary fixtures. Additionally, ball float valves have been installed in all water storage tanks to control water levels and prevent overflow issues.
- Inspecting and repairing water leaks in equipment and piping systems, under which the company inspects equipment and piping systems on a weekly basis and encourages all employees to participate in monitoring and reporting leaks for immediate repair if any water leakage is detected within the company, such as faucet or restroom fixture leaks.
- Educating and campaigning to raise employee awareness regarding water usage and conservation across all manufacturing plants and offices. The company organizes Morning Talk activities every Friday morning, held by the Environmental Department in collaboration with the Production Department, to build knowledge, understanding, and clarify water-saving measures for both offices and production processes. There are approximately 100 participants rotating according to their work shifts, and supervisors in each department are assigned to communicate the information to all employees who did not attend. Furthermore, the company has created promotional campaign signs to remind employees to turn off the water whenever it is not in use, regularly check for water leaks together, and use containers to hold water for washing dishes and cleaning equipment instead of washing directly from the faucet to reduce unnecessary water loss.



Wastewater Management and Water Recycling

The company recognizes the risks posed to the environment and communities by wastewater management. It has therefore undertaken the collection of wastewater from all operational activities within the company's areas of responsibility—namely, stabilization wastewater from cup lump rubber raw materials, rubber stockpiling wastewater, rubber manufacturing process wastewater, and domestic wastewater—in order to properly and efficiently manage and treat wastewater as follows:

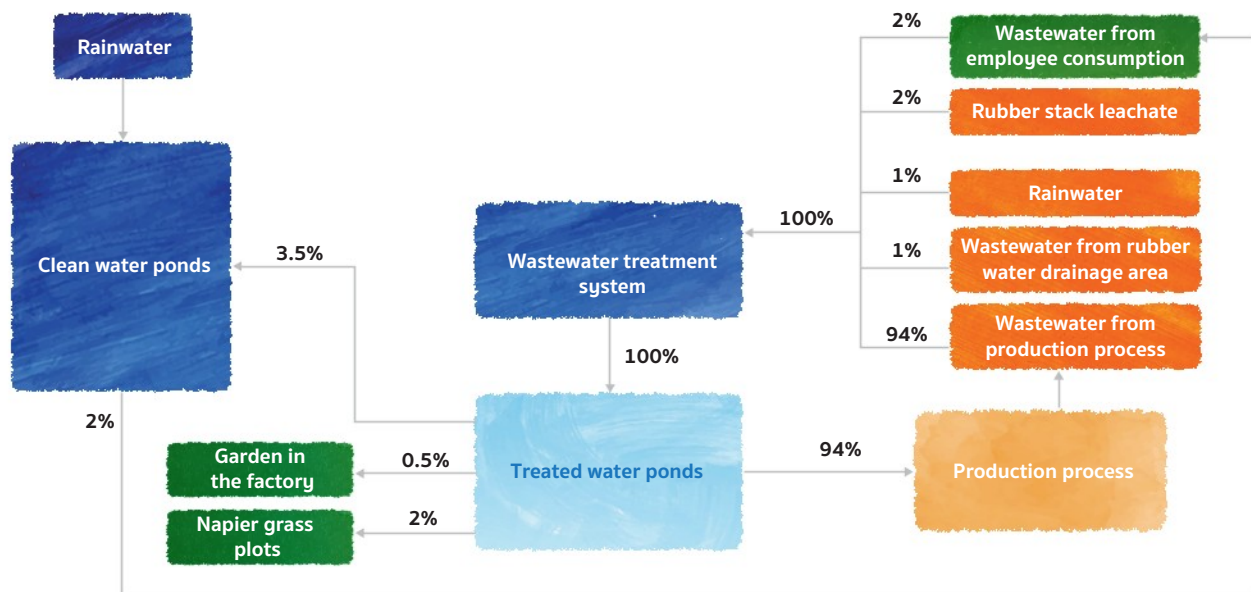
Wastewater Treatment

The company has constructed a drainage channel system across all areas where operational activities generate wastewater—such as the production process, raw material soaking process, rubber stockpiling yard, stabilization yard, and utility water usage—enabling the collection of wastewater from all activities for routing into the treatment system. In 2025, the total volume of wastewater entering both treatment systems amounted to 1,551,227 cubic meters. This wastewater passed through the Phase 1 wastewater treatment system (STR 1 factory and livestock stall mat factory) and the Phase 2 wastewater treatment system (STR 2 factory), which have a combined treatment capacity of 15,000 cubic meters per day. The systems utilize both aerobic and anaerobic treatment processes to maximize wastewater treatment efficiency. Ultimately, 100% of the treated water, totaling 1,551,227 cubic meters, was sent to a treated water holding pond to be reused in the production process and for watering green areas and Napier grass plantations, achieving zero discharge into public waterways in accordance with Zero Water Discharge principles.





Zero Water Discharge Concept



Water Quality Control

The company conducts monitoring to control the quality of treated wastewater, ensuring that the wastewater treatment system remains highly efficient and that the treated water can be reused without affecting production efficiency or product quality. The treated water is inspected daily by the company's internal laboratory and monthly by a certified external organization.

In 2025, it was found that the treated water had an average Chemical Oxygen Demand (COD) of 124.75 milligrams per liter and a Biochemical Oxygen Demand (BOD) of 21.66 milligrams per liter, which were higher than the legally prescribed standards of not exceeding 120 milligrams per liter and not exceeding 20 milligrams per liter, respectively. Consequently, the company analyzed the root causes and accelerated improvements to the wastewater treatment system's efficiency, such as controlling the volume of wastewater entering the system, optimizing the aeration process, and increasing the frequency of water quality monitoring. Additionally, a preventive improvement plan has been established to bring water quality parameters back within the standard thresholds as quickly as possible. All treated water is retained in the treated water holding pond within the company's premises to be recycled in the production process, with absolutely no discharge into public water sources.

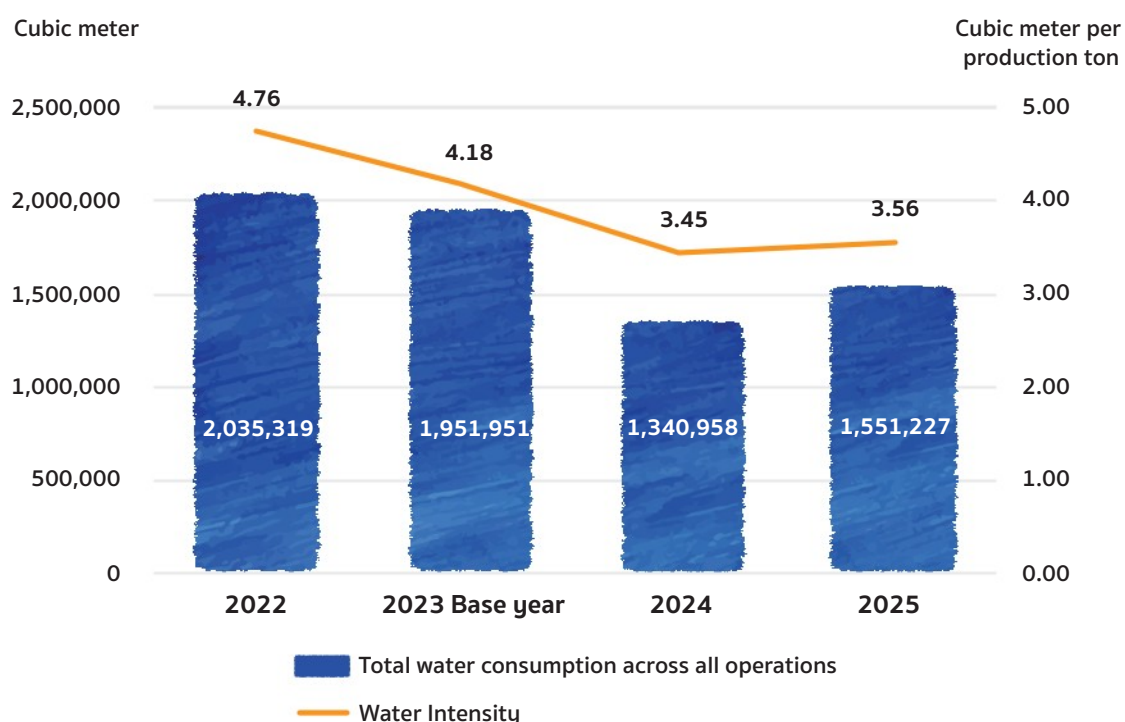
Water Withdrawal and Water Consumption Data

The company collects and discloses water withdrawal and water consumption data in accordance with boundaries and methodologies aligned with the GRI 303: Water and Effluents 2018 standard. This data is compiled from direct measurements via water meters in the operational areas, calculations based on the difference between the volume of water withdrawn and the water discharged, and estimates in cases where direct measurement is not feasible—utilizing calculations or estimations based on historical water usage data, water consumption rates per activity, or appropriate assumptions. The company utilizes this data to monitor water efficiency, assess water consumption trends, and establish water management measures appropriate to the operational context.



Site	Water Stress Level	Volume of water withdrawal from water-stressed areas (cubic meters)			
		2022	2023	2024	2025
North East Rubber Public Company Limited 398 Moo 4, Khok Ma Subdistrict, Prakhon Chai District, Buriram Province	Very high (>80%)	2,035,319	1,951,951	1,340,958	1,551,227

In 2025, the company's total operational water consumption amounted to 1,551,227 cubic meters, representing a 15.69% increase from 2024. This increase was due to the company scaling production capacity back to normal levels after having reduced capacity in 2024 to upgrade manufacturing processes and machinery. However, the company's water consumption decreased by 20.53% compared to the 2023 base year. Additionally, the water intensity per production unit decreased by 14.76% compared to the 2023 base year as well, demonstrating the company's improved water efficiency in alignment with its 2025 targets.



Through all water management operations in 2025, the company incurred water management-related expenses and investments—including the development and improvement of processes and technologies to prevent and mitigate water impacts from operations—totaling 18.47 million THB. This amount covers water resource operational expenses and investments aimed at enhancing water efficiency, wastewater treatment, and water recycling.



Stakeholder Engagement in Water Management

The company places great importance on stakeholder engagement in water and wastewater management, aiming to reduce reliance on external water sources, control water and wastewater quality, prevent impacts on surrounding areas, and foster a mutual understanding regarding responsible water usage approaches.

Stakeholder Engagement Mechanisms	NER's Operations
Communication and Information Disclosure	Communicating policies, targets, and water management approaches—such as maintaining internal reserve water sources, recycling treated wastewater, and reducing reliance on external water sources—through community meetings, sustainability reports, and the company's communication channels.
Gathering Stakeholder Feedback	Gathering and listening to feedback, concerns, and insights from local communities, suppliers, farmers, and stakeholders. This focuses particularly on issues that could affect agricultural areas, water sources, and the community's quality of life—such as seepage from retention ponds, rainwater runoff, and rubber wastewater leakage from raw material transport vehicles—in order to utilize this information for improving control and impact prevention measures.
Proactive Impact Prevention	Establishing risk control measures for water-related activities—such as monitoring water quality, maintaining drainage systems and retention ponds, managing wastewater, and requiring raw material transport vehicles to be equipped with leak-prevention devices—to mitigate contamination risks to the surrounding areas.
Coordination with Relevant Authorities	Coordinating with government agencies and local administrative organizations in the area as appropriate to ensure that the company's water management aligns with the local context and appropriately supports shared water usage among the industrial sector, agricultural sector, and communities.
Grievance Channels and Response	Providing grievance channels for communities and stakeholders, alongside establishing a systematic process for fact-checking, assigning responsible parties, and responding to concerns related to water usage, wastewater, and impacts on the surrounding areas.



Collaboration with Raw Material Suppliers

In addition to managing wastewater within its own processes, the company places significant emphasis on managing wastewater that is not generated by its operations but may contaminate the environment and impact the community. For example, latex spills from the trucks transporting rubber from agricultural suppliers can cause road accidents. Therefore, the company has established a policy and practices regarding the purchase and sale of cup lump rubber and has communicated these to agricultural suppliers comprehensively. Large banner signage has been installed at both the collection yard and the rubber water drainage area to inform all parties involved. It is mandated that all vehicles transporting rubber from suppliers must be equipped with drainage channels and containers to capture any rubber runoff to prevent spills during transportation. If this requirement is not met, the company will not accept rubber from those suppliers who do not comply with the policy. Additionally, the company has designated the rubber water drainage area as a parking space for rubber transport vehicles and has installed drainage systems to collect wastewater from the trucks for subsequent treatment. Through stringent enforcement of this policy, 100% of the company's cup lump rubber suppliers have adhered to the policy and successfully implemented systems to manage rubber wastewater properly.



Building Engagement with Stakeholders

The company collaborates with surrounding communities to jointly inspect and monitor areas at risk of operational wastewater leakage contaminating community water sources or land. To ensure issues are resolved promptly and conveniently for the community, a grievance mechanism has been established via the company's Line OpenChat group. Upon detecting an issue, the Environmental Working Group will conduct an on-site inspection to analyze the origin and root cause to determine if the problem stems from the company's operations. The team will also collect samples for initial testing, inform community leaders or representatives of the cause, and engage in mutual discussions regarding corrective actions, impact remedies, and future preventive measures to build trust with surrounding communities.

In 2025, the company found zero incidents of non-compliance with environmental laws and regulations concerning wastewater management, effluent discharge, and latex transport spillage prevention. There were no cases where the company was fined, penalized, or subjected to enforcement actions by relevant regulatory authorities. Furthermore, the company received no substantiated complaints from communities or stakeholders regarding impacts from wastewater or latex spillage from transport vehicles that caused distress to surrounding communities.



Biodiversity Protection and Restoration

Materiality Topic	Impacts, Risks, and Opportunities
6. Biodiversity - Land use - Soil and water conservation Contribution to SDGs  6.3, 6.4, 6.6  12.2, 12.4  15.1, 15.2	The natural rubber industry is intrinsically linked to biodiversity throughout both its upstream supply chain and production processes. The procurement of rubber raw materials from agricultural areas may involve land-use changes, forest encroachment, and the loss of natural habitats. Meanwhile, inefficient management of water, wastewater, chemicals, and factory waste can adversely impact water sources, soil, and surrounding ecosystems. These issues may pose significant business risks if the company cannot ensure the traceability of its raw materials or sufficiently demonstrate responsible procurement. This is particularly critical within the context of deforestation-free product regulations, such as the EUDR, which can affect access to international markets, the confidence of customers, investors, and financial institutions, as well as the organization's reputation. Conversely, systematic biodiversity management helps enhance the value of the business and the supply chain in several ways including developing high-quality natural rubber with clear origins, promoting appropriate agricultural practices in collaboration with farmers and business partners, and creating opportunities to access new markets, funding sources, and future sustainability partnerships.

	Long-term Goal 2030	2025 Target	2025 Performance
Proportion of raw materials sourced from deforestation-free areas	50%	15%	0.36%
Proportion of traceable products relative to total products sold	50%	10%	7.07%



Management Approach

Biodiversity is the fundamental pillar of a healthy ecosystem and plays a vital role in the security of the natural rubber supply chain. Since the production and procurement of natural rubber are directly linked to land use, cultivation, and the sourcing of raw materials from upstream farmers and suppliers, the company—as a processor and supplier—recognizes the potential risks and impacts on the ecosystem arising from upstream supply chain activities. Consequently, the **“Biodiversity Management Policy”** has been established under the company’s environmental policy framework to serve as a systematic guideline for preventing, mitigating, and managing impacts on biodiversity.

The Biodiversity Management Policy covers the company’s entire production area, specifically the manufacturing plant in Buriram Province, which accounts for 100% of the company’s operational production sites. It also encompasses activities related to natural rubber procurement in the upstream supply chain. The policy focuses on promoting responsible sourcing by avoiding rubber from ecologically sensitive areas, regions associated with deforestation, or areas where sourcing may adversely impact biodiversity. Furthermore, the company supports the development of raw material traceability systems, environmental risk assessments within the supply chain, and the oversight of suppliers and farmers to ensure compliance with responsible procurement guidelines. Additionally, the company prioritizes raising awareness and building the capacity of farmers and suppliers regarding the conservation of soil, water, and ecosystems within cultivation areas. It also encourages community engagement in relevant areas to support the sustainable use of natural resources and minimize ecological impacts throughout the natural rubber supply chain.

The company has appointed an Environmental Working Group responsible for driving the policy into practice to achieve the set targets. Mr. Ekkapong Duang-art, Environmental Manager, is responsible for supervising and controlling operations, as well as coordinating with relevant departments. Moreover, the company requires a policy review at least once a year, or upon significant operational changes, to ensure alignment with the business context, laws, relevant standards, and changing environmental situations. The results of such reviews are communicated to relevant departments for further operational improvement and development.



Learn more information about our Biodiversity Management Policy at www.nerubber.com or by scanning the QR Code.

To support the security of natural rubber raw materials and mitigate risks associated with international market regulations and requirements, the company has established a biodiversity management strategy based on the Mitigation Hierarchy principle. This approach encompasses avoiding and reducing potential impacts on the ecosystem, restoration, and offsetting impacts where they are unavoidable. Parallel to this, the company promotes knowledge and awareness of natural resource conservation among employees, business partners, and stakeholders throughout the supply chain. This includes fostering collaboration with government agencies, communities, and relevant networks to support responsible sourcing and maintain long-term ecological balance.

This approach aligns with international biodiversity standards, such as GRI 304: Biodiversity 2016 and the GRI 101: Biodiversity 2024 guidelines, which emphasize minimizing ecological impacts and managing biodiversity risks across the supply chain. Furthermore, the company applies the Mitigation Hierarchy principles of the International Union for Conservation of Nature (IUCN) and IFC Performance Standard 6 to systematically and sustainably prevent, reduce, and restore impacts on the ecosystem.



Business Dependency on Ecosystem Services in the Natural Rubber Industry

The company's natural rubber business is linked to various ecosystem services, particularly the provision of natural rubber raw materials from agricultural land. This includes the soil and water fertility that supports cultivation, the regulation of soil erosion and water runoff, and the overall agricultural ecosystem that maintains long-term production capacity. Those who depend on or benefit from these services include farmers, raw material suppliers, the company, surrounding communities, and customers who rely on high-quality natural rubber with clear and traceable origins.

Types of Ecosystem Services	Ecosystem Services	Relevant Stakeholders
Provisioning services	Natural rubber raw materials from the rubber plantations of farmers and suppliers in the upstream supply chain serve as the primary input for the company's rubber product manufacturing and distribution processes.	Farmers, raw material suppliers, the company, customers
	Water is a resource of critical importance to rubber cultivation, raw material quality, and the company's production processes, as well as for the domestic consumption of local residents.	Farmers, the company, surrounding communities
Regulating and maintenance services	Fertile soil that is managed appropriately supports the growth of rubber trees, reduces land degradation, and maintains the long-term production capacity for natural rubber raw materials.	Farmers, raw material suppliers, the company
	Soil, water, and green space ecosystems play a vital role in water retention and maintaining the water balance within agricultural areas and their surroundings, which is directly linked to raw material production and the company's business operations.	Farmers, surrounding communities, the company



Types of Ecosystem Services	Ecosystem Services	Relevant Stakeholders
	Agricultural ecosystems, such as soil organisms, vegetation, and biological life that help maintain natural balance, contribute to a continuous environment suitable for rubber cultivation.	Farmers, communities, local ecosystems
Cultural services	A healthy environment within operational and relevant agricultural areas supports the local landscape and the quality of life for communities, employees, and stakeholders in the area.	Surrounding communities, employees, farmers, the company

Biodiversity Impact Assessment from Business Operations

The company identifies and assesses preliminary impacts on biodiversity, covering its primary operational areas as well as relevant activities, products, and services throughout the value chain based on available data. This is done to identify both actual and potential impacts, whether direct or indirect, on ecosystems, biodiversity, and the ecosystem services upon which the business and its stakeholders depend. The assessment includes Spatial Screening to determine the proximity of operational areas to protected areas or regions of high conservation value, utilizing international databases such as the World Database on Protected Areas (WDPA).

Furthermore, the company considers biodiversity-related issues arising from its business activities, including land use, water consumption, wastewater control within its facilities, chemical usage, waste management, and pollution control from production processes. It also evaluates the procurement of natural rubber from agricultural areas in the upstream supply chain, which is linked to critical ecosystem services such as the provision of rubber raw materials, soil fertility, water quality maintenance, and the long-term cultivation environment. Additionally, downstream value chain activities are considered where information is available—such as product transportation and distribution, customer processing, product usage, and post-use management—most of which fall outside the company's direct control.

The results of the preliminary assessment indicate that the company's primary operational areas—comprising the head office and the manufacturing plant in Buriram Province, with a total area of 200 rais (32 hectares or approximately 0.32 square kilometers) are not located within protected areas according to the WDPA database used for screening. Regarding the company's production processes, potential impacts are related to water usage, onsite wastewater control, chemical usage, waste management, and pollution control. These are direct impacts that the company can manage through internal control systems and compliance with environmental laws to prevent adverse effects on soil, groundwater, water sources, and ecosystem services in the surrounding areas.



However, the most significant impacts on biodiversity are primarily linked to upstream supply chain activities. Since the procurement of natural rubber in Thailand is directly involved with land use, cultivation areas, natural resource management, and the sourcing of materials from farmers and suppliers, improper management could lead to land-use changes, forest encroachment, the loss of natural habitats, and the degradation of soil and water ecosystems. Such issues could adversely affect ecosystem services vital to rubber cultivation, such as soil fertility, water retention, and the continuity of natural rubber raw material production.

In the downstream value chain, biodiversity impacts may occur indirectly through the transportation and distribution of goods to customers, as well as the processing, usage, and post-use management of rubber products by clients. Examples include the consumption of resources and chemicals during the customers' manufacturing processes, the generation of waste from rubber products, the management of end-of-life product remains, and environmental factors such as air pollution, dust, noise, or transportation incidents. However, most of these impacts fall beyond the company's direct control.

Activities / Relevant Areas	Potential Impacts on Biodiversity	Significance Level
Sourcing of natural rubber raw materials from farmers and upstream suppliers	Raw material procurement may be linked to land-use change, forest encroachment, or the use of ecologically sensitive areas within the upstream supply chain. This could lead to habitat loss and a decline in biodiversity.	High
Rubber cultivation areas within the supply chain	Improper plantation management may lead to soil degradation, topsoil erosion, reduced ecosystem integrity, and increased vulnerability to natural disasters.	Medium to High
Head office and production plant (Buriram Province)	Internal operations, such as water usage, onsite wastewater management, chemical usage, and waste management, could affect soil quality, groundwater, and surrounding ecosystems in the event of system failures, leaks, or emergencies.	Low to Medium
Collection and transportation of raw materials	Transportation may cause air pollution, dust, noise, or risks from accidents and leaks during transit. These factors could impact communities, the environment, and ecosystems along transport routes in the event of an incident.	Low



Activities / Relevant Areas	Potential Impacts on Biodiversity	Significance Level
Customer usage of the company's natural rubber products	The company's products may be used as raw materials in customers' production processes, involving resource consumption, chemical usage, and waste management issues related to ecosystems. These impacts depend on the specific operations and environmental management systems of each customer, which are beyond the company's direct control.	Low

The company has identified that the most significant issues concerning biodiversity in its context include land-use change in the upstream supply chain, natural resource consumption, and potential pollution from production operations. Consequently, the results of the preliminary impact assessment have been utilized to prioritize biodiversity issues and establish appropriate measures to prevent, mitigate, and manage impacts according to the nature of the activities and their significance levels. Particular emphasis is placed on high-significance issues within the upstream supply chain, specifically those linked to land use, cultivation, and the procurement of natural rubber raw materials from farmers and suppliers.

Changes in the State of Biodiversity

Based on the preliminary spatial screening, the company's primary operational areas are not located within protected areas or regions of significant conservation value according to the international protected area databases used for the assessment. Nevertheless, the company recognizes that production operations involve aspects that require ongoing control—such as water usage, onsite wastewater management, chemical usage, waste management, and the prevention of leaks or emergencies—to avoid potential impacts on soil, groundwater, water sources, and ecosystems surrounding the operational sites.

Regarding the upstream supply chain, assessing changes in the state of biodiversity remains challenging due to limitations in the completeness of data concerning the origins of raw materials and the specific cultivation areas of farmers and suppliers. Consequently, the company is prioritizing the development of a traceability system and the collection of relevant source data. This information will be used to screen for risks related to land use, changes in cultivation areas, and proximity to areas of high biodiversity value within the upstream supply chain.





At present, the company does not yet possess comprehensive quantitative data for monitoring changes in the state of biodiversity, such as species inventories (flora and fauna), habitat conditions, or ecosystem shifts at the plantation level. Therefore, the company is focused on improving data coverage by utilizing information from traceability systems, supplier assessments, and raw material source data to support biodiversity impact assessments and management. This includes exploring methods for collecting ecosystem-related data, such as ecosystem condition indices and relevant species data where appropriate, to enhance the monitoring and reporting of changes in the state of biodiversity more concretely in the future.

Biodiversity Impact Management

The company has established guidelines for managing biodiversity impacts, prioritizing issues with medium to high significance levels while continuously monitoring those with low significance. These guidelines are based on the Mitigation Hierarchy, aligning with the framework of the International Union for Conservation of Nature (IUCN) and GRI 101: Biodiversity 2024. The approach encompasses impact avoidance, minimization, restoration or rehabilitation, and the consideration of conservation support or offsetting residual impacts where necessary and appropriate, as follows:





Step	Measures and Operational Approaches
Avoid	- Establish a responsible sourcing policy for natural rubber that is deforestation-free to prevent impacts on forest areas, protected areas, and critical ecosystems. - Avoid procuring natural rubber from areas associated with forest encroachment, protected areas, or ecologically sensitive zones, based on information verifiable by the company. - Develop a raw material traceability system and utilize available data on sources, land use, and other relevant information to support risk screening regarding land use, changes in cultivation areas, and impacts on natural habitats within the upstream supply chain. - Avoid establishing or expanding operational areas in protected areas or regions of high biodiversity value, referencing internationally recognized databases or conservation criteria such as those of the International Union for Conservation of Nature (IUCN) and relevant global protected area databases. - Communicate policies and requirements regarding the environment, biodiversity, and responsible sourcing guidelines to suppliers and contract farmers to raise awareness and promote compliance with appropriate practices. - Enhance the readiness of farmers and suppliers to comply with deforestation-free product regulations, such as the EUDR, to support the procurement of natural rubber from legal sources that are not involved in deforestation.
Minimize	- Supervise the management of wastewater, waste, and pollution from production processes to ensure compliance with laws, standards, and relevant environmental regulations. - Control containment systems, treatment systems, and leak prevention measures to mitigate risks to soil, groundwater, and surrounding ecosystems. - Promote efficient resource utilization, particularly in water and energy consumption, and reduce waste generated from production processes. - Recycle treated water stored in retention ponds back into the production process to minimize raw water consumption and prevent potential impacts on natural water sources and ecosystems outside the factory site. - Promote Good Agricultural Practices (GAP) within the supply chain, such as soil and water conservation, reduction of agrochemical use, and sustainable use of natural resources. - Establish environmental codes of conduct for transporters and control risks related to leaks or accidents during the transportation of raw materials and finished goods.
Restore	- Maintain, restore, and expand green spaces within the company's operational areas, including the provision of appropriate buffer zones to minimize impacts on surrounding areas and enhance local environmental and ecological conditions. - Undertake restoration of areas or environments that may be affected by operational incidents or emergencies, as appropriate. - Support and participate in natural resource restoration activities in collaboration with local communities, local authorities, or relevant organizations, such as tree planting, landscaping improvements, and environmental conservation initiatives.



Step	Measures and Operational Approaches
Offset	- Support or participate in natural resource and biodiversity conservation projects in collaboration with external agencies, communities, or relevant organizations. This includes promoting cooperation within areas linked to the natural rubber supply chain to create long-term positive outcomes for the ecosystem. - Consider measures to support conservation or offset residual impacts only in cases where impacts cannot be sufficiently avoided, minimized, or restored. Such considerations will be based on the nature, scope, and significance level of the impact, as well as the suitability of the location and the participation of relevant stakeholders.

Upstream Supply Chain Impact Management

Developing Suppliers Toward EUDR Compliance

The company has integrated the requirements of the European Union Deforestation Regulation (EUDR) into its raw material supplier assessment and screening processes. This initiative supports the procurement of natural rubber from legal sources, ensures no involvement in deforestation, and aligns with responsible land-use principles.

In 2025, the company required raw material suppliers to conduct self-assessments via the Agridence Rubber Platform, complemented by the company's own audits. This was aimed at screening for risks related to deforestation, land-use change, and the sourcing of materials from potentially ecologically sensitive areas. The assessment results revealed that 10,824 out of 12,123 suppliers passed the criteria, representing 89.28%. This covers 120,880 rai of rubber plantations verified as deforestation-free.

These operations have enhanced transparency in tracing the origin of raw materials, reduced land-use risks within the upstream supply chain, and supported the prevention of impacts on forest areas, protected zones, natural habitats, and critical ecosystems. Furthermore, this encourages suppliers and farmers to increase their awareness of and participation in responsible agricultural land management, which serves as a vital foundation for reducing long-term biodiversity impacts.

Deforestation and Conversion-Free (DCF) Sourcing

The company continuously develops its natural rubber traceability system to enhance transparency within the upstream supply chain and support risk screening regarding land use, changes in cultivation areas, and the procurement of raw materials from sources potentially linked to deforestation or natural ecosystem conversion. Data from this traceability system serves as a vital foundation for assessing the alignment of raw material sources with responsible sourcing guidelines and market requirements that prioritize deforestation-free products.

- Raw Material Traceability**

In 2025, 7.07% of the company's total products sold were traceable to their raw material sources, which was below the target of 10%. However, when considering all products manufactured in 2025, the proportion of traceable products stood at 12.14%, an increase from 10.26% in 2024. This reflects continuous progress in developing the raw material source database and the traceability system.



- **Raw Material Screening Based on DCF Principles**

In addition to developing its raw material traceability system, the company utilizes source data to screen natural rubber according to Deforestation- and Conversion-Free (DCF) principles. This manages land-use risks in the upstream supply chain and reduces the risk of procuring materials linked to deforestation, encroachment on protected areas, or the conversion of natural ecosystems.

Under the DCF principles, the company considers traceable natural rubber that meets two criteria: 1) Deforestation-Free and 2) Conversion-Free. For the Deforestation-Free status, the company refers to December 31, 2020, as the cutoff date in accordance with the EU Deforestation Regulation (EUDR) to ensure raw materials do not originate from land deforested after that date. For the Conversion-Free status, verifiable source and land-use data are used to screen for risks regarding the conversion of natural ecosystems, including conservation areas and environmentally significant zones. The EUDR mandates that relevant commodities, including natural rubber, must be deforestation-free after December 31, 2020, before being imported into or placed on the European Union market.

To screen raw material source data, the company utilizes the Agridence system as a tool for collecting and verifying relevant information. Farmers and suppliers participating in the procurement process under EUDR requirements must provide documentation and source data, including cultivation locations. This allows the company to cross-reference the data with forest, conservation, and environmentally sensitive area databases to assess risks of encroachment or trespassing.

Furthermore, screening via the Agridence system covers Land Use Rights, Environmental Protection, Third-Party Rights, the principle of Free, Prior and Informed Consent (FPIC), as well as Labor and Human Rights. These are critical issues for agricultural procurement and the management of impacts within the upstream supply chain.

As some data is derived from the self-assessments of farmers and suppliers, relevant information and documents within the specified scope are verified by Preferred by Nature (PbN), an independent third-party organization. This supports the completeness of traceability data and assists in managing risks related to sourcing from areas potentially involved in deforestation, natural ecosystem conversion, or impacts on environmentally significant areas.

In 2025, the company procured 1,630.45 tons of natural rubber that passed the DCF screening, representing 0.33% of the total natural rubber volume within the reporting scope. This proportion is calculated from the volume of traceable natural rubber that meets both the Deforestation-Free and Conversion-Free criteria (Combined Criteria). Based on current data, the company has found no confirmed cases of natural ecosystem conversion in the cultivation areas or raw material sources of farmers and suppliers after the reference date. However, as the development of cultivation coordinates and source data in the upstream supply chain is still ongoing to achieve broader coverage, the company is currently unable to fully report on the size, location, and types of natural ecosystems converted in this reporting cycle.



Management of Impacts from the Company's Operations

Zero Wastewater Discharge from Production Processes into Natural Water Sources



The company recognizes the vital importance of natural water sources, which serve as essential resources for consumption and agriculture—including rice farming and vegetable cultivation—where local communities often utilize piping and furrow systems to divert water for crops. These sources also function as critical habitats for freshwater biodiversity in the surrounding areas, such as Maneeratchakit Pond, which is directly linked to the quality of life of local residents, most of whom are farmers. To ensure that industrial activities do not compromise water quality or ecological integrity, the company has established a “Zero Discharge” goal, committing to no wastewater discharge from production processes into natural water sources throughout its operations. To achieve this, the company manages water with high efficiency by recycling 100% of treated wastewater back into the production process. Additionally, the company maintains rigorous control, monitoring, and maintenance of its wastewater treatment systems and piping to prevent leaks and mitigate the risk of environmental contamination. This approach helps preserve water quality for agricultural and domestic use while maintaining the balance of freshwater ecosystems, supporting the survival of local species and the continuity of the food chain.



Enhancing Green Spaces Within Operational Sites



The company prioritizes increasing green spaces within its operational sites to improve the surrounding environment, mitigate operational impacts, and support the local ecosystem. Since 2019, the company has planted trees around the facility and internal water sources, covering a total area of 2 rai with 710 trees. These include diverse species such as Burmese Padauk, Star Gooseberry, Tabak, Teak, *Dipterocarpus alatus*, and Casuarina.

These green spaces function as natural buffer zones that help minimize disturbances to the surrounding community. Specifically, they assist in reducing dust dispersion, slowing wind speeds entering the factory area, and mitigating the spread of odors from the rubber production process to areas outside the operational site. Around the internal water sources, the company maintains these green areas to help slow surface runoff and reduce sediment transport into the water bodies. Additionally, the trees and vegetation enhance the landscape, provide shade, and serve as recreational areas for employees.

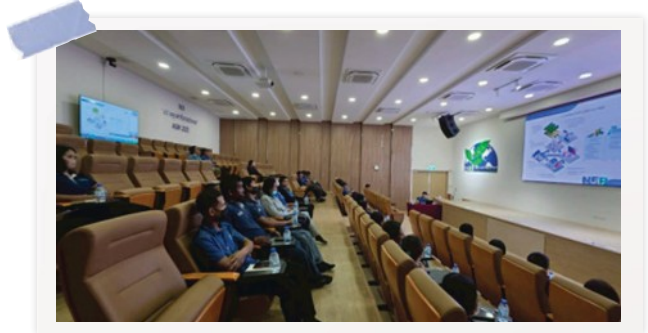
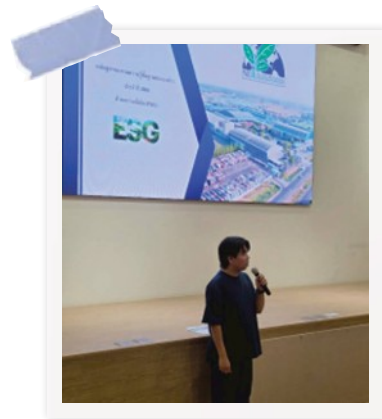
Moving forward, the company is conducting a feasibility study for the STR3 factory construction project, which includes plans to add another 1 rai of green space with a goal of planting 300 more perennial trees by 2026. The design of these new green areas will be tailored to land-use patterns to further reduce operational footprints and enhance the environmental quality within the premises.



Promoting Biodiversity Awareness and Understanding

The company actively promotes the conservation of biodiversity and local ecosystems. As such, it organized training sessions for employees across all departments, ranging from operational to supervisory levels. A total of 180 employees (18.71% of the workforce) participated in a series of 6 workshops held over a three-month period (September–November 2025). These sessions took place during the second and fourth weeks of each month and were led by Mr. Srattakan Suriyo, the company's Sustainability Manager. The training curriculum focused on soil and water conservation, mitigating ecosystem impacts, preserving natural habitats, efficient resource utilization, and proper waste and chemical management. It also covered eco-friendly rubber plantation management in alignment with the Rubber Authority of Thailand (RAOT) standards. This included promoting the use of formic acid as a coagulant—a biodegradable organic acid that reduces the risk of chemical residues in soil and water sources compared to synthetic alternatives.

As a result of the training, employees demonstrated a greater understanding and awareness of their roles in conserving natural resources and minimizing the environmental footprint of operations. This progress was evident in more efficient resource use, reduced consumption of supplies, improved waste segregation, and operational practices that prioritize the health of local soil, water, and ecosystems. Furthermore, employees responsible for field coordination can now accurately share this knowledge with farmers, encouraging environmentally friendly agricultural practices that reduce health risks for users and strengthen the relationship between the company, local communities, and farmers in the supply chain.



NER Moving Towards a Sustainable Business.



External Collaboration for Biodiversity Conservation and Management Support

Elevating Biodiversity Management in Collaboration with BEDO

The company recognizes the importance of systematically elevating its biodiversity operations and is currently preparing to apply for membership in a program under the Biodiversity-based Economy Development Office (Public Organization), or BEDO. This initiative aims to refine biodiversity and environmental management practices to better align with the company's business context. Participating in this program will provide the company with access to expert knowledge, best practices, and recommendations, which will be applied to future surveys, assessments, and the management of impacts on natural resources and surrounding ecosystems.

Furthermore, the company intends to utilize the data and guidelines obtained from the program to support its environmental planning and the development of measures for optimized resource consumption. This collaboration will also facilitate engagement with employees, local communities, and supply chain stakeholders. Such efforts will strengthen the company's ESG (Environmental, Social, and Governance) framework and enhance stakeholder confidence in its environmental performance.

Private Sector Networks and Local Government Partnerships

In 2026, the company plans to join a private sector network in partnership with local government agencies in Prakhon Chai District, including the Prakhon Chai District Community Development Office. This collaboration will be conducted through the Strong Community Project: "Stable Grassroots Economy, Sustainably Strong Communities through the Philosophy of Sufficiency Economy." The key objectives of this participation include co-studying and developing a database of local flora and fauna within the operational areas, expanding green spaces using indigenous plant species, and supporting the restoration of degraded areas alongside the community. Furthermore, the company will join network alliances to elevate conservation standards, develop chemical usage monitoring systems for suppliers, and study ecological risk assessment guidelines. These efforts are aimed at strengthening responsible business practices and ensuring the sustainable preservation of local biodiversity.

Monitoring the Effectiveness of Biodiversity Management Measures

The company monitors and evaluates the effectiveness of its biodiversity management measures, covering activities and factors that may impact soil, water, and the surrounding ecosystems. This includes land-use risks in the upstream supply chain, specifically focusing on the control of wastewater, chemicals, waste, and pollutants from production processes; the maintenance of green spaces and internal water sources; raw material traceability for natural rubber; and the monitoring of grievances or suggestions from stakeholders. The monitoring details are as follows:





Monitoring Topic	Monitoring and Indicators
Water, Wastewater, and Internal Water Resource Management	- Monitoring water quality in natural ponds, storage ponds, and treated water according to relevant parameters such as pH, BOD, COD, or as required by law and applicable standards. - Inspecting wastewater treatment systems and post-treatment holding ponds to control risks of leakage, system overflow, or anomalies that may impact soil, groundwater, water bodies, and the surrounding ecosystem.
Enhancing and Maintaining Green Spaces Within Operational Sites	Monitoring green space areas, tree counts, survival rates, and the overall health of vegetation to assess the continuity of green space expansion measures, buffer zones, and areas surrounding internal water sources.
Raw Material Procurement and Upstream Supply Chain	- Monitoring the progress of the raw material source traceability system. - Tracking the proportion of traceable raw materials or products. - Monitoring the number of suppliers and farmers who have passed assessments and their compliance with relevant requirements, such as EUDR, to support risk screening regarding land use, deforestation, and procurement from ecologically sensitive areas.
Environmental Complaints and Suggestions from the Community	Monitoring environmental complaints or suggestions, such as those regarding odor, dust, wastewater, waste, or operational anomalies. * This involves tracking the number of complaints, types, resolution status, and recurrence prevention measures to serve as data for surveillance and for improving impact control measures for the environment and surrounding areas.

