



SRI TRANG ECOSYSTEM



Annual Registration Statement / Annual Report 2023
[Form 56-1 One report]

Sri Trang Agro-Industry Public Company Limited



Sri Trang Agro-Industry Public Company Limited

We are FSC™ certified (FSC™ C149260).

By choosing FSC™ certified Natural Latex,
you are supporting responsible management
of the world's forests.



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About Sri Trang

The Leader of Sustainable Integrated Green Rubber Company

Sri Trang Agro-Industry Public Company Limited (“STA”) was established in 1987.

With commitment and dedication, STA has expanded the business and grown to become the world’s leading fully integrated green rubber company as it is today.





Upstream

The Company has



7,500 hectares of rubber plantations and other economic crops in **19** provinces of Thailand

Midstream

With the industry's largest production capacity and a focus on cutting-edge technology in the production process, we are secure in our position as a leading player in the natural rubber industry.



35 processing facilities for TSR, RSS and LTX located in Thailand, Indonesia and Myanmar



3.62 million tons in annual production capacity at the end of 2023, the largest in the industry



77% of total revenue in 2023



1.3 million tons in sales volume in 2023

Downstream

With the use of cutting-edge technology and automation in the production of latex and nitrile gloves for medical and industrial uses, a secure access to the prime source of natural rubber latex, and a production capacity that ranks among the third largest in the industry, we are confident of our long-term competitiveness in the industry.



6 Factory Locations in Thailand in 4 provinces, namely Songkhla, Suratthani, Trang, and Chumphon



50,785 million pieces in annual production capacity at the end of 2023



23% of revenues from sales of goods and services in 2023



31,384 million pieces of gloves sold in 2023



10.5% Market share of rubber glove consumption in 2023



Sales and Distribution

Our sales offices locate in 8 strategic locations, namely Thailand, Indonesia, Singapore, China, Vietnam, USA, Philippines, and Cote d'Ivoire.



Employees

The Company always focuses and commits to taking care of our employees in all aspects such as employee potential development, comprehensive benefits support as well as encouraging employees to work happily in a good environment. In 2023, Sri Trang Group has a total of 15,852 employees.

Green Rubber Company

Green Procurement

We source raw materials from ethical suppliers with sustainable practices and strive to guide rubber farmers toward the sustainable management of rubber plantations.



Green Process

The production process for every one of our products is based on the concept of sustainability and energy efficiency. Our production facilities do not generate hazardous substances that cause adverse impact on the environment and the neighboring communities.



“ Taking A Step Forward as the Green Rubber Company ”

For over three decades, Sri Trang Group has been operating in a socially and environmentally responsible manner and the symbol “Green” signifies our commitment to sustainability and transparency.

Green Products

We produce high-quality products that are free of chemical substances that detrimentally affect the health and safety of end-users.

Green Company

In every aspect of our operations, we are guided by the belief that transparency is key to building trust and achieving long-term success. We also seek to make a positive difference to the local communities and foster long-lasting relationships through various forms of community engagement.

Message from the Chairman



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

The natural rubber industry in 2023 faced various challenges, from the inhospitable weather conditions and price volatility to slowing demand from certain industries. Despite these challenges, our experience of over 36 years and agility have enabled us to continue to create value and growth. During the past year, **we have successfully established raw material purchasing centers in Ivory Coast, West Africa, a region with high growth potential where we are also preparing to open a new processing facility, an opportunity for business expansion that reinforces our industry leadership.**

All in all, 2023 was a year of significant global changes, with major trends such as the development of Generative Artificial Intelligence (AI) like ChatGPT, the focus on clean energy and the reduction of greenhouse gas and carbon dioxide emissions, and the push for electric vehicles (EVs).



“

Sri Trang Group has managed to continue its business operations and growth, maintaining its position as the world's leading fully integrated natural rubber company, with a total natural rubber production capacity of over 3.62 million tons and expansion plans to reach a target of 4.12 million tons by 2025.

”

Dr. Viyavood Sincharoenkul

Chairman

Sri Trang Group is keenly aware of the importance of these trends and has planned accordingly to leverage them for operational and industry developments. **We have invested in establishing a team of experts to explore AI solutions, innovations and megatrends for organizational benefits, seeing these as the crucial drivers for our business.**

With a clear vision and strong commitment to sustainable growth, **the DNA of Sri Trang Group has, for over a decade, been a green rubber company that prioritizes sustainable operations in all dimensions - environmental, social, governance, and economic (ESG).** Besides the FSC certifications for sustainable forest management, carbon credit registration and other sustainability initiatives, in 2023, we focused on preparing for the EU Deforestation-Free Products Regulation (EUDR), which emphasizes traceability for seven product types, including rubber, being export to the European Union and which will be effective from late 2024. We have worked closely with customers and further developed the SRI TRANG FRIENDS PLATFORM and other digital systems to fully support our rubber traceability. We are confident that EUDR presents a business opportunity for Sri Trang Group and for Thailand, which is well-equipped and well-prepared. Crucially, Sri Trang Group has consistently focused on sustainable business practices that align with the sustainable development globally.

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

The Board of Directors of STA

1 Mr. Viyavood Sincharoenkul
Chairman /
Chairman of the Executive Committee

2 Ms. Anusra Chittmittrapap
Vice Chairman / Independent Director /
Chairman of the Audit Committee /
Chairman of the Corporate Governance
Committee / Chairman of the
Remuneration Committee

3 Mr. Veerasith Sinchareonkul
Managing Director / Executive Director/
Chairman of the Risk Management
Committee / Chairman of Sustainability
Development Committee / Member of the
Corporate Governance Committee

4 Mr. Chaiyos Sincharoenkul
Director / Executive Director

5 Mr. Kitichai Sincharoenkul
Director / Executive Director /
Member of the Nomination Committee

6 Mr. Paul Sumade Lee
Director / Executive Director





7 Mr. Vitchaphol Sincharoenkul

Director / Executive Director /
Member of the Sustainability
Development Committee

8 Mr. Patrawut Panitkul

Director / Executive Director /
Member of the Risk Management
Committee

9 Mr. Chalernpop Khanjan

Director / Executive Director /
Member of the Risk Management
Committee / Member of the
Sustainability Development Committee

10 Gen Thanasorn Pongarna

Independent Director /
Member of the Audit Committee /
Chairman of the Nomination
Committee / Member of the
Remuneration Committee

11 Ms. Nongram Laohaareedilok

Independent Director /
Member of the Audit Committee /
Member of the Nomination Committee /
Member of the Remuneration Committee

12 Mr. Thanatip Upatising

Independent Director /
Member of the Corporate
Governance Committee



Financial Highlight



Revenue from sale of goods and services

84,245 million baht



(Unit : million baht)

Y2019

Y2020

Y2021

Y2022

Y2023

Statement of comprehensive income

Revenue from sale of goods and services	60,286	75,479	118,275	110,657	84,245
Earnings before interest, tax, depreciation, and amortization	3,274	20,505	32,440	10,391	3,985
Profit (Loss) before tax	(68)	17,064	28,718	6,167	(527)
Profit (Loss) attribute to owners of the Company	(149)	9,531	15,847	4,795	(434)

Statement of financial position

Total assets	58,331	93,117	114,527	117,084	111,737
Total liabilities	32,842	39,720	49,479	47,897	43,591
Total equities	25,488	53,397	65,049	69,186	68,146

Financial ratios

Gross profit margin (%)	8.1	28.9	32.2	14.3	9.7
Net profit margin (%)	(0.3)	12.6	13.4	4.3	(0.5)
Current ratio (times)	1.0	1.8	2.2	4.1	3.3
Debt to equity ratio (times)	1.3	0.7	0.8	0.7	0.6

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



Total Assets
111,737
million baht



Total Equities
68,146
million baht



**Sales Volume of
Natural Rubber
Products**

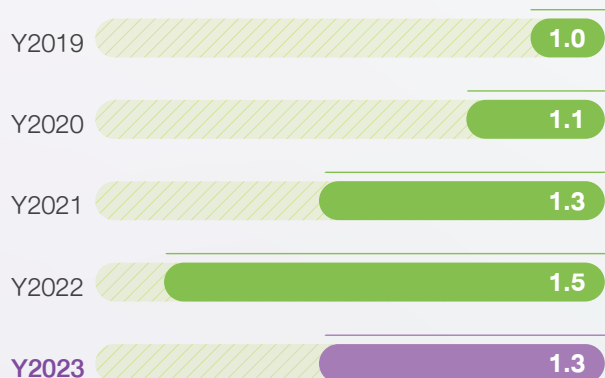
1.3 million tons

**Sales Volume of
Gloves**

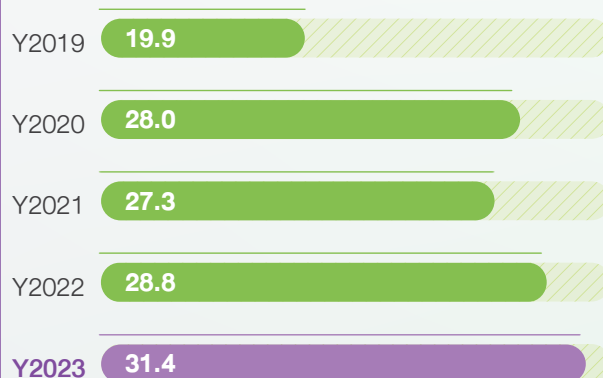
31,384 million pieces



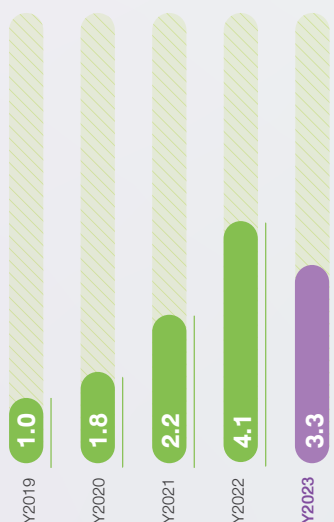
**Sales Volume of Natural Rubber Products
(Million Tons)**



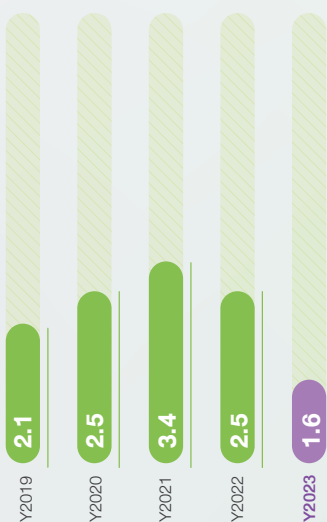
**Sales Volume of Gloves
(Billion Pieces)**



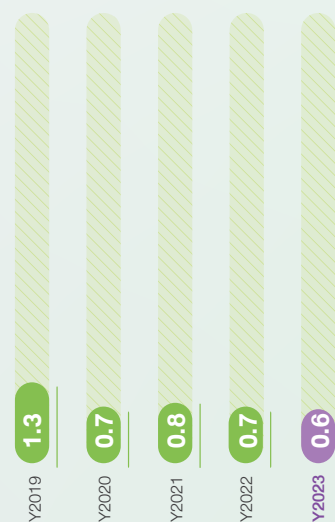
Current Ratio (Times)



**Fixed Asset Turnover
(Times)**



Debt to Equity (Times)



Awards and Success in 2023



Environmental



Eco-Industrial factory that is valuable to society "Eco Factory", Gold Award level
from the Ministry of Industry



Certification of Green Industry Level 2, 3, and 4 from 23 factories
from the Ministry of Industry*

Remark: * Level 1 is Green Commitment / Level 2 is Green Activity / Level 3 is Green System / Level 4 is Green Culture / Level 5 is Green Network



Low Emission Support Scheme (LESS) Certificate from Thailand Greenhouse Gas Management Organization (Public Organization)
for a total of 29 factories under Sri Trang Agro-Industry Public Company Limited, Rubberland Products Company Limited, and Nam Hua Rubber Company Limited



Project to drive the BCG economy with a circular economy system in industrial plants, from the Department of Industrial Works from Sri Trang Agro-Industry Public Company Limited (Sa Kaeo Branch) and Nam Hua Rubber Company Limited



Environmental Governance from the Ministry of Industry for Rubberland Products Company Limited, Mukdahan Branch, Buriram Branch, and Bueng Kan Branch





Social

Organizations that Promote Employment for People with Disabilities for the year 2023 from the Ministry of Social Development and Human Security:

- Sri Trang Agro-Industry Public Company Limited: Excellent Level
- Rubberland Products Company Limited: Outstanding Level for the 4th consecutive year
- Nam Hua Rubber Company Limited: Outstanding Level



Excellent Practices Establishment Award for Safety, Occupational Health, and Work Environment at the national level from the Ministry of Labour (Thailand) for the 2nd consecutive year

Model Establishment for Organizational Health for the year 2023, from the Department of Labour Protection and Welfare in collaboration with the Health Promotion Fund (ThaiHealth)



Award for the Company with the Best Labor Management System in Response to the COVID-19 Pandemic Crisis for 2023, from the Department of Labor Protection and Welfare



Outstanding Establishment in Labor Relations and Welfare for the year 2023, at the national level, from Rubberland Products Company Limited, Bueng Kan Branch, for the 9th consecutive year, awarded by the Ministry of Labour



Award for Disease-Free and Safe Workplace Promoting Physical and Mental Well-being, with 13 Silver Shield awards and 5 Gold Shield awards for the year 2023, from the Ministry of Public Health



Good Labour Practice- GLP commendation from the Department of Labor Welfare and Protection



Governance and Economic



SET ESG Ratings (AAA) for 2023 Agro-industry and food industry group (AGRO) from the Stock Exchange of Thailand, marking the 9th year that the Company has been selected as “Sustainable stocks” (formerly known as Thailand Sustainability Investment or THSI) which reflects conducting business responsibly towards stakeholders, taking into account environmental, social and corporate governance aspects. (or ESG) throughout the value chain



CAC Change Agent Award 2023

from the Thai Private Sector Collective Action Against Corruption (CAC), emphasizing the company's commitment to good governance. This initiative invited more than 10 SME partners to sign a declaration of intent with the CAC project, aiming to establish a transparent business network free from corruption.



Received an “Exoellent” **Corporate Governance Assessment** in the Corporate Governance Survey of Thai Listed Companies Year 2023 for the 5th consecutive years since 2019 from the Thai Institute of Directors Association (IOD)

Sustainability Disclosure Recognition 2023

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



Highest Shareholders Return Awards from The Edge Singapore Billion Dollar Club, awarded to companies listed on the Singapore Exchange (SGX) that have provided the highest return in the automotive and parts industry group over the past 3 years. This includes SGX-listed companies with a market capitalization of no less than 1 billion Singapore dollars.



Award for the project promoting industrial factories to be socially and community responsible sustainably (CSR-DIW and CSR-DIW Continuous 2023), encompassing 19 factories under Sri Trang Agro-Industry Public Company Limited, Rubberland Products Company Limited, and Nam Hua Rubber Company Limited



ASEAN CG Scorecard Awards 2021 under ASEAN Asset Class

category from ASEAN Capital Markets Forum (ACMF) and Asian Development Bank (ADB) to recognize and honor listed companies in ASEAN that operate in accordance with good corporate governance principles.



PART

1

Business Structure and Performance



1

Business Structure and Operations

1.1 Policy and Business Overview

Sri Trang Agro-Industry Public Company Limited (“STA”) was established in 1987. With determination and intention, STA has grown and become a fully integrated natural rubber company. For **the upstream business**, the Company invested in large-scale rubber plantations and currently has an area of 7,500 hectares for rubber and other economic crop plantations in 19 provinces of Thailand.

For **the midstream business**, the Company offers a complete range of natural rubber products to meet the diverse needs of customers worldwide, from Technically Specified Rubber (TSR) and Ribbed Smoked Sheets (RSS) to Concentrated Latex with a production capacity

of 3.62 million tons per annum, from its 35 processing facilities located in the 2 largest natural rubber producing countries in the world, Thailand and Indonesia, as well as in Myanmar, which is a country with growth potential in the natural rubber plantation area.

For **the downstream**, Sri Trang Gloves (Thailand) Public Company Limited (“STGT”), one of Sri Trang Group’s flagship companies, engages in the production and distribution of latex and nitrile examination and industrial gloves to customers in over 175 countries globally. STGT has offices in Thailand, China, the United States,



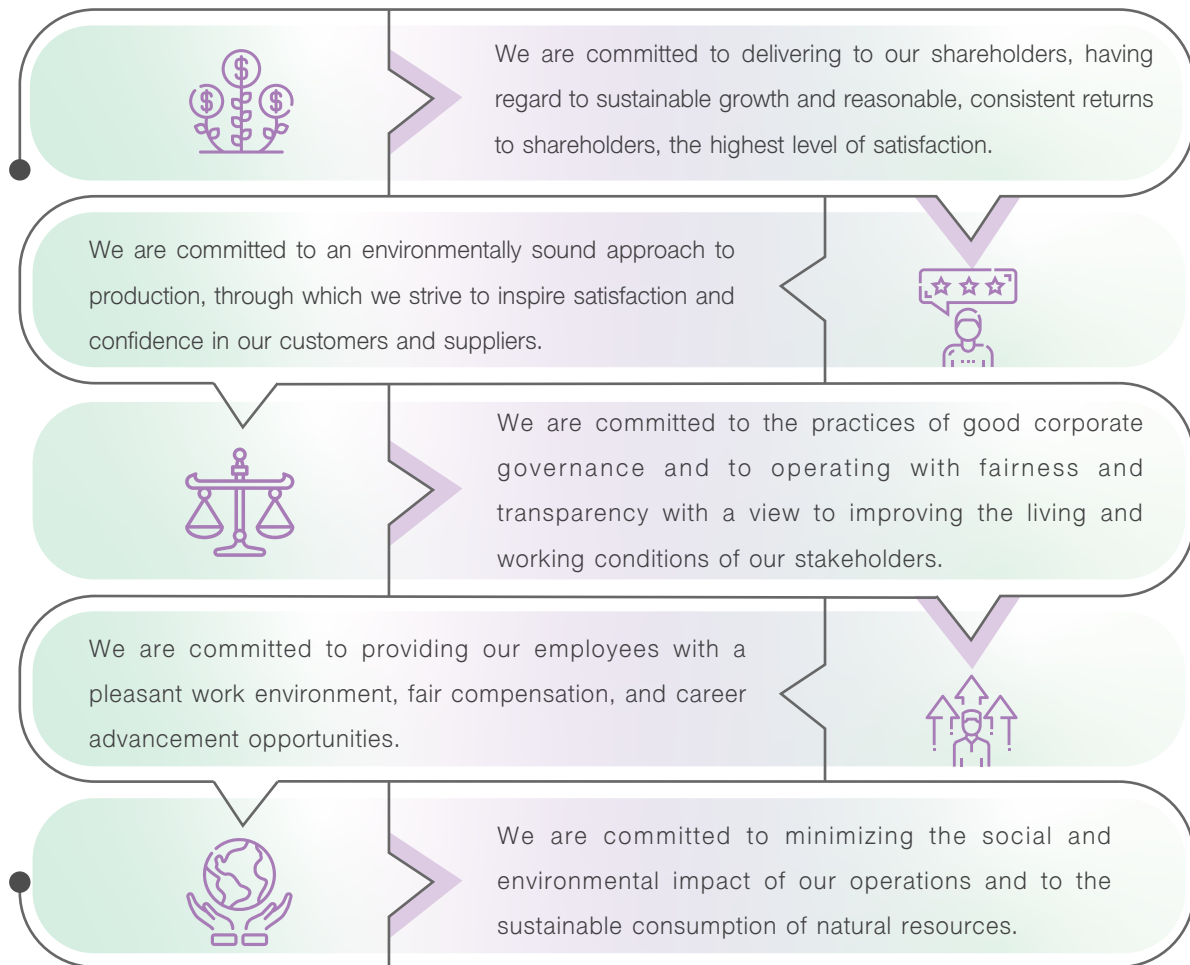
Singapore, Indonesia, Vietnam, and the Philippines. With cutting-edge production facilities located in Songkhla, Suratthani, Trang, and Chumphon, a total installed capacity of 50.8 billion pieces of gloves per annum at the end of December 2023, STGT is the largest glove producer in Thailand, and is ranked among the world's leading glove producers with a market share of 10.5 percent of global glove consumption in 2023. In addition to glove production and distribution, we are also part of a joint venture that is Thailand's largest manufacturer of high-pressure hydraulic hoses for industrial purposes.