The company has assigned the Environmental Working Group to be responsible for collecting, analyzing, and monitoring performance regarding the aforementioned issues. The results are reported to the Chairperson of the Corporate Sustainability Development Working Group on a monthly basis. This monitoring data is utilized to review, improve, and develop biodiversity impact management measures to ensure they remain appropriate for the company's context. Furthermore, significant issues or those that may impact the company's risks and strategies are reported to the Corporate Governance and Sustainable Development Committee, in accordance with the governance structure for impact management and the review of the effectiveness of such management processes.





Empowering People

- Employee Care, Development, and Retention
- Safety at Work
- Creating Value for Communities and Society



Employee Care, Development, and Retention

Materiality Topics	Impact, Risk, and Opportunity
9. Employee Retention and Development • Employment • Talent Acquisition • Employee Capability Development • Employee Engagement • Employee Care and Well-being	The rubber industry in Thailand relies heavily on skilled labor and personnel. If the company cannot retain knowledgeable and capable employees or fails to prioritize the development of personnel in line with the company's business direction, it may face risks of losing business opportunities and diminishing competitive ability, as it will be unable to deliver products and services that effectively meet customer demands. Building employee engagement with the company and developing personnel potential to grow alongside the organization not only contributes positively to business success but also has a beneficial impact on the local economy. This includes increasing job opportunities, reducing unemployment issues, and preventing the migration of young workers, as well as raising the quality of human resources in the region. This enhancement attracts skilled personnel to join the company and fosters collaborative networks for various developmental aspects. Effective human resource management is therefore a crucial cog that drives the business toward stable long-term growth.
Contribution to SDGs	
 4.4, 4.5	
 8.3, 8.5, 8.8	
 10.3	

	Long-term goal 2030	2025 Targets	2025 Performance
Average training hours per employee per year (hours)	Not less than 30	Not less than 20	21.36
Employee engagement score	Not lower than 95%	Not lower than 85 %	87.58%
Voluntary turnover rate*	Not exceeding 2.5%	Not exceeding 5%	2.70%

* Exclusively for the voluntary turnover rate of permanent, monthly-salaried employees

Management Approach

The company has established a 'Human Resources Management and Development Policy' to serve as a guideline for managing human resources and promoting personnel potential in support of business operations to achieve the organization's goals as outlined in its vision and mission. The company's practices comply with relevant labor laws, regulations, and international standards, as well as human rights principles, covering the entire process from recruitment, employment, employee care, and development to the end of employment.



This policy covers employees at all levels and serves as a framework to promote fair, equal, and non-discriminatory treatment. It takes into account diversity, equality in employment, career development opportunities, occupational health and safety in the workplace, as well as respect for fundamental labor rights—such as the prohibition of child labor, forced labor, or illegal labor, and respect for employees' rights to associate or express opinions in accordance with relevant laws.

The company assigns the Human Resources Department the responsibility for complying with policies and strategic plans regarding employee care and development, as well as responding appropriately to employee needs and expectations. This ensures employees enjoy good physical and mental health, happiness at work, and a high quality of life. Furthermore, various channels are provided as mechanisms to listen to employees' opinions, suggestions, and complaints. This allows the company to continuously monitor key employee-related issues—including labor relations, working environments, well-being, engagement, career development, and quality of life—enabling the formulation of proper employee care and support measures.

The company requires the Human Resources Department to regularly monitor HR progress and performance metrics, including employment, turnover, personnel development, performance evaluations, employee engagement, labor complaints, and compliance with labor laws. These results are reported monthly to executive management, the Chief Executive Officer, and the Executive Committee, respectively, to ensure that human resource management and development align with organizational goals and sustainable development principles.



Further details on the Human Resource Management and Development Policy are available at www.nerubber.com or by scanning the QR Code.

Protection of Labor Rights and Fair Treatment of Employees

The company prioritizes creating a work environment that respects the human dignity and fundamental rights of all employees. The company ensures that employees are treated fairly, safely, and equally throughout their tenure with the company, encompassing employment conditions, compensation and benefits, opportunities for learning and career growth, as well as health, safety, and well-being at work. Furthermore, the company encourages employees to express their opinions and participate in a safe, mutually respectful work environment.

The company does not tolerate any practices that could lead to labor or human rights violations in any form, such as discrimination, harassment, abuse, child labor, forced labor, illegal labor, or unfair treatment of employees. In this regard, human resource management considerations and decisions are based strictly on capability, qualifications, performance, and suitability for the position, without utilizing non-work-related factors to restrict employee rights or opportunities.

To prevent and mitigate labor and human rights risks, the company provides easily accessible channels for all levels of employees to submit opinions, suggestions, and complaints, and maintains a complaint review process that is fair and confidential, accompanied by protection measures to safeguard complainants and informants from retaliation, intimidation, punishment, or any unfair treatment resulting from good-faith reporting. Additionally, the company utilizes inputs gained from employee communications, complaints, engagement survey results, and labor monitoring data to continuously improve employee care measures and human resource management practices.



Talent Acquisition and Employment

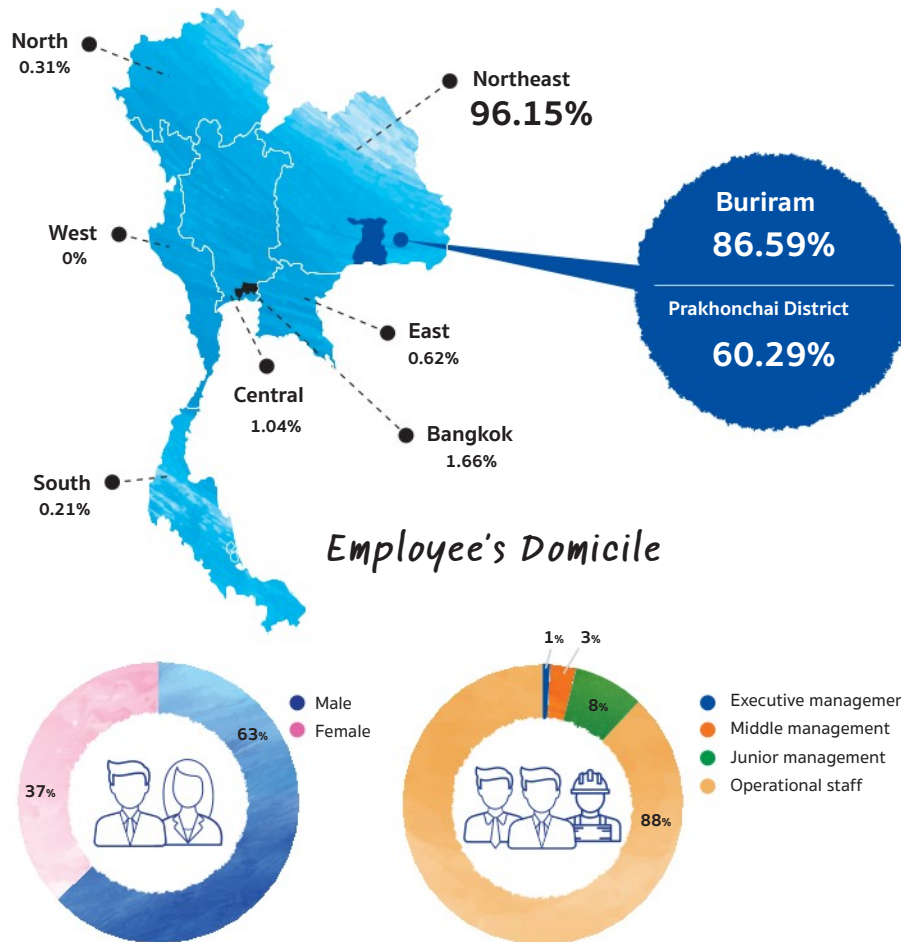
The company prioritizes transparency and fairness in its recruitment and selection processes, strictly complying with relevant laws and regulations. Human rights principles are fully integrated to ensure equal employment opportunities without discrimination based on age, race, nationality, social status, religion, disability, gender, sexual orientation, gender identity, or political affiliation, with decisions based primarily on knowledge, capability, and suitability for the position. Proactive recruitment is undertaken through various channels to reach qualified candidates, alongside a focus on developing employee potential in key and high-demand fields. In 2025, the company hired a total of 424 new employees.

Local Employment

The company has established recruitment and employment policies that focus on providing career opportunities for Thai citizens, particularly local residents of Buriram Province. This initiative aims to improve the community's economy by providing stable income, enabling local individuals to work near their homes and eliminating the need to migrate to other regions for employment. To find suitable personnel, the company utilizes diverse channels, including websites and social media networks. Furthermore, the company participated in and promoted vacancies at the JOB FAIR 2025 organized by the Buriram Provincial Employment Office, and conducted proactive recruitment by visiting communities surrounding the factory to publicize opportunities through community leaders, village heads, subdistrict headmen, subdistrict administrative organizations, the Buriram Provincial Municipality, and a referral program.



In 2025, the company had a total of 962 employees, 100% of whom were Thai nationals. Among these, 925 individuals, or 96.15% of the total workforce, were domiciled in the Northeast region. The majority of employees were from nearby communities, consisting of 833 individuals domiciled in Buriram Province (accounting for 86.59%) and 580 individuals residing in Prakhon Chai District, where the company is located, representing 60.29% of the total workforce.



Employment of Persons with Disabilities

The company prioritizes the promotion of diversity, equality, and non-discrimination in employment, believing that all employees can contribute to creating organizational value based on their potential, capability, and suitability for the position. Consequently, the company provides opportunities for local persons with disabilities to work in roles that match their skills, capabilities, and individual limitations, with employment considerations based primarily on qualifications, operational performance, and workplace safety. The company arranges supportive work environments and facilities, and assigns tasks corresponding to each individual's skills, capabilities, and potential. Furthermore, employees with disabilities are treated equally and fairly, matching the standards applied to all other employees.

In 2025, the company employed 11 persons with disabilities domiciled in Buriram Province, accounting for 1.14% of the total workforce. This proportion exceeds the requirements stipulated by the Persons with Disabilities Quality of Life Promotion and Development Act, B.E. 2550 (2007) and its relevant Ministerial Regulations, which mandate that employers with 100 or more employees must hire persons with disabilities at a ratio of 100 non-disabled employees to 1 person with a disability, with an additional person required if the fraction exceeds 50 employees. With a strong commitment to supporting opportunities for persons with disabilities to access stable income, achieve self-reliance, and enjoy an enhanced quality of life, the company provides fair compensation to employees with disabilities based on their position, job level, and responsibilities. The same assessment criteria as general employees are applied, in strict accordance with the policy on equal and non-discriminatory treatment of employees. In 2025, total compensation from the employment of persons with disabilities amounted to 1,553,460.15 THB. Due to its continuous initiatives in local employment for persons with disabilities, the company was honored with an honorary certificate as an **"Outstanding Organization Supporting Persons with Disabilities for the Year 2025"** for the third consecutive year by the Buriram Provincial Social Development and Human Security Office.



Post-Retirement Employment

Although the company's work regulations stipulate retirement when an employee reaches the full age of 55, the company recognizes the knowledge, skills, and experience of retiring employees who remain capable of working. Therefore, the company provides opportunities for employees to continue working by establishing a voluntary post-retirement employment policy based on individual readiness. Under this policy, their years of service are counted continuously, and they receive compensation that is no less than what they earned prior to retirement. For employees who do not wish to continue working, they receive severance pay in accordance with the provisions of the Labor Protection Act, B.E. 2541 (1998). In 2025, a total of 10 employees reached retirement age, 7 of whom expressed their desire to continue working post-retirement.

Employee Care

Employees are a vital asset in driving business growth and achieving organizational goals. Acquiring talented personnel requires a significant investment of time and resources for recruitment and development. Retaining employees is therefore of paramount importance, encompassing not only the provision of fair compensation and benefits, but also the cultivation of an organizational culture and a strong focus on employee well-being, enabling them to work at their full potential and thrive within the organization.

The company references and applies international standards, namely ISO 26000 and the CSR-DIW continuous framework, as guidelines for responsible labor management. Emphasis is placed on fair employment and labor relations, working conditions and social protection, social dialogue, occupational health and safety in the workplace, as well as human resource development and on-the-job training. These efforts aim to elevate the quality of life and create a work environment conducive to personal growth alongside the sustainable success of the organization.

Compensation Management

The company provides equitable compensation based on principles of fairness, taking into account job value, position level, responsibilities, knowledge, capability, necessary operational skills, and performance. No differentiation is made based on gender, age, disability, status, or any other factors unrelated to capability and the nature of work, except in cases where the job naturally requires specific personnel based on safety requirements, job qualifications, and job suitability. For pregnant employees, the company strictly complies with labor laws; there is no policy mandating pregnancy tests or contraception for employment purposes, nor is there any forced resignation or unfair treatment due to pregnancy.

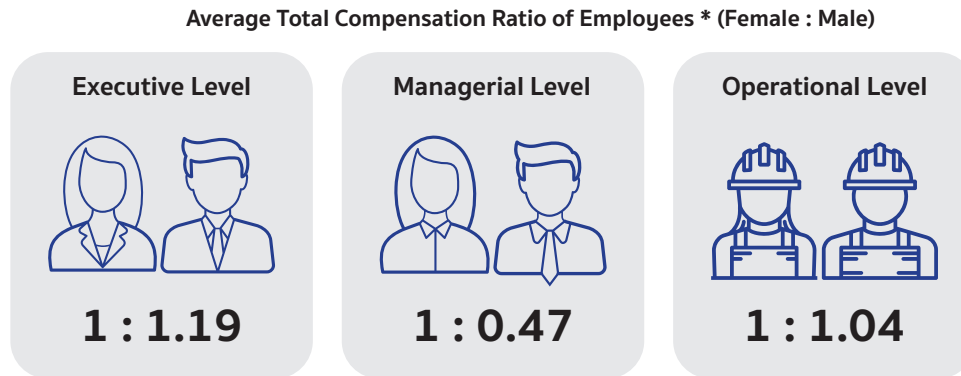
In addition to statutory compensation—such as salaries, wages, and social security—employees receive other forms of remuneration, including overtime pay, shift allowances, bonuses, and other benefits according to company criteria. Performance evaluation results at the end of each year serve as the baseline data for compensation management, including annual salary adjustments, annual bonuses, and promotions. They are also used to determine annual outstanding employee awards based on principles of fairness, transparency, and appropriateness regarding knowledge, capability, responsibility level, and performance under clear, non-discriminatory criteria to motivate employees and make them feel valued in their work.

The company has established an employee salary structure by regularly analyzing the job value of each position level and surveying salary structures from external organizations and various data sources. This data is utilized to review and update the salary structure to ensure fair compensation for the job value at each position level, thereby retaining talented employees, attracting high-potential personnel to join the organization, and remaining competitive in the current labor market.

Furthermore, the company monitors the compensation ratio between female and male employees at the same position level to assess pay equity. This information supports the review of the compensation structure to ensure fairness, transparency,



and non-discrimination. The comparison is based on the average compensation of female employees relative to the average compensation of male employees at the same position level. Total compensation includes salaries, wages, and other related remuneration according to company criteria, such as overtime pay, special allowances, incentive pay, bonuses, and monetary benefits. Variance in the compensation ratio at each position level may be influenced by the nature of the work, level of responsibility, years of service, specialized skills, performance, and the demographic composition of employees within each group.



* Female-to-male remuneration ratio calculation is based on basic salary and total variable compensation (e.g., overtime, allowances, bonuses, incentives, and other monetary benefits).

Performance Evaluation

The company has established clear and systematic criteria and methods for evaluating the performance of the Chief Executive Officer, senior executives, and employees. Evaluations are conducted twice a year, and the results of individual performance assessments are used to determine annual compensation. Furthermore, the criteria and methods for performance evaluation are communicated to employees at all levels to ensure transparency. The evaluation method consists of three components, each weighted differently based on the level of the employee, which includes:

1. Evaluation Using Corporate Key Performance Indicators (KPIs): The company has established performance indicators aligned with its strategies and objectives, covering business, social, and environmental aspects. This framework allows for the evaluation of the performance of the Chief Executive Officer (70%), senior management (60%), and employees (20%), reflecting appropriate proportions based on the roles and responsibilities at each level.
2. Evaluation of Departmental Success (Department Key Performance Indicators): This follows a similar approach to the corporate-level evaluation, using indicators set at the company level to systematically track and measure the performance of each department. This evaluation also assists departments in improving their operational approaches to align more effectively with organizational goals, allocating 20% for the performance evaluation of senior executives and 30% for employees.
3. Individual Performance Evaluation: This assessment encompasses expertise, knowledge, competencies, and work behaviors that align with the organizational culture. Evaluation criteria are established to systematically track and develop employee potential, with assessment proportions set at 30% for the Chief Executive Officer, 20% for senior executives, and 50% for employees. This ensures that personnel development at all levels is appropriately aligned with their roles and promotes the overall effectiveness of the organization.

The company has established key performance indicators (KPIs) for the Chief Executive Officer and executive management to align with the company's strategies and goals as follows:



Indicator	Chief Executive Officer	Senior Executive	Employee
Financial indicators			
• Total revenue from sales	●	●	●
• Net operating profit	●	●	●
Sustainability indicators			
• Management of Carbon Footprint for Organization	●	●	●
• Customer satisfaction with product and service quality	●	●	●
• Management of safety and occupational health (Accident-Free and Occupational Disease-Free)	●	●	●
• Employee engagement	●	●	-
• Community satisfaction	●	●	●
• Average training hours per employee per year	●	●	-
Knowledge, Skills, and Work Behaviors			
• Job knowledge and skills	●	●	●
• Leadership	●	●	-
• Strategic planning	●	●	-
• Decision making	●	●	●
• Communication and coordination	●	●	●
• Team management	●	●	●
• Budget management	●	●	●
• Risk management	●	●	-
• Change management	●	●	-

In the annual performance evaluation, the company promotes two-way communication between supervisors and subordinates regarding evaluation results and any guidance or questions. This initiative aims to foster understanding and build positive relationships, leading to performance that aligns with mutual expectations and facilitating improvements in work processes.

In 2025, all executives and employees underwent performance evaluations (100%). The Human Resources department analyzed the evaluation results to establish Individual Development Plans and to further develop employee behaviors in alignment with the values and culture of the organization.



Percentage of Employees Who Received Performance Evaluations and Career Development Planning in 2025

Employee Group	Total Number of Employees (Persons)	Number of Employees Evaluated (Persons)	%
By gender			
• Male	610	610	100
• Female	352	352	100
By job level			
• Executive management	8	8	100
• Middle management	26	26	100
• Junior management	81	81	100
• Operational staff	847	847	100

Rights and Benefits

The company provides benefits and privileges to employees in accordance with applicable laws and corporate regulations, covering health, safety, job security, leave, and quality of life. The core benefits include social security, the workmen's compensation fund, annual health check-ups, statutory leave entitlements, financial assistance, and other benefits under company regulations, alongside additional privileges determined by job characteristics and employment categories.

All employees in the company will receive the same benefits across the board, except for vacation leaves, which differ: monthly permanent employees can take vacation leaves without loss of income, while daily or hourly permanent employees do not receive compensation for days off. However, if they work on holidays, they will receive overtime pay at twice their regular daily wage.

Additionally, the company provides a provident fund for monthly-salaried permanent employees to promote long-term savings and financial security post-retirement. Participation in the fund complies with the criteria, qualifications, and conditions specified in the provident fund regulations and company rules. Employees under other employment categories receive rights and benefits in accordance with labor laws and company regulations, but fall outside the scope of participation in the aforementioned provident fund.

The company regularly reviews employee benefits through joint meetings with the Welfare Committee in the Workplace. This committee consists of elected employee representatives who serve as a mechanism to propose ideas, provide consultations, and discuss with the employer regarding benefit provisions and working environment improvements that meet employee needs. In 2025, the company maintained the same Welfare Committee in the Workplace that was officially appointed on July 17, 2024, with a 2-year term of office from July 21, 2024, to July 20, 2026, comprising 13 employee representatives. Furthermore, the company appointed 6 employer representatives to join the quarterly consultative meetings with the Welfare Committee in the Workplace to listen to recommendations and collaboratively consider development approaches.

As a result of the meetings between the employer representatives and the Welfare Committee in the Workplace, along with insights from a proactive welfare survey project that allowed employees to express their opinions and reflect their welfare needs, the company considered these recommendations to further improve benefits and the working environment. Consequently, in 2025, the company upgraded employee restrooms and provided a bicycle-sharing system for internal use within the factory grounds to enhance operational convenience and support employee quality of life.



In the event of significant changes regarding personnel policies, benefits, employment conditions, or working arrangements that may affect employees, the company communicates and consults with employees or their representatives appropriately and in a timely manner. This is conducted through internal communication channels, such as meetings with the Welfare Committee in the Workplace, internal announcements, or Human Resources Department channels, taking into account the advance notice period as required by labor laws, work regulations, and company practices.



Promotion of a Good Quality of Life

The company prioritizes the physical and mental well-being of employees at all levels. Accordingly, it strictly complies with labor laws regarding working hours, provides statutory overtime pay, and is committed to enhancing operational efficiency to reduce excessive workloads and working hours that could otherwise pose health risks to employees.

To care for the physical and mental health of its personnel, the company provides annual health check-ups tailored to age groups, job characteristics, and specific risk factors. Medical personnel and a full stock of medical supplies are also available at the workplace 24 hours a day. Furthermore, the company arranges mobile dental check-ups and various activities that promote both physical and mental development. These initiatives include sports competitions with local communities and government agencies, monthly merit-making and almsgiving activities on employees' birthdays, and celebrations during major festivals such as Valentine's Day, Christmas, and New Year's Eve. Activities dedicated to strengthening mental resilience are also provided, alongside recreational events that foster unity and a positive workplace atmosphere, such as team-building activities and company trips. These efforts aim to ensure employees experience happiness, maintain a healthy work-life balance, manage workplace stress, and enjoy a psychologically safe environment.

Working Hours and Workload Management

The company prioritizes the physical health and well-being of employees at all levels by strictly complying with labor laws regarding working hours, holidays, leave, and overtime payments. This covers the determination of working hours, approval of overtime, recording of working hours, and the payment of overtime or holiday pay at rates prescribed by law to ensure employees receive accurate and fair compensation. Furthermore, the company is committed to enhancing operational processes to improve efficiency, thereby reducing unnecessary workloads and excessive working hours that could otherwise pose health risks to employees.

Workplace Health Care and Medical Services

The company provides annual health check-ups for employees, taking into account age groups, job characteristics, and specific operational risk factors to ensure appropriate monitoring, prevention, and promotion of employee health. Additionally, the company provides on-site medical personnel and a full stock of medical supplies available 24 hours a day, ensuring employees have immediate access to primary healthcare. Mobile dental check-up services are also arranged to support preventive healthcare and enhance the overall quality of life for employees.



Promotion of Well-Being, Relations, and a Positive Work Atmosphere

The company promotes the physical, mental, and relational well-being of employees within the organization through activities that foster engagement, unity, and a positive working atmosphere. These initiatives include sports competitions with local communities and government agencies, monthly merit-making and almsgiving activities on employees' birthdays, major festival celebrations, team-building activities, and company trips. These activities help strengthen relationships among employees, reduce workplace stress, and enhance organizational engagement. Additionally, the company prioritizes workplace stress management by providing appropriate and confidential channels for employees to communicate their concerns, seek consultation, or report issues that may impact their psychological well-being.

- **NER WHITE CLINIC PROJECT**

The company implemented the NER WHITE CLINIC project under a workshop titled “Safe Space, Happy Workplace,” aimed at enhancing employees’ self-awareness, building mental strength, mitigating burnout, and reducing absenteeism caused by mental unreadiness. This initiative helps employees achieve emotional balance and maintain long-term happiness in their work.

Under this project, the company offered employees the opportunity to voluntarily take the mental health assessment developed by the Department of Health. Out of 147 employees who participated, the assessment identified 52 individuals experiencing high levels of stress. Consequently, the company organized a workshop on August 29, 2025, featuring Ms. Parisa Poonyathanakit, a mental health specialist from Prakhon Chai District Hospital, as the guest speaker to deliver systematic mental health knowledge and guidelines. The workshop covered the understanding of mental health, mindfulness regarding thoughts and emotions, mental self-care and healing, cultivating a positive mindset, as well as practical exercises and collaborative knowledge sharing. Following the conclusion of the project, participants showed improved stress assessment results and were able to apply the acquired knowledge to manage stress in both their daily lives and work, which enhanced their operational readiness and boosted the overall organizational efficiency.





Employee Grievance Management and Feedback Channels

The company provides channels for employees to express their opinions and file complaints, such as suggestion boxes located at various points, including the security guard post at the front of the factory, the cafeteria, restrooms, and relaxation areas, as well as an online complaint system via Red QR Code, email, intranet, and Line Chat Group. Complaints can also be submitted through the welfare committee and the human resources department.

The company has established a systematic grievance management process, encompassing steps for receiving cases, reviewing related issues, forwarding matters to responsible departments or committees, fact-finding investigations, determining corrective and preventive measures, and tracking implementation progress within appropriate timeframes. The company prioritizes confidentiality for complainants, informants, and related information, alongside implementing guidelines to protect good-faith whistleblowers from retaliation or unfair treatment.

Upon receiving a grievance, the Human Resources Department reviews the issue and forwards it to the relevant department or committee to execute fact-finding, resolve the problem, establish recurrence prevention measures, and report the outcomes to the Executive Committee respectively. This ensures that employee concerns are addressed with fairness and transparency, driving appropriate improvements in human resource management, benefits, and the working environment.

In 2025, the company received zero grievances or complaints from employees regarding labor rights violations, discrimination, harassment, or unfair treatment. However, the company received a total of 3 suggestions from employees through its proactive welfare survey project, which were taken into consideration and implemented to improve employee benefits as follows:

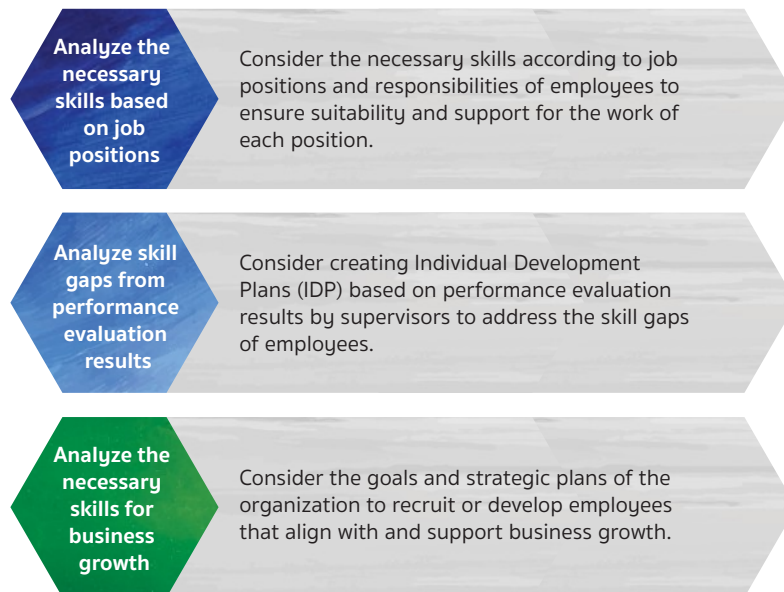
Feedback	NER's Response
Improved the cleanliness and hygiene of drinking water stations within the workplace.	Upgraded three drinking water stations within the workplace by replacing the existing filtration system with Reverse Osmosis (RO) water purifiers to enhance filtration efficiency and ensure employees have reliable access to clean, safe, and consumable drinking water.
Upgraded employee restrooms to ensure they are clean, safe, sufficient, and fully functional.	Constructed new, modern, clean, and hygienic restrooms for employees, expanding the capacity from 6 to 12 units to sufficiently meet employee needs.
Enhanced internal transit convenience within the factory grounds to facilitate access to operational areas.	Allocated 200 bicycles for a bike-sharing system located at the security guard booth at the front of the factory, while designating pedestrian walkways and bicycle lanes inside the premises to facilitate employee transit to operational areas. Concurrently, personal vehicles are prohibited inside the factory grounds due to the high volume of incoming and outgoing rubber transport trucks. This measure helps relieve traffic congestion, enhance safety, and mitigate the risk of accidents within the workplace.



Employee Development

The company recognizes the importance of developing the knowledge, capabilities, and skills of its employees to align with changes in the business environment, technology, operational standards, and stakeholder expectations. Consequently, the company has established employee development and training guidelines that encompass technical skills, soft skills (behavioral and collaborative skills), as well as managerial and leadership skills. This ensures that employees can perform their duties efficiently, develop their potential, and advance in their careers alongside the growth of the company.

In determining the employee development and training plan, the company analyzes development needs from three core dimensions as follows:



Based on the aforementioned analysis process, the company has established the following employee development and training guidelines:

1. **Basic Training for Employees:** This includes new employee orientation, corporate policies, regulations, employee code of conduct, organizational culture, and anti-corruption.
2. **Functional and Specialized Skills Training:** This includes professional courses, digital technology skills, production technology, environmental management, quality development, and on-the-job training (OJT).
3. **Statutory and Standard-Compliant Training:** This includes training courses on occupational health and safety in the workplace, as well as forklift driving courses.
4. **Training to Support Business Development and Sustainability:** This includes sustainable development, risk management, and courses related to operational efficiency enhancement.
5. **High-Potential Employee Development and Succession Planning for Key Roles:** This includes courses on leadership, management, and skill development for future critical positions.

Employee Training and Skill Development Courses

In 2025, the company organized a total of 191 training and skill development courses, consisting of 92 internal training courses, 57 external training courses, and 42 online training courses. These courses covered the development of knowledge, skills, and capabilities necessary for work performance, encouraging employees to efficiently apply the acquired knowledge and skills to their operations.



Additionally, the company organized key learning activities to support adaptation and skill development in actual work environments. These included new employee orientations and On-the-Job Training (OJT) to ensure employees understand their roles, duties, work processes, and operational standards, enabling them to perform their jobs correctly, safely, and in alignment with the company's goals. The details are as follows:

Training Courses Classified by Training Format	Number of Courses
• Number of internal training courses	92
• Number of external training courses	57
• Number of online training courses	42

Number of Learning and Practical Activities	Number of Batches
• Number of new employee orientations	47
• Number of On-the-Job Training (OJT) sessions	412

In 2025, a total of 1,002 employees received training during the year, consisting of 62 executives and 940 operational employees. This total covers employees who worked for the company during the reporting period and completed at least one training course, including those whose employment terminated during the year; therefore, this figure may not align exactly with the headcount at the end of 2025. Employees achieved an average of 21.36 training hours per person per year, exceeding the company's established target of no less than 20 hours per person per year. The company invested a total of 4,192,070 Baht in employee skill development, representing an average expenditure of 4,184 Baht per person per year.





• English Proficiency Development Program

This project aims to develop English language skills for employees at all levels to enhance communication and operational efficiency, as well as to support workplace safety. The training is conducted by instructors from the Buriram Skill Development Office 37. The course curriculum focuses on strengthening basic English communication skills, such as greetings, self-introductions, and asking for assistance. It also covers specialized vocabulary related to machinery and production processes, enabling employees to more accurately read operational manuals, safety warning signs, and key job-related documents.

The company organized both basic and intermediate training levels, coupled with practical workshop activities such as role-playing, speaking practices in real-world scenarios, and collaborative group work. These activities encourage employees to gain confidence in using English, apply it appropriately to their operations, and support their future career growth opportunities.

In 2025, a total of 64 employees participated in the project. All participants were required to take both pre- and post-training proficiency tests. To pass the course, participants had to score no less than 70% on the post-test and maintain an attendance rate of no less than 80% of the total class hours. Following the completion of the training, 62 employees passed the criteria, representing 96.88% of the total participants. The remaining 2 participants did not pass due to insufficient attendance hours.

Course / Program	English Language Proficiency Development Program
Employee's level	All levels
Duration	30 hours
Benefits to NER	• Reduces errors arising from communication or the misinterpretation of English operational documents. • Enhances operational efficiency and workplace safety, as employees can accurately understand manuals, warning signs, machinery operating instructions, and critical documents in English, thereby mitigating operational errors that could cause injury or property damage. • Strengthens workforce readiness for collaborating with external organizations, partners, clients, or utilizing English-based technologies.
Benefits to Employees	• Trained employees acquire improved English language skills, equipped with the capabilities necessary for both current and future roles. • Promotes opportunities for potential development and future career advancement.

• Sustainability Knowledge and Skill Development Program

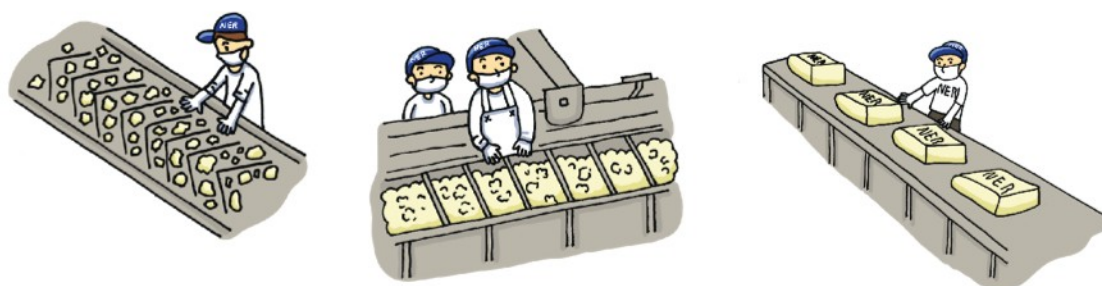
The company places a high priority on driving business growth alongside environmental and social responsibility. Consequently, it consistently focuses on training and developing employee capabilities regarding sustainability. In 2025, the company organized training sessions to enhance knowledge, skills, and understanding of sustainable operations. This ensures employees can effectively apply this knowledge across Environmental, Social, and Governance (ESG) dimensions in their work, including strategic planning, risk management, corporate operations, and ethical decision-making. The training was conducted by internal speakers for a total of 6 sessions, with 320 employees participating in total.



Course / Program	Sustainability Knowledge and Skill Development Program
Employee's level	Executive and Operational Levels
Duration	October – November 2025
Benefits to NER	- Encourages various departments to integrate environmental, social, economic, and governance impacts into their planning, decision-making, and work process improvements. - Supports the cultivation of an organizational culture that prioritizes responsible business practices, risk management, and long-term value creation for the company and its stakeholders.
Benefits to Employees	- Employees gain a greater knowledge and understanding of ESG concepts and sustainable development, while recognizing the connection between their individual roles and the company's sustainability goals. - Employees develop a workplace perspective that increasingly considers impacts on stakeholders, such as customers, partners, colleagues, communities, and the environment. - This helps develop skills essential for future work, particularly systemic thinking, risk management, operational accountability, and ethical decision-making.

• Thailand Artificial Intelligence Knowledge Development Program 2025

The company arranged for 77 employees to attend the “Thailand Artificial Intelligence Knowledge Development Project 2025,” organized by the Royal Society of Thailand. The training was conducted online via Zoom Meeting, with participants gathered together in the company's meeting room from September 10–11, 2025. The objective of this training was to enhance knowledge, understanding, and the application of AI within the company's activities and work processes. It also aimed to prepare the workforce to utilize computers and various company technologies correctly and appropriately, amid a context where AI technology is rapidly transforming the global technological landscape. The training curriculum covered the evolution of AI, its applications in the industrial sector, the potential of AI in driving business growth, organizational adaptation strategies, and the development and ethical use of AI. Consequently, this training helped elevate employee capabilities, strengthen organizational competitiveness, mitigate risks associated with the inappropriate use of artificial intelligence, and support faster, more precise operational efficiency.





Course / Program	Thailand Artificial Intelligence Knowledge Development Program 2025
Employee's level	All levels
Duration	12 hours
Benefits to NER	• Reduces human errors in operations and enables more precise decision-making backed by real-time data processing and analysis. • Supports various departments in utilizing technology as a tool to improve workflows, eliminate redundant steps, and enhance the quality of work outputs, which helps reduce long-term operational costs. • Promotes a shared understanding within the organization regarding the appropriate and responsible use of new technologies • Fosters a culture of continuous learning, experimentation with new tools, and adaptability to technological changes.
Benefits to Employees	• Gain knowledge and understanding of AI, enabling them to apply it to their individual roles correctly and appropriately. • Increase confidence in learning and utilizing digital tools or new job-related technologies. • Provide employees with guidelines on leveraging technology to improve task management, data analysis, or daily problem-solving, thereby reducing workloads and operational time. • Support the analysis of complex data to make it easier to understand, while opening up opportunities for employees to learn new concepts that can further develop their potential and career advancement.

Career Advancement Counseling

The company provides a Mentorship program to support the career development of employees at all levels. Through this program, employees receive guidance and knowledge-sharing from executives, supervisors, or experts from both within and outside the organization. This helps employees better understand their roles and responsibilities, develop essential job skills, and clearly identify their career progression paths. The program primarily focuses on developing skills in management, communication, problem-solving, teamwork, and cross-departmental coordination. Furthermore, it aligns with performance appraisal results and Individual Development Plans (IDPs) to foster continuous learning and prepare personnel for key future positions.



Scholarship Awards

The company sponsors continuing education for high-potential employees (Talents) at both the bachelor's and master's degree levels to develop specialized skills that can be applied directly to their respective areas of responsibility. Since 2024, a total of 3 employees have been awarded educational scholarships. In 2025, 1 employee received a scholarship to pursue a master's degree in Modern Management at the Faculty of Management Technology, Rajamangala University of Technology Isan. Throughout 2024–2025, the company provided total financial support for these scholarships amounting to 235,400 Baht. Currently, all 3 scholarship recipients are pursuing their studies while continuing their employment with the company.



"I am deeply proud and grateful that the company has provided me with the opportunity and financial support to pursue my master's degree to develop my potential and advance my career. I am fully committed to utilizing the knowledge and expertise gained to elevate our operational standards and drive greater organizational efficiency in the future."

Khun Phannee Sripuang Head of Accounts Receivable Section, Accounting and Financial Management Division

Currently receiving a scholarship to pursue a master's degree in Modern Management at the Faculty of Management Technology, Rajamangala University of Technology Isan, Surin Campus.

Talent Development

The company has selected outstanding employees from each department to join the "Talent Pool," with selection based on performance and future growth potential. This selection process was conducted by a committee comprising senior executives, consultants, and human resources representatives. In 2025, a total of 12 employees were selected to participate in a special 12-month training program, which concluded on March 31, 2026.

The company engaged consultants to develop a specialized hybrid learning development plan incorporating both classroom and online sessions, alongside practical application and cross-functional organizational development initiatives under the curriculum titled "Developing Leaders for Sustainable Success." This program was systematically designed to strengthen leadership capabilities across various dimensions, including management agility, strategic thinking, effective communication, and efficient team management.

Promotion and Career Advancement (Career Path)

The company provides opportunities for promotions or transfers to roles that align with employees' knowledge and skills. It supports and encourages employees to demonstrate their potential in various opportunities and continuously develop themselves in their roles and responsibilities. The company has established clear methods and criteria for considering promotions to ensure fairness and transparency while creating career advancement plans for each department. The aim is to support and retain this group of employees while establishing a system to ensure career progression, allowing employees to have job security and grow along with the organization. In 2025, a total of 39 employees received promotions.



Building Employee Engagement

In addition to caring for and developing employees, the company also places great importance on employee feedback and participation, which brings forth creativity, collaboration, and commitment to both work and the organization. The company provides opportunities for employees to engage in decision-making processes, such as participating in committees or working groups on various matters, suggesting improvements to work processes, and expressing opinions through satisfaction surveys or direct discussions with management. This approach encourages employee involvement and significantly reduces the gap between management and staff, making everyone feel included and valued in the organization.

- **NER Points Program**

This project aims to strengthen employee engagement and encourage participation in various company activities to reduce issues related to information dissemination and enhance the effectiveness of internal communication. The program uses a motivation system based on point accumulation for redeemable rewards, including special days off, employee shirts, insulated cups, camping chairs, and umbrellas. This initiative has been very successful, with 100% of employees in the company participating, totaling 962 participants.

Employee Engagement Assessment

The company places significant importance on assessing employee engagement, as engagement levels reflect trust, pride, workplace motivation, and employees' commitment to driving the organization forward. Regularly measuring engagement helps the company understand the employee experience, identify factors that either support or hinder work, and utilize the insights gained to enhance policies, action plans, benefits, internal communication, the working environment, and employee development approaches.

The company has developed an employee engagement survey tailored to its organizational context, covering key factors such as trust in leadership, pride in the organization, workplace atmosphere, work-life balance, and self-development motivation. The employee engagement assessment is conducted twice a year by the Labor and Human Rights Working Group in collaboration with the Human Resources Department. It is distributed through three channels—the company's online system, Morning Talk public relations, and direct distribution of physical surveys—to ensure access to all employee groups.

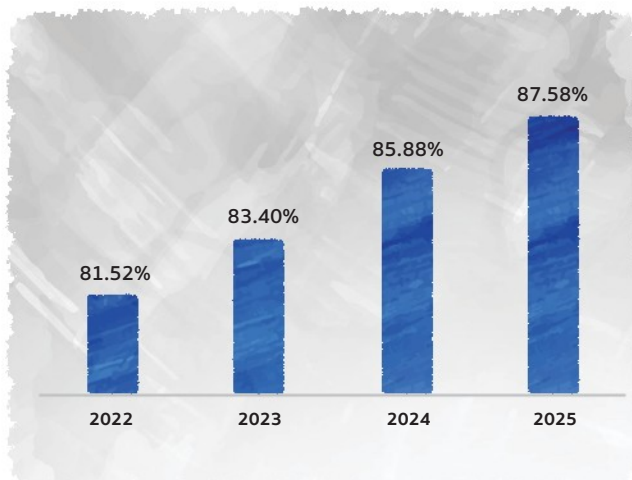
The assessment results are analyzed to identify key priorities for employees, organizational strengths, and opportunities for improvement. These insights are also used to formulate development plans, monitor progress, and report to relevant management in order to continually elevate the employee experience, engagement levels, and human resource management effectiveness.

In 2025, the employee engagement score reached 87.58%, exceeding the established target of 85% and showing an increase from 2024. The assessment categories that received the lowest scores were job characteristics, job security, and career advancement. Consequently, the company addressed these areas for development and improvement by increasing skill and knowledge development through job-specific training, reinforcing understanding of roles and responsibilities for each position, and properly preparing employees for career progression. The results of the employee engagement assessment were communicated to employees through online channels, including the company's Line groups and emails, as well as being posted on public relations notice boards, and subsequently presented to senior executives and the Board of Directors, respectively.

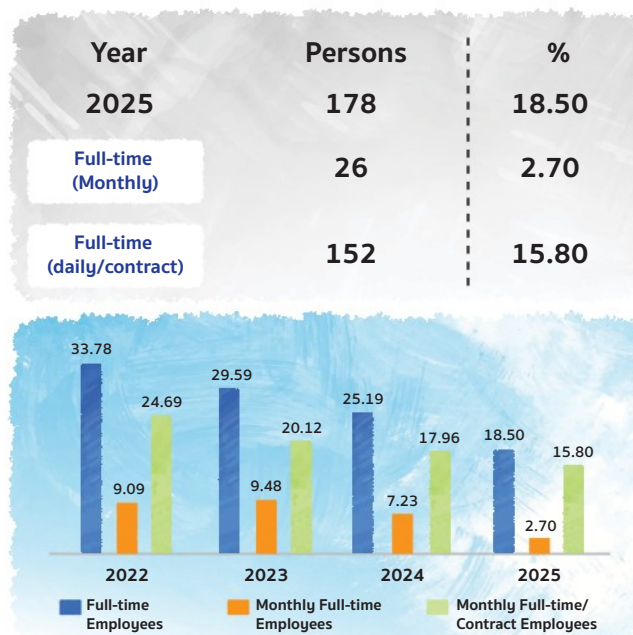


Employee Engagement Score

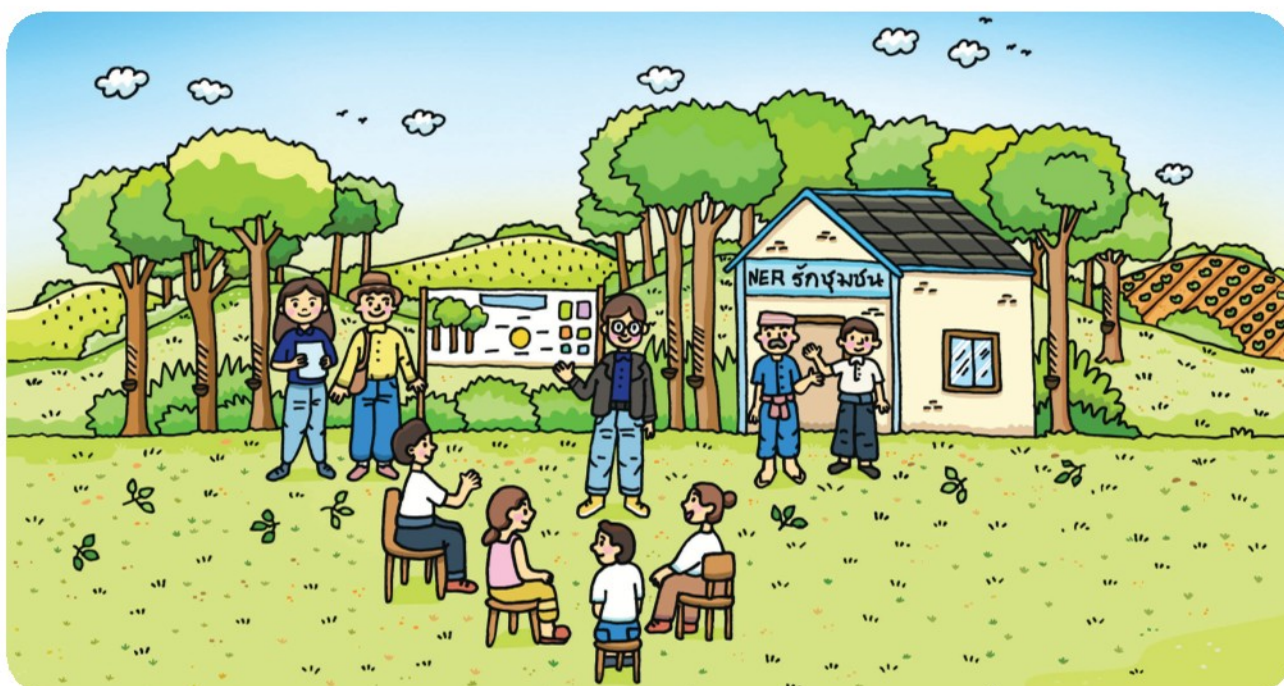
Year 2025 Score **87.58%**



Voluntary Turnover Rate

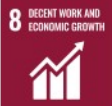


In 2025, the company's voluntary employee turnover rate stood at 18.50%. When broken down by employment type, monthly-salaried permanent employees had a voluntary turnover rate of 2.70% in 2025, which is lower than the established target of not exceeding 5%. On the other hand, permanent employees compensated on a daily or piece-rate basis—whose job characteristics and employment conditions differ from those of monthly-salaried permanent employees—recorded a voluntary turnover rate of 15.80%. The voluntary turnover rates for both employee groups have consistently declined since 2022. Nevertheless, the company remains committed to continuously improving and developing employee care across all dimensions, fostering engagement, and building stronger employee relationships to retain high-quality personnel as a driving force for the company's future.





Safety at Work

Materiality Topics	Impact, Risk, and Opportunity
10. Occupational Health and Safety • Workplace safety • Working environment • Working conditions • Emergency and crisis management • Safety training and culture	Occupational health and safety are critical issues for both the company and its stakeholders. Ineffective management in these areas can directly impact the physical and mental health, safety, and quality of life of employees and the workforce of partner contractors operating in the company's work areas. This mismanagement may also have long-term repercussions on business operations, leading to disruptions, loss of reputation, and credibility with stakeholders, such as suppliers or nearby communities. Additionally, there may be increased costs associated with compensations, medical treatments, or legal fines. Therefore, managing and reducing workplace risks while supporting the well-being of employees and the workforce is essential. It helps promote good mental health, enhances work efficiency, and increases the confidence of all stakeholders in the company's commitment to responsible business practices.
Contribution to SDGs	
 3.4, 3.6, 3.9	
 8.8	
 16.1	

	Long-term Goals 2030	2025 Targets	2025 Performance
Lost Time Injury Frequency Rate (LTIFR) per 1 million hours worked	0	0	3.12
Number of fatalities or permanent disabilities resulting from work (cases)	0	0	1
Number of occupational illnesses (cases)	0	0	0

Management Approach

The company is committed to fostering a safety culture and systematically managing occupational health and safety across the entire organization. Accordingly, it has established the “**Occupational Health, Safety, and Working Environment Policy**,” requiring all executives, employees, and personnel working under the company's control to strictly comply with relevant laws, regulations, and standards.



The company's operational approach aligns with Thailand's safety laws and regulations, including the Occupational Safety, Health and Environment Act B.E. 2554 (2011), the Ministerial Regulation on the Provision of Occupational Safety Officers, Personnel, Agencies, or Bodies for Safety Management in Workplaces B.E. 2565 (2022), notifications from the Department of Labour Protection and Welfare, and other related legislation, such as the Hazardous Substances Act B.E. 2535 (1992) (and its amendments).

Furthermore, the company has adopted the ISO 45001:2018 Occupational Health and Safety Management System as a framework to systematically manage the safety and health risks of workers. In 2025, 100% of the operating areas within the company's reporting scope—consisting of both its locations: the Buriram office and production plant, and the Bangkok sales office—achieved ISO 45001:2018 certification.

In tandem with this certified management system, the company has also implemented the Environmental and Social Management System (ESMS) framework. This serves as an additional mechanism to identify, assess, manage, and monitor environmental, social, and safety risks and impacts associated with its operations, thereby supporting comprehensive risk governance.



Further information on the Safety, Occupational Health, and Working Environment Policy can be found at www.nerubber.com or by scanning the QR Code.

Occupational Health and Safety Governance at the Board Level

The Board of Directors has delegated the oversight of occupational health and safety risk management to the Risk Management Committee, with the Chairman of the Risk Management Committee holding primary responsibility at the board level. Because health and safety are integral parts of the enterprise risk management system, this oversight covers key operations with high workplace safety risks, such as raw material receiving, factory operations, and logistics activities. The committee monitors operational performance, accidents, significant risk areas, risk control measures, and compliance with relevant laws and standards, and regularly reports key matters to the Board of Directors to ensure that occupational health and safety risks are appropriately managed and controlled within the organization's risk appetite.

At the management level, the company has assigned the Safety and Occupational Health Department—under the supervision of the Chief Operating Officer of the Corporate Development Unit—as the primary unit responsible for operational-level occupational health and safety. Its responsibilities include hazard identification, risk assessment, defining and implementing control measures, accident investigation, corrective and preventive actions, and promoting safety knowledge, awareness, and culture across all operating areas. Occupational health and safety performance results are subsequently presented to senior executives, the Risk Management Committee, and the Board of Directors.

In addition to the operations of the Safety and Occupational Health Department, which consists of 4 professional safety officers, the company has established an Occupational Safety, Health, and Working Environment Committee to ensure organization-wide policy compliance. This committee comprises 19 members from various departments, including 9 employer representatives at the supervisory level and 10 employee representatives. They are responsible for strictly monitoring operations to ensure compliance with safety standards, conducting monthly safety walkthroughs and inspections, supporting workplace safety activities, and fostering an organizational safety culture. The committee meets monthly to identify issues and obstacles, discuss solutions, provide recommendations, track corrective progress, and report operational summaries.



The company employs **the 3Cs strategy: 'Compliance, Caution, Culture'** to manage and ensure the safety of employees and the labor of suppliers working in the company's facilities as follows:



- Establish a safety policy and practices.
- Manage in accordance with laws and international standards.
- Oversee compliance by employees and suppliers.

- Identify and assess risks in the workplace.
- Establish preventive and corrective measures.
- Monitor and evaluate performance regularly.

- Conduct safety training and drills consistently.
- Communicate and cultivate a safety culture within the organization.
- Foster engagement from employees at all levels.



Identification and Assessment of Health and Safety Risks in the Workplace

The company assigns the Safety and Occupational Health Department, in collaboration with relevant departments, to conduct hazard identification and occupational health and safety risk assessments. This process covers all types of activities associated with the company's operations, including both routine and non-routine activities of employees and contractors working within company premises. It also includes occupational health and safety risk assessments prior to launching new projects or activities—such as modifications to production processes, installation or utilization of new machinery and equipment, introduction of new chemicals, workplace alterations, and adjustments to transport formats or routes—to ensure that potential risks are evaluated right from the planning stage and before operations begin.

The risk assessments evaluate work process activities, the nature of the tasks, operational areas, and the surrounding environment to identify potential hazards in each activity, while analyzing occurrence patterns, contributing causes, and impacts that could lead to loss of life or property damage. Those involved in risk assessments must possess the appropriate knowledge, understanding, and capabilities relevant to the nature of the work and the associated hazards.

The company utilizes the gathered data to assess the likelihood and severity of potential impacts to define approaches and establish risk control measures or action plans. These are strictly enforced across all levels of employees and contractors working within the company. Risk control measures are determined based on a hierarchy of controls, ranging from eliminating hazardous activities and improving work methods or protection systems, to utilizing personal protective equipment (PPE), with the goal of managing risks down to an acceptable level. Department heads or relevant personnel are required to jointly review risk assessment results at least once a year, or whenever changes occur that impact the occupational health and safety management system—such as modifications to work processes, the introduction of new equipment, or changes in relevant external factors. Reviews are also triggered by accidents, near-miss incidents, or indications that existing control measures may be insufficient, thereby ensuring the safety of employees and contractors, reducing work-related hazards, and promoting the development of a safe work environment that aligns with occupational health standards.





Based on the occupational health and safety risk assessments categorized by job characteristics and work locations across the company's processes in 2025, the company identified four high-priority risks that could significantly impact both workers and the organization: machinery and equipment accidents, chemical accidents, fire incidents, and electrical accidents. Consequently, the company has comprehensively reviewed and enhanced its risk control measures to keep risks within acceptable levels and rigorously prevent recurrences. This was driven particularly by two significant safety incidents that occurred in 2025: a fire incident and an electric shock accident. The company conducted thorough incident investigations, analyzed the root causes, reviewed risk assessment findings, and established additional corrective and preventive measures to integrate lessons learned into the continuous improvement of its occupational health and safety management system.

Risk Issue	Risk Factor	Preventive and Controlling Measure
Accidents involving machinery and equipment	Operators lack knowledge and expertise in the use of machinery and equipment, such as pivot points, pinch points, and conveyor systems.	- Develop a safety manual for working with machinery and equipment. - Provide training on the use and operation of machinery.
	Machinery and equipment are old, damaged, or not operational.	Inspect and maintain machinery and equipment according to the established maintenance schedule.
	Operators do not have appropriate and sufficient personal protective equipment.	Supply quality personal protective equipment that is appropriate and sufficient for each position working with machinery.
	Operators are negligent.	Regularly supervise and inspect employee operations and establish guidelines for managing employees who do not comply with regulations.
	Risk management measures are not sufficiently effective.	Arrange for the review and certification of the effectiveness of risk management related to machinery and equipment by an external party at least once a year.
Chemical accidents	Improper and inadequate storage of hazardous chemicals	- Conduct an inspection and review of chemicals and hazardous materials used at the factory at least once a year. - Have knowledgeable experts store chemicals to prevent reactions between substances. - Improve the chemicals storage area to minimize potential hazards.



Risk Issue	Risk Factor	Preventive and Controlling Measure
	Inappropriate or insufficient personal protective equipment for chemical use	Provide personal protective equipment and ensure that emergency shower and eyewash stations are operational in areas where chemicals are used.
	Chemical leaks or spills	- Develop an emergency plan for chemical spills. - Prepare chemical recovery equipment in the work area.
	Lack of employee knowledge and understanding regarding the handling of specific chemicals	- Create a safety manual for working with chemicals and hazardous materials. - Train employees on procedures related to chemicals and hazardous materials and assess their understanding to ensure that workers can perform their tasks correctly and safely.
Fire incidents	Condition of electrical machinery and equipment, including old or damaged wiring	Regularly inspect electrical wiring and machinery according to the maintenance plan.
	Inadequate location and method for storing flammable chemicals	- Improve the storage area for flammable solvents WS-200 to ensure it is located outside the building and has proper ventilation. - Use explosion-proof electrical systems throughout to enhance safety in the flammable chemical storage area.
	Operating manual/procedures for work involving heat and sparks did not cover the risks	Improving work methods involving heat and sparks
	Insufficient or unserviceable fire prevention and suppression equipment	- Regularly inspect fire prevention and suppression equipment at least once a month to ensure it is always operational. - Review the layout showing the installation points and register for fire prevention and suppression equipment at least every six months. - Installing thermal imaging CCTV camera systems in buildings with 24-hour automatic alerts linked directly to the control room.



Risk Issue	Risk Factor	Preventive and Controlling Measure
		- Selecting highly efficient fire extinguishers suitable for specific risk areas, utilizing 15-lb fire extinguishers compliant with the 10A:40B standard alongside 15-lb foam fire extinguishers to manage fires caused by liquid fuels and enhance onsite safety. - Procuring a fire truck equipped with foam-extinguishing capabilities to increase efficiency in controlling and suppressing fire incidents.
	Employees lack knowledge and experience in basic fire extinguishing procedures.	- Establish an advanced firefighting team within the company. - Conducting training drills for the company's Advanced Firefighting Team at a frequency of once a week. - Ensuring that employees trained in firefighting and emergency response are stationed and available during every shift. - Prepare firefighting kits with equipment for emergency response. - Train and drill all employees annually to ensure basic firefighting knowledge. - Requiring refresher training on fire prevention and suppression every 3 months for employees whose work involves processes that generate heat and sparks. - Requiring refresher training on fire prevention and suppression for employees with a tenure of 5 months or more.
	Communication regarding fire prevention and suppression measures was not comprehensive.	Developing and distributing public relations materials on fire prevention and suppression measures to enhance knowledge, understanding, and safety awareness among employees and relevant stakeholders.
Electrical accidents	Electrical safety standards or regulations were not comprehensive.	- Reviewing safety standards for working with electricity. - Developing and reviewing electrical work manuals to ensure comprehensive risk coverage.



Risk Issue	Risk Factor	Preventive and Controlling Measure
	Inspecting the use of machinery, equipment, and electrical systems	- Conducting inspections of relevant machinery and equipment, and recording inspection results prior to starting work - Conducting inspections of electrical systems and recording inspection results prior to starting work - Including energy isolation and Lockout-Tagout (LOTO) procedures
	A lack of ongoing efforts to build knowledge, understanding, and safety awareness regarding work	Conducting training to build knowledge and understanding in accordance with operational manuals
	Non-compliance with wearing personal protective equipment (PPE)	- Reviewing and establishing standards for using personal protective equipment (PPE) when working with machinery and electricity, and providing them to ensure complete compliance among employees - Conducting equipment inspections in accordance with the Personal Protective Equipment (PPE) Compliance Checklist (FM-SAF-040)
	No permit-to-work (PTW) system for high-risk tasks	Requiring a permit-to-work for high-risk tasks prior to starting work every time, utilizing the High-Risk Work Permit Form (FM-SAF-017) in alignment with the High-Risk Work Permit Manual (QP-SAF-003)

Risks of work-related illnesses

In addition to workplace safety risks, the company also prioritizes the risks of work-related illnesses. Although the company has not found any cases of work-related illnesses during this reporting period, it continues to monitor and record data through its health surveillance system and occupational health and safety incident reporting system on an ongoing basis. This is done to utilize the results to improve prevention and control measures against various hazards that may be associated with exposure to dangers or impacts from the company's operations. Examples include exposure to dust and airborne particulate matter, loud noise from work processes, ergonomic risks from repetitive tasks or manual lifting, as well as exposure to chemicals used in production and maintenance processes. Furthermore, work environments with high heat and field work involving continuous physical labor also contribute to work-related illnesses in some cases. The company monitors and records this data through its health surveillance system and occupational health and safety incident reporting system to apply the outcomes toward improving relevant hazard prevention and control measures, which could otherwise lead to work-related illnesses.



Reporting and Investigation of Irregular Incidents or Accidents Occurring During Work

The company provides opportunities for employees and contractors to report hazards, unsafe working conditions, accidents, or near-miss incidents through designated channels. Reports can be made directly to supervisors, the Safety and Occupational Health Department, or through the company's suggestion and complaint channels. In this regard, the company prioritizes the protection of individuals who report incidents in good faith and grants employees the right to stop working or withdraw themselves from situations where they believe there is an imminent and serious danger to life or health, without facing penalties or negative consequences for such reporting or actions.

In the event of an accident, abnormal incident, or near-miss during operations, the company requires the affected individual or their supervisor to submit a written incident report. A thorough investigation and analysis of the accident or abnormality is then conducted by the Safety and Occupational Health Department in collaboration with the owners of the relevant departments. Together, they identify root causes and establish corrective and preventive measures to ensure similar incidents do not recur in the future. Additionally, the investigation results, lessons learned, and recommendations are communicated to other departments to foster organizational learning and increase safety vigilance.

In 2025, the company experienced 9 work-related abnormalities or accidents during operations. The company conducted incident investigations, analyzed the causes and relevant factors, reviewed risk control measures, and established additional corrective and preventive measures to prevent recurrence. A summary of the details is as follows:

Incident Type	Number of Occurrences	Nature of Incident / Associated Hazards	Root Causes and Contributing Factors	Corrective and Preventive Measures	Implementation Status
Abnormal Incidents (No Injuries)	1	Fire incident on July 20, 2025 at Technically Specified Rubber (TSR) Warehouse, Phase 1, Buriram Province	- Actual practices deviated from the methods specified in the procedures for using gas cylinders to apply heat in the packaging process, as well as from operational control measures in high-risk areas containing rubber products and easily flammable materials. - The employee had short tenure, lacked experience, and had insufficient capacity to respond to emergencies. - The existing firefighting equipment was inappropriate and inadequate.	- Review and update operational procedures for tasks involving heat, open flames, sparks, and the use of gas cylinders. - Increase the frequency of training and communications to reinforce strict compliance with established procedures for all relevant personnel. - Enhance training and supervision for new hires and night-shift employees assigned to high-risk operations. - Install additional 15-pound foam fire extinguishers in finished goods storage areas. - Design new warehouses with a 6–8 meter perimeter clearance around the buildings to ensure adequate fire truck access and enable more effective incident control.	Completed in 2025 with continuous follow-up monitoring
Injuries (No Lost Time)	0	-	-	-	
Injuries (With Lost Time)	7	Tools and equipment such as hand-tool cuts, crushing, or entanglement by machinery and equipment	- Actual practices deviated from established procedures - Inadequate operational skill or experience - Operator health factors	- Develop and review safety manuals for operating machinery and equipment. - Install machine guarding and emergency stop systems—such as covers for shear and pinch points, and Emergency Stop buttons—to prevent direct contact with hazardous areas.	Completed in 2025 with ongoing follow-up monitoring



Incident Type	Number of Occurrences	Nature of Incident / Associated Hazards	Root Causes and Contributing Factors	Corrective and Preventive Measures	Implementation Status
			Improper or inappropriate use of tools, clothing, or safety gear for operations	- Train employees on correct and safe machinery operation, ensuring strict adherence to energy isolation and Lockout/Tagout (LOTO) procedures prior to maintenance or cleaning. - Mandate pre-operational machinery inspections and ensure regular scheduled maintenance is performed, or immediate action is taken as soon as an abnormality is detected. - Supervise employee operations to ensure full compliance with safety rules and procedures, and establish disciplinary actions for personnel who fail to follow mandatory regulations.	
Work-related fatalities	1	Electric Shock	Actual operations deviated from established electrical safety work procedures	- Review electrical safety work standards. - Mandate electrical system isolation and enforce strict compliance with Lockout-Tagout (LOTO) procedures. - Review safety standards for utilizing personal protective equipment (PPE) in electrical operations. - Restrict electrical work exclusively to authorized personnel or individuals with verified knowledge and competence. - Enhance inspection and supervision over operations related to electrical systems to ensure close monitoring.	Completed in 2025 with ongoing follow-up monitoring





Health Services Related to Work

The company prioritizes the health and safety of employees and contractors working on its premises, recognizing that both physical and mental well-being are key factors for safety and operational efficiency. Consequently, the company provides work-related health services to support the prevention of occupational diseases and injuries, as well as to monitor occupational health risk factors within the working environment. These operations encompass working environment measurements based on the risk factors of each specific area—such as measuring light intensity, noise, heat, dust, and chemicals—alongside pre-employment health checks and annual health check-ups. These checks assess readiness for work and monitor health impacts potentially related to the nature of the tasks or the working environment. Furthermore, the company utilizes these environmental measurement and relevant health check results to support risk assessments, define control measures, improve work areas, and provision personal protective equipment suitable for the nature of the work and risk levels.

In addition, the company provides an on-site medical room to deliver health services to employees and contractors working within the premises, staffed by a professional nurse 24 hours a day and equipped with sufficient medicine and medical supplies to support timely care and first aid in the event of an accident or illness during work, as well as to coordinate medical transfers when necessary.





Measuring lighting levels in the work area

The company prioritizes managing the working environment to provide appropriate lighting, which directly impacts the efficiency, safety, and health of employees. In 2025, the company continuously and regularly conducted lighting level measurements to evaluate the effectiveness of lighting improvements resulting from the bulb replacement initiative across various work areas in 2024. The measurement results indicated that lighting levels remained at appropriate thresholds and compliant with prescribed standards. Furthermore, additional LED bulbs were installed to replace older bulbs in areas that had not yet been upgraded and where light intensity measurements failed to meet the standard criteria. This initiative helps enhance visual efficiency, reduce the risk of workplace accidents, and alleviate eye muscle fatigue, ultimately yielding positive effects on overall employee productivity.

Employee Health Check-Up Before Starting Work

The company requires new employees to undergo a health check-up based on risk factors within 30 days before starting work. This includes a physical examination and mental health assessment according to occupational medicine methods to determine the employees' health suitability and any potential impacts on their health when working with risk factors. The Occupational Safety and Health department assesses the risk factors for each job and establishes a Health Check-Up Matrix, which includes tests conducted by occupational physicians, such as hearing assessments for those working in noisy areas, lung function tests for those exposed to dust or chemicals, and blood chemical level assessments, among others. If any abnormalities are found during the examinations, the company will inform the employee of the results and provide initial guidance from professional nurses and safety officers. The examination results will also be reviewed by an occupational physician to assess the suitability of the employee for the assigned duties. If it is determined that the employee's health is not suitable for the type of work, the company will adjust their job responsibilities to align with the employee's physical condition.

Annual Employee Health Check-Up

The company arranged for the 2025 annual employee health check-ups in accordance with medical criteria and relevant laws to assess the overall health of employees and monitor health impacts potentially related to the nature of tasks or risk factors in the working environment. In 2025, a total of 682 employees participated in the annual health check-up, representing 94.98% of the total 718 eligible employees, who are individuals with a tenure of one year or more.

The health check-ups were conducted by licensed medical institutions and healthcare providers meeting professional standards, covering specified physical examinations as well as mental health screening and assessment by psychiatrists to ensure employees received both physical and mental care. The company notified employees of their health check results within 3 days of receiving them, allowing employees to manage their health in a timely manner. In cases where abnormal results or indications potentially related to operational risk factors were detected, the company notified and provided advice to the affected employees, and considered arranging re-testing or referrals to specialized medical facilities as appropriate.

Furthermore, the company utilized the aggregated health check data and risk-factor-based results to support occupational health risk assessments, review control measures, improve working environments, and establish guidelines for preventing work-related health impacts. In this regard, the company prioritizes the protection of employee health data, ensuring that such information is stored, used, and disclosed only as necessary and in strict accordance with the laws and guidelines governing personal data protection.



Participation and Communication in Occupational Health and Safety

The company firmly believes that effective communication and fostering active participation in safety matters are critical drivers for enhancing awareness and cultivating a strong safety mindset among employees at all levels, ensuring accurate understanding and correct operational practices. Consequently, the company has established a Safety, Occupational Health, and Working Environment Committee, which comprises a total of 19 representatives from both management and employees across various departments. This committee serves as a vital mechanism for promoting employee participation and consultation regarding occupational health and safety. The committee convenes on a regular monthly basis to listen to safety issues, suggestions, or concerns raised by employees; monitor safety performance; review accidents or near-miss incidents; and support the formulation of guidelines to further optimize occupational health and safety measures. Furthermore, it provides consultation and guidance to employees of all levels, contractors, and individuals performing work on the company's premises.

The company consistently organizes safety activities and maintains dedicated communication channels to ensure that employees receive essential safety information both before and during operations. These initiatives include daily Safety Talks (Safety Morning Talks), Kiken Yoshi Training (KYT) activities, the Zero Accident Campaign, and Safety Day events. These events provide opportunities for employees to engage through hands-on activities, such as hazard-spotting games using simulated scenario diagrams to strengthen skills in hazard observation, risk assessment, and the correct selection and utilization of personal protective equipment (PPE). Additionally, the company promotes safety awareness by installing promotional banners, warning signs, and hazard-zone indicators across operational areas. These visual aids serve to remind employees, contractors, and relevant personnel of potential risks and encourage adherence to proper preventive measures, both during work and in daily life.

In 2025, the company conducted a total of 52 occupational health and safety communication and engagement activities, drawing a combined total of 962 participants.





Training and Development of Employee Skills in Occupational Health and Safety

The company enhances safety knowledge and skills in workplace for employees at all levels. Therefore, the company organized training programs that focus on accident prevention and reducing risks arising from several factors, such as lack of expertise in job performance and insufficient knowledge and skills to effectively handle emergency situations. This includes training in the proper use of tools and equipment relevant to job natures, enabling employees to work more safely and with greater confidence. The activities and training courses were as follows:

Occupational Health and Safety Training Programs for Employees

The company prioritizes developing the knowledge and skills of employees at all levels regarding occupational health and safety, consistently organizing safety training programs categorized into two types:

- 1) **Specialized Training:** This includes programs such as safe machinery and equipment operation, the use of personal protective equipment (PPE), fire prevention and suppression, chemical management, and emergency response protocols, totaling 29 courses.
- 2) **General Training with Integrated Safety Modules:** This covers training programs where safety content is embedded into the broader curriculum—such as new employee orientations or company workplace regulations—to ensure employees thoroughly understand rules, safety standards, safe work practices, injury prevention, and how to respond appropriately to emergencies.

In 2025, the company had 788 employees who completed specialized safety training and 727 employees who completed general training programs that included integrated safety modules.

	2023	2024	2025
Total number of employees in the reporting year (persons)*	1,034	941	962
Employees who received specialized safety training (Specific Safety Training) (persons)	362	413	788
Employees who received general training that included safety content (persons)	325	278	727
Proportion of employees who received specialized safety training to the total number of employees (percentage)	35.01	43.89	81.91

* Note

1. Total number of employees in the reporting year refers to all individuals holding employee status with the company as of their training date within the reporting year, which includes employees who resigned during the year.
2. The employee training count is calculated on a unique individual basis within each specific training category.
3. The number of trained employees is reported separately by course category; because an individual employee may participate in more than one category, the figures from the two categories are not combined.



2024 Annual Fire Drill and Evacuation Exercise (Day/Night)

The company conducted its 2025 annual fire drill and evacuation exercise on June 6, 2025, covering both day and night shifts. This initiative aimed to prepare employees, contractors, and relevant personnel to respond appropriately to fire incidents and emergency situations. Organized in collaboration with 4 local disaster prevention and mitigation agencies, the drill provided knowledge, reviewed emergency response procedures, practiced basic firefighting equipment utilization, and tested the readiness of the company's alarm systems, evacuation processes, evacuation routes, and assembly points in accordance with the emergency plan.

In 2025, a total of 572 individuals participated in the drill, representing 100% of the targeted participants. This was divided into 547 participants during the daytime shift and 25 participants during the nighttime shift. The drill encompassed scenario simulations, incident reporting, evacuation from high-risk zones, assembly at designated muster points, and coordination with relevant external agencies to ensure that employees and personnel could execute the emergency plan correctly and safely.

Prior to the drill, the company communicated the exercise plan to community leaders and residents in the surrounding areas to provide advance notice. This proactive communication helped alleviate potential concerns arising from the simulated scenarios and fostered mutual understanding between the company and the neighboring communities. Overall, the drill performance was rated as “Good,” evaluated based on participant readiness, adherence to evacuation procedures, evacuation time, emergency communication, equipment availability, and external agency coordination. Notably, the 2025 drill results demonstrated that all participants were successfully evacuated to the assembly points within 4 minutes, meeting the target threshold of under 5 minutes. This achievement aligns with international safety standards and the efficiency evaluation criteria defined by the Department of Labour Protection and Welfare.



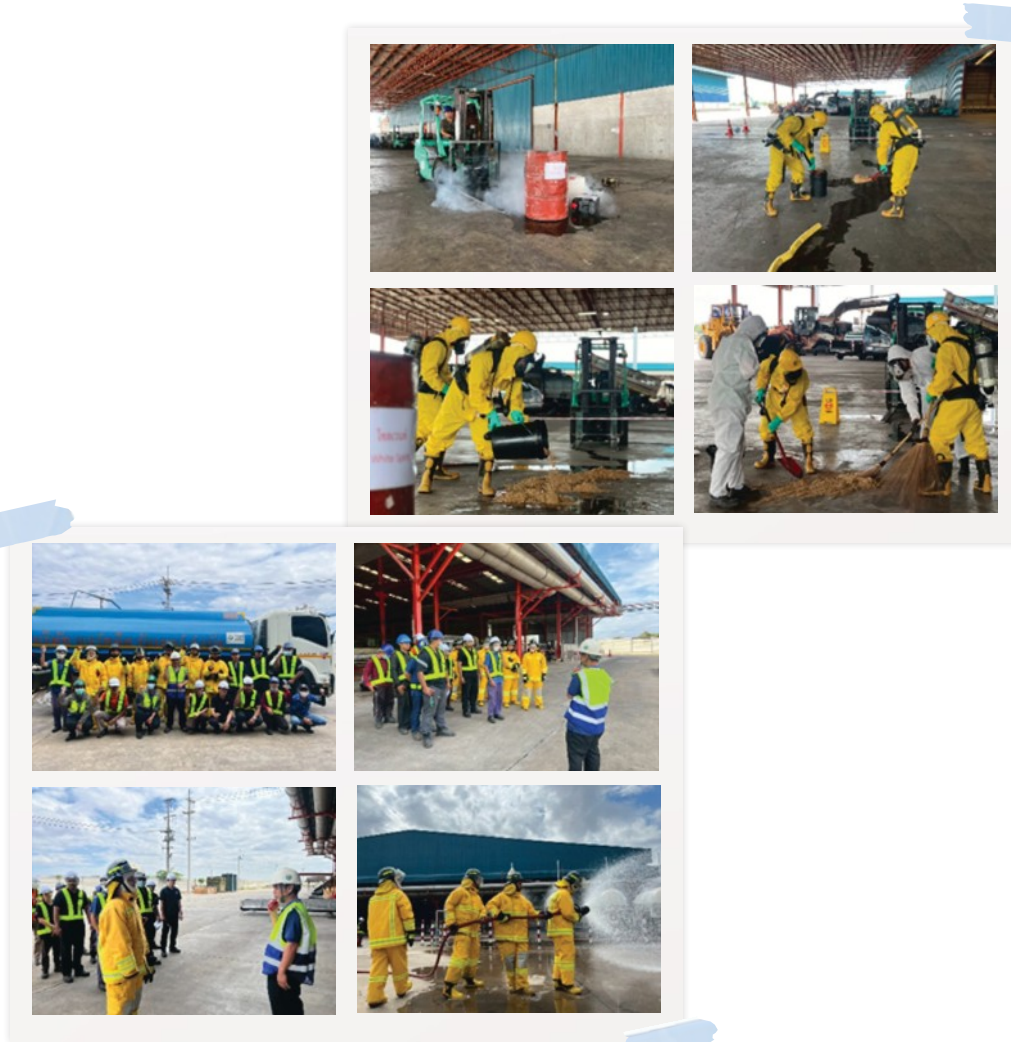


Emergency Response Drill for Chemical Spills

The company conducted its 2025 annual chemical spill prevention and emergency response drills twice, on July 19, 2025, and December 18, 2025, to test the effectiveness of its emergency response plans and to enhance the readiness, understanding, and skills of employees in responding to potential operational emergencies.

The primary objectives of these drills were to ensure that employees can correctly, rapidly, and efficiently execute procedures regarding incident reporting, area containment, the use of emergency response equipment, prevention of exposure to hazardous chemicals or gases, and coordination with relevant departments. These measures aim to minimize potential impacts on the health and safety of employees, contractors, surrounding communities, company assets, and the environment.

In 2025, the company simulated an emergency scenario involving a solvent (WS 200) leak during package transport in front of the warehouse. This substance is a hazardous chemical that generates flammable vapors, increasing the risk of fire or explosion if exposed to ignition sources. Consequently, the company required relevant employees to practice emergency response steps, covering incident reporting, area containment, controlling the source of the leak, utilizing personal protective equipment, managing the spilled chemicals, and cleaning up the area post-incident to ensure employees are thoroughly prepared to handle actual events appropriately. Following the conclusion of the exercises, the company utilized the evaluations, observations, and recommendations from relevant parties to review and further optimize the efficiency of its emergency response plans and operational procedures.



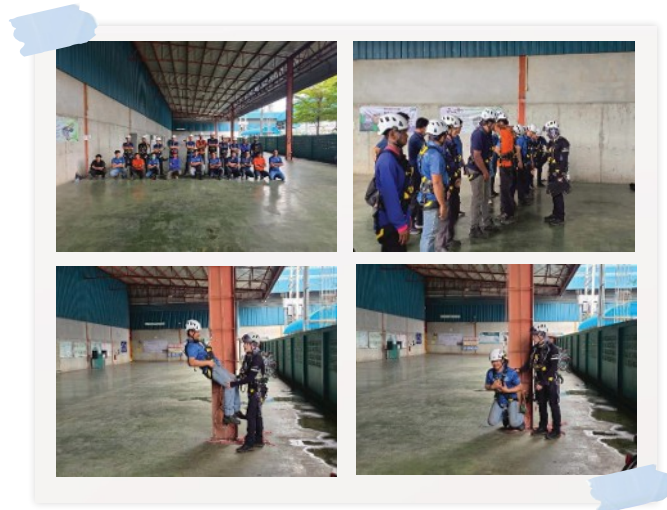


Safety Training in the Workplace

In 2025, the company organized courses aimed at providing employees with knowledge and understanding of hazards, as well as skills for preventing and addressing issues arising from various risks. The training courses offered include the following:

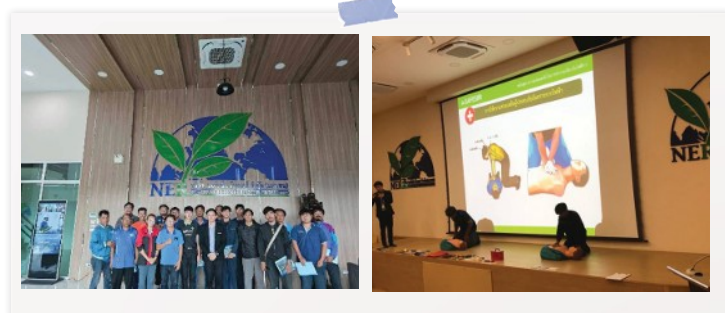
- **Work at Heights Safety Course**

On June 11, 2025, the company organized a safety training course on working at heights for relevant employees, conducted by guest speakers from Safesiri (Thailand) Co., Ltd. The objective of this training was to enhance knowledge, understanding, and safe work skills for elevated operations. The curriculum comprehensively covered hazard identification, risk assessment, fall prevention, and the proper utilization of personal protective equipment (PPE). This initiative supports operational compliance with the Occupational Safety, Health and Environment Act, B.E. 2554 (2011) and relevant ministerial regulations concerning working in hazardous locations with risks of falling from heights or steep slopes.