In addition, we have various subsidiaries that provide operational support for our core businesses, including research and development, information technology and innovation, and logistics.

Currently, STA is the first and only Thai rubber company that is listed on both the Stock Exchange of Thailand or SET (Primary Listing) and the Singapore Exchange or SGX (Secondary Listing).

1.1.1 Vision and Mission

Vision

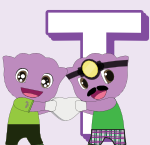


Core Values



Specialist

We are the best in what we do



Teamwork

We work with tireless determination together as a team



Accountability

We value honesty and have a strong sense of responsibility

“
**PASSIONATELY,
WE DRIVE
POSSIBILITIES**
”

>>the green rubber company>>



Mission 2023

Normalization comes with Challenges

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

During the past two years, Sri Trang Group has demonstrated our outstanding performance, which has led our group to a stronger position and to become widely recognized as a leading company in the industry.

The pandemic era has been coming towards its end as people have resumed their normal lives. We are now entering a new, post-pandemic era. However, the transition from the pandemic era to the post-pandemic one has not gotten off to a smooth start. Political conflicts and war and the global inflation have conspired to cause a global economic turbulence that will inevitably affect many businesses in the years to come.

Looking back at our group, we have been able to build up our financial strength, immunity and creditability over the last two years. Nevertheless, we cannot underestimate the challenges and uncertainties that lie ahead and must be ready to deal with any unforeseeable occurrences. I am confident we will be well prepared for any challenges.

“Keep up the strength,
grow through sustainability,
and be ready for any challenges
ahead.”

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

We will take this opportunity to attract the demand that resulted from supply reduction in some parts of the world with scale and speed and on the basis of sustainability. We need to make sure our expansion is on time. At the same time, we need to present to the world our environmentally friendly products with competitive pricing.

Lastly, I'd like to wish everyone a good health, both physical and mental, and encourage everyone to keep up the strength. I am certain that we have a very strong financial immunity and will get through this turbulent period with a great accomplishment.



1.1.2 Significant Changes and Developments

October 2004
Established PT Sri Trang Lingga in Indonesia, the Group's first natural rubber procurement center and production facility outside Thailand.

March 2004
Established Sri Trang USA to manage distribution of the Group's natural rubber products in USA and Canada.

April 2002
Established Sri Trang International in Singapore, the natural rubber purchasing hub, to manage global distribution of the Group's natural rubber products.

August 2010
Expanded operations in the PRC by establishing Shi Dong Shanghai, the Group's first subsidiary in the PRC.

August 2009
Acquired PT Star Rubber, the Group's second production facility for TSR block rubber in Indonesia.

December 2007
Established Sri Trang Rubber & Plantation to hold ownership of and manage rubber plantations.

January 2011
Filed for a public offering of newly issued shares in Singapore and listed the shares on the SGX-ST, becoming the first dually listed rubber company in Thailand.



October 2017
STA offered the allotment of newly-issued ordinary shares to existing shareholders in proportion to their respective shareholding (Rights Offering), with the ratio of 5 existing ordinary shares for 1 newly-issued ordinary share at the offering price Baht 10 per share. As the result of this, the paid-up capital was increased from Baht 1,280,000,000 to Baht 1,535,999,998.

March 2017
Startex Rubber established a subsidiary, Shi Dong Medical Equipment, in the PRC with USD 1,650,000 in registered capital to manage the sales and distribution of gloves in the PRC.

March 2017
STA and the Austria-based company completed the demerger of the joint venture and associate companies. The demerger resulted in STA increasing its shares in Siam Sempermed Corporation which was subsequently renamed Sri Trang Gloves (Thailand) Co., Ltd to 90.2% of the total shares.

October 2013
Jointly established Sri Trang Ayeyar with Ayeyar Hinthar Holdings Company Limited to expand the Group's natural rubber processing operations into Myanmar.

December 2013
Established Sri Trang Indochina in Ho Chi Minh, the Group's first subsidiary in Vietnam, to manage sales and exports of natural rubber products in Vietnam.



August 1991
Filed for an initial public offering (IPO) of shares in Thailand and listed the shares on the Stock Exchange of Thailand (SET).

January 1994
Established Starlight Express Transport to provide logistics support for the Group.



September 1995
Established Startex Rubber to hold ownership of and manage rubber plantations in the southern region of Thailand.

March 1996
Jointly established Semperflex Asia with an Austria-based company to produce high-pressure hydraulic hoses.

January 1996
Acquired Premier System Engineering to provide support for research and development and to provide engineering services to the Group.

January 1989
Jointly established SSC (Presently called Sri Trang Gloves (Thailand) PLC.) with an Austria-based company to produce latex examination gloves.

March 1990
Jointly established Thai Tech Rubber with Southland Rubber Co., Ltd and Itochu Corporation Limited to produce TSR block rubber.

April 1987
Commenced operation as producer of ribbed smoked sheets in Hat Yai, Thailand with Baht 31 million in registered capital.

March 1988
Established Rubberland Products to produce concentrated latex, the Group's first production facility for concentrated latex.

1987-1988



2023

2022

2021

2020

2018
2019

June and September 2019

The restructuring of Shidong Shanghai Medical Equipment and Sri Trang USA, located in the PRC and the USA respectively, by selling all shares to Sri Trang Gloves (Thailand) PLC. to exclusively operate the glove business.

June 2019

Established Sri Trang IBC with Baht 10,000,000 in registered capital to operate in the provision of technical, innovation, information, and advisory services.

April 2019

The Amalgamation between Sri Trang Gloves (Thailand) Co, Ltd. and Thaikong Public Company Limited, which operates the rubber gloves manufacturing business in Thailand, completed and transformed to be Sri Trang Gloves (Thailand) PLC.

August 2018

STA's Board of Directors Meeting resolved to approve the investment in Thaikong Public Company Limited ("TK"), which runs the rubber gloves manufacturing business in Thailand, by the amalgamation of TK and Sri Trang Gloves (Thailand) Co, Ltd.



July 2020

Sri Trang Gloves (Thailand) PLC filed for an initial public offering (IPO) of shares in Thailand and listed the shares on the Stock Exchange of Thailand (SET).

December 2020

The restructuring of Premier System Engineering and Sadao P.S. Rubber, by selling all shares owned by the Company to Sri Trang Gloves (Thailand) PLC. to support the expansion of glove business.

October 2022

STA established a new subsidiary in Cote d'Ivoire, Sri Trang Africa SA., to operate the business of natural rubber trading with a registered capital of Franc CFA 10,000,000.

August 2022

Sri Trang Gloves (Thailand) PLC established a new subsidiary in the Philippines, Sri Trang Glove Philippines Inc., to operate the business of distributing rubber gloves with a registered capital of PHP 104,662,400.



พฤษภาคม 2564

บมจ. ศรีตรังโกลฟส์ (ประเทศไทย) เข้าจดทะเบียนเป็นหลักทรัพย์จดทะเบียนในตลาดหลักทรัพย์สิงคโปร์ (SGX) (Secondary Listing)

August 2021

Sri Trang Gloves (Thailand) PLC established a new subsidiary in Singapore, Sri Trang Gloves Global, to operate a financial asset management business and financial investment with a registered capital of USD 100,000,000 and Sri Trang Gloves (Singapore) to operate rubber gloves distribution business and product research and development (R&D) with a registered capital of USD 1,000,000.

October 2021

Sri Trang Gloves (Thailand) PLC established a new subsidiary in Indonesia, PT Sri Trang Gloves Indo, to engage in the business of distributing rubber gloves with registered capital IDR 10,000,000,000.

NOVEMBER 2021

Sri Trang Gloves (Thailand) PLC established a new subsidiary in Vietnam, Sri Trang Gloves Vietnam, to operate the business of distributing rubber gloves with a registered capital of USD 1,000,000.

June 2023

Sri Trang Africa SA. has established its first natural rubber procurement center in Côte d'Ivoire.

November and December 2023

Sri Trang Africa SA. has leased a rubber factory in Côte d'Ivoire to engage in the production of natural rubber and has opened its second natural rubber procurement center.

1.1.3 Use of proceeds from the debenture issuance

The details of use of proceeds from STA's debenture issuance No.1/2021 as of 1 April 2021 in the amount of Baht 3,500 million are as follows:

Use of Proceeds	Approximated Amount (Million Baht)	Approximated Period	Details
1. To invest in fixed assets related to the natural rubber business and to invest in current related business operations	849	Within 1-3 years	1) To invest approximately Baht 689 million in expanding LTX factories in Chumphon, Surat Thani, Narathiwat. However, the factory's locations are subject to change according to suitability and market environment. 2) To increase registered capital of Sri Trang Rubber & Plantation by approximately Baht 160 million
2. To repay debenture, matured in May 2021	1,455	2 Years	-
3. To repay long-term loans to Siam Commercial Bank PCL	1,196	2 Years	-

The details of use of proceeds from STA's debenture issuance No.2/2021 as of 22 July 2021 in the amount of Baht 2,000 million are as follows:

Use of Proceeds	Approximated Amount (Million Baht)	Approximated Period	Details
1. Working capital	2,000	Within July 2025	-

The details of use of proceeds from STA's debenture issuance No.3/2021 as of 3 December 2021 in the amount of Baht 4,500 million are as follows:

Use of Proceeds	Approximated Amount (Million Baht)	Approximated Period	Details
1. Working capital	3,900	Within 3 months from the issued date	-
2. To expand Concentrated Latex (LTX) factories ¹	100	Within September 2022	-
3. To expand Technically Specified Rubber (TSR) factories ²	400	Within September 2022	-
4. To expand raw material warehouse	100	Within September 2022	To expand raw material warehouse in Trang, Pattani, and Chiang Rai



The details of use of proceeds from STA's debenture issuance No.1/2022 as of 31 March 2022 in the amount of Baht 7,000 million are as follows:

Use of Proceeds	Approximated Amount (Million Baht)	Approximated Period	Details
1. To expand Technically Specified Rubber (TSR) factories	2,400	Within March 2023	To expand 4 TSR factories in Sa Kaeo, Kalasin, Trang, and Loei (the factory's locations are subject to change according to suitability and market environment).
2. Working Capital	4,600	Within 6 months from the issued date	-

The details of use of proceeds from STA's debenture issuance No.2/2022 as of 21 April 2022 in the amount of Baht 1,180 million are as follows:

Use of Proceeds	Approximated Amount (Million Baht)	Approximated Period	Details
1. Working Capital	1,180	Within 6 months from the issued date	-

The details of use of proceeds from STA's debenture issuance No.3/2022 as of 27 July 2022 in the amount of Baht 5,500 million are as follows:

Use of Proceeds	Approximated Amount (Million Baht)	Approximated Period	Details
1. To expand Technically Specified Rubber (TSR) factory	1,000	Within March 2023	To expand capacity of TSR factories in Trang (the factory's locations are subject to change according to suitability and market environment).
2. Working Capital	4,500	Within 6 months from the issued date	-

The details of use of proceeds from STA's debenture issuance No.4/2022 as of 4 November 2022 in the amount of Baht 1,658 million are as follows:

Use of Proceeds	Approximated Amount (Million Baht)	Approximated Period	Details
1. Working Capital	1,658	Within 6 months from the issued date	-

Note :

- ¹ The Company has planned to expand warehouse and TSR factories in Trang province to increase the production capacity by approximately 70,080 tons/year, with an investment capital of Baht 600 million. For the excess capital of debentures issuance, we will use the capital from retained-earnings and long-term loan instead.
- ² The Company has planned to expand warehouse and TSR factories in Trang province to increase the production capacity by approximately 70,080 tons/year, with an investment capital of Baht 600 million. For the excess capital of debentures issuance, we will use the capital from retained-earnings and long-term loan instead.



1.1.4 Obligations

None

1.1.5 General Information of company

Name of the Company (Thai)	: บริษัท ศรีตรังแอโกรินดัสทรี จำกัด (มหาชน)
Name of the Company (English)	: Sri Trang Agro-Industry Public Company Limited
Head Office	: 10 Soi 10, Phetkasem Road, Hatyai, Songkhla, 90110 Thailand
Telephone	: +66 7434 4663 (Automatic 14 Lines)
Fax	: +66 7434 4677, +66 7423 7423, +66 7423 7832
Type of Business	: Production and export of RSS, TSR and Concentrated Latex
Registration No.	: 0107536001656
Website	: www.sritranggroup.com
Type of Shares	: Ordinary shares
Registered Capital	: Baht 1,535,999,998
Paid-up Capital	: Baht 1,535,999,998
Issued Shares	: 1,535,999,998 shares with a par value of Baht 1 each



1.2 Business Structure and Operations

1.2.1 Revenue Structure of Sri Trang Group

Our key products are Natural Rubber and Gloves Products which their sale revenue can be categorized as follows:

Type of Business / Operated by	% Share holding by STA	Year ended 31 December					
		2021		2022		2023	
		Million Baht	%	Million Baht	%	Million Baht	%
Revenue from TSR products		61,442.8	51.7	79,637.2	71.8	60,557.9	71.6
STA	-						
Sri Trang International	99.99						
Rubberland Products	99.99						
Nam Hua Rubber	99.99						
PT Sri Trang Lingga	90.00						
Shi Dong Shanghai	100.00						
PT Star Rubber	98.99						
Sri Trang Ayeyar	58.99						
Revenue from Examination Glove products		47,497.2	40.0	22,912.9	20.6	19,034.7	22.5
STA	-						
Sri Trang Gloves (Thailand)	56.03						
- <i>Shidong Shanghai Medical Equipment</i>	56.03						
- <i>Sri Trang USA</i>	56.03						
- <i>Sri Trang Gloves (Singapore)</i>	56.03						
- <i>Sri Trang Gloves Vietnam</i>	56.03						
- <i>PT Sri Trang Gloves Indo</i>	56.03						
- <i>Sri Trang Responsible Gloves Supply</i>	56.03						
- <i>Sri Trang Gloves Philippines</i>	56.03						
Sri Trang Indochina (Vietnam)	99.99						
Revenue from RSS products		6,027.4	5.1	6,394.6	5.8	4,095.3	4.8
STA	-						
Sri Trang International	99.99						
Nam Hua Rubber	99.99						
Shi Dong Shanghai	100.00						

Type of Business / Operated by	% Share holding by STA	Year ended 31 December					
		2021		2022		2023	
		Million Baht	%	Million Baht	%	Million Baht	%
Revenue from Concentrated Latex products		3,230.8	2.7	1,593.8	1.4	354.8	0.4
STA	-						
Sri Trang International	99.99						
Shi Dong Shanghai	100.00						
Rubberland Products	99.99						
Nam Hua Rubber	99.99						
Revenue from other products and services¹		77.0	0.1	118.3	0.1	202.1	0.2
STA	-						
Anvar Parawood	99.94						
Sri Trang International	99.99						
Premier System Engineering	56.03						
Sadao P.S. Rubber	56.03						
Sri Trang Gloves Global	56.03						
Starlight Express Transport	99.99						
Startex Rubber	99.99						
Rubberland Products	99.99						
Shi Dong Shanghai	100.00						
Sri Trang Rubber & Plantation	99.99						
Sri Trang IBC	99.99						
Other income		422.0	0.4	299.1	0.3	369.5	0.5
Total revenue		118,697.4	100.0	110,955.8	100.0	84,614.4	100.0
Share of profit from investments in associates and joint ventures		241.4		335.7		(107.5)	

Note :

¹ Comprises revenue from the provision of certain services (such as logistics, research and development and information technology services) to our associates and a joint venture entity as well as other external third parties.