- **Electrical Work Safety and Electrical Shock Resuscitation Course**

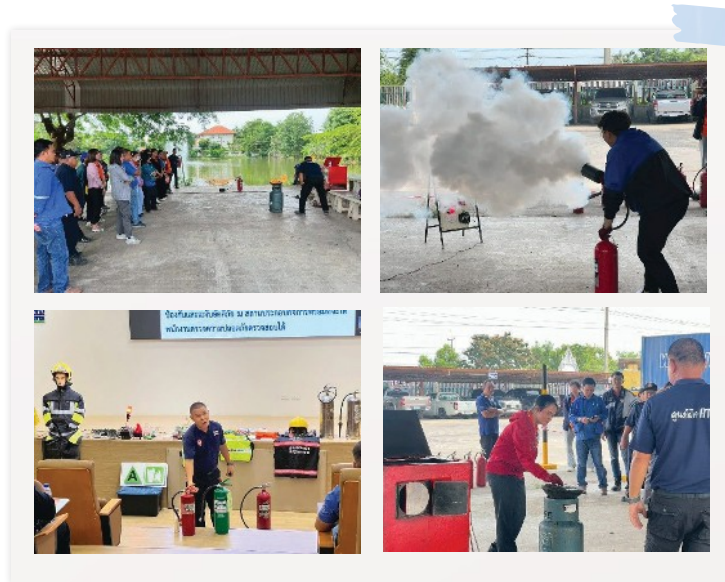
On June 10, 2025, the company organized a training course on electrical work safety and electrical shock resuscitation for relevant employees. Conducted by guest speakers from Safesiri (Thailand) Co., Ltd., the program aimed to enhance essential knowledge, understanding, and skills for safe electrical operations, as well as first-aid techniques for victims of electrical accidents. This training initiative supports compliance with Ministerial Regulation Prescribing Standards for Administration, Management, and Operation of Occupational Safety, Health, and Environment in Relation to Electricity, B.E. 2558 (2015), Clause 4, which mandates employers to provide training for employees working with electricity to ensure they possess the necessary knowledge, understanding, and skills to operate safely.





• Basic Fire Fighting Course

On August 2, 2025, the company organized a training session for employees to acquire knowledge and develop skills in basic firefighting as well as proper fire evacuation procedures. This initiative aligns with the Ministerial Regulation Prescribing Standards for Administration, Management, and Operation of Occupational Safety, Health, and Environment in Relation to Fire Prevention and Suppression, B.E. 2555 (2012), Clause 27, to ensure the safety of life and property. The training was conducted by guest speakers from AT Sell Service and Training Limited Partnership.



• Hazard Identification, Risk Assessment, and Job Safety Analysis (JSA) Techniques Course

On November 27, 2025, the company organized a training session for relevant employees to build knowledge and understanding of hazard identification and risk assessment methods that could impact worker health and safety across various operational processes. The curriculum also included the Job Safety Analysis (JSA) technique to enable the development of comprehensive hazard control and prevention measures, as well as risk management plans aligned with the ISO 45001:2018 Occupational Health and Safety Management System.





- **Hearing Conservation Measures Course**

On September 5, 2025, the company organized a training session for relevant employees to build knowledge and understanding of the hazards of working in high-noise areas, which can cause temporary or permanent hearing loss. The program also covered mitigation guidelines and the proper selection and utilization of hearing protection equipment.



- **Overhead Crane Operational Safety Training**

The company mandates that employees operating or working with cranes—specifically operators, signalers, riggers, and supervisors—undergo training on safe operational procedures and crane hazard prevention. The curriculum covered equipment structural details, as well as crane inspection and maintenance protocols. This training was conducted from May 27–29, 2025, by expert guest speakers from PS Safety Co., Ltd.





• Chemical Safety and Chemical Spill Response Training Course

On July 19, 2025, the company organized a training session for relevant employees to build knowledge and understanding regarding chemical hazards, the use of warning signs and symbols, and proper self-rescue and response protocols. The program focused on ensuring strict compliance with regulations concerning hazardous chemicals and was conducted by guest speakers from AT Sell Service and Training Limited Partnership. Furthermore, the company mandates that this training and review be conducted at least once a year to support operational compliance with Clause 34 of the Ministerial Regulation Prescribing Standards for Administration, Management, and Operation of Occupational Safety, Health, and Environment in Relation to Hazardous Chemicals, as well as other relevant safety regulations.



• Advanced Firefighting Course

The company sent five employees to participate in advanced firefighting training at the safety training center of AT Sell Service and Training Co., Ltd. in Chaloem Phra Kiat District, Nakhon Ratchasima Province, from October 24–25, 2025. This initiative aimed to elevate knowledge and skills in identifying root causes of fires, as well as to enhance emergency response capabilities. The training program comprehensively covered firefighting methods under various scenarios, the utilization of modern firefighting tools and equipment, and practical drills in simulated environments. This ensures participants can confidently assess and manage fire emergencies and effectively apply these skills in real-world situations.





- **Weekly Minor Firefighting Drills**

The company conducts minor firefighting drills on a weekly basis, jointly organized by the Safety Department and the Advanced Firefighting team. These drills are designed to strengthen and develop the skills of the company's firefighting team in decision-making, situational assessment, and executing correct, rapid responses to emergency situations. Consistent drilling enhances overall preparedness for fire incidents, minimizes accident risks, and continuously fosters a safety culture within the organization.



- **Occupational Safety and Health Re-Training Program**

From September 15 to November 27, 2025, the company organized a re-training program for relevant employees (divided into 6 batches). The objective was to refresh their existing knowledge, provide updates on safety practices to reduce accident risks, and promote safety awareness in the workplace. The program also focused on preventing occupational diseases and instilling safe working behaviors.





Promotion of Employee Health Beyond Work

The company prioritizes the promotion of employee health and well-being, both physically and mentally, alongside the prevention of illnesses and health risk factors beyond work-related injuries or occupational diseases. The company aims to ensure that employees have access to appropriate health information, knowledge, and services to enhance their quality of life and reduce long-term health risks.

To support basic healthcare, health counseling, and assistance during illnesses or medical emergencies, the company provides an on-site medical room servicing both employees and contractors operating within the premises. This facility is staffed by a registered nurse 24 hours a day and is fully stocked with adequate medicine and medical supplies. Furthermore, the company provides an appropriate, hygienic, and private area for female employees who need to breastfeed or express and store breastmilk. This initiative is accompanied by educational support on breastfeeding provided by registered nurses to promote the health of both mothers and children, fostering a supportive work environment that enhances the overall quality of life for employees.



The company continuously implements health promotion and disease prevention activities. This includes educating employees on healthcare, personal hygiene, infectious disease prevention, and the adoption of proper health behaviors. Additionally, the company organizes activities that support physical exercise, stress relief, and the balance between work and mental health to foster overall employee well-being in both their professional and personal lives.

Recognizing regional health risks associated with infectious diseases—particularly mosquito-borne illnesses like dengue fever—the company has established continuous surveillance and risk-factor control measures. This involves managing the workplace environment in accordance with 5S principles to eliminate mosquito breeding sites, alongside scheduling regular chemical spraying to eradicate mosquitoes within the operational areas and surrounding premises. Furthermore, the company actively communicates and runs campaigns to raise employee awareness regarding hygiene maintenance, the elimination of mosquito breeding grounds, and personal protection against mosquito-borne diseases. These efforts aim to minimize the risk of employee illness and reduce the potential spread of diseases within the workplace and neighboring communities.



Safety and Occupational Health of Contractors and Suppliers

The company focuses on ensuring that its occupational health and safety operations cover 100% of both employees and contractors operating within all of the company's controlled areas to prevent and mitigate safety risks that may arise from work activities. Consequently, the company has integrated occupational health and safety requirements into its Supplier Code of Conduct, mandating that suppliers and contractors ensure their own personnel operate safely, maintain a hygienic working environment, and support their employees in receiving knowledge and participating in emergency response drills to correctly and safely follow relevant protocols.

Furthermore, the company requires all contractors entering its premises to strictly acknowledge and comply with the company's safety rules, regulations, and measures to mitigate risks and prevent hazards during their operations. Contractors are responsible for supervising their own workforce and providing appropriate personal protective equipment (PPE) that is sufficient for the nature of the work and the level of risk.

For high-risk tasks, contractor personnel are required to undergo specialized medical checkups tailored to their specific work conditions, such as respiratory and cardiac assessments for confined space entry, as well as blood pressure measurements before starting work each time. This measures evaluates worker readiness and minimizes risks that could impact life, health, property, and the company's business continuity.

In 2025, the company conducted safety training sessions for contractors covering safety regulations, operational procedures, and other site-related requirements for a total of 127 times, averaging 2–3 training sessions per week. A total of 520 contractors participated in these training sessions, ensuring they possess a clear understanding and can strictly adhere to the company's regulations accurately, safely, and in alignment with the company's occupational health and safety standards.





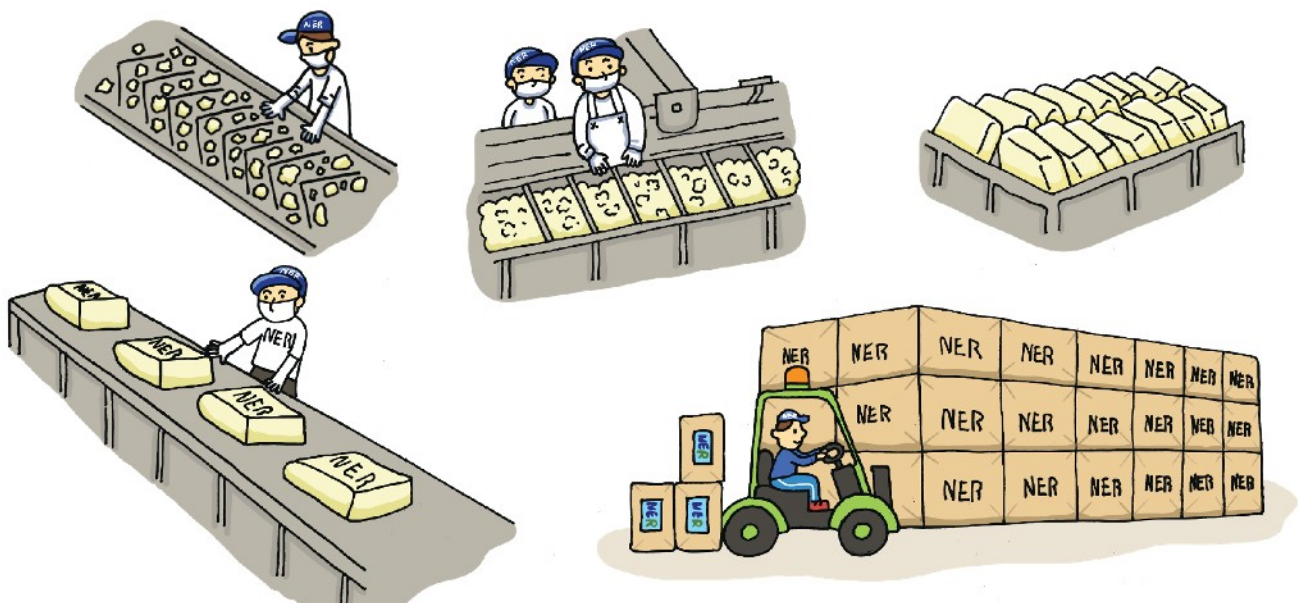
Occupational Health and Safety Performance

As a result of implementing strategies, measures, and risk control plans for occupational health and safety throughout 2025, the company recorded 7 cases of lost-time injuries among its employees, resulting in a Lost Time Injury Frequency Rate (LTIFR) of 3.12 cases per million hours worked.

Following audits and incident investigations, it was found that all lost-time injury cases were related to accidents involving machinery and equipment. The contributing causes and factors stemmed from operations that did not strictly adhere to established procedures, as well as the use of personal protective equipment (PPE) or workwear that was unsuitable for the specific nature of the tasks. Consequently, the company implemented additional corrective and preventive measures. These included installing machine guarding and emergency stop systems, training employees on correct and safe machine operations, mandating the use of appropriate PPE, inspecting the condition of machinery and equipment prior to use, and enforcing energy isolation via Lockout/Tagout (LOTO) systems before performing machinery maintenance or cleaning.

Additionally, in 2025, the company experienced 1 work-related fatality, which was associated with electrical operations. The investigation revealed factors related to non-compliance with established safety regulations. To mitigate the risk of recurrence, the company reviewed and upgraded its risk control measures for electrical work. This involved increasing safety training for electrical operations, reviewing safety regulations and standard operating procedures, tightening the monitoring and auditing of PPE usage for electrical work, and establishing enforcement measures alongside disciplinary actions for non-compliance with safety regulations.

For contractors operating within the company's controlled areas, there were no recorded lost-time injuries in 2025, resulting in an LTIFR of 0. Furthermore, there were no fatalities or permanent disabilities resulting from work-related accidents. Nevertheless, the company continuously maintains its safety control measures for contractors, which include pre-work safety briefings, strict supervision regarding compliance with safety regulations, and readiness assessments of both personnel and related equipment.





	2023	2024	2025 Targets	2025	Status against targets
Total Number of Workers Covered by the Occupational Health and Safety Management System (Persons)	1,406	1,362	-	1,482	-
• Employees	1,034	941	-	962	-
• Contractors	372	421	-	520	-
Total Number of Work-Related Injuries (Cases)					
• Employees	32	14	-	8	-
• Contractors	0	0	-	0	-
Lost Time Injury Frequency Rate (LTIFR) (Cases per Million Hours Worked)					
• Employees	11.20	2.97	0	3.12	Not achieved
• Contractors	0	0	0	0	Achieved
Total Number of Work-Related Fatalities or Permanent Disabilities (Cases)					
• Employees	1	0	0	1	Not achieved
• Contractors	0	0	0	0	Achieved
Total Number of Employee Work-Related Illnesses (Cases)	0	0	0	0	Achieved



NER Moving Towards a Sustainable Business.



Creating Value for Communities and Society

Materiality Topics	Impact, Risk, and Opportunity
11. Local Community Well-Being • Community Health and Safety • Local Economic Development • Local Employment • Community Impact Management	The establishment of rubber industry operations within community areas has direct impacts on the community, both positive and negative, across various dimensions. The industry can enhance economic stability for the community by providing fair employment opportunities, purchasing rubber at appropriate prices, and empowering smallholder farmers to be competitive, or by helping to improve the quality of life for community members. However, at the same time, the business activities of the company may negatively affect the health and safety of the community, including issues related to pollution and environmental concerns, or even human rights violations in various aspects. The community should be regarded as a close neighbor that deserves the same care and attention as other stakeholder groups. A quality community serves as a driving force that supports the company's growth and acts as a positive voice for the future, as well as a source of quality raw materials and labor, enabling the company to have opportunities and potential for long-term business expansion. Demonstrating responsibility towards the impacts on the community, fostering bonds with the community, and actively participating in community development are therefore crucial elements in creating a balance between economic growth and community quality of life. This ensures that the industry and community can coexist smoothly, allowing the company to operate sustainably.
Contribution to SDGs  1.1  2.3  3.6, 3.9  8.3, 8.5  17.17	

	Long-term Goals 2030	2025 Targets	2025 Performance
Community engagement score	Not less than 95%	Not less than 90%	74.60%
Satisfaction score for community relationship activities	Not less than 100%	Not less than 90%	96.11
Significant complaints from the community and local government agencies	0	0	0



Management Approach

The company aims to operate in the rubber industry in a way that creates value for every community where its facilities are located, encompassing economic value, improved quality of life for people in society, and a healthy environment within the community. To achieve this, it has established the **4Ds strategy: “Dedicate,”** which promotes development and participation from everyone in the workplace and in the local community, ensuring safety and well-being for all.

The company recognizes that its responsibility towards the community and society is crucial for business operations. Therefore, it has established ‘**Social Responsibility Policy**’ to ensure that all aspects of its operations comply strictly with relevant laws as well as environmental and social management guidelines. This aims to prevent and control any potential impacts from the company’s operations that could pose risks or harm to society, the environment, safety, and health. Additionally, the company ensures accurate data management and provides accessible channels for disseminating information to the public, allowing stakeholders to conveniently access relevant information. The company also encourages community involvement by inviting feedback on projects that may affect the community, as well as suggestions or complaints arising from the company’s activities. This initiative is part of the company’s effort to build good relationships and support the development of the local community in various aspects.

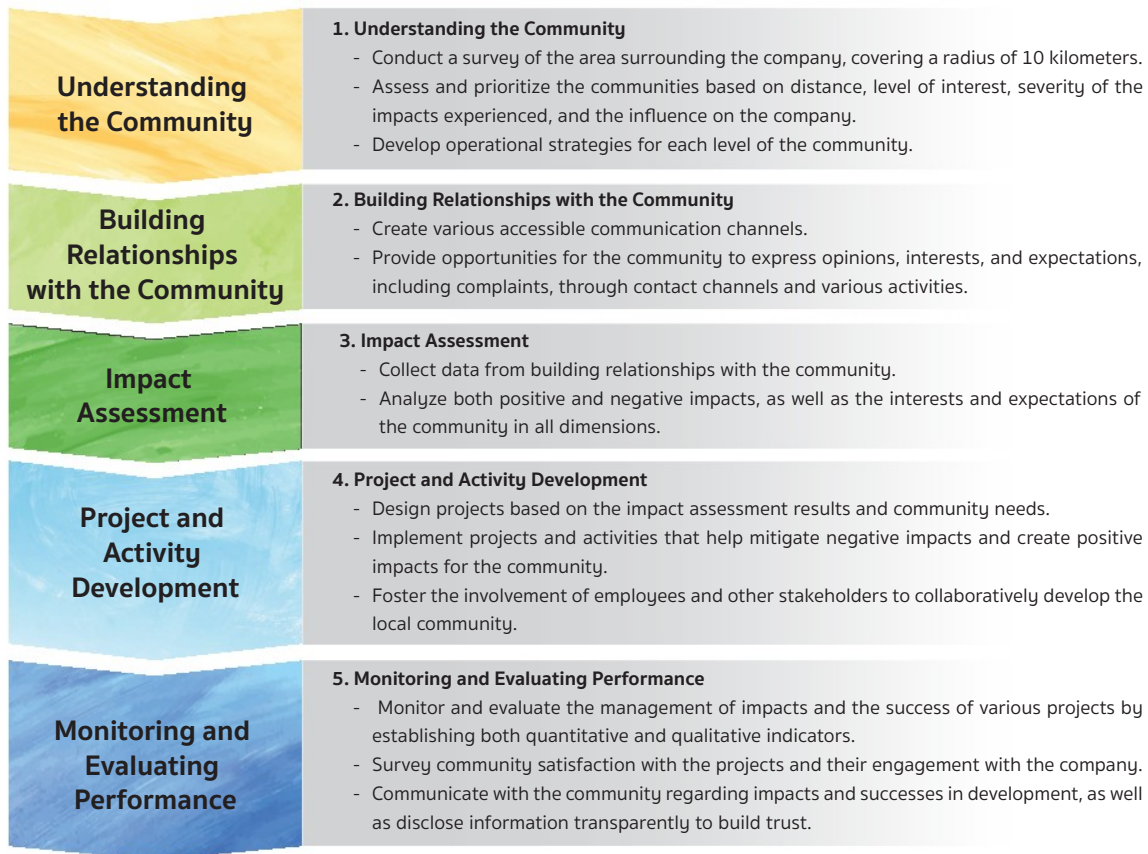


Further information on the Social Responsibility Policy can be found at www.nerubber.com or by scanning the QR Code.

To ensure effective and efficient implementation of the policy, the company has established a Community Engagement Working Group, reporting directly to the Corporate Sustainability Development Committee. The group is chaired by Mr. Nattapon Inprakon, Assistant Vice President of Purchasing and Warehouse Management. It comprises 10 representatives from various departments, including Engineering, Production, Laboratory, Automotive, Marketing, Renewable Energy, Human Resources, and Warehouse. The group’s responsibilities include studying and analyzing the community within a 10-kilometer radius of the company’s operations, establishing connections and building relationships with the community, and analyzing impacts and expectations from the community. This information is used to plan and develop projects that support community engagement and development, along with tracking and addressing various issues related to the community. Additionally, the Community Engagement Working Group will promote and encourage awareness among employees to participate in corporate social responsibility activities. They will report on the progress of community engagement initiatives to senior management and the Corporate Governance and Sustainable Development Committee for acknowledgment and consideration, providing further guidance on operations.

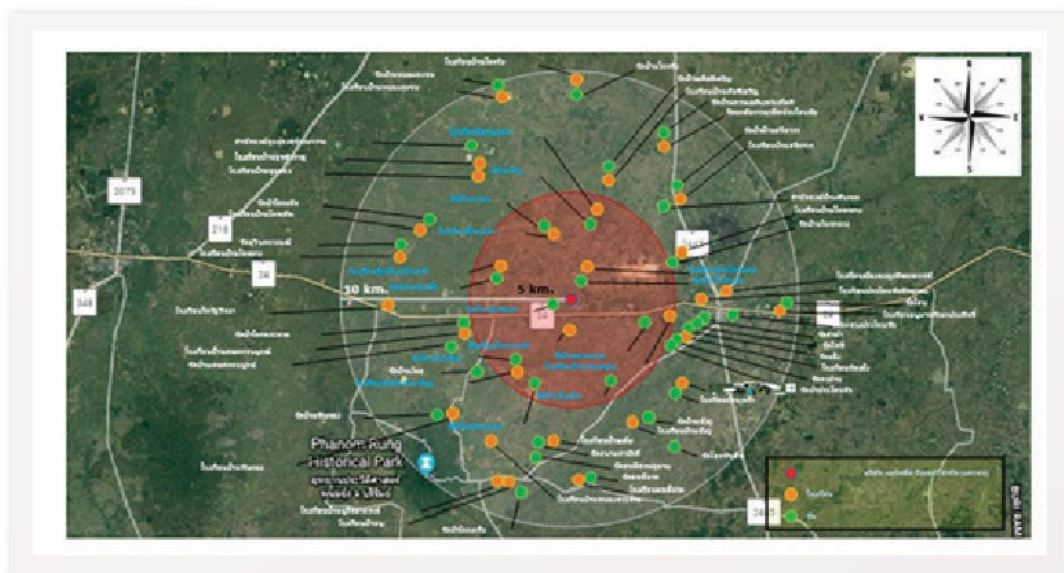
Process for Managing Impact and Creating Value for the Community

The company has established a framework for community care and development that enables effective management of negative impacts while appropriately creating positive value for the community. This promotes sustainable relationships and acceptance from stakeholders. The process follows these steps:

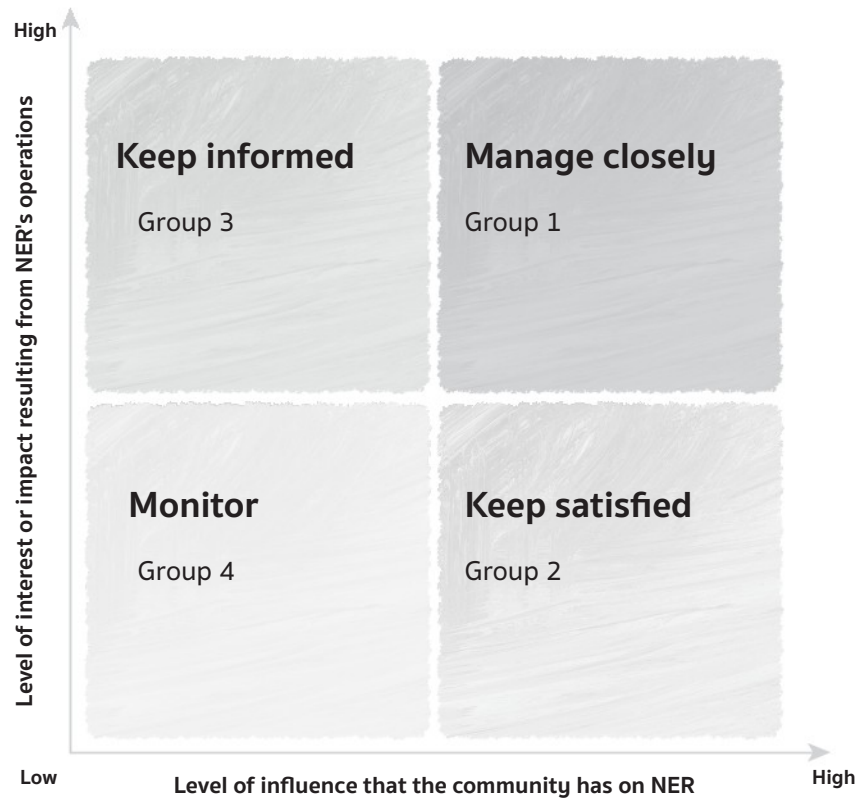


1. Understanding the Community

The company conducted a survey of the area surrounding its establishment in Prakhonchai District, Buriram Province, within 10 kilometers from the factory location, covering eight sub-districts. The survey revealed 43 villages, 24 schools, and 37 temples within the area.



The company assessed and prioritized these communities based on criteria such as distance from the factory, levels of interest, and the impacts experienced, in addition to their influence on the company. Based on the assessment results, the communities were categorized into four groups, and the company has developed appropriate operational strategies for engagement with these communities according to their levels of importance as follows



Group 1 : Manage Closely

The communities living around the company's operating sites are directly impacted by its business operations due to their proximity to manufacturing and transportation activities. These activities generate odor issues from the rubber production process, dust, noise, latex leaks, and safety risks from the traffic of delivery trucks entering and exiting the premises. Such factors affect the environmental quality, health, and well-being of community members, and could potentially lead to complaints as well as influence local community acceptance of the company's operations.

Radius : Within 5 kilometers

Level of impact : High

Approach : Provide close and careful attention and foster community collaboration and engagement

3 Sub-districts

4 Villages

3 Schools

4 Temples

Household : 1,117 households

Population : 3,145 persons

Male : 1,551 persons

Female : 1,594 persons

Children under 6 years old : 268 persons

Elderly over 60 years old : 562 persons

People with disabilities : 68 persons

Bedridden patients : 12 persons



Group 2 : Keep Satisfied

Communities located within a radius of approximately 5–7 kilometers from the company's operating sites serve as a major labor source and have a large population. Although not directly adjacent to the factory grounds, they experience a moderate impact from operations. This includes odors from the production process drifting with wind currents, dust and exhaust emissions from transportation, increased traffic volume from trucks, as well as risks from latex leaks or accidents along transit routes. These factors can affect the quality of life and safety of local residents. Furthermore, because this group is critical to both labor sourcing and the corporate image, maintaining their continuous satisfaction is essential.

Radius : Within 5-7 kilometers

Level of impact : Moderate

Approach : Organize activities to foster relationships and maintain customer satisfaction with the company.

6 Sub-districts

29 Villages

12 Schools

20 Temples

Group 3 : Keep Informed

Communities located 7–9 kilometers from the company's operating sites continue to serve as a labor source and are linked to transportation routes. Although they experience limited direct impact, they may still be affected by indirect impacts, such as odors dispersed by weather conditions, dust and exhaust emissions from trucks, latex leaks during transit, and accident risks along transportation routes. Because these impacts occur occasionally and within a limited scope, the focus is placed on providing accurate and continuous communication to build understanding and confidence among local residents.

Radius : Within 7-9 kilometers

Level of impact : Low

Approach : Communicate and provide information to foster understanding and a positive perception of the company.

6 Sub-districts

8 Villages

6 Schools

11 Temples

Group 4 : Monitor

Communities located more than 9 kilometers away along the long-distance transportation routes for raw materials and products share these routes with local residents. Consequently, they may face road accident risks due to unsafe driving, dust and exhaust emissions from trucks, as well as latex leaks that could contaminate road surfaces or water sources, requiring continuous monitoring and surveillance. Furthermore, this group could potentially escalate into a key stakeholder if local rubber farmers organize into cooperatives or networks with increased bargaining power, which could subsequently affect the company's raw material sourcing and business operations.

Radius : Beyond a radius of 9 kilometers

Level of impact : Very low

Relationship Building : Observe and monitor to prevent any impacts.

2 Sub-districts

2 Villages

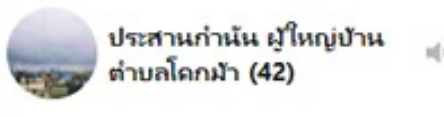
2 Schools

1 Temple



2. Building Relationships with the Community

The company provides a variety of easily accessible communication channels for communities to ensure that everyone receives accurate, complete, and timely information. This also offers convenient opportunities for community members to express their opinions, inquire for additional information, or submit suggestions.

	Official company Website – “Contact Us” Message Box
	LINE Group: “NER News” – For communication with communities within a 5-kilometer radius
	LINE Group: “Khok Ma Subdistrict, Prakhon Chai District” – For communication with communities in Prakhon Chai District
	LINE Group: “Khok Ma Subdistrict Kamnan and Village Headmen Coordination” – For communication with community leaders in the subdistrict where the company operates

Additionally, the company provides official channels through which the community can submit complaints regarding the negative impacts of its operations:

Physical Complaint Points	: Direct contact at the company's offices or through the Corporate Social Responsibility (CSR) department.
Interpersonal Channels	: Submitting complaints through community leaders, such as the Sub-district Head, Village Headmen, as well as school and temple committees.
Online Channels	: Official company Website (https://investor.nerubber.com/th/corporate-governance/anti-bribery-and-anti-corruption) Line Official Account (NER News)

Additionally, the company regularly conducts monthly on-site visits and dialogues with surrounding communities. An annual public hearing is held once a year to survey community impacts and needs through the “Community Relations and Engagement Development Project.” This project includes activities such as volunteer initiatives, community well-being support, cultural and traditional preservation, local funerals, and various other community events. The individuals the company meets and dialogues with through this engagement project include local residents, community leaders, community representatives, village health volunteers (VHVs), local government officials, teachers, students, and monks. This comprehensive approach allows the company to gather diverse perspectives, as well as direct information and facts from community members, enabling effective analysis, evaluation, and appropriate operational planning.



3. Impact Assessment

From August to September 2025, the company conducted a full-scale assessment of material sustainability issues. This process involved identifying and evaluating the level of business operational impacts on stakeholders. The company conducted in-depth interviews with three community leaders from Group 1, and utilized questionnaires to survey 50 community members within Group 1. This was done to summarize the issues where the community currently experiences negative impacts from business operations, or where they have concerns or expectations for the company to manage potential future impacts. Additionally, the issues were prioritized based on the scores provided by the community.

The results of this process revealed that the top two issues of highest priority to the community are air emissions and local community well-being



Note: Scores are calculated based on the community opinion survey (1–3 scale) and converted into percentages for comparison purposes.

The community places a strong emphasis on air quality, particularly smoke and odor, as it directly impacts their health and quality of life. Although the community acknowledges the company's efforts and feels confident in its monitoring and management of odor and environmental impacts, a factory fire on July 20, 2025, has heightened community concerns regarding potential long-term health impacts from air pollution and community safety.

Regarding local community well-being, the community is satisfied with the company's promotion of local employment, which provides residents with stable income, reduces migration, and boosts income for farmers surrounding the factory beyond just purchasing rubber. This has generated a positive impact, leading to local development in various areas. Nevertheless, some community members desire participation in decision-making and access to information regarding impacts from the company's factory, such as fire announcements or crisis preparedness.

Additionally, from October to November 2025, the company conducted its annual community operational impact survey. To ensure transparency and credibility, Buriram Rajabhat University was commissioned as an external body to conduct the assessment using a mixed-methods approach to gather both quantitative and qualitative data. This assessment referenced the practices of the Pollution Control Department and Thailand's Environmental Impact Assessment (EIA) standards. A public hearing was held on October 22, 2025, covering 4 villages across 3 subdistricts within a radius of no more than 10 kilometers from the company's area. Field data collection was subsequently conducted between November 22–30, 2025, using random population sampling to gather data from no fewer than 400 people.

The survey results revealed that the community is most concerned about odors from the rubber production process—especially from fresh rubber, raw material storage yards, the rubber drying process, and ventilation stacks. This is an issue where the community experiences a continuous impact and believes it should be addressed urgently as the top priority. They also expect the company to resolve odor and wastewater issues, such as upgrading treatment and pollution control systems to meet standards, in order to mitigate impacts on their quality of life and build confidence in the company's operations.



Furthermore, the community expects the company to further participate in local development across 3 key areas: 1) income generation and economic security, 2) education and youth health, and 3) general community and local support.

The company has utilized these survey results to improve its operations by working with relevant departments to continuously monitor and review odor and wastewater control measures. It has also improved the communication of information related to impacts and management approaches to appropriately inform the community. Concurrently, the company used the survey results as input to design community activities and projects that truly respond to community needs and deliver tangible benefits.



4. Develop Projects and Activities

Based on the results of the impact analysis and assessment, as well as community needs, the company has established an operational framework for community care and development across 4 key areas. This framework focuses on active engagement with local communities through projects and activities that appropriately address their needs and expectations. The ultimate goal is to promote a healthy environment and community well-being in alignment with the company's "Good Society" purpose and strategy, while simultaneously fostering strong mutual relationships and trust. To ensure effectiveness, the company has set a target for each project or activity to achieve a community satisfaction score of no less than 90%.

1.

Community Health and Well-being

2.

Youth Education and Learning Development

3.

Sustainable Agriculture and Community Economy

4.

Local Cultures and Traditions



1. Community Health and Well-being

Strategy: Focusing on healthcare and promoting the quality of life for community members, particularly vulnerable groups residing within 5 kilometers from the factory.

Management Approach: Managing the impacts of the company's operations that may affect the health of community residents includes organizing health check-up activities and providing preventive healthcare for vulnerable groups, such as the elderly, children, monks, and individuals with pre-existing health conditions. This initiative aims to ensure that the community members maintain their health and can live quality lives.

Community Health Care and Well-Being Management During the Fire Incident

The fire incident at the Phase 1 finished product warehouse for block rubber required over 14 hours of continuous firefighting efforts, causing soot and smoke to disperse along wind directions and impacting communities within a 5-kilometer radius. Following the incident, the company immediately executed its emergency response plan to control the situation, while simultaneously checking wind directions and assessing the dispersion of chemicals, dust, and smoke in the air to clearly define the affected boundaries. The company conducted on-site visits to care for the community, particularly vulnerable groups including young children, the elderly, and monks, covering 4 villages across 3 subdistricts. The community engagement working group actively coordinated, communicated the facts, and provided hourly air quality status reports to community leaders continuously.

The company monitored and managed potential impacts on environmental quality and the health of nearby community members after the fire. In collaboration with the Regional Environmental and Pollution Control Office 11 (Nakhon Ratchasima) and the Buriram Provincial Office of Natural Resources and Environment, hazardous gas measurements were conducted on-site on July 21, 2025, at 2 specific locations: location 1: Ban Khok Phet (Moo 4) – Detected Hydrogen Sulfide at 0–0.5 ppm and Ammonia at 0–5 ppm, and location 2: Ban Khok Ma (Moo 2) – Detected Hydrogen Sulfide at 0–4 ppm and Ammonia at 0–3 ppm.

The results indicated that the levels were within Acute Exposure Guideline Level 1 (AEGL-1), which does not pose health risks to the public. Nevertheless, the company remains committed to continuous surveillance and environmental quality monitoring, while implementing strict control and preventive measures to build confidence among surrounding communities and prevent potential risks in the future.





Odor Pollution Management Program

The community is concerned about odor management stemming from the production and raw material storage processes, fearing it could impact the health of local residents. Consequently, the company has implemented the following additional impact management measures:

- Installation of Odor-Barrier Tarpaulins: Tarpaulins have been installed around the raw material storage buildings, complemented by the continuous spraying of high-safety natural extract odor-neutralizers to prevent and reduce odors from raw material storage.
- Installation of Spray Systems on Heavy Machinery: Wood vinegar and odor-treatment solution spray systems have been installed on heavy machinery (backhoes) to spray over rubber stockpiles during operations.
- Regular Inspection and Maintenance of Wastewater Systems: Equipment and machinery within the closed anaerobic wastewater treatment system are regularly inspected and maintained to control odors.
- Installation of Bio Scrubbers: Biological air treatment systems have been installed at 100% of the rubber drying ovens to enhance the removal efficiency of volatile organic compounds (VOCs), treat high-concentration odors, ensure efficient operational control, and undergo regular inspection and maintenance.
- Installation of Wet Scrubbers: Wet air treatment systems have been installed in 100% of the exhaust stacks to filter volatile substances, chemicals, and odors emitted from production process stacks, with strict operational control and system maintenance implemented to ensure maximum efficiency.

Additionally, the company has continuously monitored the health data of vulnerable groups within the community. Based on the monitored data for 2025, no abnormal signs clearly indicating health impacts from odor issues have been found. Nevertheless, the company will continue to monitor this data in tandem with the ongoing implementation of preventive measures.

Health Check-Up Program for Vulnerable Groups in the Community (Third Year)

The company organized proactive health check-ups in four communities surrounding the factory: Ban Chai Phatthana and Ban Bat in Takotaphi sub-district, Ban Krasang in Prathatbu sub-district, and Ban Khok Phet in Khok Ma sub-district, which are the primary target groups. A team of doctors and medical technicians offered a total of 17 health check-up services, including blood pressure measurements, blood glucose tests, and chest X-rays, as well as consultations and health advice. Additionally, health education was provided on daily healthcare, disease prevention, and health promotion for the elderly and vulnerable groups.

Number of Participants in the Project	437 community members, representing 83% of the target group
Budget	250,000 THB
Benefits to the Community	• Access to healthcare services, timely awareness of personal health issues, and support for prevention and reduction of long-term disease risks. • Vulnerable groups in the community received comprehensive health check-ups from qualified doctors, leading to better understanding of health maintenance.
Benefits to the company	• To strengthen good relationships with the community and support long-term trust in the company's operations.
Satisfaction Score of the Project	99.47%



In addition to monitoring the health of vulnerable groups across the 4 communities surrounding the factory—namely Ban Chai Phatthana (Tako Tapi Subdistrict), Ban Bat (Tako Tapi Subdistrict), Ban Krasang (Pratad Bu Subdistrict), and Ban Khok Phet (Khok Ma Subdistrict), which constitute the primary target groups—the company plans to expand its care for vulnerable groups in areas beyond those previously mentioned in 2026. This expansion aims to provide more comprehensive coverage by supporting medical equipment and ventilators for Subdistrict Health Promoting Hospitals (HPHOs) in neighboring areas to enhance medical care capacity and effectively elevate community hygiene and health standards.

Community Health Service Station

To respond to community healthcare needs, the company has allocated on-site space within its organization to serve as a healthcare services hub. In collaboration with various government agencies, including the Thai Red Cross Society for mobile blood donation drives, the company invites local community members and employees who are local residents to utilize these services. Through promotion on the company's online channels, information awareness increased over the past year in 2025. For 2026, the company plans to expand its services to include a wider variety of health check-up options. Additionally, it plans to scale up public relations efforts by collaborating with community leaders, various Sub-district Administrative Organizations (SAOs) within Buriram Province, schools, and temples, as well as increasing announcements through village public address (PA) systems. These efforts aim to achieve its objectives, strengthen the company's role as a regional community health hub, and build a robust collaborative network with the government sector to jointly promote good health and hygiene in society.

Volunteer Activities

The company has encouraged employees to participate in volunteer activities to assist the community in various ways. This includes a blood donation project in collaboration with Prakhonchai Hospital, which is organized monthly to support the supply of blood products for patients in need. A total of 366 participants, including employees and community members, participated in the blood donation drive, collecting 230,450 cc of blood, a 50.62% increase in blood donations compared to 2024.

Additionally, there were volunteer activities for Ban Krasang School and Wat Prachasomnuk in Buriram Province, where the company engaged employees in enhancing the landscaping of the school and improving the aesthetics of the temple. Activities included painting, cleaning, and waste collection.



Monetary and In-Kind Donations

The company has donated funds and drinking water to support organizations working on social development and various assistance projects, such as local hospitals, the Buriram Provincial Transport Office, and disaster relief initiatives in the northern region to aid affected communities and individuals. Additionally, the company has donated essential consumables such as food, clothing, books, and educational supplies to educational institutions, the Buriram Provincial Red Cross, local municipalities, and various foundations. This effort aims to enhance opportunities and promote equity in access to basic services for local residents, with a total value of 2,153,920 THB

In 2025, the company participated in providing relief and remedies to those affected by the conflict situation along the Thai-Cambodian border. This was achieved by donating consumer goods and survival supplies—such as instant noodles, canned fish, toothpaste, toothbrushes, powder, soap, detergent, and 2,060 blankets, totaling an amount of 60,000 THB—to temporary shelters in the areas surrounding the company and within Buriram Province to alleviate the hardship of affected individuals during the emergency situation.

Additionally, the company established a temporary shelter equipped with bedding and essential living supplies at Chai Phatthana Monastic Residence, located approximately 240 meters from the operating site. This was provided for employees residing in red zones, high-risk areas, and areas affected by the border clashes to ensure they could commute to work conveniently and safely, with 3 employees voluntarily residing at the temporary shelter.





2. Youth Education and Learning Development

Strategy : Promoting learning and skill development for youth in the community within 10 kilometers

Management Approach : Organizing learning enhancement activities such as training sessions, workshops, or support for educational equipment for students and youth in the community to increase opportunities for skill and knowledge development, enabling them to build stable careers in the future.

NER Games Football Tournament Project (1st Edition)

The company organized the “1st NER Games” Football Tournament to promote out-of-classroom learning through athletic activities. This initiative builds upon the “NER Promoting Out-of-Classroom Skills and Knowledge” project, which aims to develop life skills and youth potential across various dimensions beyond academics. Football tournaments not only enhance physical health and mental well-being, but also instill discipline, unity, accountability, and teamwork—all of which serve as a vital foundation for shaping desirable learner characteristics in alignment with essential 21st-century skills.

Number of Participants in the Project	- Primary school students (lower and upper elementary levels): 107 participants - Parents, teachers, and community members: 300 participants
Budget	52,265.50 THB
Benefits to the Community	- Helps reduce various social problems, particularly drug abuse issues. - Promotes quality of life for children and youth in the areas of Prakhon Chai Subdistrict, Khok Ma Subdistrict, Tako Tapi Subdistrict, Pratad Bu Subdistrict, and Khok Yang Subdistrict. - Encourages children and youth to utilize their free time productively through exercise and sports. - Fosters unity among youth groups while promoting optimal physical health, strength, and good personality development.
Benefits to the company	Youth in the area became more aware of the company, fostering engagement and building strong bonds between the company, the youth, and the community.
Satisfaction Score of the Project	97.62%





Scholarships

The company supported education for youth in the area by providing scholarships to students from Grade 1 to Grade 12, totaling 106 scholarships with a sum of 73,000 THB. This initiative was implemented during the National Children's Day event in 2024 at various schools and municipalities within 5 kilometers. The aim is to alleviate the financial burden on parents, support learning, and create educational opportunities for youth, who will grow to become key contributors to the sustainable development of the community and society in the future.



3. Sustainable Agriculture and Community Economy

Strategy : Supporting sustainable agriculture and community economic development by creating supplementary income for farming groups within the community, particularly through the utilization of resources available within the company.

Management Approach : Promoting local employment and supporting community economic development, such as agricultural practices beyond rubber farming, organizing green markets to promote organic farming, and supporting local villagers by providing distribution channels for agricultural produce grown using organic sludge from the company's factory.

Supporting agricultural livelihood equipment

Since the areas surrounding the operating sites are predominantly agricultural communities, the company prioritizes career promotion and enhancing the production capacity of subdistrict-level farmers. The company supported community enterprise groups in Prakhon Chai District by providing a total of 38 agricultural tractors to help upgrade community enterprise capabilities, improve soil preparation efficiency, reduce cultivation time to align with seasonal schedules, cut labor costs, and optimize farmland management. This has resulted in an increase in both the quantity and quality of agricultural yields, leading to income generation and strengthening long-term economic security for the farmers. Under this initiative, the community enterprise groups allocate the tractors for rotational use among their member farmers. Previously, farmers had to hire tractors along with drivers for soil tilling to prepare their cultivation areas at a cost of 250 THB per rai. Following the acquisition of these tractors, the farmers' expenses consist only of fuel costs and daily driver wages, totaling just 100 – 180 THB per rai. This significantly reduces costs, alleviates the financial burden on farmers, and strengthens the economic resilience of the community enterprises.

Local Employment

The company places significant importance on developing the economy and income of communities in all areas where it operates, aiming to enhance the quality of life for local residents. As part of this commitment, the company has a policy to prioritize hiring employees and workers from the local community, supporting local residents to work close to home, reducing migration, increasing rates of return to their hometowns, and promoting family cohesion.



As of December 31, 2025, the company employed 100% Thai staff, with 96.15% being from the Northeastern region and 833 individuals from Buriram Province, accounting for 86.59% of the workforce. The company offers wages that are equal to or exceed the minimum wage set for Buriram Province.

Community Farmer Development Program to Enhance Raw Material Value

The agricultural sector is a vital foundation of the local economy, especially for communities that rely on natural rubber production as their primary source of income. Local farmers risk losing income and competitiveness due to non-compliance or inability to meet increasingly stringent trade standards, such as the European Union Deforestation Regulation (EUDR) and FSC-FM standards. Consequently, the company prioritizes community investment focused on building supply chain resilience, transforming international trade regulatory challenges into opportunities to simultaneously elevate community quality of life and enhance the company's competitive edge.

This approach links directly to the company's business strategy regarding both "Good Products," which aims to develop high-quality, diverse rubber products that are competitive in the global market, and "Good Partners," which focuses on developing Thai farmers' capacity to produce high-quality rubber raw materials while promoting income and community economic strength. The company has therefore established the Community Farmer Development Project for Raw Material Value Enhancement and International Standard Readiness.

The company organized training sessions to provide comprehensive knowledge on rubber production—ranging from producing high-quality rubber and inspecting contaminants in the rubber content, to factors affecting rubber tapping and latex volume—for 65 critical tier-1 suppliers who do business directly with the company.

In addition to standard-based training and farmer development, the company supported and pushed 12,123 rubber farmers across 12 provinces—11 in the Northeast and 1 in the North, namely Buriram, Kalasin, Nakhon Ratchasima, Bueng Kan, Yasothon, Roi Et, Loei, Sri Saket, Surin, Nong Khai, Ubon Ratchathani, and Lampang—to participate in the EUDR project. Out of these, a total of 10,824 farmers (89.28%) successfully passed the assessment criteria, representing an area of 120,880 rai with an expected yield of 30,000 tons per year.

Furthermore, the company purchases raw materials that meet EUDR standards at a premium price compared to conventional raw materials to incentivize suppliers to develop their production processes in alignment with international, socially, and environmentally responsible standards. This drives farmer capacity development and builds a strong, sustainable local economy.





Number of Participants in the Project

- 12,123 farmers from 12 provinces in the Northeast and North regions.

Benefits to the Community

- Farmers earned increased income from selling rubber raw materials at a higher purchase price, with the company purchasing EUDR-compliant raw materials in 2025 for a total amount of 87,390,072.65 THB.
- 10,842 farmers received certification under the international EUDR standard, covering an area of 120,880 rais.

Benefits to the company

- Obtained better quality raw materials, with contamination in the rubber raw materials decreasing to 3% from 7% in 2024.
- Enabled the company to achieve a proportion of products with data traceability, accounting for 12.14% of total products manufactured.
- Secured approximately 30,000 tons per year of EUDR-compliant raw materials for production.
- Capable of increasing sales volume by expanding the market and distributing products in the international market.

Satisfaction Score of the Project

85%



NER Moving Towards a Sustainable Business.



Green Market Project

Since the majority of communities within a 10-kilometer radius surrounding the company's operating sites are not rubber farmers, the company has continuously implemented the "Green Market" project since 2023 to promote sustainable agriculture and support good health and quality of life for local community members. In 2025, the company carried out this initiative for its third consecutive year, allocating space in front of the operating site for community farmers to sell organic vegetables, agricultural produce, and eco-friendly local products. In addition to generating supplementary income for the farmers, this project supports employees and community members in gaining access to safe food.

Number of Participants in the Project	31 farmers
Budget	54,000 THB
Benefits to the Community	• Farmers earned supplementary income, achieving total sales of 151,650 THB in 2025. • Reduced environmental impacts from chemical usage in agricultural processes. • Reduced unemployment among the elderly demographic in the community.
Benefits to the company	• Employees lowered their cost of living by purchasing affordable, organic vegetables, while enjoying a relaxing break from work through participating in budget-friendly shopping activities. • Maintained good mutual relationships, fostering strong bonds and community support for the company's business operations.
Satisfaction Score of the Project	98.40%





4. Local Cultures and Traditions

Strategy : Participation in and support for various cultural and religious activities of the community and educational institutions, encompassing both religious and traditional cultural aspects.

Management Approach : Participation in various cultural events organized by the community, educational institutions, or community members, such as the Buddhist Lent festival, funerary rites for community members, Children's Day events, etc.

Preserving local cultural traditions is an expectation from the community for the company to participate in and support, serving as a way to build strong relationships with the community. Engaging in activities that reflect local culture and traditions is essential for promoting understanding and a close relationship between the company and the community. In 2024, the company participated in significant religious and cultural events alongside the local community and supported the conservation and promotion of positive cultural practices, such as providing candles for the Buddhist Lent festival at nine temples in the Prakhonchai District, including Wat Klang, Wat Ta Dan, Wat Sai Yong, Wat Ban Khok Phet, Wat Ban Chanple, Wat Ban Bat, Wat Ban Prathat Bu, Wat Prachasanuk, and the Chai Phatthana Meditation Center. Additionally, the company participated in annual Kathina robe offering ceremonies to help uphold traditional religious practices at 10 temples and meditation centers, including Phichit Samakkee Tham Shelter, Chai Phatthana Shelter, Khok Phet Shelter, Ketu Charoen Shelter, Ban Chanple Wat Sai Yong, Wat Prachasanuk, Wat Pa Khok Klang, Ban Bat Temple, and Khao Hin Kong Temple.

Moreover, the company has engaged in various other activities, such as organizing merit-making events to promote unity within the community and hosting Children's Day events that focus on creating happiness and inspiration for the youth in the community. Participation in these activities reflects the company's genuine intention to be a true part of the community, not only supporting the conservation of cultural traditions but also enhancing goodwill and trust between the company and the community.





5. Monitoring and Evaluating Performance

The company places great importance on monitoring and evaluating the various projects undertaken to utilize the gathered data for developing and improving initiatives that genuinely meet the community's needs. The Sustainability Development department and the community engagement working group have been assigned to conduct community satisfaction surveys through interviews and questionnaires. Surveys are conducted following the completion of projects to assess their effectiveness and identify areas for improvement, as well as to evaluate which projects received positive feedback or created significant social impacts warranting continuation in the future. The surveys are conducted by the community engagement working group using various methods, such as interviews and online questionnaires that can be easily accessed via QR codes. The questionnaires utilize a 5-point rating scale for evaluation and include open-ended questions for respondents to provide additional comments.

The survey results indicated that participants in the company's activities rated their satisfaction with the various projects at an average of 96.11%, exceeding the community project satisfaction target set at a minimum of 90%. Participants also expressed a desire for the company to continue its projects to monitor changes within the community, particularly regarding healthcare for vulnerable groups in the community.

Additionally, raw material supplier farmers recommended that the company expand its local economic development promotion by supporting nearby farmers who cultivate crops other than rubber to increase their income. The company has therefore formulated a development plan for the "Smallholder Farmer Promotion Project Surrounding Operating Sites." Since the majority of these local farmers engage in rice and vegetable cultivation as their primary occupation, the project will focus on providing yield-enhancing technology and supporting local community enterprise groups. This initiative aims to improve agricultural efficiency, cut labor costs, and optimize farmland management, with the ultimate goal of enabling all farmer segments—regardless of their proximity to the operating sites—to achieve stable and sustainable growth.

Investments and Expenses for Community and Social Development

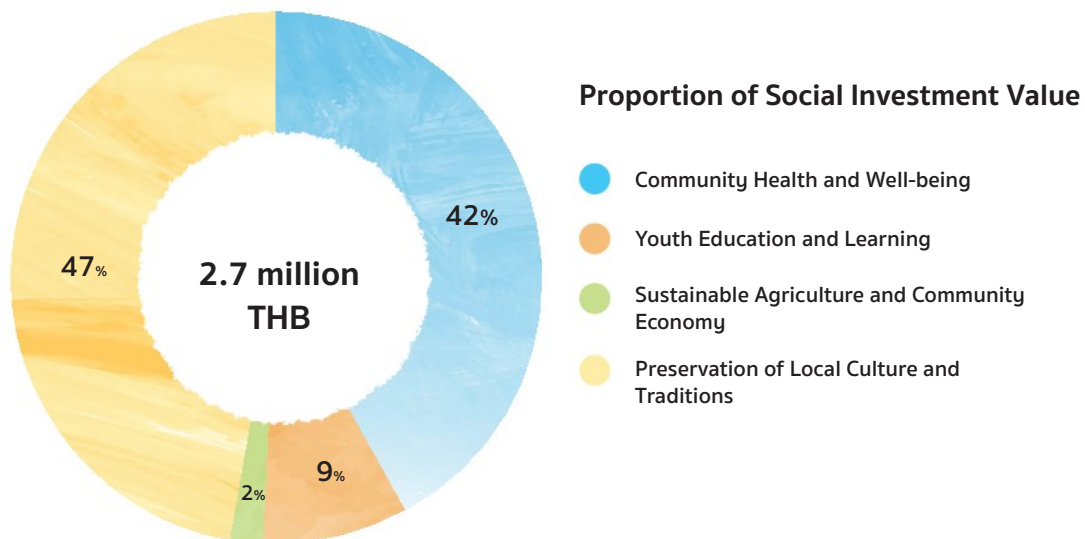
In 2025, the company implemented a total of seven main community development and engagement projects, along with five activities, within the target community area encompassing a radius of 10 kilometers (including 8 sub-districts, 43 villages, 24 schools, and 37 temples), with a total population of 60,042 people. A total of 28,212 participants from the community took part in these activities, representing 100% of the target community groups.

Details	Community (sub-districts)	Population (persons)	Vulnerable population (persons)
Number of target communities and population	8	60,042	547
Number of communities and population participating in the programs/activities	8	28,212	476
Proportion of communities and population participating in the programs/activities within the target group	100%	46.99%	87.02%



In 2025, the company allocated a total budget of 2.7 million THB for the implementation of community development projects and social investment activities. The proportion of social investment value, categorized in accordance with the company's operational framework, is as follows:

1. Community Health and Well-being: 42%
2. Youth Education and Learning: 9%
3. Sustainable Agriculture and Community Economy: 2%
4. Preservation of Local Culture and Traditions: 47%



Number of NER employee volunteers participating in community activities (persons)	189
Total number of hours contributed by NER employee volunteers (hours)	1,080

The company aims to increase employee roles and participation in community activities by 10% of the total number of participating employees by 2026, fostering stronger bonds among employees, the organization, and surrounding communities. To achieve this, the company has established mechanisms to support employee engagement in volunteer activities. This includes regular public relations campaigns through internal communication channels, the implementation of a rewards accumulation system (NER Point), and allowing employees to participate in activities during working hours as an incentive and a way to recognize their contributions.

Management of Community Complaints

The company places great importance on managing the impacts on the community and the environment resulting from its business operations, whether these activities are conducted by the company itself or by its contractors. To facilitate community and other stakeholders' feedback and complaints, the company has established a complaints channel and a complaint management process following the environmental procedures (QP-ENV-001). This allows the community and stakeholders to express their opinions and raise various issues directly. The company has defined a clear procedure for managing complaints that encompasses receiving the complaint, evaluating it for corrective actions, conducting meetings, summarizing solutions, and providing feedback to the individuals or organizations that lodged the complaints, along with appropriately and fairly remedying those affected. This process aims to build trust within the community and among



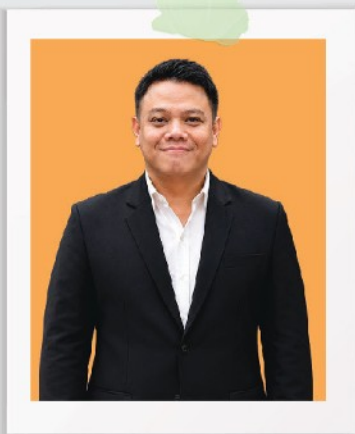
stakeholders, demonstrating the company's genuine intention to listen and respond to concerns or issues transparently and promptly. Furthermore, this approach allows the company to efficiently identify and manage problems, reducing negative impacts on the community and the environment and fostering strong relationships.

In 2025, the company received no complaints related to environmental impacts or the health and well-being of the local community. The company has verified with local government agencies to ensure that the community is not negatively affected by its operations and remains prepared to prevent any potential impacts on the community in all aspects moving forward. This reflects the company's commitment to conducting business responsibly and genuinely creating positive impacts for the community.

Community Engagement

In 2025, the company conducted its first community engagement survey to assess the satisfaction and attitudes of local residents toward the company's operations. The results of this survey were utilized to identify strengths and weaknesses in building relationships with the community and to adjust strategies accordingly to better meet the needs and expectations of local residents. The company designated a community engagement working group to collect data through questionnaires and in-depth interviews, targeting individuals living within a 5-kilometer radius. This included three sub-districts and four villages: Ban Chai Phatthana and Ban Bat in Takotapi sub-district, Ban Krasang in Prathatbu sub-district, and Ban Khok Phet in Khok Ma sub-district. The sample consisted of 400 respondents, with one representative from each household.

The survey results indicated that community members place the highest importance on the community relations projects and activities organized by the company, and they acknowledged that the company is an integral part of the community, playing a significant role in supporting and improving the quality of life for local residents. The engagement score from the community towards the company was recorded at 74.60 which is lower than the set target of 90%. It was found that community members are still dissatisfied with environmental care and odor management, resulting in lower scores in these areas compared to other topics. The company will utilize these evaluation results to improve communication and more thoroughly disclose factual details regarding its environmental operations to the community. This will demonstrate the company's ongoing commitment to continuously enhancing the efficiency of odor management within its production processes. Furthermore, the company will increase joint environmental activities with the community to meet local expectations and further promote a healthy environment.



"In the early stages, the company faced quite a lot of issues regarding foul odors from the rubber, which affected most of the local villagers. However, the company demonstrated a genuine commitment to resolving the issue by initiating improvements to the odor filtration and wastewater treatment systems, listening to suggestions from villagers, and providing opportunities for local people to participate in the inspection process. Consequently, the odor has now significantly decreased. If the company can maintain this level of continuous performance, our community will certainly be able to coexist with peace of mind, and things will keep improving steadily."

Mr. Marut Orasram

Environmentalist, Practitioner Level, Buriram Provincial Office of Natural Resources and Environment



Rubber and Beyond

- Sustainable Supply Chain
- Enhancing Good Customer Experience
- Value-added Product and Process Development



Sustainable Supply Chain

Materiality Topics

12. Sustainable Supply Chain

- Raw Material Sourcing
- Responsible Procurement
- Chemical Management in the Supply Chain
- Occupational Health and Safety in the Supply Chain
- Inclusive and Fair Procurement
- Supplier and Farmer Capacity Development
- Comprehensive Supplier Audit
- Traceability

Contribution to SDGs



Impact, Risk, and Opportunity

Conducting business with suppliers that possess risks in economic, environmental, labor, or corporate governance dimensions can introduce various challenges. These include financial impacts, a loss of trust from investors and customers, legal liabilities, as well as environmental degradation and human rights violations. Furthermore, inefficient supply chain management can lead to business disruptions caused by raw material shortages and production cost risks. These risks not only damage corporate image but also diminish global market competitiveness and long-term sustainability.

Consequently, efficient and responsible supply chain management is a critical element in driving the company's sustainable growth. Building a resilient and agile supply chain ensures continuous product delivery, fulfills customer demands effectively, and mitigates business risks stemming from suppliers. This proactive approach benefits operations while simultaneously reducing negative environmental impacts and human rights risks. Additionally, supplier development elevates partner standards, enabling them to support the company's business expansion and foster long-term mutual growth.

	Long-term Goals 2030	2025 Targets	2025 Performance
Percentage of critical suppliers assessed for sustainability risks to total suppliers	100%	60%	44.30%
Percentage of natural rubber from small suppliers to the total amount used in production	Greater than 30%	10%	6.56%
Proportion of traceable products to total products sold	50%	10%	7.07%



Management Approach

The company emphasizes responsible and sustainable supply chain management to mitigate risks from suppliers that may impact the business, as well as the environment and the human rights of various stakeholders. It is focused on developing a supply chain that is transparent, fair, flexible, and aligned with international quality standards. The company has established a “**Procurement Policy**” group, which consists of:

The “**Procurement Policy**” aims to provide a framework for operations and practices in procurement that is fair suppliers and responsible towards the environment, while also promoting value creation for local communities.

The “**Responsible Sourcing Policy**” serves as a guideline for conducting business with suppliers and acts as an operational framework for creating sustainability throughout the supply chain to reduce risks and mitigate negative impacts on the environment, society, and economy across the supply chain.

The “**Raw Material Payment Policy**” supports the procurement of raw materials from smallholder farmers.

The company has established regulations for procurement for suppliers and employees, outlining clear guidelines under applicable regulations and laws covering business ethics, human rights, safety, and environmental considerations. This is in accordance with the procurement policy principles that align with sustainable business practices, aiming to promote confidence, trust, and cooperation among the company, its suppliers, and relevant stakeholders.



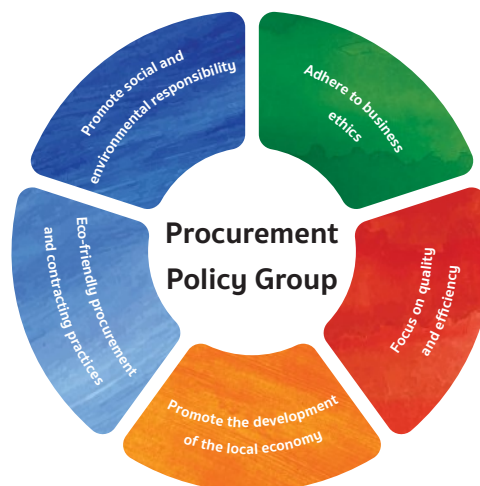
For further information on the procurement policy, please visit www.nerubber.com or scan the QR Code.

Promote social and environmental responsibility

- Monitor and supervise suppliers to ensure compliance with the Supplier Code of Conduct, encompassing responsibilities related to environmental management, social accountability, human rights, safety and hygiene, as well as governance.

Eco-friendly procurement and contracting practices

- Promote the procurement of environmentally friendly products and services.
- Support the use of products derived from renewable resources and that do not cause environmental pollution.



Adhere to business ethics

- Conduct business ethically, without exploiting the supplier, and treat all partners equally while promoting their active participation.
- Ensure transparency in procurement processes and strictly adhere to relevant regulations and laws.
- Manage risks effectively and implement efficient oversight and control measures.

Focus on quality and efficiency

- Procure and contract based on clearly defined quality, price, quantity, methods, and criteria.
- Provide efficient services with prompt responses to ensure effectiveness.

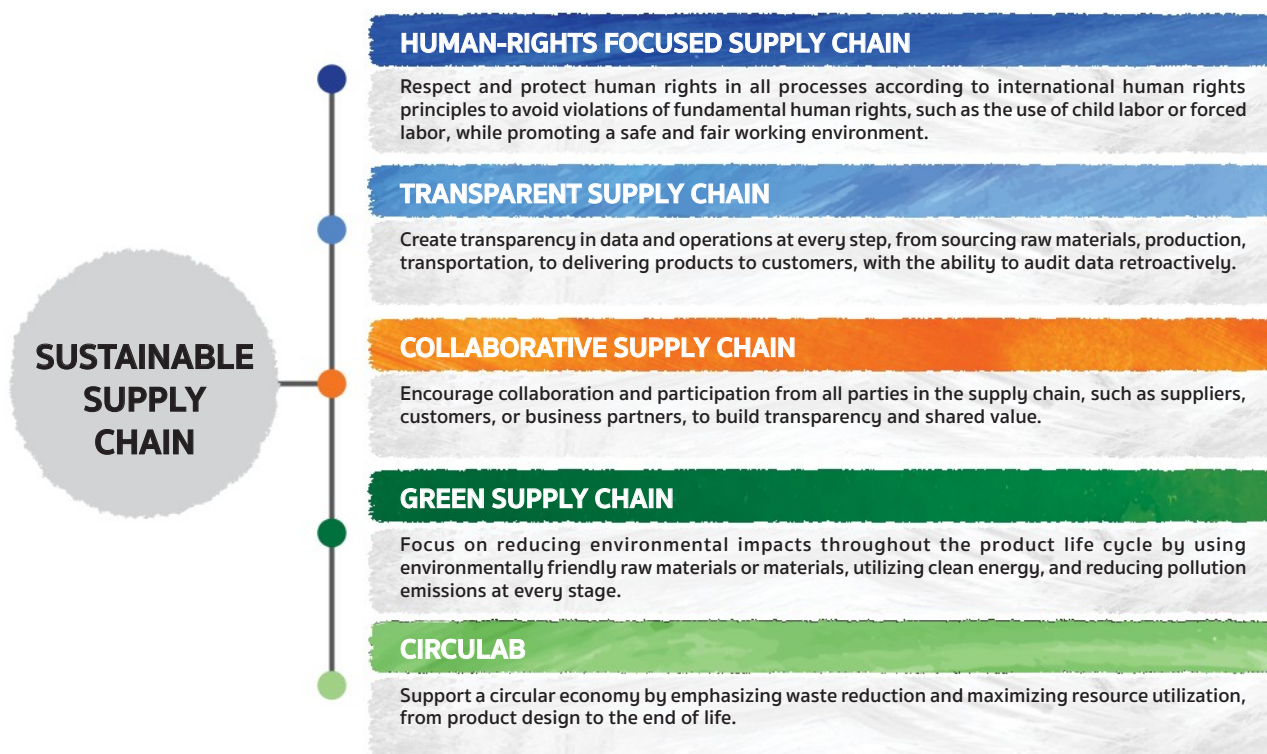
Promote the development of the local economy

- Create opportunities for workers to develop their careers, enhancing the quality of life within local communities.
- Promote the procurement of raw materials from small-scale suppliers.



The company has assigned a working group on consumer-supplier practices, led by the Purchasing Manager, who is responsible for implementing the policy to achieve the set goals. This includes managing suppliers in the supply chain in accordance with practices and international standards to reduce supplier risks, enhance efficiency and quality, increase value, and reduce costs for the company. Additionally, the code of ethics for suppliers will be developed and disseminated to communicate the company's commitment to conducting business with integrity, transparency, and social and environmental responsibility throughout the supply chain. Progress reports will be submitted to senior management on a monthly basis, as well as summary reports to the Corporate Sustainability Development Committee and the Corporate Governance and Sustainable Development Committee in due course.

The company has established strategies to develop a sustainable supply chain as follows:



Supplier Code of Conduct

To drive the strategy for sustainable supply chain development, cooperation and engagement from suppliers are absolutely essential. The company has therefore established a Supplier Code of Conduct to serve as operational guidelines for suppliers, ensuring alignment with the company's policies and practices, as well as international principles and best practices. The content comprehensively covers corporate governance and ethical business conduct, legal compliance, labor and human rights practices, occupational health and safety, environmental management, and community and social responsibility. This code is referenced from universally recognized international standards, such as the Universal Declaration of Human Rights, the International Labour Organization (ILO), and the UN Global Compact.

The company provides training and communication to ensure all suppliers are fully informed, promoting their awareness of the importance of doing business with environmental and social responsibility, as well as good corporate governance. All tier-1 suppliers and all new suppliers are required to sign an acknowledgment of this code from the onset of the supplier registration process. Furthermore, the company has established processes to



monitor supplier operations and evaluate performance to ensure compliance with the Supplier Code of Conduct. Partners must be able to demonstrate compliance whenever requested. The company utilizes various methods determined by the supplier's risk level, such as supplier self-assessments, on-site supplier audits, or questionnaires.



For more information on the Supplier Code of Conduct, please visit www.nerubber.com or scan the QR Code.

In 2025, the company communicated and required suppliers to sign their acknowledgment of the Supplier Code of Conduct as follows:

	Total Number in 2025 (suppliers)	2025 Targets	2025 Performance
Tier-1 Suppliers			
• Communicated	596	100%	100%
• Signing acknowledgement	596	100%	100%
New suppliers			
• Communicated and signing acknowledgement	207	100%	100%

Supplier Management for a Sustainable Supply Chain

The company places great importance on systematic supply chain supplier management, particularly regarding suppliers involved in natural rubber sourcing, logistics, materials, and services supporting the production process. Because the quality, adequacy, continuity, and origin of raw materials directly impact the natural rubber industry operations, the company focuses on selecting qualified suppliers and categorizing them based on business significance and associated risk levels. Furthermore, the company evaluates and monitors supplier risks across economic, social, environmental, and corporate governance dimensions. This proactive approach prevents and mitigates potential impacts on raw material quality, production continuity, product delivery, and compliance with laws, customer requirements, or destination market regulations. It also promotes the procurement of raw materials from legitimate, traceable sources in alignment with responsible sourcing guidelines.

The company has established a comprehensive supplier management process covering everything from selection and new supplier registration, supplier categorization, risk assessment, and supplier audits, to building relationships and continuously developing suppliers, as shown in the following process:

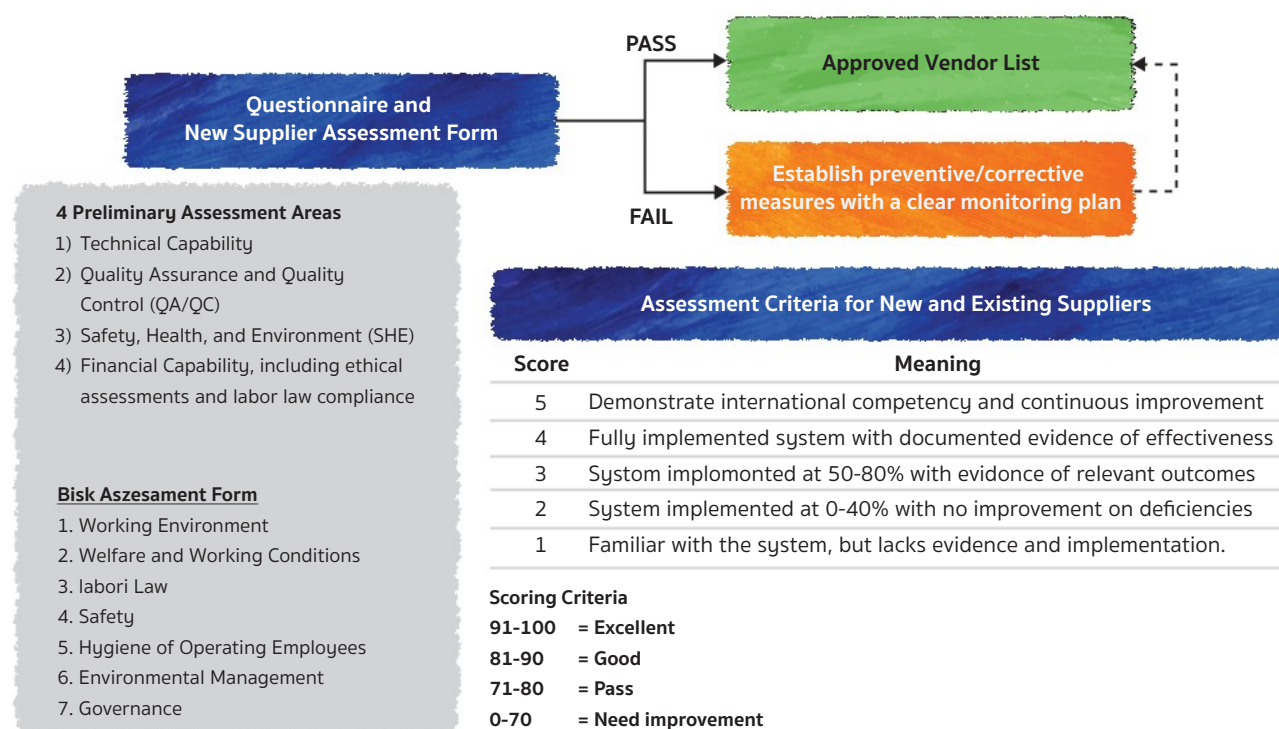




Selection and Registration of New Suppliers

The company has established a systematic process for the selection and registration of new suppliers. New suppliers and contractors must pass a preliminary qualification screening before any procurement takes place. This is conducted through a questionnaire evaluating four key areas of basic qualifications, alongside a verification of relevant quality standard certifications. This ensures that suppliers possess the necessary qualifications, capabilities, and readiness to deliver products and services in accordance with the company's requirements.

In addition, the company requires all new suppliers to undergo a sustainability risk assessment covering environmental, social, community rights, occupational health and safety, and governance dimensions. This is completed via a supplier self-assessment form prior to officially registering as a new supplier.



Once a new supplier achieves a passing score within an acceptable risk level and signs their acknowledgment of the Supplier Code of Conduct, the company will proceed with their registration. However, if a supplier fails to meet the assessment criteria or if outstanding risk issues are identified, the supplier must implement corrective actions or preventive measures, accompanied by a clear monitoring plan. They will only be eligible for registration once their assessment score reaches an acceptable level.

In 2025, the company registered 207 new suppliers. All of these suppliers successfully passed the qualification and selection process, representing 100% of all new suppliers.

Supplier Categorization

Identification of Critical Suppliers

In 2025, the company had a total of 596 tier-1 suppliers and contractors in its supply chain. Out of this total, 249 were raw material suppliers, accounting for 41.78% of all suppliers.

The company analyzed and identified its **Critical Suppliers**—those whose operations could significantly impact the company's business continuity—from the pool of all suppliers and contractors delivering goods and services in the supply chain. The criteria used to determine critical suppliers include procurement value, the supply of essential business components, and high market dependency (sole-source suppliers or items with no viable substitutes), as detailed below:



Critical tier-1 suppliers

- Suppliers with an annual procurement value exceeding 2 million Baht
- Suppliers that provide natural rubber—the core raw material of the business—at a volume exceeding 3,000 tons per year
- Suppliers with a limited market presence or whose products and services cannot be easily substituted

Critical non-tier 1 suppliers

- Suppliers that provide critical raw materials to critical tier-1 suppliers or other upstream suppliers in the supply chain
- Suppliers that deliver indispensable products or services that can significantly impact production, product quality, or delivery schedules
- Suppliers with a limited market presence or whose products and services cannot be easily substituted

The company has 112 critical tier-1 suppliers and contractors, accounting for 18.79% of all suppliers. This group represents 58% of the total procurement value. Among these, 42 are raw material suppliers, making up 37.5% of the total Critical Tier-1 suppliers.

Additionally, in 2025, the company identified 12,123 critical non-tier 1 suppliers, 100% of whom are natural rubber producers. This number represents a significant increase of 644.66% from 2024. This substantial growth is due to the raw material suppliers participating in the company's EUDR (European Union Deforestation Regulation) project in 2025, who are smallholders operating within the networks of the company's tier-1 suppliers. Consequently, these smallholders, who serve as the primary source of raw materials in the supply chain, are designated as Critical Non-Tier 1 suppliers.

Supplier Categories

Tier-1 suppliers



596
suppliers



100%
of total suppliers



100% proportion of total
procurement value

Critical Tier-1 suppliers

(Critical tier-1 suppliers)



112
suppliers



18.79%
of total suppliers



58% proportion of total
procurement value

Critical non-tier 1 suppliers



12,123
suppliers



Supply Chain Risk Assessment

The company classifies supplier risks into low, medium, and high levels based on the evaluation scores. Suppliers with low risk are subject to standard periodic reviews and ongoing communication to maintain their performance. For suppliers identified with medium risk, the company provides recommendations and monitors their progress closely to prevent any escalation of risk. In cases where a supplier is categorized as high risk, the company requires the immediate development of a corrective action plan with a specific timeline, which is then verified through targeted follow-up audits to ensure the risks are successfully mitigated.

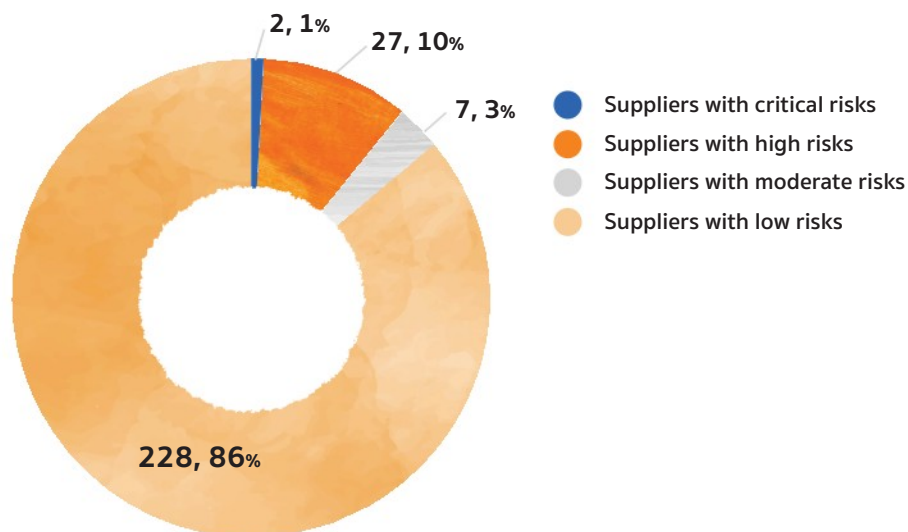
Risk Level	Assessment Score	Operational Guidelines for Risk Control & Monitoring
Low	91-100	Annual document-based audit
Medium	81-90	Document-based audit annually combined with an on-site audit every 2 years
High	61-80	- Document-based audit annually combined with an on-site audit every 1 year - Mandate the development of a corrective action plan to be implemented within a specified timeframe - Implement comprehensive supplier contracts by incorporating risk-related clauses, such as defining penalties for non-compliance, reserving the right to terminate the contract if risks become unacceptably high, and establishing backup plans in case of supply or service disruptions - Provide management guidance, training, or define improvement measures, while continuously monitoring and evaluating supplier performance - Establish a contingency plan in case it becomes necessary to switch suppliers or terminate the business relationship
Very high	0-60	- Immediate on-site audit combined with a document-based audit - Mandate immediate corrective actions and improvements - Implement comprehensive supplier contracts by incorporating risk-related clauses, such as defining penalties for non-compliance, reserving the right to terminate the contract if risks become unacceptably high, and establishing backup plans in case of supply or service disruptions - Provide management guidance, training, or define improvement measures, while continuously monitoring and evaluating supplier performance - Establish a contingency plan in case it becomes necessary to switch suppliers or terminate the business relationship



In 2025, the company conducted risk assessments for all tier-1 suppliers with a procurement value of 1 million Baht or more, totaling 264 suppliers and accounting for 44.30% of all suppliers. No suppliers were found to have economic or governance risks. However, it was found that 2 suppliers, accounting for 0.34% of all suppliers, presented a very high risk in environmental management, specifically regarding the risk of chemical usage in cultivation areas. These are critical tier-1 suppliers. The company took action with these suppliers by immediately conducting desktop audits and on-site audits, as well as providing training and education on the use and dangers of chemicals, while continuously monitoring and evaluating their performance and providing guidance on managing odors caused by chemical use.