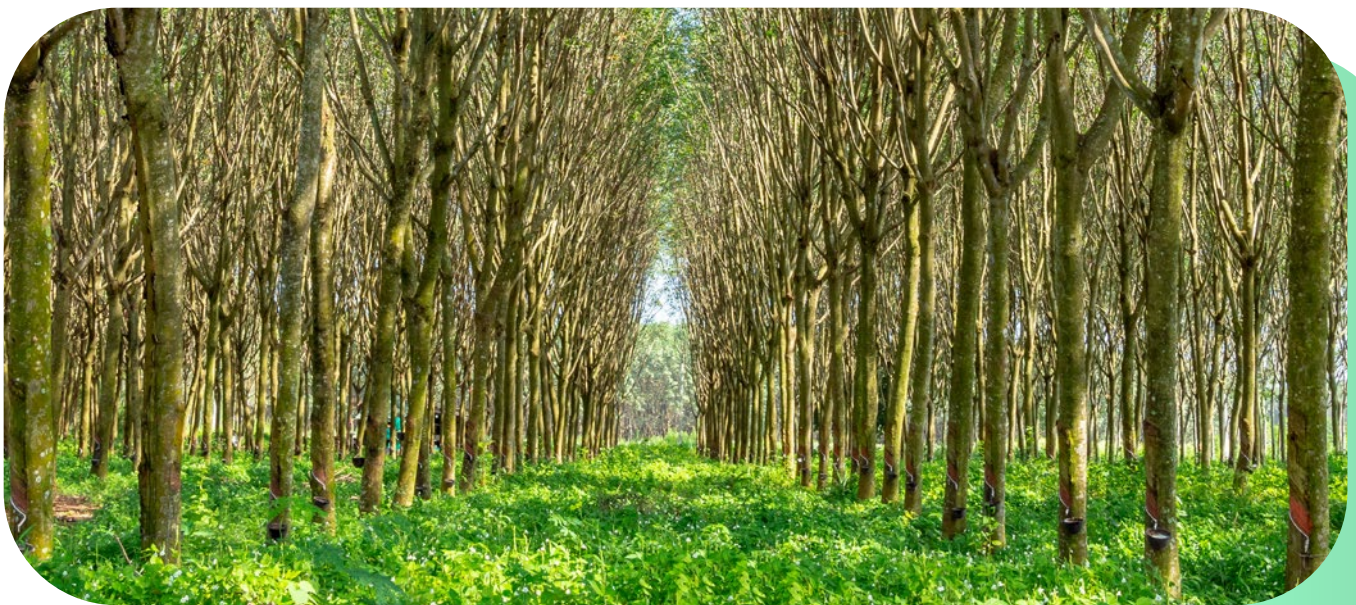
1.2.2 Products and Services

(1) Products and Services

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

The Company's operations mainly consist of 3 core businesses which are 1) natural rubber business 2) glove business and 3) other businesses. Details of each business are as follows:

1 Natural Rubber Business

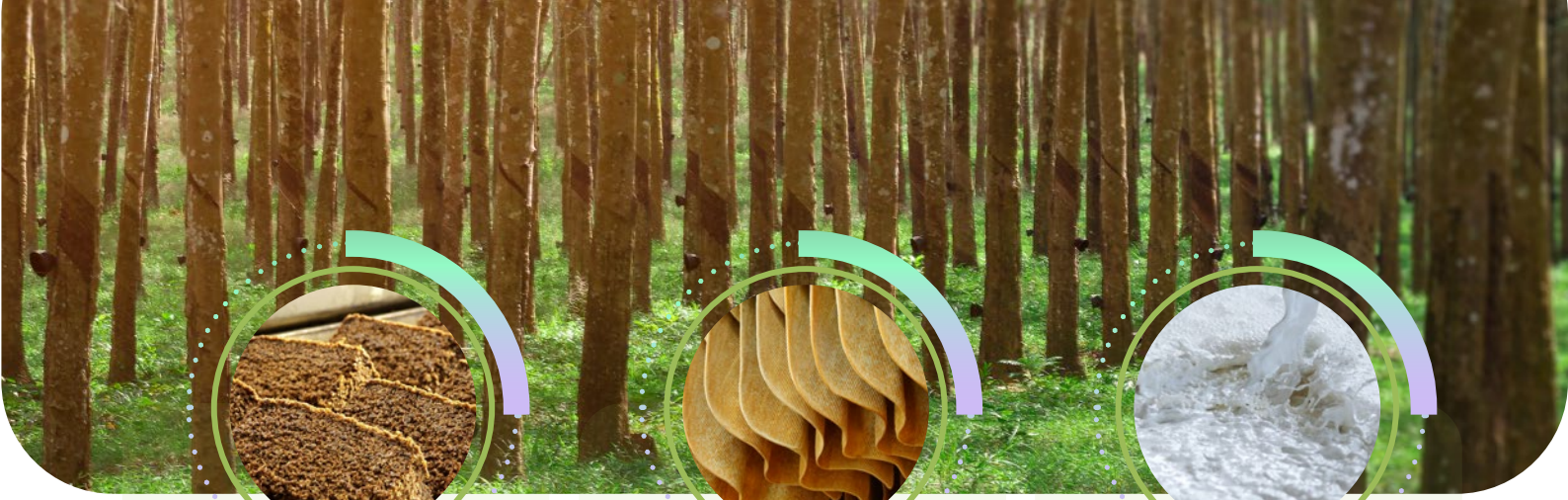


STA is the world's largest fully integrated natural rubber producer and distributor. As of 31 December 2023, Sri Trang Group had a total of 35 production facilities, of which 31 were in Thailand, 3 were in Indonesia, and 1 was in Myanmar. Altogether, the facilities provided a total production capacity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

Natural rubber products are one of the key products that generate revenue for the Company, which accounted for 77 percent of revenue from sales and services in 2023. The Company produces and sells natural

rubber products covering all common types of rubber, namely Technically Specified Rubber (TSR), Ribbed Smoked Sheet (RSS), and Concentrated Latex (LTX) for distribution to tire and latex glove manufacturers both in Thailand and in various countries around the world.

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



TSR (Technically Specified Rubber)

Product Type

Produced in Thailand

- STR
- STR CV
- STR Mixture

Produced in Indonesia

- SIR
- SIR Mixture

Produced in Myanmar

- Myanmar Block Rubber

Use

Raw material for the manufacture of automotive tires.



RSS (Ribbed Smoked Sheet)

Product Type

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

Use

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



Concentrated Latex (LTX)

Product Type

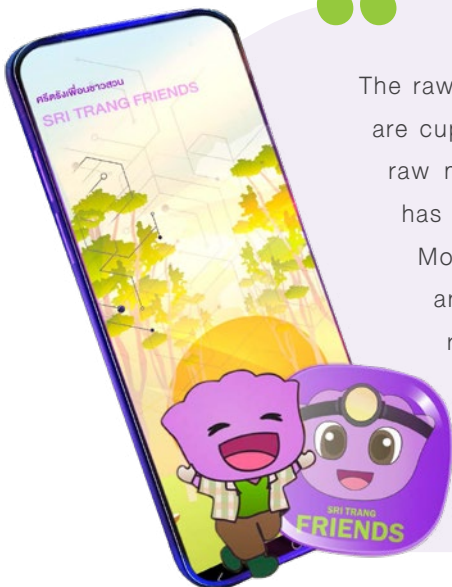
60% Concentrated Latex

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

Use

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

“



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

”



2 Gloves Business



“

STGT is Thailand's largest producer of latex gloves and 1 of the top 5 global rubber glove manufacturers. In 2023, we had a market share of 10.5 percent of the global consumption of rubber gloves. Enhancing production efficiency and strategically targeting customer segments that align with the Company's products will enable STGT to maintain its leadership in rubber glove production and distribution and to increase its market share globally.

”

3 Other Businesses

Rubber and other economic crops plantation business

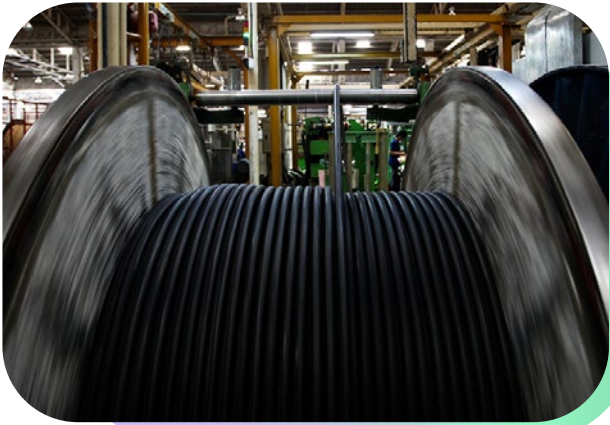
STA operates rubber and other economic crops plantation systematically and completely through our subsidiary, Sri Trang Rubber & Plantation (“SRP”). As of 31 December 2023, Sri Trang Group had an area of approximately 7,500 hectares for rubber and other economic crops businesses in 19 provinces of Thailand.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



Sri Trang Gloves (Thailand) Public Company Limited (“STGT”), one of Sri Trang Group's flagship companies, engages in the production and distribution of medical examination gloves, industrial gloves, and general-purpose gloves from both latex and nitrile rubber. The gloves are available in various types, namely powdered, powder-free, and nitrile gloves. In addition to supplying products as an OEM (Original Equipment Manufacturer), we also market and distribute our products under our own **“Sri Trang Gloves”** brand, both in the domestically and internationally.

In 2023, we achieved our annualized installed capacity of 50.8 billion pieces of gloves per annum. In terms of production capacity, we are widely regarded as Thailand's largest and the World's leading glove producers. Our glove product is one of the key products contributing to the Company's revenue, which accounts for 23 percent of the Group's total revenues in 2023.

Over the past 8 years, the Company has continuously increased its production capacity from an installed capacity of 15.1 billion pieces per annum in 2015 to 40.3, 52.5, and 50.8 billion pieces per year in 2021, 2022, and 2023, respectively. This represents an average annual growth rate of 16% from 2015 to 2023. Currently, the Company has adjusted its production capacity expansion plan to align with the demand and supply situation in the rubber glove industry.



Production and selling of finished products business

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

Sales and Distribution

The Company has established a trading and distribution network of natural rubber products and rubber gloves in foreign countries covering 8 major markets, namely Singapore, China, the United States of America, Indonesia, Vietnam, the Philippines, and Cote d'Ivoire through its subsidiaries and affiliates are Sri Trang International, Shi Dong Shanghai, Shidong Shanghai Medical Equipment, Sri Trang Indochina (Vietnam), Sri Trang USA, Sri Trang Gloves (Singapore), Sri Trang Gloves Vietnam, and PT Sri Trang Gloves Indo, Sri Trang Gloves Vietnam and Sri Trang Gloves Philippines

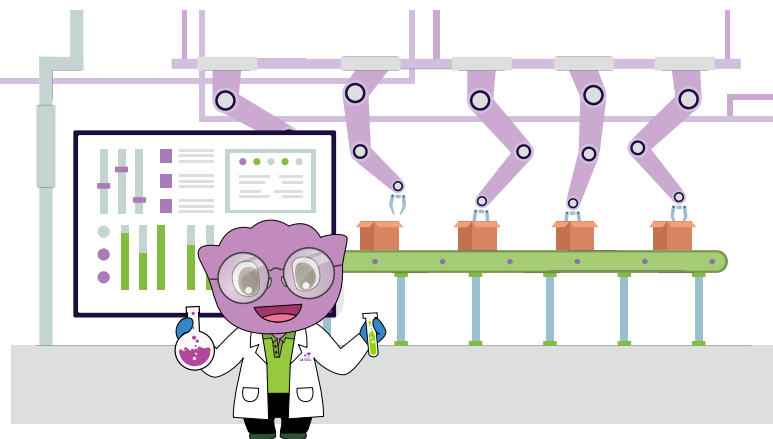


Transportation and Logistics

Starlight Express Transport Co., Ltd. is a transportation and logistics service provider for the sale of the Company's natural rubber products within Thailand. Such services include The preparation of moving goods onto a ship and the preparation of various import and export related documents.

Maintenance and Research and Development

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





Research and Development (R&D)

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

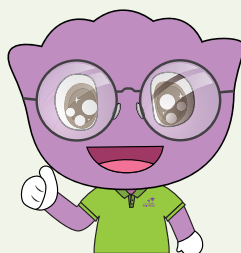
Innovation Development Projects in 2023



88

Total Projects*

**The number of consecutive projects from the previous year is 31*



Baht 70.1 million

Total R&D expenses in 2023

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

In 2022, the success of research and development in automation and smart technologies were expanded and built upon. This led to the development of the Sri Trang AI Machine (SAM) project in 2023. The objective of the SAM project is to utilize digital technologies to transform work processes. This involves the development of artificial intelligence (AI) and the creation of automated control systems to produce TSR and gloves. The aim was to improve automated machinery efficiency for precise decision-making, reduced production costs, and enhanced competitiveness.



Innovations for efficient resource and energy utilization

The expansion projects of solar power generation system

In 2022, the company successfully installed solar floating system in rubber plant in Mukdahan and a solar roof system in glove factory in Trang. In 2023, the company expanded the installation of solar power systems to further increase the use of renewable and clean energy. This expansion extended to rubber factories in Huai Nang, Thung Song, and Udon Thani branches.



Udon Thani



Huai Nang

The prototype project of sludge reduction in wastewater treatment systems

The project for reducing sludge in the wastewater treatment system, utilizing a fully stirred anaerobic digestion process, is currently underway at the Udon Thani branch. Its primary objectives are to decrease the volume of sludge requiring disposal and to eliminate associated odors. The project aims for a 50% reduction in sludge discharge from the treatment system while also lowering operational electricity costs.

The project of sludge development from wastewater treatment as fertilizer

A collaborative project between the Loei branch rubber plant and the Faculty of Science and Technology at Loei Rajabhat University focuses on creating organic compost from wastewater treatment sludge. This sludge is mixed with locally available materials to produce fertilizer for rubber farmers.





The development of artificial intelligence projects for controlling energy usage and waste generation in the production process.

Development of Artificial Intelligence (AI) in various fields

- The project aims to develop an automatic control system for the ovens to optimize energy consumption based on the specific product being manufactured. This will lead to significant reductions in rubber curing energy usage in TSR factories.
- An AI-based system has been implemented to improve the accuracy of waste detection in the glove manufacturing process. This system utilizes machine learning algorithms to analyze images of the production line and identify waste materials with high precision. As a result, the quantity of waste generated during glove manufacturing has been significantly reduced.



Innovation to add value for the products

The research and development department has collaborated with leading automotive tire manufacturers, both domestic and foreign companies in order to develop the quality and properties of natural rubber such as the constant viscosity rubber and the rubber product from energy-saving compound mixing process.

The research and development department focuses on increasing the potential of concentrated latex production to have low cost and to be specific to produce each type of glove. Examples include modified concentrated latex for producing oil-resistant gloves and short maturation concentrated latex.

Our core mission as a green rubber company, the team dedicates research and development efforts to reducing reliance on chemicals that harm the environment and living things. Environmentally friendly technologies and chemicals are central to this mission, such as the use of high-pressure process and pulsed electric field technology for preserving the quality of fresh latex, and

the implementation of new, sustainable approaches for producing skim rubber.

Furthermore, the company prioritizes intellectual property development by registering patents with the Department of Intellectual Property (DIP). This commitment has resulted in granted patents for the grading system for TSR and the robotic system for pulling rubber.

The company demonstrates a commitment to innovation within the glove sector, having registered domestic and international trademarks for medical gloves. This includes a patent for removing proteins from rubber gloves.



2. Marketing and Competition

2.1 Marketing

Marketing and Distribution Channels of Natural Rubber Products

The Company has a wide base of customers and a strong customer network both in Thailand and in important regional markets globally, including Asia, such as China, Singapore, Japan, India, South Korea, and Vietnam, as well as the United States and Europe.

In addition to direct sales from factories in Thailand, Indonesia, and Myanmar, the Company has established and managed sales and distribution systems to target customers, including tire producers in various countries, through its trading and distribution network in 3 countries, namely Singapore, China, and Vietnam. The sales and distributions are operated through the subsidiaries, such as Sri Trang International, Shi Dong Shanghai, and Sri Trang Indochina, respectively.

Marketing and Distribution Channels of Rubber Gloves

The Company produces and distributes natural rubber gloves and nitrile gloves, both domestically and internationally, with most of the revenue coming from exports. The Company's key markets include Thailand, the United States, European countries, Japan, South America countries, and China.

The Company sells rubber glove products directly to customers and through agents in various markets globally, as well as through modern trades, convenience stores, and various online channels. In order to expand the customer base and strengthen the Company's rubber gloves products, the trading and distribution facilities were established in 5 countries, namely China, the United States, Singapore, Vietnam, Indonesia, and the Philippines, which are operated by the Company's subsidiaries, namely Shidong Shanghai Medical Equipment, Sri Trang USA, Sri Trang Gloves (Singapore), Sri Trang Gloves Vietnam PT, Sri Trang Gloves Indo, and Sri Trang Gloves Philippines Inc., respectively.

Target Customers and Revenue by Geography

The Company has distributed the products to customers worldwide, mostly world-class tire producers. In the last 3 years, our sales revenue's portion by geography are as follows:

Region	Sales Revenue					
	FY 2021		FY 2022		FY 2023	
	Million Baht	%	Million Baht	%	Million Baht	%
Asia	62,973.4	53.2	71,177.3	73.2	45,956.6	54.6
America	25,501.0	21.6	15,987.5	14.4	10,889.8	12.9
Europe	12,043.3	10.2	8,844.2	8.0	6,794.6	8.1
Others	3,227.5	2.7	1,262.7	1.1	10,236.2	12.3
Total Export Markets	103,745.2	87.7	97,271.7	87.9	73,877.2	87.7
Total Domestic Market	14,530.2	12.3	13,385.0	12.1	10,367.7	12.3
Total Sales Revenue	118,275.4	100.0	110,656.7	100.0	84,244.9	100.0

During 2021-2023, no customer contributed more than 30 percent of total sales revenue.



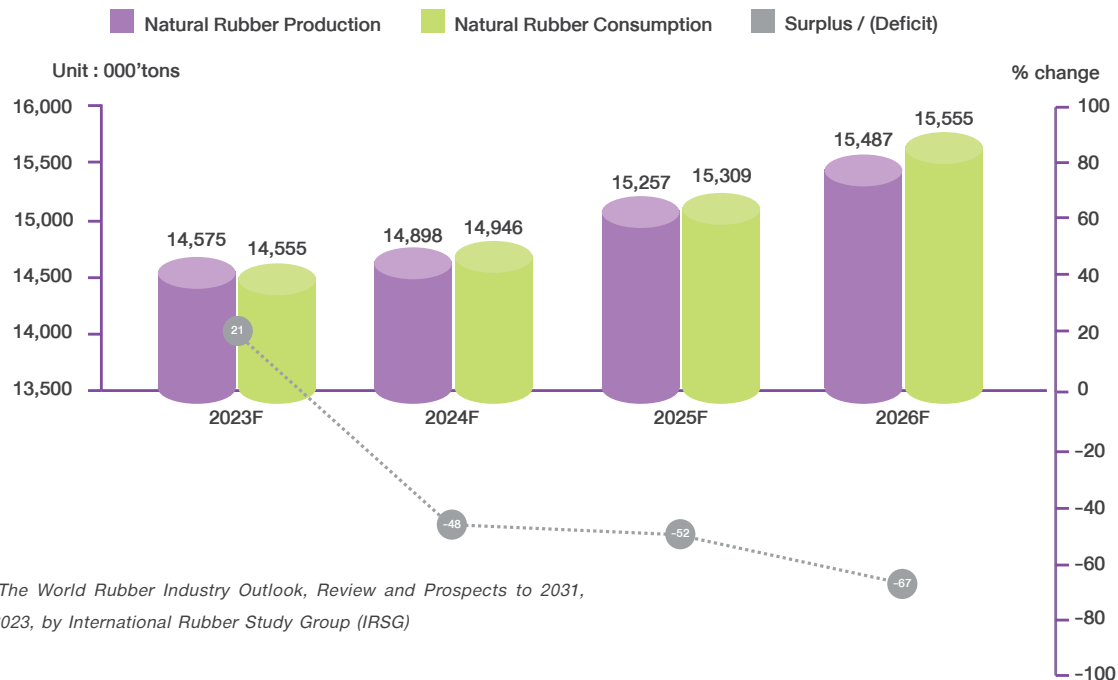
2.2 Industry

2.2.1 Natural Rubber Industry

The natural rubber industry continues to face uncertainties due to varying forecasts from various research entities. Details are as follows. The Company remains closely monitoring and evaluating the situation from both demand and supply sides to adapt its strategies and operational approaches to best align with the evolving circumstances.