Additionally, there were 27 suppliers with high risk, accounting for 4.53% of all suppliers. Among these, 20 suppliers had a high environmental risk, namely environmental management risks such as odor and waste, and 7 suppliers had a medium social risk, namely occupational health and safety risks such as the use of personal protective equipment (PPE). The company has required these suppliers to develop an operational plan for corrective improvements within a specified timeframe, and to enter into comprehensive supplier contracts by adding risk-related conditions, such as defining penalties for non-compliance, specifying the right to terminate the contract in the event that the risk is found to be too high, and establishing backup plans in case the supplier fails to deliver goods/services. In 2025, the company has not yet terminated business operations with any assessed suppliers (0%).

Proportion of the company's Tier-1 suppliers that have undergone risk assessment (Number of suppliers)



In 2025, the company additionally conducted risk assessments of raw material suppliers' natural rubber plantations in accordance with the European Union Deforestation Regulation (EUDR) standard. Raw material suppliers were required to perform a comprehensive self-assessment using the Due Diligence System (DDS) via the Agridence Rubber Platform. This assessment covered legal risk evaluations, such as land tenure and land-use rights, human rights, and Geospatial Risk Analysis, aligning with the company's supplier risk assessment framework. A total of 12,123 indirect raw material suppliers (Critical non-tier 1 Suppliers) participated in this evaluation, with 10,824 suppliers passing the assessment according to EUDR standards, representing 89.28% of all participants. Meanwhile, the remaining 1,299 raw material suppliers are currently undergoing the verification process.



Supplier Auditing

The company conducts on-site supplier audits covering economic, environmental, social, and corporate governance dimensions, with the criteria and frequency of audits determined by the supplier's risk level. The procurement department and requisitioning department are responsible for carrying out these assessments. The company establishes an audit plan for each supplier category and issues a formal notification letter requesting an on-site audit, which specifies the date, time, and provides relevant audit criteria documents in advance.

In 2025, the company had a total of 37 suppliers that met the criteria for an on-site audit, and the company successfully completed audits for all 37 suppliers, representing 100% of the total suppliers required to undergo an assessment.

	Total number of suppliers required to undergo an on-site audit according to the 2025 criteria	Number of suppliers that successfully completed the on-site audit during the year	Proportion of suppliers that underwent the audit
Critical tier-1 suppliers	19	19	100%
Non-critical tier-1 suppliers	17	17	100%
New suppliers	1	1	100%
Total	37	37	100%

Capacity Building for Suppliers and Farmers

Developing a sustainable supply chain that aligns with international standards or various regulations requires significant knowledge and engagement from suppliers, particularly those supplying key raw materials in the production process. The company focuses on raising awareness among raw material suppliers about responsible business practices, providing education on the quality and productivity of rubber, along with guidelines that comply with human rights principles and new regulation changes both domestically and internationally that affect the rubber industry.

The company assigned the procurement department to conduct surveys of the raw material suppliers' cultivation areas, engage in fieldwork to build relationships with farmers, and inquire about problems related to rubber cultivation. The company selected key issues that farmers are interested in and that have a high impact on them regarding economic, health and safety, as well as environmental aspects, in order to organize training projects to educate farmers on these matters. In 2025, the company implemented the following supplier development projects:

Low Emission Support Scheme (LESS)

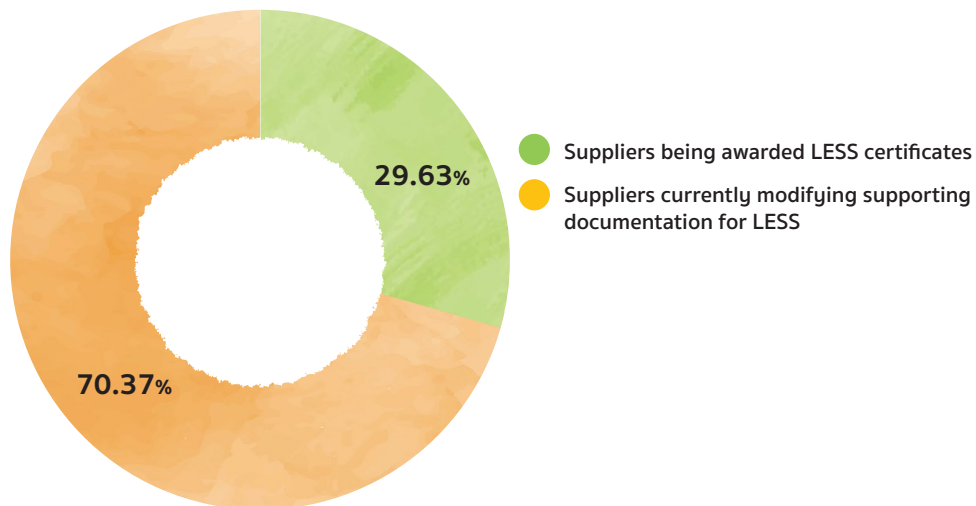
The company has plans to reduce other greenhouse gas emissions (Scope 3), which primarily originate from the transportation of raw materials from suppliers. To address this, the company has sought and selected suppliers who are committed to adapting to climate conditions and have approaches to reducing greenhouse gas emissions. Recognizing that suppliers may not fully understand this issue, the company focuses on enhancing the capacity of local suppliers to learn and understand how to reduce greenhouse gas emissions in their operations as a priority. The company promotes participation in the Low Emission Support Scheme (LESS) run by the Thailand Greenhouse Gas Management Organization (Public Organization), offering consulting support to suppliers in preparing and verifying data related to greenhouse gas reduction activities. These



activities may include reducing electricity usage, waste segregation, decreasing chemical fertilizer use in agriculture, reducing fuel consumption for transportation, and tree planting.

In 2025, a total of 27 suppliers participated in the LESS project. Among these, 8 suppliers successfully passed the assessment for greenhouse gas emission reductions and received Letters of Recognition (LOR), accounting for 29.63% of the total participating suppliers. The remaining 19 suppliers, representing 70.37%, are currently in the process of making improvements and gathering complete supporting documentation in accordance with the project's requirements. The activities of the certified suppliers successfully reduced greenhouse gas emissions by approximately 15.22 tons of carbon dioxide equivalent.

The company has established guidelines to continuously support raw material suppliers in developing their greenhouse gas data collection processes. This prepares them for applying for Carbon Footprint of Product (CFP) certification in the future, which will enable the company to utilize reliable data from suppliers to calculate its other indirect greenhouse gas emissions (Scope 3) moving forward.



NER for Sustainable Supply Chain Development Project - Year 4

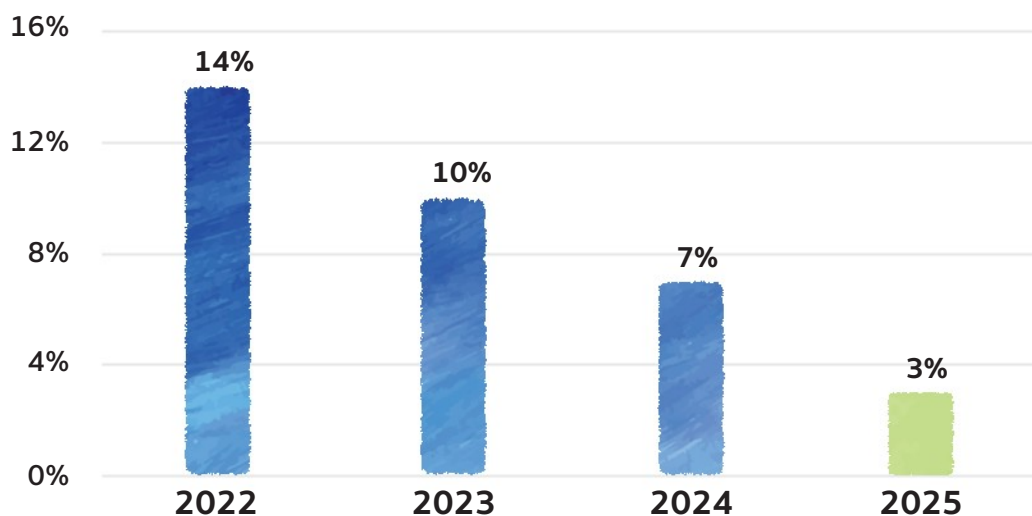
The company has implemented the “NER for Sustainable Supply Chain Development” project for the fourth consecutive year by organizing training for 65 farmer suppliers. These participants are critical tier-1 suppliers and supply 93.83% of the total raw material procurement volume. The training provided comprehensive knowledge on overall rubber production, ranging from producing high-quality rubber, inspecting contaminants in the rubber content, and factors affecting rubber tapping and latex volume, to latex harvesting and product delivery. The project aims to enable partner farmers to produce high-quality raw materials that can generate increased income for smallholders, partner groups, and middlemen in the primary raw material source areas.

The results from developing the farmer suppliers in this project have yielded better quality raw materials, helped reduce contamination in raw materials entering the company's production system, and established responsible rubber production processes accepted by international markets. Examples include switching to using formic acid as a latex coagulant, which poses fewer health hazards than sulfuric acid, as well as recording data to enable raw material traceability by implementing coding on unsmoked rubber sheets and ribbed smoked sheets, and capturing GPS signals on cup lumps, allowing farmers to apply the acquired knowledge to enhance crop quality for higher value. Additionally, the company carries out public relations to provide information on changing situations and global market trends, preparing farmer suppliers to adapt and respond efficiently to the sustainable rubber trading industry.



From the project's implementation throughout 2025, the trainees expressed a project satisfaction score of 97.76%. For these 65 Critical Tier-1 suppliers who deliver 93.83% of the total purchased raw materials, the company found that the raw materials received had a foreign matter contamination rate of 3%, a decrease from 7% in 2024, demonstrating continuous improvement in the production quality of local farmers. Furthermore, 38 raw material suppliers have installed coding to enable raw material data traceability, allowing the company to achieve a product traceability proportion of 12.14% of total manufactured products.

**Proportion of Contaminated Raw Materials
to Total Amount of Raw Materials**





"I am deeply impressed by my collaboration with NER. It has enabled me to grow into a large-scale farmer, thanks to a working relationship free of corruption and any illicit collusion between buyer and seller. Furthermore, NER ensures equality for all farmers, whether they are smallholders or large-scale producers, and regardless of their vehicle size; NER offers the same price based strictly on product quality."

Khun Songwut Siritavornsub

Large-scale farmer and critical tier-1 supplier

Supplier Development Program for EUDR (EU Deforestation Regulation)

The European Union has currently enacted the EU Deforestation Regulation (EUDR), which aims to reduce deforestation in the supply chain of rubber and wood products. This regulation mandates that products exported to the EU must be deforestation-free and have clear traceability back to their sources. As a result, this creates potential risks in the supply chain, such as increased costs related to reporting and tracing the supply chain, or small suppliers potentially losing their competitive edge by failing to meet EUDR criteria or being unable to comply.

In response, the company has initiated a project to develop suppliers toward EUDR compliance to prepare its raw material suppliers and smallholders in the supply chain. The program encompasses knowledge and understanding of the EUDR and its impacts on the agricultural sector, along with practical guidelines for compliance with EUDR requirements, traceability, conservation of natural resources, and obtaining relevant certifications and international standards, along with the benefits or returns from participating in the program.



In 2025, the company implemented a proactive EUDR project by visiting the rubber plantations of indirect raw material suppliers (critical non-tier 1 suppliers) who are within the networks of tier-1 suppliers, totaling 12,123 suppliers. All project participants completed a self-assessment via the Agridence Rubber Platform and underwent land plot evaluations conducted by the company in accordance with EUDR standards. From the assessment, it was found that 10,824 raw material suppliers passed the evaluation, accounting for 89.28% of all project participants, while 1,299 suppliers, or 10.72%, are currently undergoing verification.



The implementation of this proactive EUDR project has provided the company with a total of 120,880 Rai of rubber plantation area that meets the EUDR standard criteria and is registered in the system, which is expected to yield approximately 30,000 tons of natural rubber per year. Furthermore, the company supports its suppliers by purchasing raw materials that comply with EUDR standards at a premium price above general raw materials, in order to incentivize raw material suppliers to develop their production processes in alignment with international standards, while simultaneously creating value for society and the environment.

Benefits to Suppliers	Benefits to the company	Benefits to the Environment
- Enhance knowledge and understanding in rubber plantation management according to international standards. - Produce rubber that meets EUDR standards, which can be sold at an average price 5.34% higher than the regular rubber price.	- Enables the company to export products to the EU market without restrictions. - Allows for higher selling prices in response to the demand for sustainable rubber. - Reduces risks in the supply chain related to legal violations, deforestation, and labor issues. - Enhances consumer confidence.	Helps promote sustainable land use, reduce soil degradation issues, and increase production efficiency in the long term.

Responsible Sourcing of Raw Materials

The company believes that sustainable success must be based on systematic responsibility towards society and the environment in all business processes of the company and its suppliers. Therefore, a Responsible Sourcing Policy has been established to ensure that the procurement or sourcing processes of the company will help reduce negative impacts on the environment, society, and economy across the supply chain, while also creating value and sustainability for all stakeholders. Transparency and respect for human rights are considered core principles.

In addition, the company promotes the operations of suppliers and supports the procurement of raw materials from sources that are certified as environmentally friendly, such as the Forest Stewardship Council (FSC) standards and the EU Deforestation Regulation (EUDR). The company also undertakes additional actions to provide assurance to stakeholders regarding raw material procurement as follows:

Fair and Transparent Sourcing of Raw Materials

The company is committed to conducting the procurement of raw materials with integrity and fairness, establishing criteria, measures, and practices that are open, transparent, and verifiable. It places importance on all suppliers without discrimination and has developed a raw material procurement system that ensures equitable benefits between large and small suppliers. The procurement policy is communicated to all distributors and rubber farmers to ensure widespread understanding.

In 2025, the company implemented the following initiatives:

- In the procurement of rubber, buyers typically assess the rubber content through estimation or visual assessment, which can affect the calculation of raw material costs and may result in farmers not receiving accurate income from the sale of rubber. The company has therefore developed scientific methods and standards for analyzing the quality of rubber to ensure transparency and verifiability. This involves analyzing the rubber content, known as Dry Rubber Content (DRC), in a laboratory accredited under the ISO/IEC 17025:2017 standard. This test yields more accurate and reliable results that ensure fairness to suppliers.



- The company announces prices in advance through various channels so that suppliers are informed before making decisions to sell raw materials. The purchasing price is based on the central market price set by the Rubber Authority of Thailand or verified prices from credible sources, and these prices are updated regularly to reflect the current market conditions.
- Procurement of local raw materials not only enhances business efficiency through stable sourcing but also reduces costs and energy consumption during transportation. Additionally, it contributes to the sustainable development of local communities, economies, and environments. The company is committed to supporting local economic development, especially grassroots economies, by purchasing rubber from smallholder farmers and local small enterprises without limiting itself to any specific group. It also provides appropriate weighing and measuring equipment according to the size of suppliers to ensure accurate weight measurement of raw materials, without unfairly disadvantaging small farmers or favoring large producers. The company's genuine intention and sincerity in promoting straightforward business relations with smallholder farmers have resulted in a continuous increase in the number of small suppliers, in line with its goal to raise the proportion of rubber raw materials sourced from small suppliers relative to the total rubber used in production.

	2023	2024	2025 Targets	2025
Percentage of raw material procurement from local sources (Thailand)	100%	100%	100%	100%
Percentage of raw material procurement from local sources (Northeastern region)	58.80%	84.97%	80%	82.31%
Percentage of raw material procurement from local sources (Buriram Province)	14.32%	23.00%	30%	17.67%
Percentage of rubber raw materials from smallholder suppliers relative to the total rubber used in production	5.39%	5.16%	10%	6.56%
Procurement value of natural rubber raw materials from farmers within Buriram Province (Million THB)	2,612.28	4,611.53	-	4,026.53

Promoting Good Liquidity for Suppliers

The company places importance on conducting business fairly with suppliers to promote cash flow management and working capital for both suppliers and the company. Therefore, it has established policies and practices for the payment of goods and services to suppliers in a fair, accurate, transparent, and timely manner, paying according to the installments or credit terms specified in the contract conditions. This policy has been communicated for mutual understanding since the suppliers are registered. The details of the payment process are categorized into two groups as follows:

- 1. For the rubber raw material group,** the payment schedule is determined according to the Raw Material Payment Policy.
 - In the case where the supplier delivers a quantity of raw materials not exceeding 200 tons, the payment terms are within 2 business days, excluding the date of delivery.
 - In the case where the supplier delivers a quantity of raw materials of 200 tons or more, the payment terms are to be made within 2 business days after the supplier has completed the ordered amount.
- 2. For general suppliers,** the payment period is set to be within 15-30 days from the invoice date, depending on the payment terms.

However, the payment period may not align with the policy due to the constraints of each business and various factors that need to be considered, such as the type of business for products and services, and the duration specified in contracts with suppliers, among others.

The average payment period to suppliers for the company over the year is detailed as follows:



	According to Policy	2024	2025
Average payment terms for raw material suppliers	2 business days	1 day	1 day
Average payment terms for general suppliers	15-30 business days	30 days	30 days

Verification of Raw Material Acquisition

The verification of the sourcing of rubber is a critical process in the company's operations that helps create transparency throughout the supply chain. This ensures that the sourced materials comply with standards in terms of quality, legality, and ethics, while also preventing potential issues related to procurement. The company has implemented the following approaches:

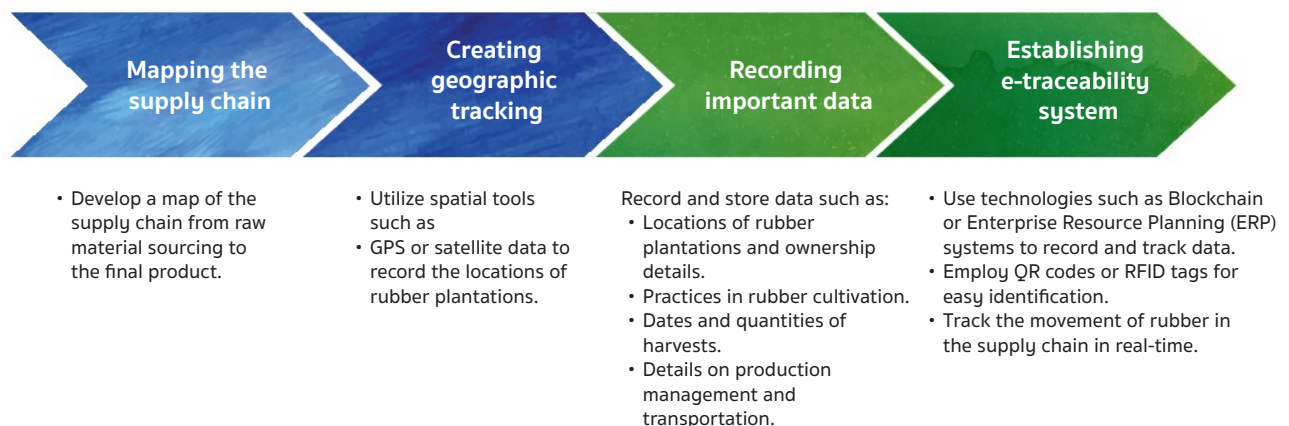
Approaches	NER's Actions
1. Inspection of the source of raw materials	The company conducts verification and documentation collection related to raw material acquisition, such as licenses, certificates of quality, or documents confirming the legality of suppliers, to validate the source documents. It also assesses the sustainability of rubber, ensuring that rubber plantations do not encroach on reserved forest areas or adversely affect the environment. For instance, certification systems such as FSC (Forest Stewardship Council) or PEFC (Program for the Endorsement of Forest Certification) are utilized.
2. Transparency audit in the procurement process	The company announces the purchasing prices for rubber through online communications, email, Line, and the company website, enabling suppliers to verify buying prices and analyze them against market rates to ensure transparency. Additionally, the company has implemented an ordering and reservation program for trading rubber, along with a purchasing tracking system to monitor every step from procurement, transportation, to payment.
3. Raw material quality inspection	Quality assessments of the raw materials are performed prior to acceptance, including checking the quantity of contaminants present with the raw materials. Samples of rubber are taken from incoming suppliers for quality testing, including the assessment of cup lump rubber to determine the dry rubber content (DRC). The quality of sheet rubber is verified against the raw rubber standards set by the Rubber Authority of Thailand within an accredited laboratory.
4. Legal compliance audit	The company also verifies legal compliance of documents such as tax invoices, export licenses (in cases of imports or exports), and checks the regulations of the exporting country, including environmental regulations or export prohibitions, to reduce the risk of legal violations.
5. Monitoring safe and sustainable sourcing processes	A traceability system is implemented for the rubber from suppliers, tracking information from the production source to delivery points, and the suppliers are evaluated on sustainability issues.



Approaches	NER's Actions
6. Ethical and human rights assessment	The company conducts assessments and evaluations of suppliers 1-2 times a year, focusing on labor treatment issues, including the use of child labor, forced labor, or human rights violations, as well as adverse impacts on local communities.
7. Support for data verification with certified agencies	External auditing firms are employed to ensure transparency and credibility in the raw material sourcing process, such as certification organizations for FSC, ISO auditors, or other accredited agencies.
8. Training and development of the purchasing team	The company supports the development of its employees to enhance their knowledge and expertise in conducting audits and developing skills in quality assessment of raw materials and document verification, ensuring correct and credible operations.
9. Complaint management and reporting	Various channels for receiving complaints are established, such as written complaints, Line, and the website, along with a systematic complaint management process, which involves notifying relevant stakeholders, reporting audit results, and disseminating information about the raw material procurement process to ensure transparency.

Traceability throughout the Supply Chain

The company has set a target for 10% of the products sold in 2025 to be traceable back to their origin, increasing to 50% by 2030, in order to enhance data transparency and credibility within the supply chain, as well as to support compliance with customers' traceability requirements, international standards, and relevant regulations such as EUDR and FSC. The company has established an operational plan to collaborate with raw material suppliers to develop processes and data management systems for tracing raw materials back to their production sources throughout the entire supply chain, as follows:

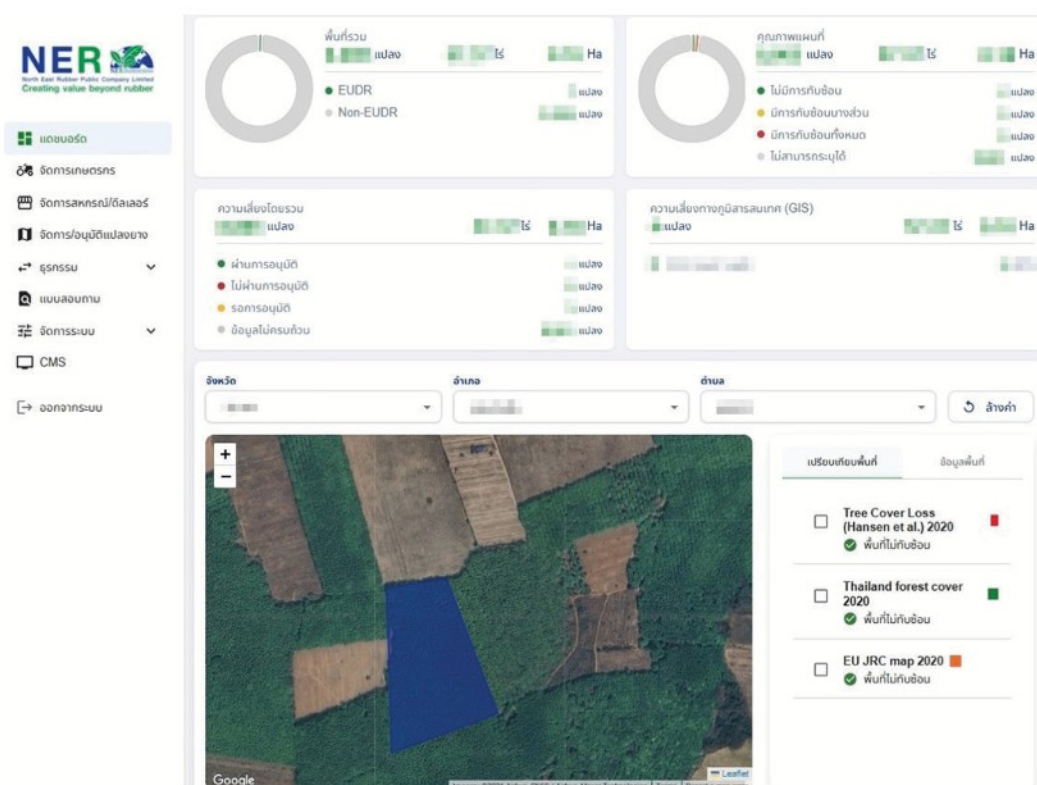


In 2025, the products sold that could be traced back to their origin accounted for 7.07% of all products, which was below the established target of 10%. However, when considering the total volume of products manufactured in 2025, the company achieved a product traceability proportion of 12.14%, an increase from 10.26% in 2024. This was the result of progress in developing data collection processes, tracking systems, and traceability throughout the supply chain. The company continues to accelerate system development and expand the scope of traceability to achieve its long-term targets for 2030.



	Calculation Base	2030 Goals	2025 Targets	2024	2025
Proportion of products sold that can be traced back to their origin	Total products sold = 475,429.82 tons	50%	10%	NA	7.07%
Proportion of manufactured products that can be traced back to their origin	Total products manufactured = 435,655.86 tons	50%	10%	10.26%	12.14%

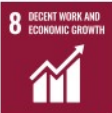
The company has integrated digital technology to develop an application serving as a tool to support the traceability system for the origin of natural rubber raw materials throughout the supply chain, from the production source level to the raw material receiving process at the factory. This application enables the company to systematically collect, track, verify, and audit raw material source data, covering production source data at the plot level, geographic coordinates (Geolocation Data), and supporting data for raw material source risk assessments.



The company has integrated Environmental, Social, and Governance Risk Assessment (ESG Risk Assessment) processes into the application to screen and evaluate the risks of raw material sources in each area. These include risks related to deforestation and forest encroachment, human rights, labor, and compliance with relevant laws and regulations. This approach enables the company to track, verify, and assess the alignment of raw material origins with zero-deforestation and land-use requirements under the European Union Deforestation Regulation (EUDR) with greater accuracy, transparency, and efficiency. In 2025, the company utilized this application to trace the origin of natural rubber raw materials and perform risk assessments, covering a total rubber production area of 4,068 Rai across 12 provinces.



Enhancing Good Customer Experience

Materiality Topics	Impact, Risk, and Opportunity
7. Customer Responsibility - Product Quality and Safety - Service Quality - Customer Relationship Management - Delivery and Product Confidence - Responsible Marketing and communication	Amidst the current market competition and increasing regulatory requirements, as well as the rapid changes in customer demand, the customer experience provided by the company is crucial. Specifically, the quality of the company's products and services significantly affects the business operations of its customers. If the company is unable to meet the demands regarding raw materials, quality standards, price, or service, customers may switch to competitors' products or services, resulting in a competitive disadvantage or ongoing customer loss. This directly impacts sales and profits. Additionally, if the quality of products or services does not meet customer standards or conditions, it may lead to legal complaints and substantial fines, as well as adversely affect the brand's image and reputation. Therefore, being responsible to customers is essential in building trust, satisfaction, and brand loyalty. Continuously delivering standard quality products and services that meet customer needs, along with managing customer relationships through sincere communication, providing accurate and clear information, and effectively and timely addressing various issues, will enhance customer confidence, resulting in long-term transactions and creating sustainable business opportunities.
Contribution to SDGs  8.2  16.6	

	Long-term Goals 2030	2025 Targets	2025 Performance
Customer satisfaction score	Exceeding 98%	Exceeding 95%	97.58%
Number of customer complaints regarding product quality	0	0	0



Management Approach

The company has assigned the sales and marketing department, specifically the marketing and quality control division reporting directly to the Chief Executive Officer, to be responsible for coordinating and responding to the needs of each customer group. This includes providing excellent service and maintaining long-term relationships with customers. There is an assessment of customer satisfaction and communication to gather feedback, needs, suggestions, and complaints, which are used for management and improvement of product and service delivery. Additionally, innovation and technology are leveraged for continuous development. Senior management regularly monitors progress on customer-related issues and the performance of the sales and marketing team every two months, and subsequently presents this to the management committee and the board of directors.

Customers are key stakeholders that contribute to the company's success. Therefore, the company is committed to developing methods to effectively and efficiently meet customer needs, adhering to policies and principles regarding equal treatment, honesty, transparency, and fairness in accordance with the company's business code of ethics. This includes delivering standard quality products and services that meet customer expectations. The company has outlined strategies to create a positive customer experience as follows:

- 1 Deliver high-quality products**
 Focus on producing high-quality products that meet international standards, are safe, and environmentally friendly.
- 2 Develop innovations for diversity**
 Conduct research and development to create new products that address all needs and enhance the value of finished products to meet downstream industry demands.
- 3 Communicate and serve sincerely**
 Provide accurate information in a timely manner, communicate clearly and transparently, and serve sincerely across all channels while being receptive to feedback and resolving issues quickly.
- 4 Be responsible for society and the environment**
 Aim for carbon neutrality to support international environmental goals and take responsibility for social and environmental impacts throughout the supply chain.
- 5 Build sustainable relationships**
 Foster customer engagement and manage relationships effectively to build commitment and trust as partners in business success for mutual growth.

Assessment of the Health and Safety Impacts of Product Categories

The company recognizes that product safety is a critical factor in building trust and maintaining business relationships with customers. Related issues span from the contamination of prohibited or undesirable substances, the presence of foreign matter mixed in products, and inconsistent product quality or properties that do not meet specifications, to improper storage, packaging, and transportation, which could degrade product quality or cause further contamination. For livestock stall mat products, the company emphasizes cleanliness, suitability for use, and the control of characteristics relevant to safe usage.

If a product fails to meet such specifications, it may result in customers being unable to use the product for its intended purpose, or it may impact the quality and performance of the customers' products—such as in tire manufacturing or other rubber product processes. This can lead to complaints, inspection failures, or product rejections, as well as potential cost



increases from inspections, troubleshooting, or damage compensation depending on the case. Ultimately, this affects long-term trust, business continuity, and the company's reputation. Furthermore, it may impact the health of the customers' workforce—such as in tire factories where workers must handle raw rubber—and impact the environment when that rubber reaches the end of its life cycle.

The company therefore prioritizes the systematic assessment of product health and safety impacts, covering raw material selection and inspection, production process control, laboratory quality testing, storage, packaging, and delivery. This ensures that the company's products possess consistent quality, are suitable and safe for their intended use, and comply with relevant laws, standards, contractual agreements, and specific customer requirements in each market.

The company provides systematic inspections of product quality and contamination, covering the verification of critical natural rubber properties, foreign matter control, as well as substances or contaminants that could affect the quality, safety, and operational efficiency of the products. In this regard, the company conducts testing in accordance with standards and specifications relevant to each product type, such as the standards of the Rubber Authority of Thailand, SMR Bulletin No.7 (Standard Malaysian Rubber Bulletin), and ISO 249 for natural rubber products, as well as ISO 188, ISO 4649:2017, ISO 37, ISO 34-1, ISO 815:2019, and ISO 48-4 for livestock stall mat products. These tests are performed under a laboratory system compliant with ISO/IEC 17025 to ensure that test results are reliable and traceable. For exports to markets with specific regulations, the company also considers the chemical and safety requirements of the destination country or the customer as appropriate. For livestock stall mat products, the company emphasizes controlling characteristics related to cleanliness, operational safety, and contamination prevention to ensure the products are fit for purpose.

Moreover, the company maintains quality control measures, monitoring, data traceability, and continuous verification of test results to guarantee that delivered products meet the prescribed quality and safety requirements. In 2025, the company conducted product quality and safety assessments, covering inspections and controls across relevant stages for all 4 of its main product categories, representing 100% of all product categories.

The company aims to deliver products that are safe, free from prohibited substance contamination, and compliant with domestic and international laws and standards. In 2025, the company had zero incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services (0 cases), covering incidents resulting in a fine or penalty, incidents resulting in a warning from regulatory authorities, and incidents of non-compliance with no penalties. Additionally, there were no detections of prohibited substance contamination in the company's products (0%), and the company had zero product recalls (0 times) due to safety issues or product quality non-compliance.

Development of product quality and standards

The company is dedicated to delivering high-quality products and services at reasonable prices to support our customers' business capabilities. Consequently, we are committed to developing our production processes to elevate product standards to international levels. The company has achieved certifications for ISO 9001 (Quality Management System), ISO 45001 (Occupational Health and Safety Management System), ISO 14001 (Environmental Management System), and ISO 17025 (General Requirements for the Competence of Testing and Calibration Laboratories). Furthermore, the company developed various management systems integrated at the corporate level to enhance the efficiency of sales planning, production, and delivery.



The company closely monitors trends in the natural rubber market and has observed that leading global customers are placing greater emphasis on production standards, supply chain transparency, and the disclosure of environmental and social data related to products. Therefore, the company has initiated continuous process development and product standard upgrades to prepare for future market demands.

One significant trend is the substantially increasing demand for rubber products that comply with the European Union Deforestation Regulation (EUDR). In response, the company has developed raw material sourcing processes and supplier verification systems to increase the proportion of raw materials from sources with labor and environmental responsibility, such as sources certified under the Forest Stewardship Council (FSC) sustainable forest management standard. Concurrently, we have established documentation and supplementary data systems to ensure traceability back to the origin of raw materials in accordance with EUDR requirements.

In addition, the company conducts land surveys and collects geographic coordinate data of the rubber plantations that serve as our raw material sources. This information is used to assess and verify the completeness and accuracy of documentation and operations at the production sources. In 2025, the company surveyed an accumulated area of over 120,880 rai and participated in EUDR rubber raw material auctions with the Rubber Authority of Thailand to support production and deliver products according to specific customer requirements.

To address the needs of customers aiming to reduce greenhouse gas emissions within their supply chains, the company has developed products and product-related data aligned with this trend, and has compiled the Carbon Footprint of Product (CFP) and obtained carbon label certification for one product: STR 20 block rubber. This supports customers in planning greenhouse gas reductions and working toward carbon neutrality.

The Company's STR 20 block rubber product officially received Carbon Footprint of Product certification on May 24, 2025, with a life-cycle GHG emission volume of 205 grams of carbon dioxide equivalent per kilogram. This is 29.31% lower than the reference value for STR 20 block rubber products in Thailand, which stands at 290 grams of carbon dioxide equivalent per kilogram (Reference: Thailand Greenhouse Gas Management Organization (Public Organization) and the Rubber Authority of Thailand. (2022). Study Project on Carbon Footprint Assessment of Rubber Products and Guidelines for Reducing Greenhouse Gas Emissions toward Net Zero). This demonstrates the efficiency of the company's energy management and production processes, marking a significant milestone in developing natural rubber products that meet international standards and align with the sustainability-focused demands of leading global customers.





Customer Relationship Management

The company prioritizes building and maintaining long-term, positive relationships with customers alongside continuously expanding its new customer base. Consequently, proactive efforts are undertaken to strengthen confidence and unlock business opportunities in both domestic and international natural rubber markets. The company participates annually in rubber association events and conferences across Thailand, China, and Singapore to exchange industry insights and establish business networks on the international trade stage.

As a result of these operations, the company successfully expanded its customer base within the automotive tire industry by one account and acquired a total of five new customers across Asia in 2025. This demonstrates confidence in the company's ability to efficiently fulfill customer demands regarding marketing, delivery, and coordination. Looking ahead, the company plans to visit customers' factories in India in 2026 to foster relationships with existing clients and extend cooperation with new target customer groups.

As a member of the Thai Rubber Association, the company regularly participates in the association's activities and provides support on appropriate occasions. This includes attending consultative meetings to prepare for the European Union Deforestation Regulation (EUDR) requirements for rubber products, ensuring the company can fully prepare goods, documentation, and relevant data in alignment with customer needs and international trade regulations. Such participation, alongside close and continuous interaction with customers, allows the company to clearly understand customer feedback, perspectives, and expectations. This serves as critical information driving improvements in product quality, service, and supply chain management, while enabling the Company to track market demand trends and prepare effectively for future requirements.

Beyond building business relationships, the company emphasizes instilling confidence in product quality and operational standards. Therefore, existing and target customers are given the opportunity to visit production processes, covering raw material receiving, manufacturing, quality control, as well as storage and packaging. This provides customers with a clear understanding of the company's operational procedures and builds trust in a production system capable of delivering quality products according to customer expectations, alongside socially and environmentally responsible business practices throughout the supply chain.

In 2025, one new customer from the automotive tire manufacturing sector visited and audited the company's factory to evaluate quality systems and production readiness for supplier qualification. This process encompassed completing questionnaires and sustainability assessments, which the company successfully passed, leading to the commencement of commercial trading. Concurrently, 18 existing customers assessed the company's raw material potential and yield capacity, particularly at the beginning of the rubber tapping season, to support their production capacity planning and forward contract price forecasting. Furthermore, two existing automotive tire manufacturing customers conducted factory audits to approve and register new product types for use as additional raw materials.

Elevating Service Quality and Communication

The company focuses on developing service quality and sales staff skills, including coordinating, facilitating, and welcoming customers traveling from abroad to ensure they receive maximum benefit and achieve their factory visit objectives with a lasting impression. Additionally, the company utilizes diverse communication channels tailored to customers in each country to resolve customer issues or complaints quickly and efficiently—such as LINE, WeChat, and WhatsApp—alongside implementing a real-time delivery tracking system to enable customers to manage their supply chains with precision.



Providing accurate and precise information to customers is vital for building confidence. The company therefore provides reliable information sources to ensure employees receive accurate and up-to-date news regarding the rubber business, such as GlobalData for information related to global demand volumes for various tire types, Sublime China Information (SCI) for rubber demand and pricing data in China, the International Rubber Study Group (IRSG) for climate conditions and factors affecting global rubber supply, and Bloomberg for updates on the global economic situation, exchange rates, and oil prices that impact selling prices. Beyond receiving information from world-class, reliable sources, the company also emphasizes in-depth data analysis to compile Market Insight reports and sustainability data (Traceability Reports) in accordance with EUDR standards, ensuring that customers receive comprehensive, timely information aligned with the latest international trade regulations.

Furthermore, the company attaches great importance to protecting customer data during communication and business operations. Communication via electronic channels and messaging applications, such as LINE and WeChat, is subject to appropriate access control, limited exclusively to relevant personnel to prevent unauthorized access, use, or disclosure of customers' commercial and personal data. Concurrently, the company adheres to the principle of data minimization by collecting, using, and storing customer data only to the extent necessary for business coordination, trading, shipping, and compliance with legal requirements, customs regulations, and related transport documentation to ensure that data management is proper, secure, and aligned with business objectives.

Customer Complaint Management

The company is dedicated to facilitating and assisting customers in all situations, particularly in circumstances requiring urgent resolution to minimize potential damages. Consequently, the company provides diverse communication channels to supply information to customers, listen to feedback, and receive complaints. Sales and marketing personnel are responsible for managing these channels—including telephone, email, messaging applications, and the corporate website—ensuring customers can contact the company conveniently and receive a prompt response.

The company maintains a systematic customer complaint management process with a defined response timeline of within 3 days. For product quality complaints involving multiple departments, clear responsibilities and operational guidelines are established to ensure efficient and consistent organizational execution. Upon receiving a complaint, the company investigates the facts, identifies root causes, assesses impacts on related products, and coordinates with customers to establish corrective and preventive actions, as well as considering appropriate measures on a case-by-case basis. This ensures that issues are handled properly and in a timely manner according to relevant specifications, which includes evaluating fair and appropriate damage compensation.

In 2025, the company received zero product quality complaints from customers. Additionally, there were zero substantiated complaints concerning breaches of customer privacy from either external parties or regulatory bodies, and no incidents of unauthorized disclosure or leakage of customer data or commercial secrets were found (0 cases). Furthermore, the company detected no instances of data leaks, theft, or loss of customer data (0 cases). The company continues to strictly enforce access control measures and data minimization principles, while continuously raising awareness among relevant employees to ensure proper customer data management and instill confidence among international suppliers.

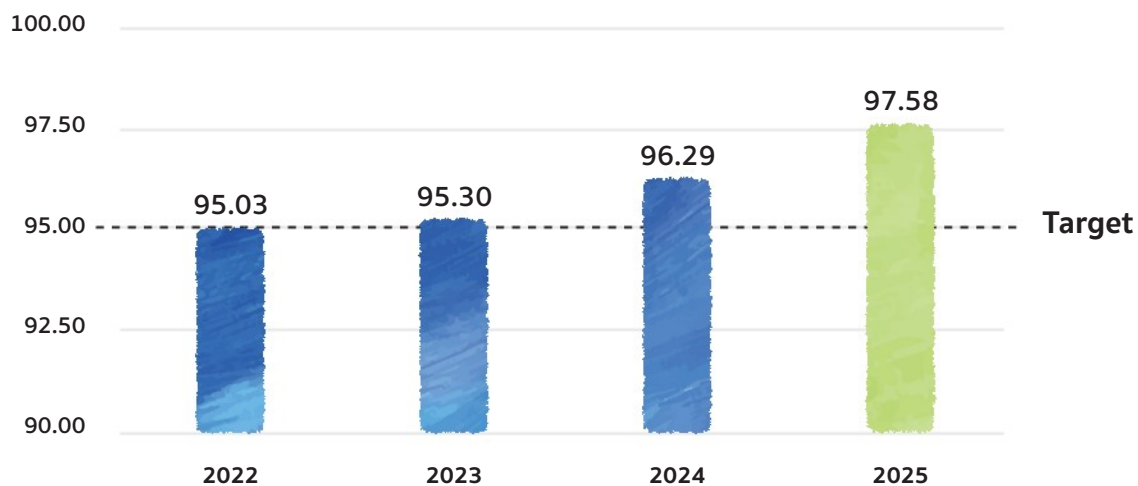


Customer Satisfaction Assessment

The company conducts a customer satisfaction assessment every six months using questionnaires to score customer satisfaction regarding communication, service, and product quality. These scores are then averaged to determine the final result for each year. In 2025, the company achieved a customer satisfaction score of 97.58%, which exceeded the set target of 95% and represented a 1.29% increase compared to 2024. The company analyzed customer feedback from these assessments and held joint meetings with relevant departments to plan product, service, and business process developments to continuously improve the customer experience.

In 2025, customers recommended that the company replace plastic pallets used for transporting natural rubber with steel packaging to reduce plastic consumption, enhance product quality control, and mitigate contamination risks from broken plastic fragments. Consequently, the company initiated the transition to steel transport packaging for domestic customers. Because steel packaging offers a significantly longer reusable lifespan, the company successfully reduced the use of plastic pallets by 33,480 units, resulting in packaging cost savings of 12,555,000 THB.

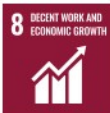
Customer Satisfaction Score (%)



NER Moving Towards a Sustainable Business.

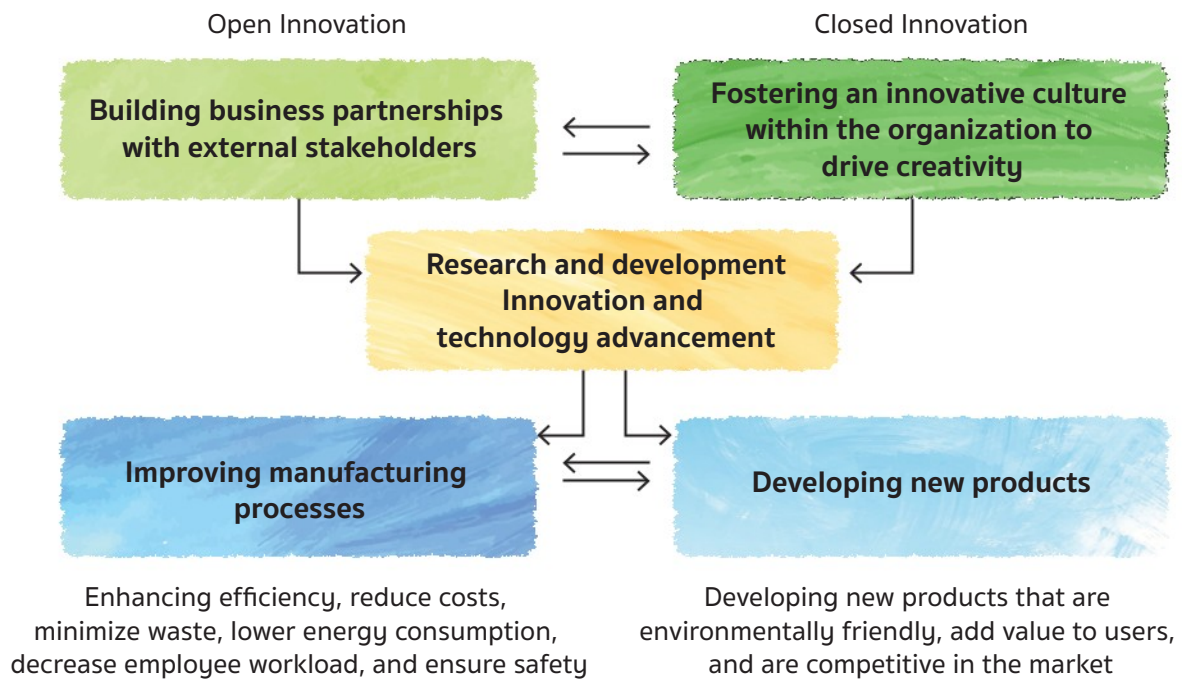


Value-added Product and Process Development

Materiality Topics		Impact, Risk, and Opportunity		
13. Innovation and Technology - Operational Excellence - Process Development - Product Development - Innovation Development		The rapid development of technology today, along with changes in the market and economic, social, or environmental conditions, necessitates that the company continuously develops both its innovations and work processes, as well as its organizational capabilities, to create a competitive edge. This is particularly important in the natural rubber industry, where products must be developed to meet customer demands and international standards. Failing to adopt modern innovations and technologies can affect long-term growth and costs. Conversely, adapting to changes while developing and creating products and services that sustainably add value to society and the environment, and meet customer needs, can help the company access new markets and broaden its customer base. Additionally, it enables employees to work more efficiently, reduces work in hazardous areas, minimizes unnecessary energy and resource consumption, and enhances the company's business image, attracting investors and increasing its potential for global growth.		
Contribution to SDGs  8.2  9.4, 9.5, 9.B  12.2, 12.5				
		Long-term goal 2030	2025 Target	2025 Performance
Number of New Innovative Products Released per Year		At least 10 items	At least 2 items	3 items

Management Approach

The company places importance on developing production processes and new products that create benefits for both the company and stakeholders. It emphasizes fostering a culture that encourages all employees to be creative, while also enhancing their knowledge, skills, and expertise in innovation and technology. This aims to enable employees to produce quality and efficient work. The company supports all components, including research and development, manufacturing, and management, with the goal of establishing an ecosystem conducive to innovation development that benefits society and the environment. The company also policies to adopt modern innovation and technology into the production process to improve operational efficiency, reduce resource usage, and promote long-term sustainable business practices with social and environmental responsibility. A framework has been set in five areas to ensure integrated development throughout the entire ecosystem as follows:



To ensure each operational area functions efficiently and systematically, the company has assigned responsibility to five departments for driving the development of production processes and new products through innovation and technology, as follows:

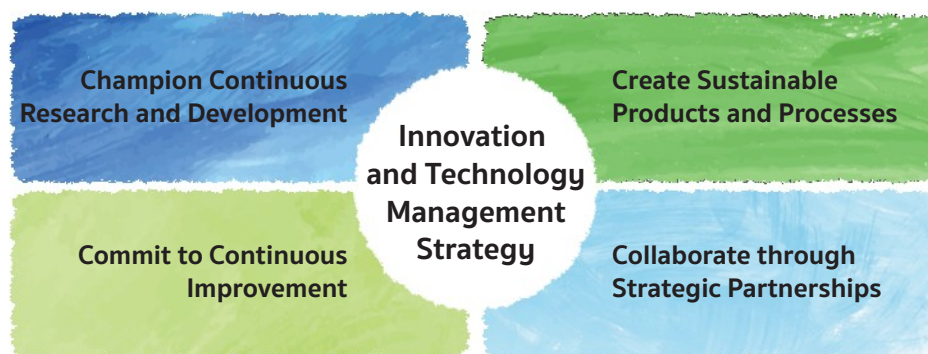
Responsible department	Roles and Responsibilities
Research and Development (R&D) Department	- Conduct studies and research to present new products that align with market needs - Collect and analyze data to inform the design of new products - Test the feasibility of actual production in collaboration with the engineering and production departments
Engineering Department	- Design and develop production technologies to enhance work efficiency and reduce production costs - Improve and develop machinery and equipment to suit product manufacturing - Test and refine production processes in collaboration with the production department
Production Department	- Implement developed technologies into actual production processes - Oversee and control the production process to ensure maximum efficiency and benefit
Human Resources (HR) Department	- Conduct production trials and quality testing of products - Conduct training and skill development in innovation and technology for employees - Create an organizational culture that promotes creativity and continuous development
Environment and Safety Management Department	Review developed innovations and technologies to ensure the safety of employees and the environment



The company focuses on creating value at every stage, from research and development to implementation in the manufacturing process, to produce high-quality products at appropriate costs that truly meet market needs. Operations are conducted systematically based on the principles of Lean Innovation, minimizing unnecessary activities, and adopting circular economy principles. Additionally, international standards such as ISO 14001, ISO 9001, and ISO 18001 are implemented to ensure confidence across all aspects. The company has developed an innovation and technology management strategy to achieve the set objectives as follows:

Enhance research and development capabilities across all areas to support organizational goals, while managing risks related to investments in innovation and new products.

Focus on development efforts that minimize negative impacts and create positive effects on the environment and society.



Regularly review and evaluate innovation and product development outcomes, and update them to meet international standards.

Strengthen the ability to develop and create innovations through collaboration with business partners, research institutions, and leading educational institutions.

Development of Innovative Products

The company is committed to developing and creating finished products to satisfy diverse consumer needs and expand its business into other industries. In 2025, the company developed new products to add value to natural rubber while supporting the use of domestic raw materials. This initiative generates income for local communities and farmers, while meeting the demands of consumers seeking safe and environmentally friendly products. A total of 3 products were developed, consisting of Livestock Rubber Stall Mats (25 Shore A hardness), High Tear-Resistant Livestock Rubber Stall Mats, and Rubber Floor Mats utilizing Circular Economy Materials. These projects utilized a total research and development budget of 495,469.81 THB and generated a combined sales revenue of 95 million THB from these three innovative products in 2025. The innovative products are as follows:

Livestock Rubber Stall Mats (25 Shore A Hardness)

These livestock rubber stall mats were developed by the company's Research and Development Department with the objective of optimizing product properties for practical application and satisfying the needs of customers in the livestock sector. Specifically, the hardness of the rubber mats was reduced to 25 Shore A, a level that offers enhanced flexibility and superior shock absorption for animals during standing, walking, and resting compared to conventional rubber mats. These characteristics directly contribute to animal care in accordance with higher animal welfare standards.

The company initiated the development process by researching and compounding the rubber formula to achieve the desired flexibility, load-bearing capacity, and durability. The product subsequently underwent rigorous laboratory testing followed by real-world field trials in livestock stalls to evaluate its performance in pressure distribution, shock absorption, and long-term durability.



Development results indicated that livestock rubber stall mats with a hardness of 25 Shore A help reduce pressure on the animals' knees, hocks, and hooves—the primary weight-bearing areas during standing, walking, and resting. This enhances the animals' resting comfort and can minimize health risks related to the skeletal, joint, and hoof systems, such as laminitis and arthritis, while also reducing the incidence of pressure sores caused by resting on hard surfaces.

The product has been certified under the Thai Industrial Standard (TIS) 2584-2556 and is currently manufactured and commercially distributed, generating 39.97 million THB in revenue in 2025.

Benefits to the company	Revenue from the sale of Livestock Rubber Stall Mats (25 Shore A Hardness) reached 39.97 million THB in 2025.
Benefits to Rubber Farmers	Generated income from purchasing 184.40 tons of raw rubber materials, valued at 9.96 million THB.
Benefits to Livestock	Enhances comfort during standing, walking, and resting; reduces pressure on joints and hooves; minimizes the risk of pressure sores and musculoskeletal health issues; and supports overall well-being to boost livestock productivity.
Benefits to the Environment	Replaced the use of synthetic rubber—a raw material derived from petrochemical precursors—by 184.40 tons in the production of livestock stall mats, helping to reduce greenhouse gas emissions by 593.25 tons of carbon dioxide equivalent.
	Reduces future waste generation, as the rubber floor mats can be 100% recycled back into raw production materials.

Note: The volume of avoided greenhouse gas emissions is a comparative assessment based on the reduced utilization of synthetic rubber. This figure is an estimate from the company's evaluation, calculated with reference to the relevant criteria and greenhouse gas emission factors provided by the Greenhouse Gas Management Organization (Public Organization), or TGO.

High Tear-Resistant Livestock Rubber Stall Mats

These high tear-resistant livestock rubber stall mats were developed by the company's Research and Development Department to address the tearing and degradation of rubber mats during actual use in livestock stalls. In practical settings, these mats must continuously support animal weight, repetitive trampling, surface friction, concentrated pressure from hooves, and ongoing contact with equipment and the stall environment. These contributing factors typically shorten the lifespan of standard rubber mats, increasing the maintenance or replacement cost burden for customers.

Consequently, the company developed this product by optimizing both the rubber compounding formula and the structural design of the mats to enhance strength, maximize tear resistance, and endure long-term livestock stall applications. The product's properties underwent evaluation through both laboratory testing and real-world field trials in livestock stalls to assess durability performance, tear resistance, and long-term operational suitability.

Development results demonstrated that the product significantly reduces tearing, particularly along the edges and high-stress points. This reduces the frequency of repairs or mat replacements, lowers maintenance costs for livestock farms, and consistently maintains safety performance throughout the product's lifespan.

The product has been certified under the Thai Industrial Standard (TIS) 2584-2556 and is currently manufactured and commercially distributed, generating 41.14 million THB in revenue in 2025.



Benefits to the company	Revenue from the sale of High Tear-Resistant Livestock Rubber Stall Mats reached 41.14 million THB in 2025.
Benefits to Rubber Farmers	Generated income from purchasing 204 tons of raw rubber materials, valued at 11.02 million THB.
Benefits to Users	Alleviates the burden and reduces the costs associated with maintenance or mat replacements.
Benefits to Livestock	Provides excellent load-bearing capacity, resists tearing, and ensures animal safety.
Benefits to the Environment	Replaced the use of synthetic rubber—a raw material derived from petrochemical precursors—by 204 tons in the production of livestock stall mats, helping to reduce greenhouse gas emissions by 656.31 tons of carbon dioxide equivalent.
	Reduces future waste generation, as the natural rubber floor mats can be 100% recycled back into raw production materials.

Note: The volume of avoided greenhouse gas emissions is a comparative assessment based on the reduced utilization of synthetic rubber. This figure is an estimate from the company's evaluation, calculated with reference to the relevant criteria and greenhouse gas emission factors provided by the Greenhouse Gas Management Organization (Public Organization), or TGO.

Multi-Purpose Rubber Floor Mats from Recycled Materials

The company prioritizes the application of Circular Economy principles as a guideline for product development and efficient resource utilization. Consequently, the company's Research and Development Department developed multi-purpose rubber floor mats featuring recycled materials as the primary component, utilizing rubber scrap from the production process and reclaimed rubber as manufacturing raw materials. This initiative aims to minimize the consumption of virgin raw materials, reduce production process waste, and add value to reusable materials.

The product development process covers the sorting, grinding, and property enhancement of rubber scrap and reclaimed rubber to ensure they can be appropriately reintegrated into the production process while maintaining product properties that meet practical application requirements. Incorporating recycled materials into the product enhances resource efficiency, reduces the demand for virgin natural rubber resources, and decreases the volume of waste destined for disposal. Furthermore, it contributes to lowering greenhouse gas emissions and energy consumption within the manufacturing process. The company has conducted product quality testing, and the product has been certified under the Thai Industrial Standard (TIS) 2377-2559. It is currently manufactured and commercially distributed.

Benefits to the company	Revenue from the sale of rubber floor mats made from recycled materials reached 13.89 million THB in 2025.
	Reduced procurement costs for virgin raw materials by 4.40 million THB by reusing 81.13 tons of rubber scrap and reclaimed rubber.
Benefits to the Environment	Reduced greenhouse gas emissions by 7.00 tons of carbon dioxide equivalent by reducing the consumption of virgin natural rubber raw materials by 81.13 tons.
	Decreases the volume of waste destined for disposal and contributes to lowering energy consumption and greenhouse gas emissions associated with manufacturing virgin raw materials.
	Reduces future waste generation, as the rubber floor mats can be 100% recycled back into raw production materials.

Note: The volume of greenhouse gas emission reductions is an estimate from the company's evaluation, calculated with reference to the relevant criteria and greenhouse gas emission factors provided by the Greenhouse Gas Management Organization (Public Organization), or TGO.



Manufacturing Process Innovation Development

The company continuously supports and drives the creation of innovation in manufacturing processes to enhance operational efficiency, reduce costs, and minimize production losses. Concurrently, this approach promotes safety, health, and a high quality of life for employees in the workplace by encouraging them to apply their knowledge, expertise, and appropriate technologies to improve work processes. In 2025, the manufacturing process innovation projects successfully implemented and measured by the company are as follows:

Electric Rubber Drying Trolley Project



Electric Rubber Drying Trolley and Oven Trolley Pusher

Following the development of the Electric Rubber Drying Trolley in 2024, which reduced manual labor and minimized the risk of injury from pushing and pulling heavy drying trolleys in front of the ovens at Block Rubber Factories No. 1 and 2, the Maintenance Engineering Department and the Production Department have continuously monitored its application. This was done to evaluate the equipment's efficiency and analyze methods to further enhance operational safety and agility.

Monitoring results indicated that although the trolley effectively reduced manual exertion when moving drying trolleys from the rubber shedding tower to the front of the ovens, operators still had to dismount the electric trolley to manually push the drying containers into the final oven position during the loading stage. This interrupted work continuity and increased processing time per cycle. Furthermore, repeatedly mounting and dismounting the electric trolley throughout a work shift posed health risks to operators—particularly to the knees, ankles, and lower back—due to repetitive motion and impact. This could lead to fatigue and musculoskeletal injuries, potentially affecting long-term work efficiency and increasing the likelihood of fatigue-related accidents.

Consequently, in 2025, the Maintenance Engineering Department and the Production Department collaborated to develop an automatic trolley-pushing system to be integrated into the existing electric rubber drying trolleys, utilizing a development budget of 147,514 THB. The system was designed to allow operators to control operations directly from the trolley via a button interface, enabling the automated, consistent, and precise pushing of containers into the oven without requiring the operator to dismount.



A comparison of operations per single work shift (8 hours) before and after the improvement revealed that sub-work steps were reduced from 25 steps to 21 steps, and standard operational time decreased by 21.07 seconds per cycle. As a result, the number of drying containers loaded into the oven increased by 10 containers per shift, representing an increased productivity value of 28,420 THB per shift. This improvement simultaneously mitigated employee health and safety risks, enhanced production process continuity, and expanded the factory's production capacity.

Details	Before Improvement	After Improvement	Results of Improvement
Number of Work Steps (Steps)	25	21	Decreased by 4 steps
Standard Operational Time (Seconds)	568.56	547.49	Decreased by 21.07 seconds
Number of Drying Containers Loaded into the Oven per Shift (Containers)	305	315	Increased by 10 containers
Production Value per Shift (THB)	866,810	895,230	Increased by 28,420 THB per shift

Rubber Bale Inverter Project

The rubber product quality inspection process is a critical step in quality control to ensure products meet specified standards, directly impacting customer confidence and satisfaction. Currently, this process relies heavily on manual labor to flip and inspect each item. With each rubber bale weighing approximately 35 kilograms, operators experience localized muscle fatigue—particularly in the back, shoulders, and arms. This increases the risk of musculoskeletal injuries from lifting or flipping the heavy rubber bales and can compromise operational efficiency over extended working periods. Furthermore, this manual process is time-consuming, creating bottlenecks in production capacity and driving up labor costs.

To address these challenges, the company integrated a Rubber Bale Inverter into the quality inspection line. This technology automates the flipping of items to support continuous inspection, reducing manual labor in high-exertion tasks. The equipment was also ergonomically designed to align with the physical workflow of the production line. Following this improvement, the average inspection time per bale was reduced from 15 seconds to approximately 7–9 seconds, and the required inspection workforce was decreased from 3 operators to 1. Simultaneously, this innovation has mitigated the risk of heavy-lifting injuries, expanded production capacity to better meet market demands, and ensured consistent product quality control, enabling the company to manage costs and resources with greater efficiency.





Details	Before Improvement	After Improvement	Results of Improvement
Rubber Bale Inspection Time (Seconds/Bale)	15	7 - 9	Decreased by 6–8 seconds per bale
Number of Inspection Operators (Persons/Shift)	3	1	Decreased by 2 operators per shift
Number of Inspected Rubber Bales (Bales/Shift)	1,920	3,840	Increased by 1,920 bales per shift
Labor Cost (THB/Year)	380,160	126,720	Decreased by 253,440 THB per year

SCADA STR-1 Project

The current production process control and monitoring systems utilized by the company still face limitations regarding real-time production data collection, analysis, and utilization. Furthermore, there is a lack of an anomaly warning system capable of rapid response, which results in certain parts of production process control relying heavily on manual inspections by operators within the operational areas. This can escalate safety risks, cause machinery downtime, and impact energy costs within the production process. Additionally, past electrical incidents during operations demonstrate a critical need to upgrade the machinery and electrical control and monitoring systems to ensure greater safety, minimize work at high-risk points, and enhance the capability to monitor system anomalies and manage them in a timely manner.

Consequently, in 2025, the company initiated the SCADA STR-1 Project by implementing a Supervisory Control and Data Acquisition (SCADA) system within the STR-1 Block Rubber Factory to elevate production process control toward greater safety, accuracy, and efficiency. The system is designed to integrate and transmit data from machinery and electrical systems into a centralized control room, enabling real-time status monitoring, anomaly analysis, and instant notifications. The implementation of this project will help reduce risks associated with operating inside high-risk areas or points, decrease the likelihood of machinery downtime, support energy cost control, and enhance production process continuity. Moreover, data retrieved from the system can be utilized to support more accurate and rapid operational analysis and decision-making, which will improve production efficiency and strengthen the company's long-term competitiveness.



Currently, the SCADA system is undergoing installation and commissioning, with completion scheduled for 2026. Once fully operational, the company aims to reduce machinery downtime by 50% and decrease energy consumption by 10% compared to 2024 levels. This is expected to reduce downtime-related expenses by approximately 461,222.22 THB per month and lower electricity costs by approximately 283,217.66 THB per month. Furthermore, the system will enable the company to track operational status and analyze machinery anomalies, maintenance tasks, and electrical systems with greater speed and accuracy, leading to enhanced production efficiency, reduced operating costs, and long-term improvements in workplace safety.



Performance Statistics

Economic and Governance Performance

Financial Performance (million THB) ⁽¹⁾	2022	2023	2024	2025
Revenue from sales	25,172.06	25,045.17	27,448.33	30,240.42
Total revenue	25,202.70	25,065.71	27,496.16	30,510.20
Net profit	1,748.00	1,545.97	1,647.62	1,884.52
Value Distribution to Stakeholders (million THB)				
Domestic procurement ⁽²⁾	16,354.22	18,242.20	20,050.11	22,787.40
• Procurement of natural rubber raw materials from farmers within Buriram Province	N/A	2,612.28	4,611.53	4,026.53
Tax paid to the government and local authorities	32.60	78.99	80.32	56.71
• Taxes paid to local government authorities in Buriram Province	0.61	0.89	1.39	1.47
Effective Tax Rate (%)	2.94	5.01	3.26	3.19
Dividend to shareholders	702.16	628.25	665.20	572.81
Employee compensation ⁽³⁾	208.51	233.63	217.58	197.93
Directors' remuneration	6.06	6.17	6.57	6.88
Social activities exclude donation	0.46	1.55	1.55	1.39
Donation	3.27	4.34	3.95	2.88

N/A = Not Available

⁽¹⁾ The information from the 2025 financial statements of North East Rubber Public Company Limited

⁽²⁾ Procurement of goods and services within the Northeastern region of Thailand

⁽³⁾ Consists of salary, bonus, wage, welfare, provident fund, social security, and personal development expenses

Business Code of Conduct	2022	2023	2024	2025
Number of complaints regarding violations of the code of conduct (case)				
• Fraud and corruption	0	0	2	0
• Insider trading	0	0	0	0
• Bribery	0	0	0	0
• Human rights	0	0	0	0
• Taxation	0	0	0	0
• Others cases of violation of the company's code of conduct	0	0	0	0
Cases of confirmed violations of the code of conduct (cases)	0	0	2	0



Sustainable Supply Chain Management	2022	2023	2024	2025
Percentage of procurement of goods and services within Thailand (%)	99.68	99.86	99.97	99.80
• Percentage of procurement of rubber raw materials within Thailand (%)	100.00	100.00	100.00	100.00
Percentage of local procurement of goods and services ⁽²⁾ (%)	69.47	73.71	73.47	74.76
• Percentage of procurement of natural rubber raw material within the Northeastern region (%)	N/A	58.80	84.97	82.31
• Percentage of procurement of natural rubber raw material within Buriram Province (%)	N/A	14.32	23.00	17.67
Total number of suppliers	581	624	495	596
Number of critical tier-1 suppliers	N/A	83	100	112
Number of non-critical tier-1 suppliers	N/A	541	395	484
Number of critical non-tier 1 suppliers)	N/A	N/A	1,628	12,123
Total number of new suppliers	178	181	161	207
Total number of suppliers who have been assessed for environmental, social, and governance risks	N/A	116	96	264
Percentage of suppliers who have been assessed for environmental, social, and governance risks (%)				
• Critical tier-1 suppliers	N/A	73.49	51.00	44.30
• Non-critical tier-1 suppliers	N/A	10.17	11.39	100.00
• New suppliers	N/A	100.00	100.00	100.00
Number of suppliers with high and very high environmental, social, and governance risks	N/A	N/A	41	27
• Critical tier-1 suppliers	N/A	N/A	17	29
• Non-critical tier-1 suppliers	N/A	N/A	24	0
• New suppliers	N/A	N/A	0	0
Total number of suppliers requiring on-site audits according to the specified criteria	N/A	N/A	41	37
• Critical tier-1 suppliers	N/A	N/A	17	19
Percentage of critical tier-1 suppliers completed the assessment within the year (%)	N/A	N/A	100.00	100.00



Sustainable Supply Chain Management	2022	2023	2024	2025
• Non-critical tier-1 suppliers	N/A	N/A	24	17
Percentage of non-critical tier-1 suppliers completed the assessment within the year (%)	N/A	N/A	100.00	100.00
• New suppliers	N/A	N/A	0	1
Percentage of new suppliers completed the assessment within the year (%)	N/A	N/A	0.00	100.00

N/A = Not Available

Customer Relationship Management	2022	2023	2024	2025
Customer satisfaction score (%)	95.03	95.30	96.29	97.58
Number of complaints regarding product quality (cases)	0	0	0	0
Number of complaints related to health and safety from products (cases)	0	0	0	0
Number of complaints about service and marketing communication (cases)	0	0	0	0
Number of complaints concerning customer data or confidentiality breaches (cases)	0	0	0	0

Compliance	2022	2023	2024	2025
Total number of significant instances of non-compliance with laws and regulations ⁽⁴⁾ (Cases)	0	0	0	0
• Total number of cases resulting in fines (Cases)	0	0	0	0
• Total number of cases resulting in non-monetary sanctions (Cases)	0	0	0	0
Total value of fines paid during the year (THB)	0	0	0	0
• Value of fines paid for cases occurring within the reporting year (THB)	0	0	0	0
• Value of fines paid for cases occurring prior to the reporting year (THB)	0	0	0	0
Number of instances of non-compliance with economic laws (Cases)	0	0	0	0
Number of instances of non-compliance with labor and human rights laws (Cases)	0	0	0	0
Number of instances of non-compliance with occupational health and safety laws (Cases)	0	0	0	0
Number of instances of non-compliance with environmental laws (Cases)	0	0	0	0

⁽⁴⁾ The company defines "significant instances of non-compliance with laws and regulations" as cases that result in fines, non-monetary sanctions, operational restrictions or suspensions, license revocations, or those causing a significant impact on the company's business operations, reputation, or stakeholders.



Environmental Performance

Raw Material Usage	Unit	2022	2023	2024	2025
Raw Materials Used in the Production	Ton	472,815.04	540,809.99	405,888.79	449,033.04
Non-recyclable raw materials	Ton	702.04	758.99	539.79	597.96
• Wrapping plastic	Ton	702.04	758.99	539.79	597.96
Recyclable raw materials	Ton	472,113	540,051	405,349	448,435.08
• Cup lump rubber	Ton	346,654	381,869	238,364	358,135.37
• Ribbed smoked sheet	Ton	125,459	158,182	166,985	90,299.71
Recycled Materials Used in the Production	Ton	897.07	988.78	1,119.22	1,878.31
• Rubber	Ton	513.18	561.30	466.44	1,354.23
• Plastic	Ton	383.89	427.48	652.78	524.08
Percentage of recycled raw materials to the total raw materials used in the production process	%	0.19	0.18	0.28	0.42
Products	Unit	2022	2023	2024	2025
Total products manufactured	Ton	427,244	467,306	388,331	435,655.86
Total products sold	Ton	446,090	498,269	439,178	475,429.82
Energy	Unit ⁽⁵⁾	2022	2023	2024	2025
Total Net Energy Consumption within the Organization	Gigajoule	476,277.76	488,241.58	317,471.94	433,520.76
Total Non-Renewable Energy Consumption within the Organization	Gigajoule	240,368.45	260,781.87	192,350.33	237,488.83
• Liquefied Petroleum Gas (LPG)	Gigajoule	87,093.66	102,641.74	75,681.75	63,045.53
• Liquefied Natural Gas (LNG)	Gigajoule	0	0	0	26,531.22
• Diesel	Gigajoule	31,412.83	29,403.91	21,576.77	21,656.46
• Benzine	Gigajoule	242.015	393.622	431.777	25.94
• Electricity purchased from external sources	Gigajoule	121,619.96	128,342.60	94,660.03	126,229.68
• Steam, heat, and cooling energy	Gigajoule	0	0	0	0
Total Renewable Energy Consumption within the Organization	Gigajoule	235,909.31	227,459.71	125,121.61	196,031.93
• Wood chips	Gigajoule	195,725.66	201,796.00	104,078.12	176,699.57
• Firewood	Gigajoule	1,839.86	1,084.50	76.95	0
• Biogas	Gigajoule	11,596.56	7,335.05	2,835.34	1,071.50
• Compressed biogas (CBG)	Gigajoule	2,808.08	0	0	0
• Electricity generated from biogas	Gigajoule	18,133.56	165.60	0	255.02
• Electricity from solar energy	Gigajoule	5,805.59	17,078.56	18,131.20	18,005.84
Energy sold from non-renewable sources	Gigajoule	0	0	0	0
Energy sold from renewable sources	Gigajoule	0	0	0	0
Energy intensity	Gigajoule/production ton	1.11	1.04	0.82	0.995

⁽⁵⁾ Energy consumption data from various sources shall be converted into Gigajoules (GJ). This conversion is based on the energy conversion factors for fuels and electricity determined by heating values, in accordance with the emission factors set forth in the 2019 IPCC Guidelines for National Greenhouse Gas Inventories and data provided by the Department of Alternative Energy Development and Efficiency (DEDE), Ministry of Energy.



GHG Emissions ⁽⁶⁾	Unit	2022	2023	2024	2025
Total GHG emissions	tCO ₂ eq	104,812	113,789	87,488	97,562
Direct GHG emissions (Scope 1)	tCO ₂ eq	12,895	14,720	7,959 ⁽⁷⁾	8,856
Indirect GHG emissions (Scope 2)	tCO ₂ eq	16,889	17,822	13,145	17,529
• Location-Based	tCO ₂ eq	16,889	17,822	13,145	17,529
• Market-Based ⁽⁸⁾	tCO ₂ eq	16,889	17,822	13,145	17,529
Total direct and indirect GHG emissions (Scope 1 & 2)	tCO ₂ eq	29,784	32,542	21,104	26,385
Biogenic carbon dioxide	tCO ₂ eq	N/A	N/A	18,657	36,980
Other GHG emissions (Scope 3)	tCO ₂ eq	75,028	81,247	66,384 ⁽⁹⁾	71,177
• Category 1 Purchased goods and services	tCO ₂ eq	75,028	81,247	66,384	71,177
GHG emission (scope 1&2) intensity	tCO ₂ eq/ production ton	0.070	0.070	0.054	0.061
GHG emission intensity	tCO ₂ eq/ production ton	0.245	0.243	0.225	0.224

⁽⁶⁾ GHG emissions are calculated in accordance with the greenhouse gas assessment guidelines and emission factors provided by the Thailand Greenhouse Gas Management Organization (Public Organization).

⁽⁷⁾ The company restated its direct GHG emissions (Scope 1) for 2024 to align with the official organizational carbon footprint certification/verification results received from the Thailand Greenhouse Gas Management Organization (Public Organization) after the publication of the previous reporting period's disclosure.

⁽⁸⁾ The company has not procured renewable energy through market-based instruments, such as I-RECs or PPAs, and lacks other data that meet market-based calculation criteria. Therefore, the company's market-based Scope 2 greenhouse gas emissions are calculated using the national grid emission factor, identical to the location-based methodology.

⁽⁹⁾ The company restated its 2024 Scope 3 data to cover exclusively Category 1: Purchased Goods and Services to maintain consistency with the 2025 disclosure boundaries, as the previously disclosed figures included GHG emissions from other Scope 3 categories. This data adjustment was carried out to ensure appropriate year-over-year data comparability.

Other Air Emissions	Unit	Standard values	2022	2023	2024	2025
Average of 25 Monitoring Points						
Opacity of smoke emissions	%	<10	-	-	-	-
Total Suspended Particulate Matter (TSP)	mg/m ³	<320	14.36	19.23	23.06	25.62
Sulfur dioxide (SO ₂)	ppm	<60	1.79	2.87	4.34	3.51
Nitrogen dioxide (NO ₂)	ppm	<200	25.79	11.56	22.63	15.95
Carbon monoxide (CO)	ppm	<690	43.16	138.68	3.46	57.36
Hydrogen sulfide (H ₂ S)	ppm	<80	0.560	0.013	0.011	0.138
PM 10	mg/m ³	≤ 0.12	N/A	N/A	N/A	N/A



Water and Effluent	Unit	2022	2023	2024	2025
Total Water Withdrawal	m³	2,035,319	1,951,951	1,340,958	1,551,289.5
Water withdrawal by water sources					
Surface water ⁽¹⁰⁾	m ³	2,032,602	1,949,151	1,338,301	1,551,227
• Freshwater (≤ 1,000 mg./L Total Dissolved Solids)	m ³	2,032,602	1,949,151	1,338,301	1,551,227
• Other water (>1,000 mg./L Total Dissolved Solids)	m ³	0	0	0	0
Groundwater	m ³	2,717	2,800	2,657	0
Produced water ⁽¹¹⁾	m ³	0	0	0	0
Third-party water ⁽¹²⁾	m ³	0	0	0	62.5
Water withdrawal from water-stress area	m ³	2,035,319	1,951,951	1,340,958	1,551,227
• Freshwater (≤ 1,000 mg./L Total Dissolved Solids)	m ³	2,035,319	1,951,951	1,340,958	1,551,227
• Other water (>1,000 mg./L Total Dissolved Solids)	m ³	0	0	0	0
Total Water Discharge	m³	0	0	0	62.5
• Water with Total Dissolved Solids ≤1,000 mg./L	m ³	0	0	0	0
• Water with Total Dissolved Solids > 1,000 mg./L	m ³	0	0	0	0
Total water discharge to all areas by destinations					
Surface water	m ³	0	0	0	0
Groundwater	m ³	0	0	0	0
Third-party water	m ³	0	0	0	62.5
Total water discharge to all areas water stress	m ³	0	0	0	0
• Water with Total Dissolved Solids ≤1,000 mg./L	m ³	0	0	0	0
• Water with Total Dissolved Solids > 1,000 mg./L	m ³	0	0	0	0
Total Water Consumption	m³	2,035,319	1,951,951	1,340,958	1,551,227
Water Intensity	m³/production ton	4.76	4.18	3.45	3.56
Compliance					
Number of Legal Non-Compliance Incidents Related to Water Resources (Cases)	0	0	0	0	0

⁽¹⁰⁾ Surface water includes natural water sources such as ponds, streams, rivers, water reservoirs, and rainwater collection ponds.

⁽¹¹⁾ Water from the production process refers to water generated from extraction, distillation, or use of raw materials, which the company must subsequently manage.

⁽¹²⁾ Water from external producers refers to water supplied by the Provincial Waterworks Authority.