The forecasts for the natural rubber industry, as provided by two rubber organizations, are detailed as follows:

1) International Rubber Study Group (IRSG)



According to "The World Rubber Industry Outlook, Review and Prospects to 2031" report by the International Rubber Study Group (IRSG) in August 2023, the forecast for the global rubber supply surplus in 2023 is approximately 0.02 million tons. However, a supply deficit is projected for the years 2024 to 2026, estimated at about 0.05 - 0.07 million tons.

IRSG predicts the global rubber supply in 2023 to be 14.58 million tons, an increase of 0.7% from the previous year, marking a slowdown in growth compared to earlier years. The increase in 2022 was attributed to improved yields from mature rubber trees in the Mekong region and the Ivory Coast in West Africa. However, in 2023, factors such as weaker rubber prices and export figures have contributed to the slower growth. Furthermore, IRSG forecasts that the global supply of natural rubber will continue to grow but at a decreasing rate from 2.2% to 1.5% during 2024 to 2026. Despite increased production from the Mekong region and the Ivory Coast, this will not fully compensate for the decreased production from traditional major producers

in Southeast Asia. The top five natural rubber exporting countries globally are Thailand, Indonesia, Ivory Coast, Vietnam, and China, respectively.

IRSG's production forecasts for major rubber-exporting countries indicate that Thailand is expected to remain the top rubber exporter, although its growth rate is anticipated to slow. Since 2017, Indonesia has experienced significant reductions in rubber supply, attributed to leaf disease outbreaks and other factors, such as farmers switching to palm cultivation, labor shortages, and more. Despite the Indonesian government's policies to promote rubber planting, these efforts have been unable to reverse the production decline. Currently, Indonesia's rubber supply has decreased by more than 26% since 2017.

According to the IRSG, global natural rubber consumption is forecasted to reach 14.56 million tons in the year 2023, with an increase of 1.7% from the previous year. This growth is primarily attributed to the automotive industry in the Asia-Pacific and Americas regions, despite a slowdown in the automotive industry in China.

2) The Association of Natural Rubber Producing Countries (ANRPC)

According to the November report by the Association of Natural Rubber Producing Countries (ANRPC), the global demand for natural rubber is forecasted to reach 15.44 million tons in 2023. The ANRPC has noted that the subdued demand trend for natural rubber has been influenced by several factors, including prolonged geopolitical tensions such as the conflicts between Ukraine and Russia, as well as between Israel and Palestine. These factors are expected to reduce the proportion of global natural rubber demand from non-ANRPC member countries to below 30%, marking the lowest share ever recorded. Additionally, rising interest rates due to monetary policy adjustments have also contributed to limiting the global demand for natural rubber. However, the demand within ANRPC member countries is expected to exceed 70%, with significant contributions from China, Thailand, and India. China, as a key consumer, is projected to account for 44% of the global natural rubber demand, with an expected growth rate of 3.7% compared to the previous year. Meanwhile, Thailand and India are anticipated to see growth rates of approximately 1.0% and 5.7%, respectively, compared to the previous year.

Source: www.chemanalyst.com

2.2.2 Rubber Glove Industry

Rubber gloves are a widely used product in various industries, such as the medical industry, food industry, electronics industry, and beauty industry, since rubber gloves are considered one of the tools that help prevent the spread of disease, chemicals, and various contaminants effectively. Currently, rubber gloves produced and used widely can be categorized into 3 types based on the key raw materials used in their production, including powdered and powder-free latex gloves, nitrile gloves, and vinyl gloves.



Rubber Glove Demand and Supply in 2023

In the past, the demand for rubber gloves has continuously grown in every industry, on average by 8 percent to 12 percent per year. This includes the medical industry, which is the main industry driving the demand for rubber gloves in the past, as well as other growing industries, both in terms of the variety of use and the volume, such as the food production and processing industry, electronics, restaurants, beauty services, and various touch-based service industries. During the COVID-19 pandemic, the demand for rubber gloves skyrocketed rapidly, which is a much higher growth rate compared to the average growth rate before the pandemic. Nevertheless, the Company believes that the purpose of the rubber glove industry still has an average growth rate of between 8 percent



to 12 percent per year compared to the base year before the COVID-19 pandemic. This is due to two main factors: (1) the growth of healthcare industry and other industries and (2) the growth in usage of hygiene-related products across the world, especially among developing countries.

During 2020-2021, the COVID-19 pandemic caused the price of rubber gloves to rise significantly, drove the existing glove manufacturers to expand their production capacity, and attracted new players to the market. As a result, the supply of rubber gloves grew rapidly while demand continued to grow, but at a lower rate, resulting in an oversupply situation and causing the price of rubber gloves to drop significantly. It is expected that the market may take some time to reach equilibrium.

2.3 Competition

Over the past year and looking into the future, the competition among players in the midstream rubber industry has not been as intense as in the past, with most players not expanding their production capacity further. Presently, the competitive dynamics have shifted towards navigating the uncertainties posed by rapidly evolving climatic conditions, which exert a direct impact on natural rubber yields. This situation has consequential effects on the procurement of raw materials and the strategic management of inventory across companies.

However, due to the competitive advantages of the company in various aspects, such as the **SRI TRANG FRIENDS application and SRI TRANG FRIENDS STATION**, along with a strong financial status and liquidity position, support the procurement of raw materials for the Company. Coupled with experience and expertise in the natural rubber business, as well as a constant commitment to learning, adapting, and evolving, we believe these factors will continually enhance our business operations and profitability. They will also strengthen our market position as a leader in the natural rubber industry.

In the segment of rubber gloves business, competition remains, particularly price competition resulting from an oversupply condition caused by both old and new glove manufacturers rapidly expanding their production capacities due to the significant increase in glove demand from the Covid-19 situation. Although many players, both small and large, have somewhat reduced their production capacities, STGT's focus on producing and distributing natural rubber gloves, which account for approximately 80% of total glove sales revenue, differentiates STGT from other players in Malaysia and China who primarily produce and sell synthetic rubber gloves.

Business Strategy and Future Growth Plan for the Next 3 to 5 Years

STA is the world's leading fully integrated natural rubber company, engaging in activities spanning the entire supply chain, from upstream to downstream. In the **natural rubber business**, the Company boasts raw material procurement centers, production plants, and sales offices strategically located worldwide. Supported by a team of experts across various departments, including marketing, procurement, research and development, digital product development, quality assurance, and sustainability, we collaboratively work to develop high-quality products and services to meet all customer needs. This is coupled with a commitment to sustainability in all dimensions: environmental, social, governance, and economic, which is a priority for most of our customers. Over the past year, the Company has prepared for the EU's Deforestation-free Regulation (EUDR), focusing on traceability for seven types of commodity products, including natural rubber destined for the European Union. This preparation includes developing the "Sri Trang Friends" platform or application, enabling traceability of rubber production origins, ensuring confidence among trading partners and compliance with EUDR requirements, set to be enforced starting next year. The continuous operation and development of the Company, as mentioned, presents an opportunity for expanding market share, increasing sales volumes, and making a profit amidst the volatility of natural rubber prices. The Company aims for continuous growth, with a plan to expand the production capacity of natural rubber factories that commenced in 2021. By the end of 2023, the natural rubber production capacity stands at 3.62 million tons per year, with a target to reach 4.12 million tons per year by 2025, preparing for ongoing market share expansion and business growth in the future.

For the **glove business**, the Company has adjusted its production capacity expansion plan and upgraded old machinery to align with the gradual growth of the global rubber glove market. By 2024, the Company will have a production capacity of approximately 51 billion pieces per year. Furthermore, the Company is committed to enhancing its competitive edge and access to high-quality raw materials, such as concentrated latex. The focus is on developing natural rubber gloves while



maintaining a balance with the production of nitrile gloves for medical and industrial use. The company has adopted a flexible production line strategy to switch between powder-free natural rubber gloves and nitrile gloves, catering to diverse customer needs. This includes expanding distribution channels to new markets worldwide, especially in high-growth countries, and broadening the product range to meet various consumer needs, such as low-protein natural rubber gloves, surgical gloves, and other specialty gloves.

Additionally, a focus on efficient management combined with the adoption of technology, automation systems, sensor systems, and the development of artificial intelligence applied across all operational processes will enhance the competitive capabilities in every dimension. This approach will further solidify our position as the unparalleled leader in the fully integrated natural rubber industry, significantly outpacing our competitors. This effort aligns with the goal of "STA 20," aiming to achieve a 20% share of the global natural rubber product sales volume in the near future. The Company continues to pursue a vision of sustainable growth alongside its business operations. Details on our sustainability approach and outcomes can be found in section 3. Driving Business Towards Sustainability and sections 6-8 on Governance in this report, as well as in the 2023 Sustainability Report on the company's website (www.sritranggroup.com/en/sustainability/report).



2.4 The Company's Key Strengths

01



The World's largest natural rubber processing company

The Company's Installed capacity of 3.62 million tons per annum (as of December 31, 2023), combined with its comprehensive range of natural rubber products, enables us to meet the diverse needs of customers worldwide, supporting the expansion of our market share. Additionally, having a large production capacity contributes to achieving economies of scale, which not only enhances our competitive advantage but also strengthens the Company's bargaining power with both suppliers of raw materials and customers.

Fully integrated business model along the supply chain

The fully integrated business model along the supply chain of the natural rubber industry, from rubber plantation, and rubber processing to the manufacture of finished products, i.e. examination gloves, provide us with synergy and insights that enable us to effectively manage our operations and promptly respond to changes in market conditions, resulting in the competitive edge. Moreover, we are able to manage risks related to economic volatility that may impact the Group's financial performance thanks to our value creation on concentrated latex, which is our mid-stream product, to become rubber gloves which is one of our core businesses. These reflect STA's focus to become "a fully integrated natural rubber company and emphasize our position as a leading player in the natural rubber business globally".

02



03



Extensive Network of Sales and Distribution

We have an extensive network of sales and distribution that provides us with direct access to customers from all over the world and allows us to gauge demand flow and market sentiment as well as promptly respond to customers' needs in each country with appropriate strategies.

Strong Financial Position and Liquidity

It is well understood that businesses dealing in commodities are subject to volatility, and our company must continuously adapt to rapidly changing circumstances. Currently, our strong financial position, coupled with a cash reserve exceeding our needs, has earned us confidence from both customers and financial institutions. This bolstered financial standing facilitates our business operations' agility and enhances our access to low-cost capital sources.

04



05



Production bases in strategic locations

With production facilities in the South, Northeast, and North of Thailand, Indonesia, and Myanmar, we are not hindered by the seasonality of rubber tapping and are able to have year-round production. Locating our production facilities in Thailand and Indonesia also provides us with ample access to raw materials, as the 2 countries are the world's top natural rubber producers, collectively accounting for more than 60 percent of global production volume. Moreover, the Company has also established a subsidiary in Cote d'Ivoire, which has the potential for growth in natural rubber production.

Cutting-Edge technology and strong R&D capabilities

Having cutting-edge technology and strong R&D capabilities helps increase efficiency and effectiveness in production for the Company continuously. In addition, the Company's research and development team and customers are able to work directly together, which enables the Company to produce products tailored to each customer's specific needs. Moreover, over the past year, we have established a dedicated team to seriously explore the field of Artificial Intelligence (AI) with the aim of applying it to improve our operational processes.

06



07



Commitment to sustainability and community engagement

Our strong relationships with the local communities, cultivated over the years through community improvement initiatives, help to strengthen brand awareness and contribute to the growth of our business.

Listing on both the Stock Exchange of Thailand (SET) and the Singapore Exchange Ltd (SGX)

Being listed on both the SET (primary listing) and the SGX (secondary listing) provides us access to various sources of funds and financial instruments to support our operations and is a testament to our transparency and good corporate governance.

08



09



Highly experienced management

With nearly 4 decades of experience in the natural rubber industry, our management is well versed in the minutiae of the natural rubber industry and able to skillfully navigate any challenges facing our operations and steer the business to success.



Products and Services

(1) Natural Rubber Products

As of 31 December 2023, we have a total of 35 production facilities, 31 in Thailand, 3 in Indonesia, and 1 in Myanmar with an estimated total installed capacity of approximately 3.62 million tons of Natural Rubber Products per annum.

35 Processing Facilities

With Installed Capacity 3.62 Million Tons per Annum



24 TSR
Processing Facilities



8 LTX
Processing Facilities



3 RSS
Processing Facilities

In 2023, the utilization rate of natural rubber production capacity was at 55 percent, a decrease from 70% in the previous year due to the raw material shortages, along with the continuous expansion of its production capacity from 3.18 million tons at the end of 2022, progressively increasing to 3.62 million tons by the end of 2023.

Types of Suppliers



- 96%** Individual Rubber & Juristic Entities (2,762)
- 3%** Cooperatives/ Group of Rubber Farmers and Central Rubber Markets (38)
- 1%** Rubber Farmers (1,522)

Sri Trang's Procurement Centers

- 51** Centers in Thailand
- 15** Centers in Indonesia and Myanmar
- 2** Centers in Ivory Coast

Application



Raw Materials Purchased by Location



- 87%** Domestic
- 13%** Aboard

Raw Materials Purchased by Type



- 82%** Cup Lump
- 14%** Fresh Latex
- 4%** Unsmoked Rubber Sheet

The main raw materials used in the production of TSR, RSS, and concentrated latex are cup lumps, unsmoked rubber sheets, and fresh latex, respectively. In that order, each raw material accounted for 82 percent, 4 percent, and 14 percent of the total raw materials purchased during the fiscal year ended 31 December 2022. For effective raw material management, the Company has established procurement centers in strategically significant locations close to raw material sources in Thailand, Indonesia, Myanmar, and Ivory Coast. Ivory Coast is recognized for its high potential for growth as a producer and exporter of natural rubber.

The Company raw material procurement mostly comes from rubber dealers. However, the Company also purchases from farmers, groups of farmers and cooperatives, or central rubber markets where farmers directly sell the raw materials. The Company procures raw materials through various channels, including through our procurement centers located in strategic areas. In addition, the Company procures raw materials through the **"SRI TRANG FRIENDS"** application, which is very well-received in Thailand. The Company's raw material procurement in Thailand has all procured through this application since 2022, which increased significantly from 27.6 percent in 2019, when it was launched. In 2022, the Company built on success by launching a new application **"SRI TRANG FRIENDS STATION"** to serve natural

rubber dealers who are the middlemen between the Company and the farmers. In addition, a new service **"Super Driver"** was also launched to facilitate the delivery process by assigning service agents to collect various types of natural rubber for delivery to Sri Trang Group's factories.

The overall raw material procurement in 2023, the Company purchased rubber from 1,522 rubber farmers which accounted for 1 percent of the total raw material procurement volume, from 2,762 rubber dealers which accounted for 96 percent of the total raw material procurement volume, and from 38 groups of farmers, cooperatives, and central rubber markets which accounted for 3 percent of the total raw material procurement volume. No raw material suppliers or natural rubber products were purchased by the Company, with more than 3 percent of the Company's raw material procurement volume in the fiscal year ended 31 December 2023.

The procurement team is also responsible for quality assurance of incoming raw materials to be used in the Company's production process meet the Company's specifications and are subject to strict inspection and testing before accepting the raw materials to ensure that the incoming raw materials meet the quality specifications and have dry rubber that complies with the Company's policy on sustainable raw material sourcing.



(2) Glove Products

As of 31 December 2023, Sri Trang Gloves (Thailand) has 6 factory locations in 4 provinces, namely Songkhla, Surat Thani, Trang, and Chumphon, and has an annualized installed production capacity of approximately 50,785 million pieces per annum. As a result, STGT is the largest producer of medical gloves in Thailand and is one of the world-leading natural latex and nitrile gloves producers.



In 2023, the utilization rate of the glove factories stands at 64%, with the revenue proportion from the sales of natural rubber gloves compared to nitrile gloves at 78:22, aligning with the company's intention to focus on selling natural rubber gloves. This gives us a competitive edge in terms of accessing raw materials compared to our competitors.



Raw Material Management

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

Operating assets

(1) Fixed Assets of the Company

As of 31 December 2023, the book value of the Company's total fixed assets, less accumulated depreciation and reserves for impairment, used in business operations as shown in the consolidated financial statements of the Company is 52,696 million baht or 47.2 percent of the total assets. The details are as follows:

Unit : million baht

Descriptions	Book Value Less Accumulated Depreciation as of 31 December 2023 ¹
Land and land improvement	13,593.8
Economic tree plantations	2,616.6
Buildings and structures	9,171.9
Machinery and equipment	10,155.1
Vehicles	571.6
Fixtures and office equipment	186.7
Assets under construction and installation	16,400.3
Total net book amount	52,696.0

Note: ¹ As of 31 December 2023, all property, plant and equipment assets are owned by the company except land and land improvements leased by the Company equals to Baht 264.8 million.

(2) Intangible Assets

The Company used intangible assets in its business operations. As of 31 December 2023, the net book value of the intangible assets is Baht 426.5 million or 0.38 percent of the total assets consist of computer software.

(3) Policies on Investment in Subsidiary and Associate Companies

STA has an investment policy to become a leader in the rubber industry. Investing in joint ventures enables STA to develop to be a fully integrated business, increasing the value of its products or obtaining services that support various aspects of its business for the overall benefit of the Company. The joint venture investment decisions are carried out in accordance with the economic conditions at the time.

For policy on investment in subsidiary and associate companies, the Company has established an investment policy with the details as follows:

1) Policy on investment in subsidiary and associate companies

The Company has a policy to invest in businesses that align with its goals, visions, and growth strategies to enhance operational results or profitability. The Company intends to invest in businesses with synergy to the Company to improve the competitiveness, and help the Company achieve the goal of becoming a leader in its core business. Furthermore, the Company, its subsidiaries, and associates may consider investing in other businesses if they have growth potential or can enhance the existing business or are beneficial to the Group, which can generate good returns on investment. The Company, its subsidiaries, and associates will analyze the feasibility of the investment, potential, and risk factors associated with the investment, with a proper investment analysis that must be agreed upon and/or approved by, the Executives, the Board of Directors, or the Company's shareholders meeting (as applicable). The approval for the investment in subsidiaries and/or associate companies shall be in accordance with the relevant notifications of the Capital Market Supervisory Board and Board of Governors of the Stock Exchange of Thailand.



1.3 Corporate Shareholding Structure

1.3.1 Corporate Shareholding Structure

The Company's principal business is the production of natural rubber, which are TSR, RSS, and Concentrated Latex as well as the production of a wide variety of medical examination gloves, industrial gloves, and general-purpose gloves from both latex and nitrile rubber. Moreover, the Company also operates other businesses through its subsidiaries, associates, and joint ventures, such as the production of hydraulic hoses, rubber plantations, and other services, namely logistics, engineering services, and sale and purchase of firewood and etc. The business segments of the Company can be divided as follows:



Natural Rubber Products

As of 31 December 2023

Company	Country	Type of Business	Direct Shareholding (Percent)	Paid-up Capital
STA	Thailand	Production of TSR, RSS, and Concentrated Latex	-	Baht 1,535,999,998
Rubberland Products	Thailand	Production of TSR and Concentrated Latex	99.99	Baht 1,600,000,000
Nam Hua Rubber	Thailand	Production of TSR, RSS, and Concentrated Latex	99.99	Baht 500,000,000
PT Sri Trang Lingga	Indonesia	Production of SIR - block rubber	90.00 ¹	USD 10,000,000
PT Star Rubber	Indonesia	Production of SIR - block rubber	99.18 ²	USD 56,000,000
Thai Tech Rubber	Thailand	Production of TSR	42.51 ³	Baht 60,000,000
Sri Trang Ayeyar	Myanmar	Production of SMR - block rubber	59.00 ⁴	USD 1,000,000



Gloves Products

As of 31 December 2023

Company	Country	Type of Business	Direct Shareholding (Percent)	Paid-up Capital
Sri Trang Gloves (Thailand) PLC.	Thailand	Production of examination gloves	50.61 ⁵	Baht 1,432,589,955
Shidong Shanghai Medical Equipment	PRC	Glove distribution in PRC	- ⁶	USD 4,150,000
Sri Trang USA	USA	Glove distribution in USA and Canada	- ⁶	USD 13,500,000
Premier System Engineering	Thailand	Engineering services, design, installation, and maintenance machinery	- ⁷	Baht 50,000,000
Sadao P.S. Rubber	Thailand	Land rental	- ⁸	Baht 40,000,000
Sri Trang Gloves Global	Singapore	Asset management and investment management	- ⁶	USD 280,000,000
Sri Trang Gloves (Singapore)	Singapore	Glove distribution in Singapore and research and development (R&D)	- ⁶	USD 1,000,000
Sri Trang Gloves Vietnam	Vietnam	Glove distribution in Vietnam	- ⁶	USD 1,000,000
PT Sri Trang Gloves Indo	Indonesia	Glove distribution in Indonesia	- ⁶	IDR 10,000,000,000
Sri Trang Responsible Gloves Supply, Inc. ¹⁹	USA	Glove distribution in USA	- ⁶	USD 500,000
Sri Trang Gloves Philippines Inc.	Philippines	Glove distribution in Philippines	- ⁹	PHP 10,470,100



Other Finished Products

As of 31 December 2023

Company	Country	Type of Business	Direct Shareholding (Percent)	Paid-up Capital
Semperflex Asia	Thailand	Production of high-pressure hydraulic hoses	37.50 ¹⁰	Baht 380,000,000



Rubber Product Trading/Distribution

As of 31 December 2023

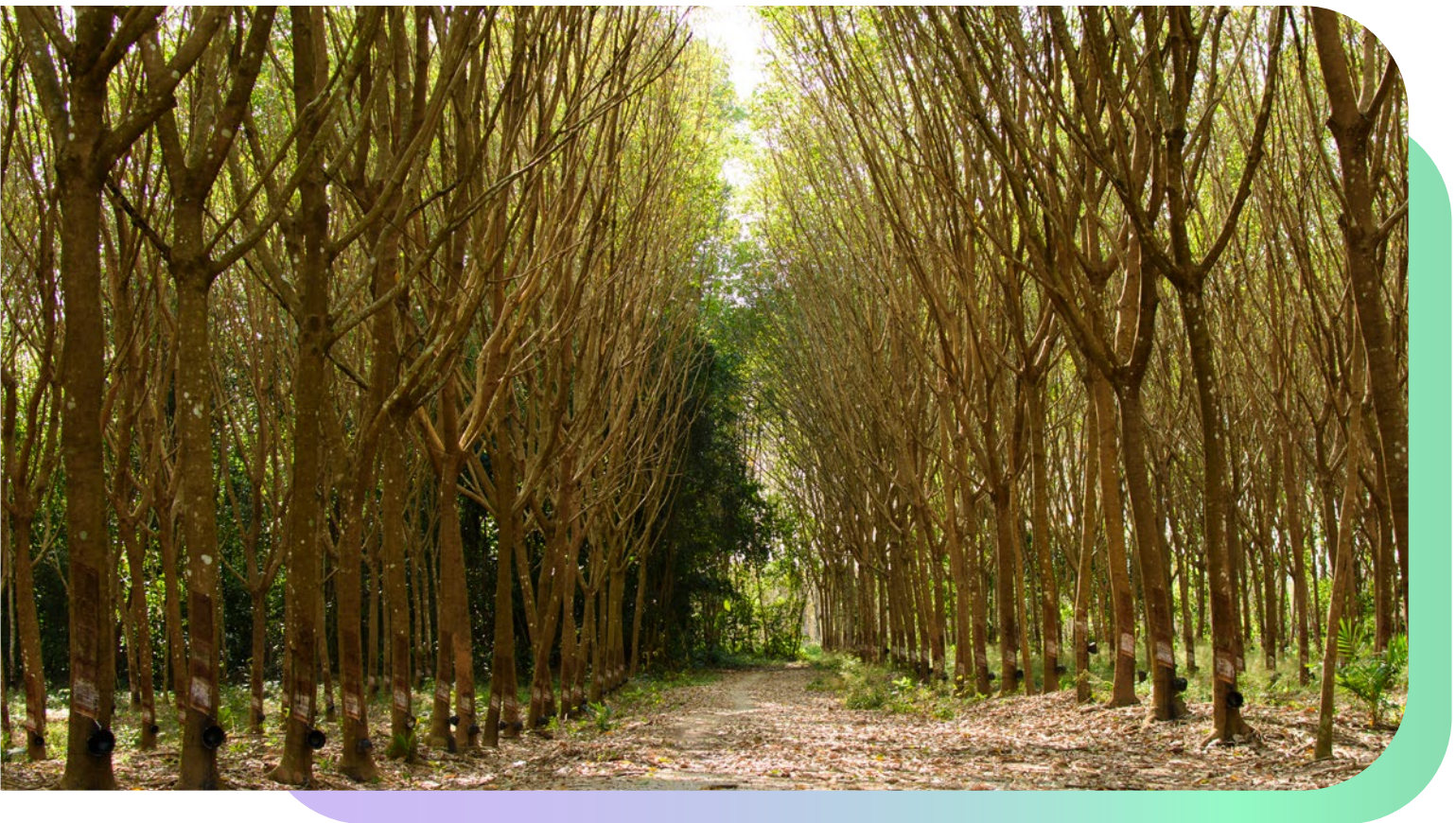
Company	Country	Type of Businesses	Direct Shareholding (Percent)	Paid-up Capital
Sri Trang International	Singapore	Natural rubber and gloves distribution	99.99 ¹¹	USD 61,000,000
Shi Dong Shanghai	PRC	Natural rubber distribution in PRC	100.00	USD 5,000,000
Sri Trang Indochina	Vietnam	Natural rubber distribution in Vietnam	99.99 ¹²	USD 1,000,000
Sri Trang Africa SA	Cote d'Ivoire	Trade and Export Rubber and Raw Material	100.00	F.CFA 350,000,000



Other businesses

As of 31 December 2023

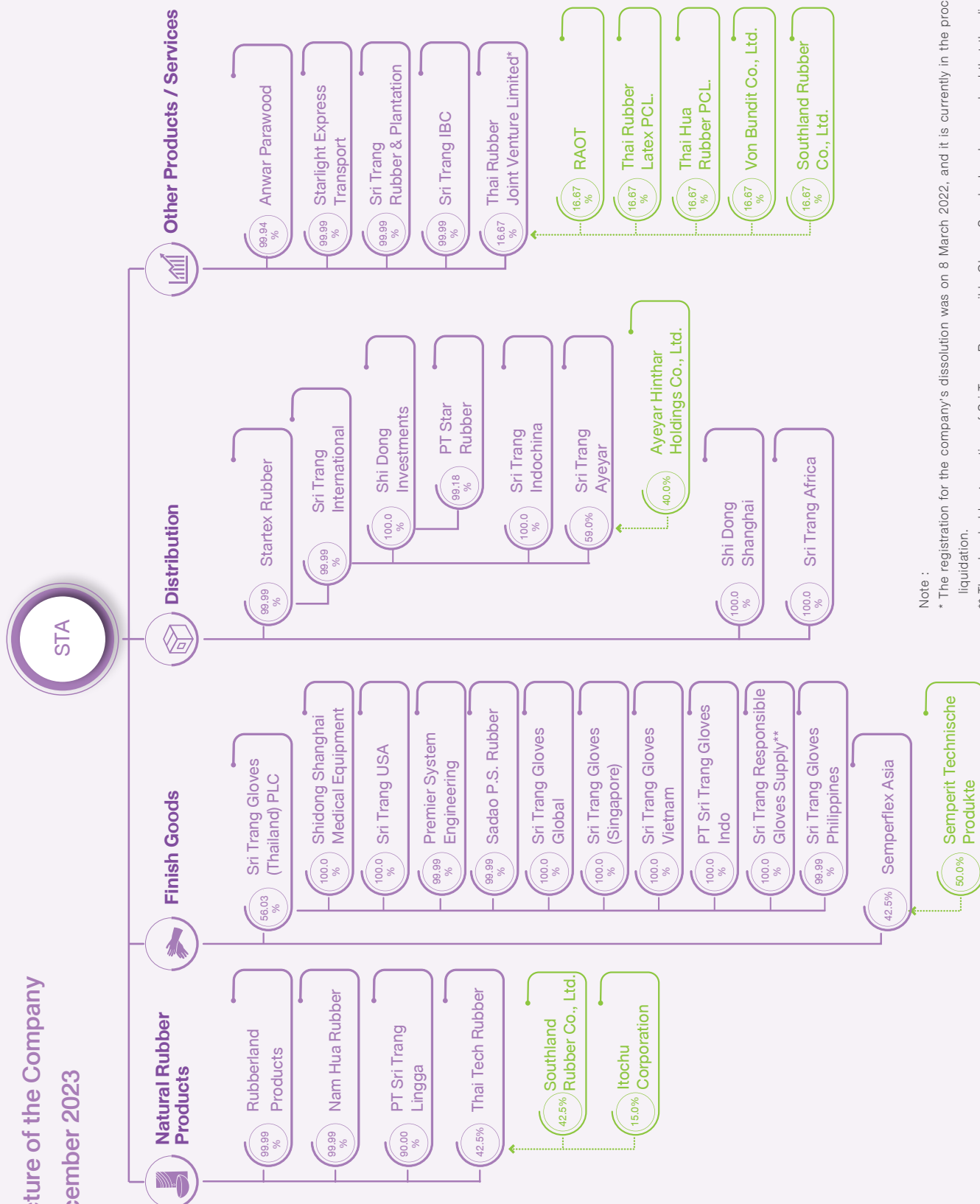
Company	Country	Type of Businesses	Direct Shareholding (Percent)	Paid-up Capital
Anvar Parawood	Thailand	Sale and purchase of firewood and wooden pallet	99.94 ¹³	Baht 10,000,000
Startex Rubber	Thailand	Ownership and management of rubber and oil palm plantations and investment	99.99 ¹⁴	Baht 2,197,876,500
Starlight Express Transport	Thailand	Transportation services and import/ export documentation services	79.99 ¹⁵	Baht 15,000,000
Sri Trang Rubber & Plantation	Thailand	Ownership and management of rubber plantations and other economic crops	99.99	Baht 7,338,250,000
Shi Dong Investments	Singapore	Investment holding in PT Star Rubber	99.99 ¹⁶	USD 58,000,000
Thai Rubber Joint Venture Limited ¹⁸	Thailand	Domestic and international trade of rubber	16.67 ¹⁷	Baht 900,000,000
Sri Trang IBC	Thailand	Services including technical, innovation, IT, and special advice	99.99	Baht 6,000,000



Note :

- ¹ Held by STA and the remaining shares are held by PT Nusantara Agro Industri (which is not a person who may have conflicts of interest) 10.00 percent
- ² Held by Shi Dong Investments 99.18% and the remaining shares are held by Mr. Lee Paul Sumade 0.82 percent
- ³ Held by STA 42.50 percent and the remaining shares are held by Southland Rubber Co., Ltd. (which is not a person who may have conflicts of interest) 42.50 percent, Itochu Corporation Limited (which is not a person who may have conflicts of interest) 15.00 percent, Mr. Perm Theerasarnwong (1 share), Mr. Thanasak Charnsanti (1 share), Mr. Viyavood Sincharoenkul (1 share), and Mr. Chaiyos Sincharoenkul (1 share).
- ⁴ Held by Sri Trang International 59.00 percent and the remaining shares are held by Ayeyar Hinthar Holdings Co., Ltd. 40.00 percent and Mr. Kitichai Sincharoenkul 1.00 percent
- ⁵ Directly held by STA 50.61 percent and indirectly held by Rubberland Co., Ltd. which is a subsidiary of the Company 5.42 percent
- ⁶ Directly held by Sri Trang Gloves (Thailand) PLC. 100.00 percent
- ⁷ Held by STGT 99.99 percent and the remaining shares are held by Mr. Phanlert Wangsuphadilok (3 shares) and Mr. Aram Sirisuwat (1 share)
- ⁸ Held by STGT 99.99 percent and the remaining shares are held by Mr. Anek Pruksanusak (1 share), Mr. Chaidet Pruksanusak (1 share), Mr. Viyavood Sincharoenkul (1 share), Mr. Somwang Sincharoenkul (1 share), Mrs. Promsuk Sincharoenkul (1 share), and Mr. Kitichai Sincharoenkul (1 share)
- ⁹ Held by STGT 99.99 percent
- ¹⁰ Held by STA 37.50 percent and the remaining shares are held by Semperit Technische 50.00 percent, Rubberland Co., Ltd. 5.00 percent, Sri Tang Holdings 5.00 percent, Paktai Rubber 2.50 percent, Ms. Poonsuk Cherdkiatgumchai (2 shares), Mrs. Promsuk Sincharoenkul (2 shares), Mr. Somwang Sincharoenkul (2 shares), Mr. Viyavood Sincharoenkul (2 shares), Chaiyos Sincharoenkul (2 shares), Mr. Anan Pruksanusak (2 shares), and Mrs. Chitraporn Panichkul (2 shares)
- ¹¹ Held by Startex Rubber 100.00 percent
- ¹² Held by Sri Trang International 100.00 percent which wholly owned by Startex Rubber 100.00 percent
- ¹³ Held by STA 99.94 percent and the remaining shares are held by Mr. Viyavood Sincharoenkul (1 Share), Mrs. Promsuk Sincharoenkul (1 share), Mr. Aram Sirisuwat (1 share), Mrs. Oranuch Sirisuwat (1 Share), Pukeksa Mansion Ltd (1 Share), and Mr. Udom Pruksanusak (1 Share)
- ¹⁴ Held by STA 99.99 percent and the remaining shares are held by Mr. Somporn Punnarai (1 share) and Mrs. Promsuk Sincharoenkul (1 share)
- ¹⁵ Held by STA 79.99 percent and the remaining shares are held by Rubberland Products 13.33 percent, Nam Hua 3.33 percent, Startex Rubber 3.33 percent, Phruksa Mansion Ltd. (1 share), and Mr. Boonyachon Sincharoenkul (1 share)
- ¹⁶ Held by Sri Trang International 100.00 percent which wholly owned by Startex Rubber, 100.00 percent
- ¹⁷ Held by STA 16.67 percent of the total number of issued shares in Thai Rubber Joint Venture Limited and the remaining shares are held by Rubber Authority of Thailand (RAOT) 16.67 percent, Thai Rubber Latex Corporation (Thailand) Public Co., Ltd. 16.67 percent, Thai Hua Rubber Public Co., Ltd. 16.67 percent, Von Bundit Co., Ltd. 16.67 percent, Southland Rubber Co., Ltd. 16.67 percent, Mr. Teetatch Suksa-ard (1 share), Mr. Vitchaphol Sincharoenkul (1 share), Mr. Patharaphol Wongsasuthikul (1 share), Mr. Korakot Kittiphol (1 share), Mr. Bundit Kerdvongbundit (1 share), and Mr. Chamnan Nopakhunkachon (1 share).
- ¹⁸ The registration for the company's dissolution was on 8 March 2022, and it is currently in the process of liquidation.
- ¹⁹ The shareholders' meeting of Sri Trang Responsible Gloves Supply, Inc. has resolved that the dissolution of the Company will be effective as of 31 December 2023.