Waste and Waste Management	Unit	2022	2023	2024	2025
Waste Generation					
Total waste	Ton	2,126.71	9,977.65	1,641.38	3,034.47
• Hazardous waste	Ton	4.74	15.68	10.43	38.73
• Non-hazardous waste	Ton	2,121.97	9,961.97	1,630.95	2,995.74
Waste diverted from disposal					
Total weight of waste diverted from disposal	Ton	2,069.50	9,885.18	1,564.56	2,495.45
• Hazardous waste	Ton	0	0	0	0
◦ Preparation for reuse	Ton	-	-	-	-
- Onsite	Ton	-	-	-	-
- Offsite	Ton	-	-	-	-
◦ Recycling	Ton	-	-	-	-
- Onsite	Ton	-	-	-	-
- Offsite	Ton	-	-	-	-
• Non-hazardous waste	Ton	2,069.50	9,885.18	1,564.56	2,495.45
◦ Preparation for reuse	Ton	-	-	-	-
- Onsite	Ton	-	-	-	-
- Offsite	Ton	-	-	-	-
◦ Recycling	Ton	-	-	-	2,495.45
- Onsite	Ton	2,065.18	9,867.30	1,559.44	1,813.91
- Offsite	Ton	4.32	17.88	5.12	681.54
Waste directed to disposal					
Total weight of waste directed to disposal	Ton	57.21	92.47	76.82	539.02
• Hazardous waste	Ton	4.74	15.68	10.43	38.73
◦ Incineration without energy recovery	Ton	-	-	-	-
- Onsite	Ton	-	-	-	-
- Offsite	Ton	-	-	-	-
◦ Incineration with energy recovery	Ton	-	-	-	-
- Onsite	Ton	-	-	-	-
- Offsite	Ton	4.74	15.68	10.43	16.52
◦ Landfilling	Ton	-	-	-	-
- Onsite	Ton	-	-	-	-
- Offsite	Ton	-	-	-	22.21



Waste and Waste Management	Unit	2022	2023	2024	2025
• Non-hazardous waste	Ton	52.47	76.79	66.39	500.29
◦ Incineration without energy recovery	Ton	-	-	-	-
- Onsite	Ton	-	-	-	-
- Offsite	Ton	-	-	-	-
◦ Incineration with energy recovery	Ton	-	-	-	-
- Onsite	Ton	-	-	-	-
- Offsite	Ton	-	-	-	-
◦ Landfilling	Ton	-	-	-	500.29
- Onsite	Ton	-	-	-	-
- Offsite	Ton	52.47	76.79	66.39	500.29
Oil, Chemical, or Hazardous Substance Spills		2022	2023	2024	2025
Number of incidents involving leaks of chemicals, oil, wastewater, or waste that impact surrounding communities, society, and the environment (cases)		0	0	0	0
Volume of oil, chemicals, or hazardous substances spills (m ³)		0	0	0	0



Social Performance

Employment	2022		2023		2024		2025	
	No.	%	No.	%	No.	%	No.	%
Total employees as of 31 December	1,045	100.00	1,034	100.00	941	100.00	962	100.00
Number of employees by gender								
- Male	676	64.69	659	63.73	582	61.85	610	63.41
- Female	369	35.31	375	36.27	359	38.15	352	36.59
Number of employees by level								
Executive management	6	0.57	6	0.58	8	0.85	8	0.83
- Male	2	33.33	3	50.00	3	37.50	3	37.50
- Female	4	66.67	3	50.00	5	62.50	5	62.50
Middle management	18	1.72	19	1.84	22	2.34	26	2.70
- Male	6	33.33	7	36.84	10	45.45	14	53.85
- Female	12	66.67	12	63.16	12	54.55	12	46.15
Junior management	54	5.17	67	6.48	72	7.65	81	8.42
- Male	36	66.67	46	68.66	47	65.28	50	61.73
- Female	18	33.33	21	31.34	25	34.72	31	38.27
Operational level	967	92.54	942	91.10	839	89.16	847	88.05
- Male	635	65.67	608	64.54	518	61.74	543	64.11
- Female	332	34.33	334	35.46	321	38.26	304	35.89
Number of employees by age								
Less than 30 years old	426	40.77	384	37.14	318	33.79	315	32.74
- Male	284	66.67	246	64.06	200	62.89	216	68.57
- Female	142	33.33	138	35.94	118	37.11	99	31.43
30-50 years old	535	51.2	570	55.13	525	55.79	565	58.73
- Male	337	62.99	353	61.93	314	59.81	334	59.12
- Female	198	37.01	217	38.07	211	40.19	231	40.88
Over 50 years old	84	8.04	80	7.74	98	10.41	82	8.52
- Male	55	65.48	60	75.00	68	69.39	60	73.17
- Female	29	34.52	20	25.00	30	30.61	22	26.83
Number of employees by employment contract								
Permanent employees	1,045	100.00	1,034	100.00	941	100.00	962	100.00
- Male	676	64.69	659	63.73	582	61.85	610	63.41
- Female	369	35.31	375	36.27	359	38.15	352	36.59
Annual contract employees	0	0	0	0	0	0	0	0
Outsourced employees	0	0	0	0	0	0	0	0



Employment	2022		2023		2024		2025	
	No.	%	No.	%	No.	%	No.	%
Number of employees by employment type								
Full-time employees	1,045	100.00	1,034	100.00	941	100.00	962	100.00
- Male	676	64.69	659	63.73	582	61.85	610	63.41
- Female	369	35.31	375	36.27	359	38.15	352	36.59
Part-time employees	0	0	0	0	0	0	0	0
Number of employees by location								
Bangkok office	17	1.63	16	1.55	13	1.38	18	1.87
Head office in Prakhonchai, Buriram	1,028	98.37	1,018	98.45	928	98.62	944	98.13
Number of employees by hometown								
- Bangkok Metropolitan Region	15	1.44	7	0.68	9	0.96	16	1.66
- Central region	23	2.20	22	2.13	7	0.74	10	1.04
- Eastern region	16	1.53	16	1.55	11	1.17	6	0.62
- Western region	2	0.19	3	0.29	1	0.11	0	0.00
- Southern region	7	0.67	4	0.39	5	0.53	2	0.21
- Northern region	3	0.29	5	0.48	5	0.53	3	0.31
- Northeastern region	979	93.68	977	94.49	903	95.96	925	96.15
- Buriram province	806	77.13	807	78.05	795	84.48	833	86.59
Number of employees by nationality								
- Thai	1,043	99.81	1,034	100	941	100	961	99.89
- Taiwanese	2	0.19	-	-	-	-	0	0
- Chinese	-	-	-	-	-	-	1	0.10
Number of employees with disabilities								
- Male	9	64.29	9	69.23	8	72.73	5	45.45
- Female	5	35.71	4	30.77	3	27.27	6	54.54
New Hires								
New Hires	2022		2023		2024		2025	
	No.	%	No.	%	No.	%	No.	%
New Hires	847	81.05	674	65.18	289	30.71	424	100.00
By Gender								
• Male	667	78.75	491	72.85	213	73.70	357	84.20
• Female	180	21.25	183	27.15	76	26.30	67	15.80
By Age								
• Less than 30 years old	574	67.77	421	62.46	174	60.21	249	58.73
• 30-50 years old	265	31.29	247	36.65	113	39.10	151	35.61
• Over 50 years old	8	0.94	6	0.89	2	0.69	24	5.66



New Hires	2022		2023		2024		2025	
	No.	%	No.	%	No.	%	No.	%
By Level								
• Executive management	-	-	1	0.15	1	0.35	3	0.71
• Middle management	4	0.47	6	0.89	4	1.38	6	1.42
• Junior management	9	1.06	15	2.23	9	3.11	15	3.54
• Operational level	834	98.47	652	96.74	275	95.16	400	94.34
Employee Turnover ⁽¹³⁾ (Full-time Employees - Monthly basis)	2022		2023		2024		2025	
	No.	%	No.	%	No.	%	No.	%
Employee Turnover Rate	144	13.78	125	12.09	85	9.03	98	10.19
By Gender								
• Male	128	88.89	84	67.20	64	75.29	70	71.43
• Female	16	11.11	41	32.80	21	24.71	28	28.57
By Age								
• Less than 30 years old	75	52.08	59	47.20	33	38.82	32	32.65
• 30-50 years old	66	45.83	65	52.00	49	57.65	59	60.21
• Over 50 years old	3	2.08	1	0.80	3	3.53	7	7.14
By Level								
• Executive management	-	-	-	-	0	0	1	1.02
• Middle management	2	1.39	1	3.39	6	7.06	3	3.06
• Junior management	-	0.00	7	5.6	11	12.94	11	11.22
• Operational level	142	98.61	117	93.60	68	80.00	83	84.69
Voluntary employee turnover rate (Monthly)	95	9.09	98	9.48	68	7.23	26	2.70
By Gender								
• Male	82	86.32	61	62.24	49	72.06	24	92.31
• Female	13	13.68	37	37.76	19	27.94	2	7.69
By Age								
• Less than 30 years old	43	45.26	47	47.96	27	39.71	4	15.38
• 30-50 years old	50	52.63	50	51.02	40	58.82	20	76.92
• Over 50 years old	2	2.11	1	1.02	1	1.47	2	7.69
By Level								
• Executive management	0	0	0	0	0	0.00	1	3.85
• Middle management	0	0	1	1.02	3	4.41	0	0.00
• Junior management	0	0	5	5.10	11	16.18	4	15.38
• Operational level	95	100	92	93.88	54	79.41	21	80.77

⁽¹³⁾ The termination of employment includes resignation, dismissal, retirement, and death.



Employee Termination ⁽¹³⁾ (Full-time employees - daily or on a contract basis) ⁽¹⁴⁾	2022		2023		2024		2025	
	No.	%	No.	%	No.	%	No.	%
Employee Termination Rate	571	54.64	406	39.26	279	29.65	272	28.27
By Gender								
• Male	445	77.93	282	69.46	214	76.70	225	82.72
• Female	126	22.07	124	30.54	65	23.30	47	17.28
By Age								
• Less than 30 years old	380	66.55	280	68.97	163	58.42	174	63.97
• 30-50 years old	174	30.47	118	29.06	108	38.71	85	31.25
• Over 50 years old	17	2.98	8	1.97	8	2.87	13	4.78
Voluntary Employee Turnover Rate (daily/contract basis)	258	24.69	208	20.12	169	17.96	152	15.80
By Gender								
• Male	179	69.38	129	62.02	116	68.64	132	86.84
• Female	83	32.17	79	37.98	53	31.36	20	13.16
By Age								
• Less than 30 years old	153	59.30	143	68.75	87	51.48	106	69.74
• 30-50 years old	95	36.82	61	29.33	74	43.79	45	29.61
• Over 50 years old	10	3.88	4	1.92	8	4.73	1	0.66

⁽¹⁴⁾ Permanent employees paid on a daily-rate or lump-sum basis and assigned to production facilities receive the same welfare benefits as monthly-paid permanent employees, with the exception of leave benefits.

Maternity Leave	2022		2023		2024		2025	
	No.	%	No.	%	No.	%	No.	%
Employees exercising maternity leave	8	0.77	13	1.26	8	0.85	10	1.04
Employees returning to work after maternity leave	8	100.00	10	76.92	5	62.50	9	90

Employee Development	2022	2023	2024	2025
	Hour/person	Hour/person	Hour/person	Hour/person
Average training hours per employee per year	12.17	12.76	23.68	21.36
By Gender				
• Male	11.70	12.70	20.60	19.40
• Female	13.60	12.87	29.79	24.74
By Level				
• Executive level	46.11	30.77	35.52	25.64
• Management level	15.03	16.11	54.42	41.65
• Operational level	11.20	11.99	18.01	19.23



Compensation	2022	2023	2024	2025
Compensation by Gender (Unit: THB)				
• Total Compensation	208,512,489.28	233,632,393.85	201,206,174.09	256,974,344.17
• Compensation for Male Employees	129,619,392.73	142,419,155.43	120,378,228.28	157,907,794.14
• Compensation for Female Employees	78,893,096.55	91,213,238.42	80,827,945.81	99,066,550.03
Compensation by Level (Unit: THB)				
Operational Level				
• Compensation for Male Employees	N/A	N/A	87,983,669.34	128,997,866.56
• Compensation for Female Employees	N/A	N/A	43,012,933.24	69,267,913.23
Salary Ratio ⁽¹⁵⁾ (Female : Male)	N/A	N/A	1 : 1.27	1 : 1.04
Management Level				
• Compensation for Male Employees	N/A	N/A	15,151,457.27	6,170,497.64
• Compensation for Female Employees	N/A	N/A	22,944,134.57	8,168,078.00
Salary Ratio ⁽¹⁵⁾ (Female : Male)	N/A	N/A	1 : 0.35	1 : 0.47
Executive Level				
• Compensation for Male Employees	N/A	N/A	17,243,101.67	22,739,429.94
• Compensation for Female Employees	N/A	N/A	14,870,878.00	19,061,561.80
Salary Ratio ⁽¹⁵⁾ (Female : Male)	N/A	N/A	1 : 1.52	1 : 1.19
Amount of Compensation for Employees Domiciled in Buriram Province Only (Million THB)	198.08	221.95	183.81	171.39
Employee Provident Fund				
• Number of Employees Participating in the Provident Fund (persons)	260	290	441	558
• Company Contributions to the Provident Fund (THB)	1,881,955.00	2,352,246.00	2,875,869.00	3,203,322.00

⁽¹⁵⁾ The calculation of the ratio of the average total compensation of female employees to male employees is based on total compensation data, which comprises fixed salaries and variable compensation, including overtime pay, special allowances, bonuses, incentives, or all other monetary benefits.

Promotion of Employee Relations and Engagement	2022	2023	2024	2025
Number of Labor and Human Rights Complaints (cases)	0	0	0	0
Major Labor Disputes (cases)	0	0	0	0
Employee Engagement Score (%)	81.52	83.40	85.88	87.58



Occupational Health and Safety	2022		2023		2024		2025	
	Male	Female	Male	Female	Male	Female	Male	Female
Total Number of Workers Covered by an Occupational Health and Safety Management System (Persons)								
- Employees	1,045		1,034		941		962	
	676	369	659	375	582	359	610	352
- Contractors	392		372		421		520	
	338	54	346	26	389	32	478	42
Total Number of Workers Covered by an Occupational Health and Safety Management System (Persons)								
- Employees	100.00		100.00		100.00		100.00	
- Contractors	100.00		100.00		100.00		100.00	
Total Working Hours (hours)								
- Employees	2,616,680		2,589,136		2,356,264		2,241,638	
	1,692,704	923,976	1,650,136	939,000	1,457,328	898,936	1,421,413	820,225
- Contractors	75,120		77,544		32,552		22,183	
	62,600	12,520	52,584	24,960	22,536	10,016	21,126	1,057
Total Number of Work-Related Illnesses (Cases)								
- Employees	0		0		0		0	
	0	0	0	0	0	0	0	0
- Contractors	0		0		0		0	
	0	0	0	0	0	0	0	0
Occupational Illness Frequency Rate (OIFR) (Cases per 1,000,000 hours worked) ⁽¹⁶⁾								
- Employees	0		0		0		0	
- Contractors	0		0		0		0	
Total number of Work-Related Injuries (Cases)								
- Employees	20		32		14		8	
	16	4	22	10	11	3	8	0
- Contractors	0		0		0		0	
	0	0	0	0	0	0	0	0
Number of Work-Related Injuries with No Lost Time (Cases)								
- Employees	8		10		7		0	
	8	0	6	4	4	3	0	0
- Contractors	0		0		0		0	
	0	0	0	0	0	0	0	0
Number of Lost-Time Work-Related Injuries (Cases)								
- Employees	12		29		7		7	
	8	4	14	6	7	0	7	0
- Contractors	0		0		0		0	
	0	0	0	0	0	0	0	0



Occupational Health and Safety	2022		2023		2024		2025	
	Male	Female	Male	Female	Male	Female	Male	Female
Number of Work-Related Fatalities (Cases)								
- Employees	0		1		0		1	
	0	0	1	0	0	0	1	0
- Contractors	0		0		0		0	
	0	0	0	0	0	0	0	0
Number of Work-Related Injuries Resulting in Permanent Disability (Cases)								
- Employees	0		1		0		0	
	0	0	1	0	0	0	0	0
- Contractors	0		0		0		0	
	0	0	0	0	0	0	0	0
Lost Time Injury Severity Rate (LTISR) (Days per 1,000,000 hours worked) ⁽¹⁷⁾								
- Employees	105.48		76.09		51.78		15.61	
- Contractors	0		0		0		0	
Lost Time Injury Frequency Rate (LTIFR) (Cases per 1,000,000 hours worked) ⁽¹⁸⁾								
- Employees	4.59		11.20		2.97		3.12	
- Contractors	0		0		0		0	
Work-Related Fatality Rate (Cases per 1,000,000 hours worked)								
- Employees	0		0.39		0		0.44	
- Contractors	0		0		0		0	

⁽¹⁶⁾ Occupational Illness Frequency Rate (OIFR) refers to the frequency of work-related illnesses, calculated as the number of occupational illness cases relative to the total number of hours worked.

⁽¹⁷⁾ Lost Time Injury Severity Rate (LTISR) indicates the severity of work-related injuries that result in lost time, determined by the total number of lost workdays relative to the total number of hours worked.

⁽¹⁸⁾ Lost-time Injury Frequency Rate (LTIFR) represents the rate of work-related accidents resulting in lost time of one or more consecutive days.



Memberships

North East Rubber Public Company Limited

Organization Name	Country	Organization Type	Company's Role	Objective of Membership
1 The Federation of Thai Industries	Thailand	Industrial Organization / Business Association	Member	To participate in exchanging information and industry feedback, monitor relevant manufacturing policies, laws, and regulations, and strengthen collaboration networks with businesses and related agencies.
2 The Federation of Thai Industries, Buriram Chapter	Thailand	Provincial Industrial Organization	Committee member	To collaborate with the local industrial sector, monitor economic, industrial, and provincial development issues, and support business operations aligned with the local context.
3 The Thai Rubber Association	Thailand	Rubber Industry Association	Member	To exchange information, market trends, and regulatory issues relevant to the rubber industry, while supporting the elevation of business standards and the industry's competitiveness.
4 Thailand Management Association	Thailand	Business Management Professional Association	Member	To develop knowledge and practices in organizational management, enhance business efficiency, and monitor modern management trends beneficial to the organization.
5 Thailand Carbon Neutral Network	Thailand	Climate and Carbon Collaboration Network	Member	To exchange knowledge and practices on greenhouse gas emission reduction and support the organization's preparedness toward achieving carbon neutrality.
6 Thai Listed Companies Association	Thailand	Listed Companies Association	Member	To exchange information and experiences among listed companies, monitor capital market regulatory developments, and promote corporate governance and sustainability practices.
7 Thai Institute of Directors (IOD)	Thailand	Corporate Governance and Director Development Organization	Member	To enhance knowledge and practices regarding corporate governance, the roles and duties of directors, and good governance to elevate organizational management standards.
8 Thai Private Sector Collective Action Against Corruption (CAC)	Thailand	Private Sector Anti-Corruption Network	Member	To demonstrate commitment and strengthen a business operations system that is transparent, ethical, and concretely against corruption.
9 International Rubber Study Group (IRSG)	Singapore	International Rubber Industry Research and Data Organization	Member	To access in-depth data, market trends, and the global rubber industry situation for business planning and strategic decision-making.



GRI Content Index

Statement of use	North East Rubber Public Company Limited has reported in accordance with the GRI Standards for the period January 1, 2025 to December 31, 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	GRI 13: Agriculture Aquaculture and Fishing Sectors 2022 V1.1

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GENERAL DISCLOSURES						
GRI 2: General Disclosures 2021	2-1 Organizational details	Sustainability Report p.11-12				
	2-2 Entities included in the organization's sustainability reporting	Sustainability Report p.3				
	2-3 Reporting period, frequency and contact point	Sustainability Report p.3-4				
	2-4 Restatements of information	Sustainability Report p.3-4				
	2-5 External assurance	Sustainability Report p.4				
	2-6 Activities, value chain and other business relationships	Sustainability Report p.11-14 One Report p.29–32, 82–83				
	2-7 Employees	Sustainability Report p.11, 323-324				
	2-8 Workers who are not employees	Sustainability Report p.328–329			NER reports the number of workers who are not employees as a headcount based on contractor agreements as of 31 December 2025. The increase from the previous year was mainly due to repair and maintenance activities following the factory fire incident.	
	2-9 Governance structure and composition	One Report p.74, 246-249, 254-260				
	2-10 Nomination and selection of the highest governance body	One Report p.257-258, 272-275				
	2-11 Chair of the highest governance body	One Report p.247, 376-377 Sustainability Report p.47-48				
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Report p.15-16, 51-54, 70-75, 118 One Report p. 73-76, 259-260				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	2-13 Delegation of responsibility for managing impacts	Sustainability Report p.15-16, 51-52, 71-72, 90, 98, 118, 152, 166, 177, 189, 203, 218, 237, 262, 284-285, 301, 308				
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Report p.4, 52				
	2-15 Conflicts of interest	One Report p. 291, 305-317 Website: Related Parties Transaction Policy Conflict of Interest Prevention and Stakeholding Reporting Policy https://investor.nerubber.com/storage/downloads/other-policies/ner-related-parties-transaction-policy-th.pdf				
	2-16 Communication of critical concerns	Sustainability Report p.53-55, 65-66, 75, 114				
	2-17 Collective knowledge of the highest governance body	Sustainability Report p.55-58				
	2-18 Evaluation of the performance of the highest governance body	One Report p. 283-284, 286-287 Sustainability Report p.55				
	2-19 Remuneration policies	One Report p. 152, 266, 285-289 Website: CG & Business Code of Conduct Handbook p.41 https://investor.nerubber.com/storage/downloads/cg-policy/ner-corporate-governance-and-business-code-of-conduct-handbook-th.pdf				
	2-20 Process to determine remuneration	One Report p. 257-258, 266, 288-289				
	2-21 Annual total compensation ratio	Omitted	2-21(a) to 2-21(c)	Confidentiality constraints	NER considers this information as confidential, given its relation to personal data and potential implications for market competitiveness	
	2-22 Statement on sustainable development strategy	Sustainability Report p.2, 6-7, 40-43				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	2-23 Policy commitments	Sustainability Report p.17-18, 46, 59-60, 71, 90, 99-100, 118, 151-152, 166, 177, 189, 203, 217-218, 236-237, 262, 284 Website: Other Policies https://investor.nerubber.com/th/corporate-governance/policy/other-policies				
	2-24 Embedding policy commitments	Sustainability Report p.15-18, 51-52, 65-68, 71-74, 86-88, 90-93, 98-100, 118-123, 152-154, 177-178, 194, 203-204, 237-239, 262-263, 285				
	2-25 Processes to remediate negative impacts	Sustainability Report p.66-67, 93, 114-115, 200-201, 227, 280-281, 305				
	2-26 Mechanisms for seeking advice and raising concerns	Sustainability Report p.65-66, 93, 114, 280-281				
	2-27 Compliance with laws and regulations	Sustainability Report p.68-69, 317				
	2-28 Membership associations	Sustainability Report p.330				
	2-29 Approach to stakeholder engagement	Sustainability Report p.19-28, 150				
	2-30 Collective bargaining agreements	Sustainability Report p.224-225 NER has no labour union during the reporting period. Therefore, 0% of total employees were covered by collective bargaining agreements.				
MATERIAL TOPICS						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Report p.29-33				
	3-2 List of material topics	Sustainability Report p.34-39				
Climate adaptation and resilience						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.117-150				13.2.1



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 102: Climate Change 2025	102-2 Climate change adaptation plan	Sustainability Report p.146-147				13.2.2
	102-3 Just transition	Sustainability Report p.139-141	102-3(a) - (j)	Information unavailable / incomplete	NER has qualitatively described potential just-transition impacts but has not yet established a data collection system to separately track workforce and community metrics specifically attributable to transition or adaptation efforts. The Company plans to further develop its data collection process for future reporting.	13.2.3
Emissions and air pollution						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.117-150, 165-175				13.1.1
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	Sustainability Report p.126-141	102-1(b), 102-1(f)(iii), 102-1(h)(i)-(ii), 102-1(i)	Information unavailable / incomplete	NER disclosed key elements of its low-carbon transition plan, including GHG reduction targets, governance, mitigation actions, and related expenditure. Further disclosure is being developed on 1.5°C alignment, fossil fuel phase-out targets, just transition, impacts on people and biodiversity, and public policy alignment.	13.1.2
	102-3 Just transition	Sustainability Report p.139-141	102-3(a) - (j)	Information unavailable / incomplete	NER has qualitatively described potential just-transition impacts but has not yet established a data collection system to separately track workforce and community metrics specifically attributable to transition or adaptation efforts. The Company plans to further develop its data collection process for future reporting.	13.1.3
	102-4 GHG emissions reduction targets and progress	Sustainability Report p.117,134-145, 319				13.1.4
	102-5 Scope 1 GHG emissions	Sustainability Report p.143-144, 319				13.1.5
	102-6 Scope 2 GHG emissions	Sustainability Report p.143-144, 319				13.1.6
	102-7 Scope 3 GHG emissions	Sustainability Report p.144-145, 319				13.1.7
	102-8 GHG emissions intensity	Sustainability Report p.143-144, 319				13.1.8



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	102-9 GHG removals in the value chain	Sustainability Report p.138	102-9(a)–(e)	Information unavailable / incomplete	NER has initiatives that may support carbon sequestration, but GHG removals have not yet been quantified or claimed. Information on removal volumes, storage pools, non-permanence risks, intended use, impacts, and methodologies is not yet available.	13.1.9
	102-10 Carbon credits	Omitted		Not applicable	NER did not purchase, retire, or use carbon credits to offset GHG emissions or achieve its climate-related targets during the reporting period.	13.1.10
	305-6 Emissions of ozone-depleting substances (ODS)	Omitted		Not Applicable	NER's operations do not involve the use or emission of ozone-depleting substances (ODS), and no such substances are present in the production processes or facilities.	13.1.11
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Sustainability Report p.173-175, 319				13.1.12
Energy						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.151-164				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Sustainability Report p.160-162, 318				
	302-2 Energy consumption outside of the organization	Sustainability Report p.162-163	302-2 (a)	Information unavailable/ incomplete	NER is in the process of refining its data collection system to specifically track energy consumption across all Scope 3 categories.	
	302-3 Energy intensity	Sustainability Report p.162, 318				
	302-4 Reduction of energy consumption	Sustainability Report p.154-159, 163-164, 318				
Water						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.188-201				13.7.1
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Sustainability Report p.188-195, 200-201				13.7.2
	303-2 Management of water discharge-related impacts	Sustainability Report p.189-190, 197-198, 201				13.7.3
	303-3 Water withdrawal	Sustainability Report p.199, 320				13.7.4
	303-4 Water discharge	Sustainability Report p.197-199, 320				13.7.5



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	303-5 Water consumption	Sustainability Report p.320				13.7.6
Waste						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.176-187				13.8.1
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Sustainability Report p.176, 179-182				13.8.2
	306-2 Management of significant waste-related impacts	Sustainability Report p.177-178, 180-187				13.8.3
	306-3 Waste generated	Sustainability Report p.321				13.8.4
	306-4 Waste diverted from disposal	Sustainability Report p.321				13.8.5
	306-5 Waste directed to disposal	Sustainability Report p.321-322				13.8.6
Biodiversity						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.202-215				13.3.1
						13.4.1
	101-1 Policies to halt and reverse biodiversity loss	Sustainability Report p.203, 209-211	101-1(a) partially, 101-1(b) partially, and 101-1(c)	Information unavailable/incomplete	NER discloses responsible sourcing, deforestation-free, and DCF-related commitments. The Company is further developing a more comprehensive biodiversity policy disclosure, including alignment with the Global Biodiversity Framework, coverage across activities and business relationships, and biodiversity-related goals, targets, base year, and progress indicators.	13.3.2
	101-2 Management of biodiversity impacts	Sustainability Report p.206-215				13.3.3
	101-3 Access and benefit-sharing	Omitted	101-3(a) to 101-3(b)	Not applicable	NER's business activities do not involve the utilization of genetic resources or associated traditional knowledge for commercial purposes.	13.3.4



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	101-4 Identification of biodiversity impacts	Sustainability Report p.205-207	101-4(a) partially	Information unavailable/ incomplete	NER discloses an initial biodiversity impact identification process, including spatial screening of its main operational site and qualitative assessment across operations and the value chain. Further disclosure is being developed on detailed methodology, assumptions, significance thresholds, data sources, stakeholder engagement, and supply chain coverage.	13.3.5
	101-5 Locations with biodiversity impacts	Sustainability Report p.205-206, 210-211	101-5(b) partially, 101-5(d) partially	Information unavailable/ incomplete	The report discloses NER's main operational site, size, WDPA screening result, and related activities. Further disclosure is being developed for upstream sourcing locations and proximity to ecologically sensitive areas.	13.3.6
	101-6 Direct drivers of biodiversity loss	Sustainability Report p.205-207, 210-211	101-6(a), 101-6(d), and 101-6(e) partially	Information unavailable/ incomplete	NER identifies key direct drivers of biodiversity loss, including upstream land use, natural rubber sourcing, water, pollution-related aspects, transportation, and downstream product use. Further disclosure is being developed on quantified ecosystem conversion, invasive species considerations, and more detailed geographic breakdown of upstream sourcing areas.	13.3.7
	101-7 Changes to the state of biodiversity	Sustainability Report p.207-208,211-212	101-7(a)–(b) partially	Information unavailable/ incomplete	NER discusses changes to biodiversity condition and related data limitations, including upstream sourcing areas and operational-site ecosystems. Further disclosure is being developed on ecosystem type, size, condition, base year, and quantitative biodiversity-state indicators.	13.3.8
	101-8 Ecosystem services	Sustainability Report p.204-205				13.3.9



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 13: Agriculture Aquaculture and Fishing Sectors 2022 V1.1 13.4 Natural ecosystem conversion	3-3 Management of material topics	Sustainability Report p.202-215, 294-299				13.4.1
	Deforestation- and conversion-free production	Sustainability Report p.205, 210-211,		Not applicable	NER does not produce natural rubber from land owned, leased, or managed by the Company. Deforestation- and conversion-free information is disclosed for sourced natural rubber through traceability and DCF screening.	13.4.2
	Deforestation- and conversion-free sourcing	Sustainability Report p.210-211, 294-299		Information unavailable/ incomplete	NER discloses traceability, DCF screening, assessment methods, and DCF volume for sourced natural rubber, but complete by-product and unknown-origin breakdown is still being developed.	13.4.3
	Natural ecosystems converted by the organization	Sustainability Report p.205, 209		Not applicable	No natural ecosystem conversion has been identified on land owned, leased, or managed by NER.	13.4.4
	Natural ecosystems converted by suppliers	Sustainability Report p.210-211		Information unavailable/ incomplete	No confirmed supplier conversion cases have been identified, but complete size, location, and ecosystem-type data are still being developed.	13.4.5
Customer responsibility						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.300-306				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Sustainability Report p.301-302				
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Sustainability Report p.305-306, 317				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability Report p.305, 317				
Labour practices and human rights in supply chain						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.97-115				13.16.1 13.17.1
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Sustainability Report p.47-50, 323-324				
	405-2 Ratio of basic salary and remuneration of women to men	Sustainability Report p.222, 327				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Sustainability Report p.110, 115, 327				
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Sustainability Report p.101-108, 113-115				13.17.2
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Sustainability Report p.101-108, 113-115				13.16.2
Employee retention and development						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.217-235				13.20.1
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Sustainability Report p.219, 324-326				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability Report p.224-225, 327				
	401-3 Parental leave	Sustainability Report p.326				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Sustainability Report p.229, 326				
	404-2 Programs for upgrading employee skills and transition assistance programs	Sustainability Report p.221, 228-233				
Occupational health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.236-260				13.19.1
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Sustainability Report p.236-238, 260, 328				13.19.2
	403-2 Hazard identification, risk assessment, and incident investigation	Sustainability Report p.239-245				13.19.3
	403-3 Occupational health services	Sustainability Report p.246-247				13.19.4
	403-4 Worker participation, consultation, and communication on occupational health and safety	Sustainability Report p. 248				13.19.5
	403-5 Worker training on occupational health and safety	Sustainability Report p.249-256				13.19.6



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	403-6 Promotion of worker health	Sustainability Report p.257				13.19.7
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Report p.258				13.19.8
	403-8 Workers covered by an occupational health and safety management system	Sustainability Report p.260, 328				13.19.9
	403-9 Work-related injuries	Sustainability Report p.259-260, 328-329				13.19.10
	403-10 Work-related ill health	Sustainability Report p.259-260, 328-329				13.19.11
Local community well-being						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.261-281				13.12.1
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Sustainability Report p.261-281				13.12.2
	413-2 Operations with significant actual and potential negative impacts on local communities	Sustainability Report p. 267-271, 281				13.12.3
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Sustainability Report p.315				13.22.2
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Sustainability Report p.269-280, 315				13.22.3
	203-2 Significant indirect economic impacts	Sustainability Report p.261-280, 315				13.22.4
Sustainable supply chain						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.283-299				13.23.1 13.13.1
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Sustainability Report p.316				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainability Report p.287, 316				
	308-2 Negative environmental impacts in the supply chain and actions taken	Sustainability Report p.289-291, 316-317				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Sustainability Report p.287, 316				
	414-2 Negative social impacts in the supply chain and actions taken	Sustainability Report p.289-291, 316-317				
GRI 13: Agriculture Aquaculture and Fishing Sectors 2022 V1.1 13.23 Supply chain traceability	3-3 Management of material topics	Sustainability Report p.283-286, 289-293, 297-299				13.23.1
	Traceability of products sourced	Sustainability Report p.297-299, 210-211				13.23.2
	Traceability certification	Sustainability Report p.295, 297-299		Confidentiality constraints	Certified sourced-volume breakdown by product and standard is not disclosed due to commercial confidentiality. NER discloses qualitative information on traceability systems and related improvement initiatives.	13.23.3
	Projects for supplier traceability certifications	Sustainability Report p.291-295, 298-299				13.23.4
	3-3 Management of material topics	Sustainability Report p.97-100, 105-107, 113-115, 211, 290				13.13.1
GRI 13: Agriculture Aquaculture and Fishing Sectors 2022 V1.1 13.13 Land and resource rights	Operations where land and natural resource rights may be affected	Sustainability Report p.100-101, 205, 210-211, 290, 299				13.13.2
	Violations of land and natural resource rights	Sustainability Report p. 113-115, 211				13.13.3
		No land and natural resource rights violations were confirmed.				
Innovation and technology						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.307-314				
Corporate governance and business integrity						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.45-69				13.26.1
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Sustainability Report p.60				13.26.2
	205-2 Communication and training about anti-corruption policies and procedures	Sustainability Report p.61-63, 315				13.26.3
	205-3 Confirmed incidents of corruption and actions taken	Sustainability Report p.65, 68, 315				13.26.4



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Compliance						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.45-46, 68-69				
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations	Sustainability Report p.68-69, 317				
Privacy and data security						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p.89-96				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability Report p.96, 317				
NER Indicator	Number of information security breaches/ cybersecurity incidents	Sustainability Report p.89, 95-96				



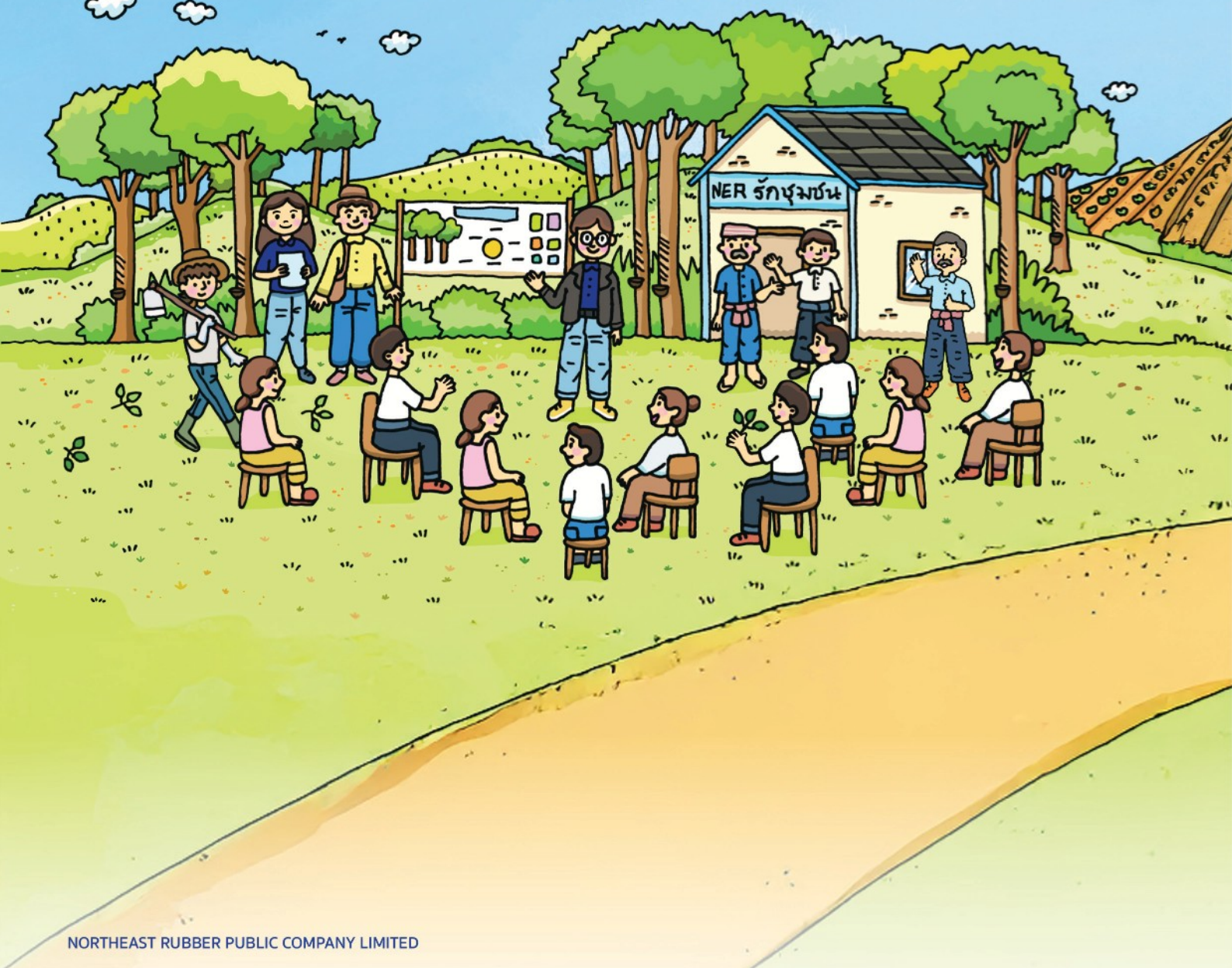


Topics in the applicable GRI Sector Standards determined as not material

TOPIC	EXPLANATION
GRI 13: Agriculture Aquaculture and Fishing Sectors 2022	
13.4 Natural ecosystem conversion	Natural ecosystem conversion is not a standalone material topic for our business based on NER materiality assessment. It is addressed within Biodiversity.
13.5 Soil health	NER operations do not have impacts on soil health, soil erosion, soil loss, or reduction in soil fertility.
13.6 Pesticides use	There is no pesticides use in NER Operations.
13.9 Food security	NER businesses are not related to food production.
13.10 Food safety	NER businesses are not related to food production.
13.11 Animal health and welfare	NER businesses are not involve livestock, animal testing, or the sourcing of animal-derived materials.
13.13 Land and resource rights	Land and resource rights is not a standalone material topic for our business based on NER materiality assessment. It is addressed within Sustainable Supply Chain.
13.14 Rights of indigenous peoples	NER does not own or operate sites located in close proximity to indigenous communities.
13.15 Non-discrimination and equal opportunity	Non-discrimination and equal opportunity is not a standalone material topic for our business based on NER materiality assessment. It is addressed within Labour practices and human rights in supply chain.
13.16 Forced or compulsory labor	Forced or compulsory labor is not a standalone material topic for our business based on NER materiality assessment. It is addressed within Labour practices and human rights in supply chain.
13.17 Child labor	Child labor is not a standalone material topic for our business based on NER materiality assessment. It is addressed within Labour practices and human rights in supply chain.
13.18 Freedom of association and collective bargaining	Freedom of association and collective bargaining are not concerns for our employees and other stakeholders.
13.21 Living income and living wage	Living income and living wage is not a standalone material topic for our business based on NER materiality assessment. It is addressed within Employee retention and development.
13.22 Economic inclusion	Economic inclusion is not a standalone material topic for our business based on NER materiality assessment. It is addressed within Local communities.
13.23 Supply chain traceability	Supply chain traceability is not a standalone material topic for our business based on NER materiality assessment. It is addressed within Sustainable supply chain.
13.24 Public policy	NER does not participate or involve direct engagement in political activities, lobbying, or public policy advocacy.
13.25 Anti-competitive behavior	NER does not engage in any activities that would restrict competition or create unfair market advantages.
13.26 Anti-corruption	Anti-corruption is not a standalone material topic for our business based on NER materiality assessment. It is addressed within Corporate Governance and Business Integrity.



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