Group Structure of the Company as of 31 December 2023



Note :

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

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

Information of juristic persons in which the Company holds more than 10% of the issued shares of such juristic persons as of 31 December 2023

Nam Hua Rubber	Head Office	:	10 Soi 10, Phetkasem Road, Hatyai Subdistrict, Hatyai District, Songkhla Province, Thailand
	Branch Office	:	1. 99 Moo 3 Samnuk Kham Subdistrict, Sadao District, Songkhla Province, Thailand 2. 41 Moo 3 Samnak Kham Subdistrict, Sadao District, Songkhla Province, Thailand
	Type of Business	:	Production and export of RSS, TSR and Concentrated Latex
	Telephone	:	+66 7437 9984-6, +66 7437 9988-9
	Fax	:	+66 7437 9987
	Type of Shares	:	Ordinary shares

Total number of shares directly held by STA : 4,999,994 shares or 99.99 percent

Anvar Parawood	Head Office	:	41 Moo 3, Samnak Kham Subdistrict, Sadao District, Songkhla Province, Thailand
	Branch Office	:	1. 369 Moo 7, Huai Nang Subdistrict, Huai Yot District, Trang Province, Thailand 2. 395 Moo 2, Non Sombun Subdistrict, Mueng Bueng Kan District, Bueng kan Province, Thailand 3. 28 Moo 11, Nong Phra Subdistrict, Wang thong District, Phitsanulok Province, Thailand
	Type of Business	:	Sale and purchase of firewood and wooden pallet
	Telephone	:	+66 7437 9978-9
	Fax	:	+66 7437 9976
	Type of Shares	:	Ordinary shares

Total number of shares directly held by STA : 9,994 shares or 99.94 percent

Rubberland Products	Head Office	:	109 Kanjanavanit Road, Phatong Subdistrict, Hatyai District, Songkhla Province, Thailand
	Branch Office	:	1. 10 Soi 10, Phetkasem Road, Hatyai Subdistrict, Hatyai District, Songkhla Province, Thailand 2. 17 th Floor, Park Venture Ecoplex Unit 1701, 1707-1712, 57 Wireless Road, Lumpini Subdistrict, Pathumwan District, Bangkok, Thailand 3. 338 Moo 2, Nonsomboon Subdistrict, Mueang Bungkan District, Bungkan Province, Thailand 4. 338 Moo 1, Kokma Subdistrict, Prakonchai District, Burirum Province, Thailand 5. 188 Moo 10, Bangsaiyai Subdistrict, Mueang Mukdahan Subdistrict, Mukdahan Province, Thailand 6. 98 Moo 2, Nonsombun Subdistrict, Muang Bungkan District, Bungkan Province, Thailand
	Type of Business	:	Production of Concentrated Latex/ Block rubber
	Telephone	:	+66 7429 1223-4, +66 7429 1755, +66 7429 1476
	Fax	:	+66 7429 1477
	Type of Shares	:	Ordinary shares

Total number of shares directly held by STA : 15,999,994 shares or 99.99 percent



Sri Trang Gloves (Thailand)

Head Office
Branch Office

- : 110 Kanjanavanit Road, Tahpong Subdistrict, Hatyai District, Songkhla Province, Thailand
- 1. 10 Soi 10, Phetkasem Road, Hatyai Subdistrict, Hatyai District, Songkhla Province, Thailand
- 2. 17th Floor, Park Venture Ecoplex Unit 1701, 1707-1712, 57 Wireless Road, Lumpini Subdistrict, Pathumwan District, Bangkok, Thailand
- 3. 109/2, 110/3 Moo 8, Kanjanavanit Road, Pahtong Subdistrict, Hatyai District, Songkhla Province, Thailand
- 4. 352 Kanjanavanit Road, Phatong Subdistrict, Hatyai District, Songkhla Province, Thailand
- 5. 189 Moo 7, Plaiwas Subdistrict, Karnchanadit District, Surat Thani Province, Thailand
- 6. 85 Moo 6, Khuan Thani Subdistrict, Kantang District, Trang Province, Thailand
- 7. 10/2-3 Moo 3, Bang Mak Subdistrict, Kantang District, Trang Province, Thailand
- 8. 209/2 Moo 2, Phraek Sa Mai Subdistrict, Muang Samut Prakan District, Samut Prakan Province, Thailand
- 9. 110/19 Kao Mai Dang Village, Moo 7, Phaiwat Subdistrict, Kanchanadit District, Surat Thani Province, Thailand
- 10. 207/1 Padang Besar Road, Sadao Subdistrict, Sadao District, Songkhla Province, Thailand
- 11. 101 Moo 3, Samnak Kham Subdistrict, Sadao District, Songkhla Province, Thailand
- 12. 88/8 Moo 3, Samnak Kham Subdistrict, Sadao District, Songkhla Province, Thailand
- 13. 88/8 Moo 11, Kao Chaiyarat Subdistrict, Pathio District, Chumphon Province, Thailand

Type of Business : Production of examination and industrial gloves
Telephone : +66 7447 1471, +66 7429 1471
Fax : +66 7429 1650
Type of Shares : Ordinary shares

Total number of shares directly held by STA : 1,450,074,600 shares or 50.04 percent

Subsidiaries of Sri Trang Gloves (Thailand) Public Company Limited

Shidong Shanghai Medical Equipment	Head Office	:	5 th Floor, Block B of W Square, No. 1686 Wuzhong Road, Minhang District, Shanghai, China
	Type of Business	:	Distribution of rubber gloves in PRC
	Telephone	:	+86 21 64137860
	Fax	:	+86 21 64137315
	Type of Shares	:	Ordinary shares
	Total number of shares directly held by STGT : 100.00 percent		

Sri Trang USA	Head Office	:	5820 West Cypress Street, Suite H, Tampa, Florida, United States
	Type of Business	:	Distribution of gloves in the United States and Canada
	Telephone	:	+1 813 606 4301
	Fax	:	+1 813 606 4314
	Type of Shares	:	Common stock
	Total number of shares directly held by STGT : 100.00 percent		

Premier System Engineering	Head Office	:	123 Moo 8, Kanjanavanit Road, Ban Phu Subdistrict, Hatyai District, Songkhla Province, Thailand
	Branch Office	:	133 Rak Phu Road, Ban Phu Subdistrict, Hatyai District, Songkhla Province, Thailand
	Type of Business	:	Engineering services, design, produce, sell, installation and maintenance machineries
	Telephone	:	0 7422 2900-9
	Fax	:	0 7422 2910-12
	Type of Shares	:	Ordinary shares
	Total number of shares directly held by STGT : 499,996 shares or 99.99 percent		

Sadao P.S. Rubber	Head Office	:	207/1 Padang Besar Road, Sadao Subdistrict, Sadao District, Songkhla Province, Thailand
	Type of Business	:	Land Rental
	Telephone	:	0 7446 0483-5, 086 489 5264-5
	Fax	:	0 7446 0484
	Type of Shares	:	Ordinary shares
	Total number of shares directly held by STGT : 399,994 shares or 99.99 percent		

Sri Trang Gloves Global	Head Office	:	50 Raffles Place #27-01 Singapore Land Tower, Singapore
	Type of Business	:	Asset management and investment management
	Telephone	:	+65 6532 5210
	Type of Shares	:	Ordinary shares and Preferred shares
	Total number of shares directly held by STGT : 280,000,000 shares or 100.00 percent		



Sri Trang Gloves (Singapore)

Head Office : 50 Raffles Place #27-01 Singapore Land Tower, Singapore

Type of Business : Distribution of rubber gloves in Singapore, R&D

Telephone : +65 6532 5210

Type of Shares : Ordinary shares

Total number of shares directly held by STGT : 1,000,000 shares or 100.00 percent

Sri Trang Gloves Vietnam

Head Office : Room No. 7.01A, 7th Floor, Vietnam Business Center Building, 57-59 Ho Tung Mau Street, Ben Nghe Ward, District 1, Ho Chi Minh City, Vietnam

Type of Business : Distribution of rubber gloves in Vietnam

Telephone : +84 83 821 6869

Fax : +84 83 821 6877

Type of Shares : Ordinary shares

Total number of shares directly held by STGT : 100.00 percent

PT Sri Trang Gloves Indo

Head Office : Jalan TPA2, RT.26 & 29 Keramasan, Palembang, South Sumatera, Palembang, Indonesia

Type of Business : Distribution of rubber gloves in Indonesia

Telephone : +62 711 445 666

Fax : +62 711 445 222

Type of Shares : Ordinary shares

Total number of shares directly held by STGT : 1,000,000 shares or 100.00 percent

Sri Trang Responsible Gloves Supply, Inc.

Head Office : 100 S. Saunders Rd, Ste, 178 Lake Forest, IL 60045, USA

Type of Business : Distribution of rubber gloves in USA

Telephone : N.A.

Fax : N.A.

Type of Shares : Ordinary shares

Total number of shares directly held by STGT : 5,000 shares or 100.00 percent

Note: The shareholders' meeting of Sri Trang Responsible Gloves Supply, Inc. has resolved that the dissolution of the company will be effective as of 31 December 2023.

Sri Trang Gloves Philippines, Inc.

Head Office : 32nd Floor, Unit 3207, Robinsons Equitable Tower, ADB Avenue corner, Poveda Street, Ortigas Center, Pasig City, Philippines

Type of Business : Distribution of rubber gloves in Philippines

Telephone : +63 919 0006533

Fax : N.A.

Type of Shares : Ordinary shares

Total number of shares directly held by STGT : 104,701 shares or 100.00 percent

Semperflex Asia

Head Office	:	110/1 Kanjanavanit Road, Pahtong Subdistrict, Hatyai District, Songkhla Province, Thailand
Branch Office	:	10 Soi 10, Phetkasem Road, Hatyai Subdistrict, Hatyai District, Songkhla Province, Thailand
Type of Business	:	Production of high-pressure Hydraulic hoses
Telephone	:	+66 7447 1231-5
Fax	:	N.A.
Type of Shares	:	Ordinary shares

Total number of shares directly held by STA : 1,425,000 shares or 37.50 percent

**Starlight Express
Transport**

Head Office	:	13/1 Jingjit Road, Thupthiang Subdistrict, Mueang District, Trang Province, Thailand
Branch Office	:	18 Moo 5, Sala Lamduan Subdistrict, Muang Sa Kaeo District, Sa Kaeo Province, Thailand
Type of Business	:	Provision of domestic logistics services
Telephone	:	+66 7550 2900-3
Fax	:	N.A.
Type of Shares	:	Ordinary shares

Total number of shares directly held by STA : 119,998 shares or 79.99 percent

Startex Rubber

Head Office	:	36/82 PS Tower 23Fl. Sukhumvit 21 Road (Asoke), Klong Toe Nua Subdistrict, Watana District, Bangkok, Thailand
Type of Business	:	Ownership and management of rubber and oil palm plantations and investment
Telephone	:	+66 2259 2964-71
Fax	:	+66 2259 2958
Type of Shares	:	Ordinary shares

Total number of shares directly held by STA : 26,349,998 shares or 99.99 percent



Thai Tech Rubber	Head Office	:	2 Juti Utit 3 Road, Hatyai Subdistrict, Hatyai District, Songkhla Province, Thailand
	Branch Office	:	1. 150 Moo 13, Kamphaeng Phet Subdistrict, Rattaphum District, Songkhla Province, Thailand 2. 198 Moo 4, Na Mueang Phet Subdistrict, Sikao District, Songkhla Province, Thailand 3. 6 Moo 2, Thakamcham Subdistrict, Nongjig District, Pattani Province, Thailand
	Type of Business	:	Production of block rubber
	Telephone	:	+66 7423 0768, +66 7423 0406-7
	Fax	:	+66 7423 8650
	Type of Shares	:	Ordinary shares

Total number of shares directly held by STA : 255,028 shares or 42.51percent

Sri Trang Rubber & Plantation	Head Office	:	121 Moo 4 Nhongpakrang Subdistrict, Mueng Chiang Mai District, Chiang Mai Province, Thailand
	Type of Business	:	Ownership and management of rubber plantation
	Telephone	:	+66 5310 6196 9
	Fax	:	N.A.
	Type of Shares	:	Ordinary shares

Total number of shares directly held by STA : 73,599,993 shares or 99.99 percent

Sri Trang International	Head Office	:	1 Wallich Street, No. 25-02, Guoco Tower, Singapore
	Type of Business	:	Distribution of natural rubber and gloves in Singapore
	Telephone	:	+65 6532 5210, +65 6532 5321
	Fax	:	+65 6532 7501
	Type of Shares	:	Ordinary shares

Total number of shares directly held by Startex Rubber : 61,000,000 shares or 100.00 percent

PT Sri Trang Lingga	Head Office	:	Jalan TPA2, RT.26 & 29 Keramasan, Palembang, South Sumatera, Palembang, Indonesia
	Type of Business	:	Production of block rubber
	Telephone	:	+62 711 6053 999
	Fax	:	+62 711 6053 102
	Type of Shares	:	Ordinary shares

Total number of shares directly held by STA : 18,000 shares or 90.00 percent

Shi Dong Investments	Head Office	: 1 Wallich Street, No. 25-02, Guoco Tower, Singapore
	Type of Business	: Investment holding in PT Star Rubber
	Telephone	: +65 6532 5210, +65 6532 5321
	Fax	: +65 6532 7501
	Type of Shares	: Ordinary shares

Total number of shares directly held by Sri Trang International : 58,000,000 shares or 100.00 percent

Shi Dong Shanghai	Head Office	: 5F East, Block B of W Square, No. 1686 Wuzhong Road, Minhang District, Shanghai, China
	Type of Business	: Distribution of natural rubber and gloves in PRC
	Telephone	: +86 21 6413 7860
	Fax	: +86 21 6413 7315
	Type of Interest	: Equity

Total interest held by STA : USD 5,000,000 or 100.00 percent

Sri Trang Indochina	Head Office	: Room No. 7.01A, 7 th Floor, Vietnam Business Center Building, 57-59 Ho Tung Mau Street, Ben Nghe Ward, District 1, Ho Chi Minh City, Vietnam
	Type of Business	: Trading and exporting the rubber products
	Telephone	: +84 83 821 6869
	Fax	: +84 83 821 6877
	Type of Shares	: Ordinary shares

Total number of shares directly held by Sri Trang International : 48,000,000 shares or 100.00 percent

PT Star Rubber	Head Office	: Jalan Trans Kalimantan KM. 16, Desa Jawa Tengah Kec. Sungai, Ambawang, Kab Kubu Raya-Kalbar, Pontianak, Kalimantan Barat, Indonesia
	Branch Office	: Jl. Lintas Sumatera Km. 52, RT. 005 Desa Sirih Sehapur, Kec. Jujuhan, Kab. Muara Bungo, Jambi, Indonesia
	Type of Business	: Production of block rubber
	Telephone	: +62 561 724 888, +62 561 724 591-2
	Fax	: +62 561 724 593
	Type of Shares	: Ordinary shares

Total number of shares directly held by Shi Dong Investment Pte. Ltd. : 55,540 shares or 99.18 percent



Sri Trang Ayeyar	Head Office	:	Mudon Crumb Rubber Factory, 848/1221 Kankalay Plot, Kyone Phite Village, Mudon Township, Mawlamyine, Mon State, Myanmar
	Type of Business	:	Production of block rubber
	Telephone	:	+95 57- 2070907
	Fax	:	+95 57- 2070907
	Type of Shares	:	Ordinary shares

Total number of shares directly held by Sri Trang International : 59.00 percent

Thai Rubber Joint Venture Limited	Head Office	:	67/25 Bangkhunnon Road, Bangkhunon, Bangkoknoi, Bangkok, Thailand
	Type of Business	:	Domestic and international trade of rubber
	Telephone	:	N.A.
	Fax	:	N.A.
	Type of Shares	:	Ordinary shares

Total number of shares directly held by STA : 16.67 percent

Note: The registration for the company's dissolution was on 8 March 2022.

Sri Trang IBC	Head Office	:	10 Soi 10, Phetkasem Road, Hatyai Subdistrict, Hatyai District, Songkhla Province, Thailand
	Type of Business	:	Services including technical, innovation, IT, and special advice
	Telephone	:	+66 7434 4663
	Fax	:	N.A.
	Type of Shares	:	Ordinary shares

Total number of shares directly held by STA : 99,997 shares or 99.99 percent

Sri Trang Africa	Head Office	:	Résidence Cedric, Enceinte centre commercial prima center, Rue Lumière, Appartement Balears, 2eme étage, Abidjan, Côte d'Ivoire
	Type of Business	:	Trade and Export Rubber and Raw Material
	Telephone	:	+225 2724357144
	Fax	:	N.A.
	Type of Shares	:	Ordinary shares

Total number of shares directly held by STA : 35,000 shares or 100 percent

1.3.2 Person who may have conflicts holds the number of shares in subsidiaries and associates more than 10%

None

1.3.3 Relationship between major shareholders and Group business

None

1.3.4 Shareholders

Major shareholders

Top ten largest shareholders¹ of STA according to the book closure date as of 28 December 2023, are as follows:

	Name	No. of Shares	Shareholding (percent)
1	STH	343,790,629	22.38
2	Sincharoenkul family ²	283,617,916	18.46
3	Thai NVDR Co., Ltd	133,743,323	8.71
4	Mrs. Promsuk Sinchareonkul	46,200,000	3.01
5	CITIGROUP GLOBAL MARKETS LIMITED-PB CLIENT-NRBS COLLATERAL	45,831,134	2.98
6	SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED	30,484,379	1.98
7	Mr. Sompob Tingthanathikul	25,700,000	1.67
8	LGT BANK (SINGAPORE) LTD	24,623,540	1.60
9	STATE STREET EUROPE LIMITED	22,927,964	1.49
10	Mrs. Voradi Sincharoenkul	16,296,369	1.06
	Total	973,215,254	63.36

Note :

¹ Information obtained from TSD and CDP

² Details of shareholding of Sincharoenkul family who perform as Director and Management of STA including related persons of those group;



	Name	No. of Shares	Shareholding (percent)
1	Mr. Viyavood Sincharoenkul	132,987,509	8.66
2	Mrs. Lee Joyce Shing Yu	27,117,690	1.77
3	Mr. Vitchaphol Sincharoenkul	26,500,000	1.73
4	Mr. Vitanath Sincharoenkul	25,085,500	1.63
5	Mr. Veerasith Sinchareonkul	22,500,000	1.46
6	Mr. Kitichai Sincharoenkul	18,447,084	1.20
7	Mr. Paul Sumade Lee	11,014,399	0.72
8	Mrs. Susan Sun	7,372,940	0.48
9	Mr. Lee Tristan Chee-Zen	6,794,100	0.44
10	Ms. Vannisa Sincharoenkul	5,798,694	0.38
	Total	283,617,916	18.46

There is no acting in concert person and no person who is specified under section 258 of the SEC Act.

³ STA has no shareholding agreement between major shareholders affected issuing and offering securities or management of STA.

The top 10 major shareholders of Sri Trang Holdings (STH)¹ are as follows;

	Name	28 December 2023	
		No. of Shares (Par value of Baht 10 each)	Direct Shareholding (Percent)
1	Mr. Viyavood Sincharoenkul	1,825,700	20.75
2	BRADSHAW EQUITIES HOLDINGS LTD.	1,646,000	18.70
3	Mr. Paul Sumade Lee	967,860	10.99
4	Ms. Sukuman Sirisuwat	672,000	7.64
5	Ms. Promsuk Sinchareonkul	600,000	6.82
6	Mr. Chaiyos Sincharoenkul	542,860	6.17
7	Paktai Rubber ²	528,000	6.00
8	Nguan Chiang Food Industry Co., Ltd.	448,000	5.09
9	Mr. Kitichai Sincharoenkul	348,880	3.96
10	Mrs. Voradi Sincharoenkul	226,840	2.58
11	Others	993,860	11.29
	รวม	8,800,000	100.00

Note :

¹ STH engages in long-term investment for dividend income business.

² Mr. Viyavood Sincharoenkul, Mrs. Duangjai Sincharoenkul and Mr. Chaiyos Sincharoenkul are limited partners.

1.4 Issued and Paid-up Share Capital



As of 31 December 2023, STA has a registered capital of Baht 1,535,999,998 (One thousand five hundred thirty-five million nine hundred ninety-nine thousand nine hundred and ninety-eight) and paid-up capital of Baht 1,535,999,998 (One thousand five hundred thirty-five million nine hundred ninety-nine thousand nine hundred and ninety-eight), divided into 1,535,999,998 (One thousand five hundred thirty-five million nine hundred ninety-nine thousand nine hundred and ninety-eight) shares with a par value of Baht 1 each. The aforementioned shares are listed securities on both the SET (Primary Listing) and SGX-ST (Secondary Listing).



1.5 Issuing other securities

Debt Securities

Debentures

On 31 December 2023, STA had 20 tranches of outstanding debentures, totaling a principal of 24,338 million baht. The details of the debenture of Sri Trang - Agro Industry Public Company Limited are as follows:

Bill of Exchange

As of 31 December 2023, the Company has no outstanding bill of exchange.

No. 1/2021	Tranche 2	Tranche 3
Distribution	Institutional and High Net Worth Investors	
Type of Debentures	Name-registered, unsubordinated and unsecured debentures with a debenture holders' representative	
Issuing Amount	1,800 million baht	700 million baht
Interest Rate	Fixed interest rate at 3.70% per annum	Fixed interest rate at 4.40% per annum
Interest Payment	Semi-annually	
Term	5 years	10 years
Maturity Date	1 April 2026	1 April 2031
Credit Rating	A / Stable by Tris Rating Co., Ltd.	

No. 2/2021	Tranche 1	Tranche 2
Distribution	Institutional and High Net Worth Investors	
Type of Debentures	Name-registered, unsubordinated and unsecured debentures with a debenture holders' representative	
Issuing Amount	1,500 million baht	500 million baht
Interest Rate	Fixed interest rate at 1.79% per annum	Fixed interest rate at 2.75% per annum
Interest Payment	Semi-annually	
Term	3 years	4 years
Maturity Date	22 July 2024	22 July 2025
Credit Rating	A / Stable by Tris Rating Co., Ltd.	

No. 3/2021	Tranche 1	Tranche 2	Tranche 3	Tranche 4
Distribution	Institutional and High Net Worth Investors			
Type of Debentures	Name-registered, unsubordinated and unsecured debentures with a debenture holders' representative			
Issuing Amount	1,000 million baht	1,000 million baht	1,250 million baht	1,250 million baht
Interest Rate	Fixed interest rate at 1.98 per annum	Fixed interest rate at 2.39 per annum	Fixed interest rate at 3.12 per annum	Fixed interest rate at 3.56 per annum
Interest Payment	Semi-annually			
Term	3 years	4 years	7 years	10 years
Maturity Date	3 December 2024	3 December 2025	3 December 2028	3 December 2031
Credit Rating	A / Stable by Tris Rating Co., Ltd.			

No. 1/2022	Tranche 1	Tranche 2	Tranche 3	Tranche 4	Tranche 5
Distribution	Institutional and High Net Worth Investors				
Type of Debentures	Name-registered, unsubordinated and unsecured debentures with a debenture holders' representative				
Issuing Amount	2,000 million baht	500 million baht	1,000 million baht	2,000 million baht	1,500 million baht
Interest Rate	Fixed interest rate at 2.08 per annum	Fixed interest rate at 2.85 per annum	Fixed interest rate at 3.56 per annum	Fixed interest rate at 3.94 per annum	Fixed interest rate at 4.17 per annum
Interest Payment	Semi-annually				
Term	3 years	5 years	7 years	10 years	12 years
Maturity Date	31 March 2025	31 March 2027	31 March 2029	31 March 2032	31 March 2034
Credit Rating	A / Stable by Tris Rating Co., Ltd.				

No. 2/2022	
Distribution	Institutional and High Net Worth Investors
Type of Debentures	Name-registered, unsubordinated and unsecured debentures with a debenture holders' representative
Issuing Amount	1,180 million baht
Interest Rate	Fixed interest rate at 3.94 per annum
Interest Payment	Semi-annually
Term	10 years
Maturity Date	21 April 2032
Credit Rating	A / Stable by Tris Rating Co., Ltd.

No. 3/2022	Tranche 1	Tranche 2	Tranche 3	Tranche 4
Distribution	Institutional and High Net Worth Investors			
Type of Debentures	Name-registered, unsubordinated and unsecured debentures with a debenture holders' representative			
Issuing Amount	1,000 million baht	2,400 million baht	1,100 million baht	1,000 million baht
Interest Rate	Fixed interest rate at 2.89 per annum	Fixed interest rate at 3.69 per annum	Fixed interest rate at 3.94 per annum	Fixed interest rate at 4.16 per annum
Interest Payment	Semi-annually			
Term	3 years	5 years	7 years	10 years
Maturity Date	27 July 2025	27 July 2027	27 July 2029	27 July 2032
Credit Rating	A / Stable by Tris Rating Co., Ltd.			

No. 4/2022	Tranche 1	Tranche 2
Distribution	Public Offering	
Type of Debentures	Name-registered, unsubordinated and unsecured debentures with a debenture holders' representative	
Issuing Amount	678.7 million baht	979.3 million baht
Interest Rate	Fixed interest rate at 3.55 per annum	Fixed interest rate at 3.55 per annum
Interest Payment	Semi-annually	
Term	4 years	4 years
Maturity Date	4 November 2026	4 November 2026
Credit Rating	A / Stable by Tris Rating Co., Ltd.	

On 31 May 2023, Tris Rating Co., Ltd. assigned A / Stable rating for STA and the issued debentures.



1.6 Dividend Policy

Dividend Policy of STA

The Company has a dividend policy to pay a dividend of approximately 30 percent of net profit, but not in excess of the retained earnings in the Company's separate financial statements. In determining dividend payment, various factors are taken into consideration, including STA's financial position, operation results, cash flows, the ability of STA's subsidiaries, associates, and joint ventures to pay a dividend, expected working capital to support STA's future growth, economic conditions, and other external factors that may have an impact on the business operations.

Dividend Policy of Subsidiaries

The dividend payment of subsidiaries shall be approved by the Board of Directors of each subsidiary and shall be presented to the shareholders' meeting for approval. The Company does not specify the percentage of dividend payment of each subsidiary. The dividend paid by the subsidiaries depends on the business profits, financial position, and future investment plans, and shall be in accordance with its Articles of Association and the relevant laws of each subsidiary.

Information of Dividend Payment for the Year 2014 – 2023

Operating Year	Number of Share	Par Value (Baht)	Earnings (loss) per Share (Baht)	Dividend per Share (Baht)	Total Dividend Payment (Baht)	Dividend Payout Ratio (%)
2023*	1,535,999,998	1	(0.28)	1.00	1,536,000,000	N/A
2022	1,535,999,998	1	3.12	2.00	3,072,000,000	64.10
2021	1,535,999,998	1	10.32	4.15	6,374,400,000	40.21
2020	1,535,999,998	1	6.21	2.25	3,456,000,000	36.23
2019	1,535,999,998	1	(0.10)	0.35	538,000,000	N.A.
2018	1,535,999,998	1	1.34	0.65	998,000,000	48.51
2017	1,535,999,998	1	(1.05)	No Dividend Payment		
2016	1,280,000,000	1	(0.59)	0.40	512,000,000	N/A
2015	1,280,000,000	1	0.87	0.40	512,000,000	45.98
2014	1,280,000,000	1	0.81	0.40	512,000,000	49.38

Note: * On 16 February 2024, the Board of Directors resolved to approve the second dividend payment at the rate of 1.00 baht per share. However, the right to receive such dividend is still not definite as it is subject to the approval of the 2024 Annual General Meeting of Shareholders which will be held on 9 April 2024.

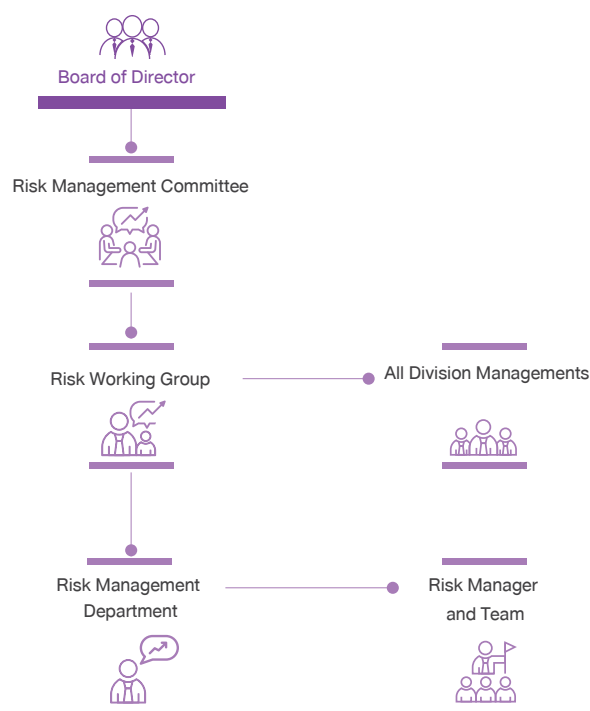
2

Risk Management

2.1 Policy and Risk Management Plan

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

The Company has a risk management structure consisting of the Risk Management Committee (RMC), responsible for determining the policy and framework as a guideline for practice among Sri Trang's group including supervision and support for risk management in various aspects to succeed at the overall organization and project levels. In addition, the RMC also sets up a Risk Working Group (RWG), consisting of executives from several departments, which is responsible for following-up risk management operations regularly to comply with the policy, objectives, risk appetite, and also operate by the Risk Management Department, is an independent unite, the risk management framework approved by the Risk Management Committee. Moreover, the RWG's responsibility is to promote and cultivate employees at all levels to understand the importance of risk management and to be able to bring risk management concepts in practices to create as a corporate culture.





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

Regulatory Affair Committee

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

Working Team for Complying with Personal Data Protection Act

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

Sustainable Development Committee

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

Risk Management Performance

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

- Considering, suggesting, and approving risk management including the preparation of yearly corporate risk management plan in order to align with the strategy, mission, and goals of the organization.
- Considering the Key Risk Indicator (KRI) to be used in the risk management process in terms of risk monitoring and risk reporting for management to use as information in determining measures to prevent and mitigate potential risks.
- Considering, suggesting in preparing a Business Continuity Management Plan (BCP) to cope with any incidents or crises including preventing and mitigating potential impacts.
- Reviewing the Risk Management Policy and the Risk Management Committee's charter to be in line with good practice, rules and regulations of the SEC and SET.

- Reporting the Risk Management Committee's performance to the Board of Director on a quarterly basis.

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

2.2 Risk Factors Affect the Company's Business

2.2.1 Risk factors Affect to Sri Trang Group



Strategic Risk

(1) Natural Rubber Price Volatility

Risk Description and Causes:

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

Time Horizon:

Long Term (> 5 years)

Impact Analysis:

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

Risk Mitigation Plan:

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



(2) Discrepancy between Growth in Demand for Natural Rubber and Expectations

Risk Description and Causes:

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

Time Horizon:

Medium Term (> 3 - 5 years)

Impact Analysis:

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

Risk Mitigation Plan:

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

(3) Operations and Investments in Foreign Countries

Risk Description and Causes:

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

Time Horizon:

Long Term (> 5 years)

Impact Analysis:

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

Risk Mitigation Plan:

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



(4) Dependence upon Services of Key Management

Risk Description and Causes:

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

Time Horizon:

Long Term (> 5 years)

Impact Analysis:

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

Risk Mitigation Plan:

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



Operational Risk

(1) Factories or Production Disruption

Risk Description and Causes:

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

Time Horizon:

Short Term (1 - 3 years)

Impact Analysis:

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

Risk Mitigation Plan:

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



(2) Information Technology Risk

Risk Description and Causes:

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

Time Horizon:

Medium Term (> 3 - 5 years)

Impact Analysis:

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

Risk Mitigation Plan:

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



Financial Risk

(1) Exchange Rate Volatility

Risk Description and Causes:

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

Time Horizon:

Short Term (1 - 3 years)

Impact Analysis:

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

Risk Mitigation Plan:

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



Compliance Risk

(1) Illegal and Corruption Risk

Risk Description and Causes:

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

Time Horizon:

Long Term (> 5 years)

Impact Analysis:

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

Risk Mitigation Plan:

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

(2) Government Intervention

Risk Description and Causes:

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

Time Horizon:

Short Term (1 - 3 years)

Impact Analysis:

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

Risk Mitigation Plan:

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



2.2.2 Environmental Social and Governance (ESG) Risk



Environmental Risk

(1) Water Management and Wastewater Treatment

Risk Description and Causes:

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

Time Horizon:

Short Term (1 - 3 years)

Nature of Risk:

Acute Risk

Impact Analysis:

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

Risk Mitigation Plan:

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

(2) Energy Management and Alternative Energy

Risk Description and Causes:

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

Time Horizon:

Long Term (> 5 years)

Nature of Risk:

Chronic Risk

Impact Analysis:

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

Risk Mitigation Plan:

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



Social Risk

(1) Business Operations affect to Community and Society

Risk Description and Causes:

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

Time Horizon:

Medium Term (> 3 - 5 years)

Impact Analysis:

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

Risk Mitigation Plan:

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

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



Governance Risk

(1) Supply Chain Management

Risk Description and Causes:

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

Time Horizon:

Medium Term (> 3 - 5 years)

Impact Analysis:

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

Risk Mitigation Plan:

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



2.2.3 Emerging Risk

(1) Climate Change Risks and Regulations, Standards, and Sustainability Goals

Risk Description and Causes:

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

Time Horizon:

Long Term (> 5 years)

Nature of Risk:

Physical Risk and Transition Risk

Impact Analysis:

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

Risk Mitigation Plan:

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

- Establish policy and framework as well as supporting investment in low carbon projects to enhance the amount of greenhouse gas emissions reduce to achieve the goal.
- Carbon Footprint preparation by find significant origins and implement measures to reduce the amount of greenhouse gas emissions, such as energy management and increase production efficiency.
- Increase the proportion of renewable energy usage.
- Join as a member of the Thailand Carbon Neutral Network (TCNN), established by the Thailand Greenhouse Gas Management Organization (Public Organization).
- Participate in projects of the Greenhouse Gas Management Organization (TGO) such as T-VER and LESS

- Follow up performance and review strategies for reducing greenhouse gas emissions, then improve operations to be consistent with policies, rules, and regulations that is emerging or continuously change.
- Establish business continuity policies and manual to deal with physical risks that may occur and result in sudden business disruptions.

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

(2) Disruptive Technology Risk

Risk Description and Causes:

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

Time Horizon:

Long Term (> 5 years)

Nature of Risk:

Transition Risk

Impact Analysis:

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

Risk Mitigation Plan:

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

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



2.2.4 Investment and Project Risk

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

Risk Mitigation Plan

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

2.2.5 Risks to Investment in Our Shares

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

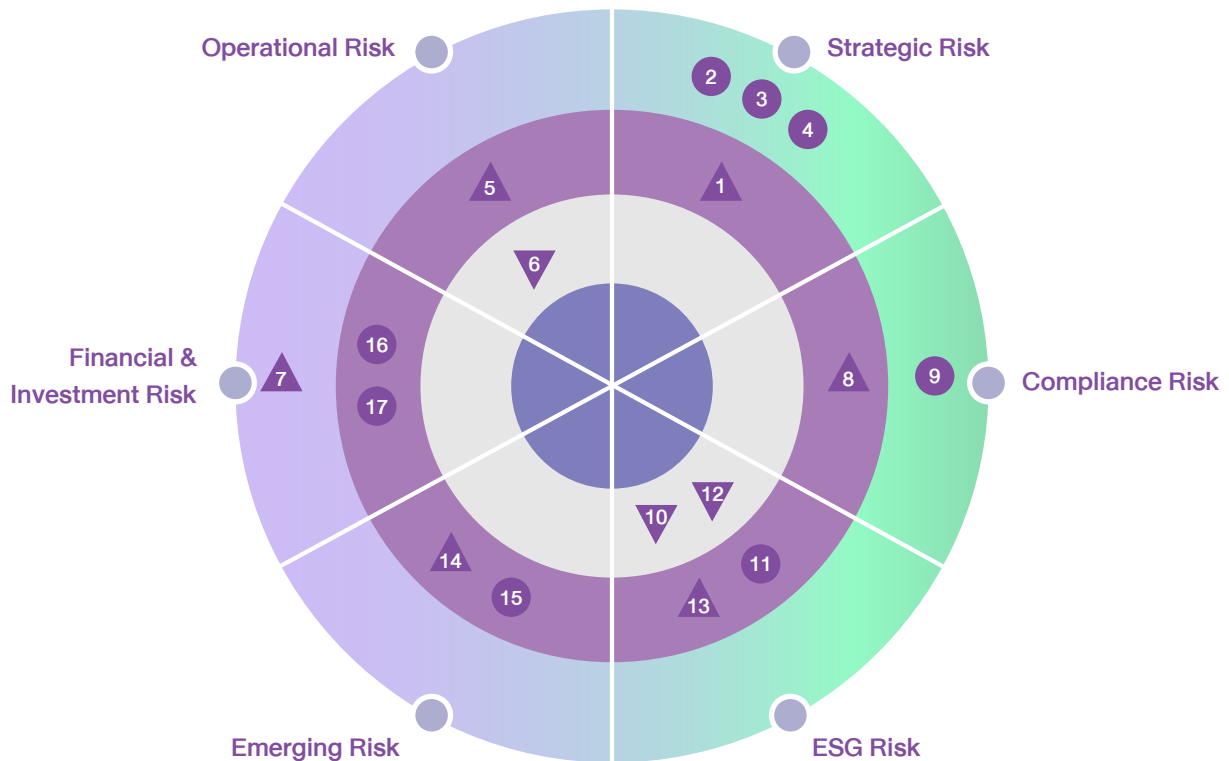
The Company's shares traded on the SGX-ST are denominated in Singapore Dollars, while dividends, if any, will be paid in Thai Baht. Shareholders who hold shares traded on the SGX-ST, therefore, bear currency risk arising from fluctuations of Singapore Dollars against Thai Baht.

Risk Mitigation Plan

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

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

2.3 Risk Prioritize and Monitoring Change



Risk factors Affect to Sri Trang Group

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

ESG Risk

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

Monitor Change

▲ Increase ● Maintain ▼ Decrease

Risk Level (Prioritize)

● Extreme ● High ● Medium ● Low

Emerging Risk

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

Investment Risk

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



3

Driving Business for Sustainability

3.1 Sustainability Policy and Goals

The Company is committed to being the world's leading fully integrated natural rubber company which conducts business with environmental and social responsibility throughout the business value chain through operational excellence, business transparency, stakeholder participation, and continuous business development to become an organization of determination and dedication in driving possibilities of being a green rubber company through the operation, delivery of environmentally friendly products and services, and social value creation for all groups of stakeholders according to the Company's vision.

The Company has reviewed the “**Corporate Sustainability Development Policy**” which is the main sustainability policy that sets out good practices for developing sustainable business operations in harmony with environmental and social responsibility, including building confidence in business operations for all groups of stakeholders, complying with new requirements and regulations resulting from becoming a member of the Global Platform for Sustainable Natural Rubber or **GPSNR**, whether in corporate governance and economic dimensions, environmental dimension and social dimension, of which the important guidelines are as follows: **The Corporate governance dimension:** The Company conducts business according to the principles of good corporate governance which encompasses compliance with legal and regulatory requirements, as well as local, national and international guidelines related to business operations; conducting business ethically and transparently, promoting opposition to fraud and all forms of corruption, including threats and bribes, establishing and maintaining a grievance mechanism to receive complaints and alleviate impacts. For the natural rubber supply chain, the Company assesses risks and prepares a risk map in the natural rubber supply chain, working together with natural rubber trading partners through support mechanisms and monitoring systems to manage and prioritize risk mitigation approaches into practices. Regarding key guidelines in **the Environmental dimension:** Maximizing the efficiency of using natural resources and prevention of environmental impacts including air pollution

control at the source, water and wastewater management by using the 3Rs principle, managing waste and unused materials focusing on making use of waste and unused materials according to the principles of the Circular Economy to reduce waste generation. In addition, the Company has expressed its commitment **to no deforestation**, as well as being committed to conserving biodiversity and ecosystems to prevent the risk of environmental deterioration; improving energy efficiency in a cost-effective manner through use of low-carbon technologies and renewable energy to reduce and alleviate the impact of greenhouse gas emissions in parallel with the implementation of the project to reduce and store greenhouse gases to reach the Company's targets of Carbon Neutrality and Net Zero emissions of greenhouse gases. Regarding key guidelines in the **Social dimension:** It covers cultivating and creating a culture of safety, respect, protection and adherence to the principles of human rights and non-discrimination that is consistent with the principles, guidelines, charters, agreements and laws if international relevance, (including adhering to the United Nations Guiding Principles on Business and Human Rights, or UNGP), and supporting relevant labor and labor rights laws in the countries in which we operate. running a business as well as adhering to the spirit of the 8 conventions of **the International Labor Organization (ILO)** which support well-being and food security, as well as the economic, social and cultural rights of local people, which include access to education and employment.

(Corporate Sustainability Policy is publicly disclosed on the Company's website at <https://www.sritrangroup.com/misc/sustainability/20240202-sta-corporate-sustainability-policy-en.pdf>)



In this regard, the Company has formulated **its organizational sustainability targets** in various aspects such as the target in reducing greenhouse gas emissions, reducing energy use, safety targets, employee development targets, customer satisfaction targets and social and community satisfaction targets, etc., to measure **the Company's sustainability performance** which is in line with the organization's sustainability direction, needs and expectations of stakeholders and responds to the World's Sustainable Development Goals (SDGs).

For sustainable operations, the Company has established a sustainability strategy **“4 GREEN”** in response to the corporate sustainability target of being “The Green Rubber Company,” and the Sustainable Development Goals (SDGs) with the following strategies:

1

Green Products

We produce high-quality products that are free of chemical substances that detrimentally affect the health and safety of end-users.



Green Process

The production process for every one of our products is based on the concept of sustainability and energy efficiency. Our production facilities do not generate hazardous substances that cause adverse impact on the environment and the neighboring communities.





3

Green Procurement

We source raw materials from ethical suppliers with sustainable practices and strive to guide rubber farmers toward the sustainable management of rubber plantations.



Green Company

In every aspect of our operations, we are guided by the belief that transparency is key to building trust and achieving long-term success. We also seek to make a positive difference to the local communities and foster long-lasting relationships through various forms of community engagement.

4



3.2 Management of Impacts on Stakeholders in the Business Value Chain

3.2.1 Business Value Chain

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



Sourcing raw materials and services

- Sourcing raw materials from rubber farmers and rubber sellers whose practices are consistent with the Company's sustainable natural rubber procurement policy.
- Providing support in educating rubber plantation farmers and raw material suppliers on the quality of rubber required by our factories and reducing potential environmental impacts.
- Using the SRI TRANG FRIENDS application for rubber trading to facilitate access, ensure convenience, timeliness and transparency, as well as reduce complexity.
- Procurement of products and services from trading partners based on the acquisition of quality raw materials that are socially and environmentally responsible.
- Providing knowledge, developing potential and upgrading the production and service capabilities of partners to meet standards, and promoting new suppliers to reduce risk from small trading partners.
- Conducting annual supplier assessment, including ESG risk assessment, to improve the quality and delivery of raw materials in line with the Company's requirements.



Production

- Adoption of environmentally friendly production processes such as using biomass fuel in the rubber drying process and the use of sustainable materials.
- Installation of an efficient wastewater treatment system which allows all treated water to be reused for the STR factory.
- Using a Bio-Filter treatment system to mitigate the impact of rubber drying odor.
- Managing waste from business processes using the principles of 3Rs (Reduce, Reuse & Recycle) and the principles of Circular Economy by utilizing waste to create value and reduce management costs.



Storage and transportation of goods

- Adopting efficient logistics and warehouse management systems to reduce empty trips and fuel usage. This will help reduce greenhouse gas emissions from transportation.
- Procurement of new ports and transportation routes that can transport goods for delivery to customers quickly and efficiently.



Sales

- Compliance with the Code of Ethics on Customer Relations, including maintaining customer confidentiality to build confidence and trust.
- Adoption of a standard trading system whereby accurate and complete product information is provided and various communication channels with customers are effectively maintained.
- Channels for receiving complaints and procedures for handling complaints are established in order to respond quickly and efficiently to problems from customers.
- Customer needs are assessed and analyzed and suggestions from customers are taken into account to improve products and services to create greater customer satisfaction.

Support process

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



3.2.2 Stakeholders Analysis in the Value Chain

The Company has conducted a survey, analysis and prioritization of stakeholders by considering the criteria for the level of impact from the Company's operations to the group of stakeholders and the level of influence of stakeholders on business operations in order to appropriately meet the expectations of stakeholders by defining the responsible units, their obligations and operations in line with the guidelines set by the Company. The needs and expectations of the stakeholders are reviewed once a year and the response methods are adjusted as appropriate.

In 2023, the Company continued to classify stakeholders into eight groups, arranged in order of importance as follows: customers/consumers, employees, creditors/banks, business partners/suppliers, raw material vendors/rubber farmers, communities, government agencies/state enterprises/private sectors involved and shareholders/investors/analysts. The methods of communicating and engaging with each stakeholder group are different, for example: annual general meeting, customer satisfaction survey, annual visit and assessment of trading partner, monthly company meetings, complaint channels and organizing activities with the communities or government agencies, etc.



(The detail of stakeholders engagement can be found in the 2023 Sustainability Report on the Company's website <https://www.sritranggroup.com/en/sustainability/report>)



Materiality topics

In order to achieve the Company's sustainability targets for economic, social and environmental operations in accordance with sustainable development guidelines, which are measurable and appropriately meet the expectations of stakeholders. The Company has identified, compiled, assessed, and prioritized materiality topics that affect Company's business operations and stakeholders. The material sustainability topics were identified from both internal factors, such as business directions, targets, and strategies of the Company; and external factors, such as the needs and expectations of stakeholders, business environment of the industry, and global sustainability trends. These factors are used in analyzing and prioritizing the material sustainability topics of the Company in order to plan the correct and appropriate responses. Materiality topics have been considered and approved by the Sustainable Development Committee and the Board of Directors. The Company has disclosed the materiality topics in accordance with the GRI Sustainability Reporting Standards 2021 (GRI Standards 2021) and duly verified for confidence in performance data for 11 indicators according to GRI Standards and 3 indicators on greenhouse gases according to the requirements for calculating and reporting the carbon footprint of the organization in the year 2023 by BSI Group (Thailand) Company Limited, a third party agency with a proven track record of providing independent assurance of disclosure of sustainability information in accordance with international standards.

The 2023 materiality topics of the Company are as follows:



Corporate Governance and Economic Dimension

- 1) Supply chain management
- 2) Risk management & business continuity
- 3) Good performance with consistent returns
- 4) Code of conduct and Good corporate governance
- 5) R&D and Innovation
- 6) Building good relationships with customers
- 7) Anti-corruption



Social Dimension

- 1) Occupational Health and Safety
- 2) Product quality and product responsibility
- 3) Human Rights and Non-discrimination
- 4) Employees' Care and Development
- 5) Community Support and Participation



Environment Dimension

- | | |
|---|--|
| 1) Greenhouse gas emissions reduction | 5) Water management and wastewater treatment |
| 2) Energy management and Renewable energy consumption | 6) Environmental management system |
| 3) Waste and unused materials management | 7) Air pollution management |
| 4) Consideration of ecosystems and biodiversity | |

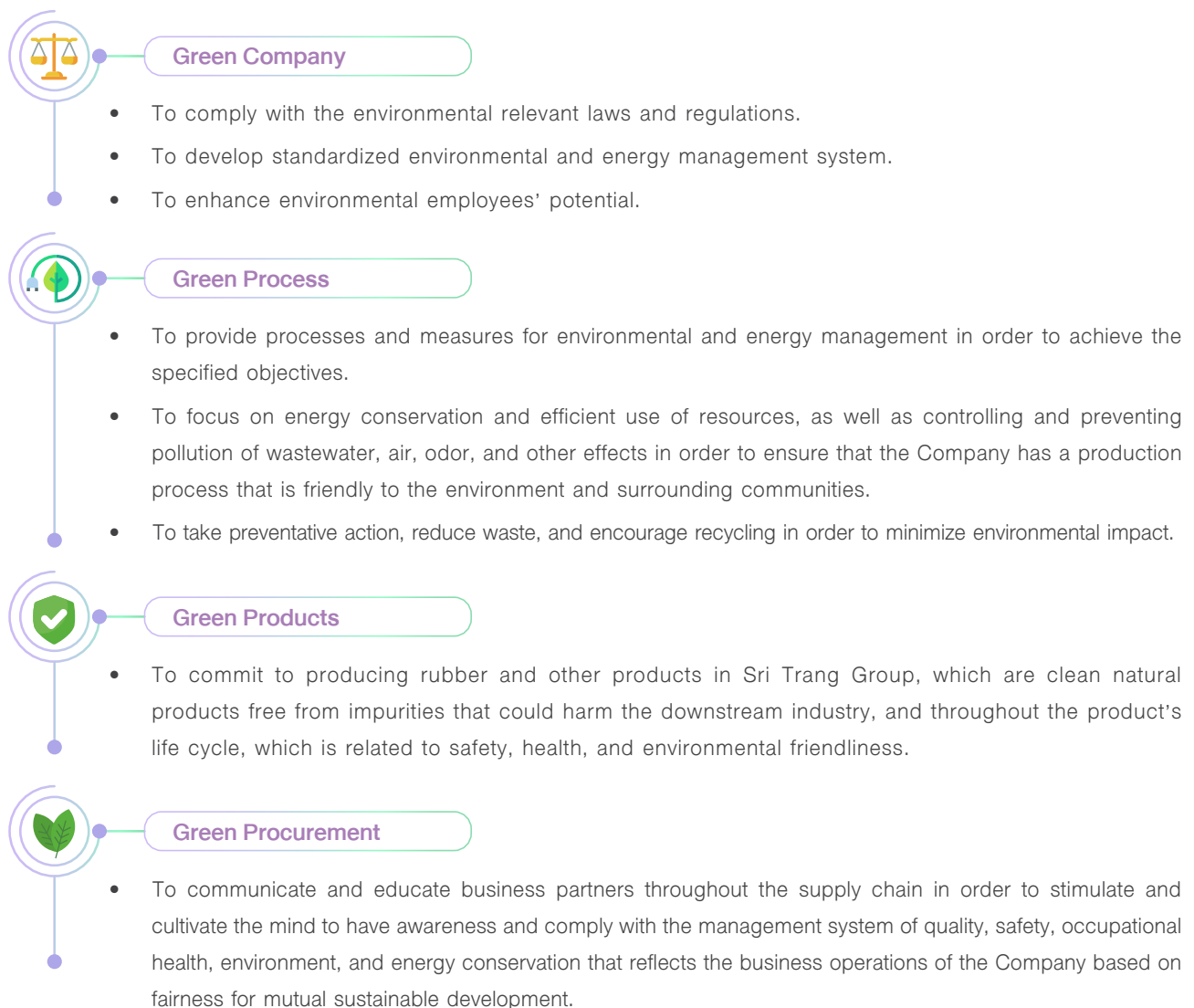
3.3 Sustainability Management in Environmental Dimensions

3.3.1 Environmental Policies and Guidelines

The Company aims to grow the business along with taking care of the environment for sustainable business development. The Company has developed environmental policies and operational guidelines aligned with the company's vision and Corporate Social Responsibility Policy. The Company strives to instill a green culture among its employees, both internally and externally, and has adopted the ISO14001:2015 environmental management system as a guide for the organization's operations which are driven by the environmental working group of its factories with a central management representative to supervise and report the environmental performance to the management review meeting. The Company has set a target to achieve ISO 14001 environmental management system certification for all factories in Thailand by 2032.

The Company has the **Quality, Safety, Occupational Health, Environment, and Energy Conservation Policy** that determines environmental practices which align with the Company's 4 Green sustainability approaches. The policy focuses on operating in accordance with the laws and regulations related to the environment, preventing and reducing environmental impacts in business operations, creating awareness of environmental stewardship throughout the supply chain, as well as producing environmentally friendly products to reflect the determination to be the leader of the green rubber industry.

The Quality, Safety, Occupational Health, Environment, and Energy Conservation Policy has key environmental practices as follows:

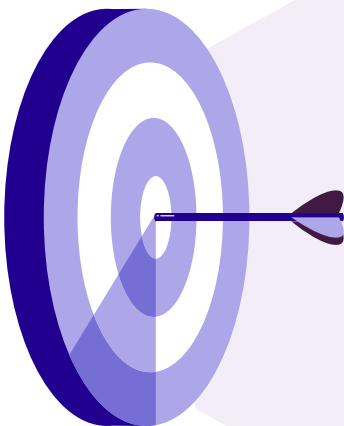




The Company has reviewed and identified external and internal issues related to the objectives and the impact on the Company's ability to be consistent and to meet the needs and expectations of its stakeholders and the desired achievement of the environmental management system whereby the nature of environmental problems arising from the Company's operations, whether from activities, products or services are identified and assessed for impacts. The nature of environmental problems found to be significant from the assessment will be used to formulate an action plan with defined environmental objectives, targets or projects, such as reducing the use of resources, chemicals and energy, recycling to reduce waste that requires disposal, reducing the amount of water used in the factory, etc. In addition, the Company has set up an environmental monitoring plan to assess the

effectiveness of activities such as water and air quality. In the event that the measured result does not pass the standard or the Company's internal control value, corrective actions will be taken according to the standard system laid down.

The Company has established short-term environmental targets according to the ISO 14001 standard and the Company's annual KPIs, as well as medium-term targets and long-term targets to ensure that environmental performance aligns with the company's policy and supports the Sustainable Development Goals (SDGs). These targets include:



- Total reduction of greenhouse gas emission (Scope 1 and 2) per product unit by 10 percent compared to the base year 2021 by 2026.
- Carbon Neutrality by 2030 and Net Zero by 2050. (Long-term target)
- Reduce the use of non-renewable energy per product unit by 20 percent compared to the base year 2021 by 2026.
- Reduce electrical energy use per product unit by 7 percent compared to the base year 2021 by 2026.
- Reduce the amount of waste generated per product unit by 10 percent compared to the base year 2022 by 2026.
- Zero waste to landfill by 2030. (Long-term target)
- 100 percent of manufacturing plants located in Thailand have undergone a preliminary biodiversity risk assessment.
- Reduce new water withdrawals from water sources per product unit by 20 percent compared to the base year 2022 by 2026.

3.3.2 Environmental Performance



Environmental Management System

The Company has continuously adopted the ISO 14001 system standard for environmental management, driven by the factory's environmental working group. Each factory is audited internally according to the annual audit plan and by an external agency that accredits the environmental management system according to international standards to ensure that the Company has an effective environmental management system. In addition, a central management representative has been appointed to supervise and report the factory's environmental performance to the Company's directors, ensuring alignment with the organization's direction and strategy.

In 2023, the Company had 17 factories that have been certified under ISO 14001 (accounted for 65 % of all factories of the Company).

In addition, the Company has organized environmental training for employees to create knowledge and understanding of the Company's environmental practices and operations. In 2023, the Company organizes annual knowledge update and environmental training courses for employees according to the training plan both inside and outside the organization and on-the-job training (systematic), totaling 21 courses, such as the ISO14001: 2015 Requirement and Internal Audit course, courses for controllers and various environmental workers within the organization, the environmental management system course for the natural rubber group, waste and unused materials management course, etc., with online training, video learning, and self-learning through the Company's internal human resources system (@core program). There was a total of 65 percent of the employees participated in the environment-related training courses.



Energy Conservation and Climate Change

The Company has given importance to managing energy consumption, climate change, along with its potential impacts. The Company has established the Energy Conservation Policy and appointed the Energy Conservation Committee and responsible personnel for the energy management at the factory to implement energy-saving measures to pursue energy-related targets set each year, such as using energy-saving equipment, the use of renewable energy by using biomass fuel for boilers to generated heat for the rubber

drying process instead of using diesel fuel and reduce the use of LPG, regularly inspecting equipment and machinery to ensure maximum energy efficiency.

In 2023, the Company calculated and disclosed the GHG emissions in Scope 1 and Scope 2, covering all Company's factories operating in Thailand by using guidelines for calculating GHG emissions according to the Requirements for Calculating and Reporting the Carbon Footprint for Organization by Thailand Greenhouse Gas Management Organization (Public Organization). The Company arranged to verify the disclosure of GHG emissions data in accordance with the GRI Standards by BSI Group (Thailand) Company Limited. In addition, the Company plans to collect data and disclose the GHG emissions in Scope 3 according to the TGO's requirements for calculating and reporting the carbon footprint of the organization in order to report the carbon footprint of the organization to cover activities in upstream and downstream business chains more by 2025.





Performance

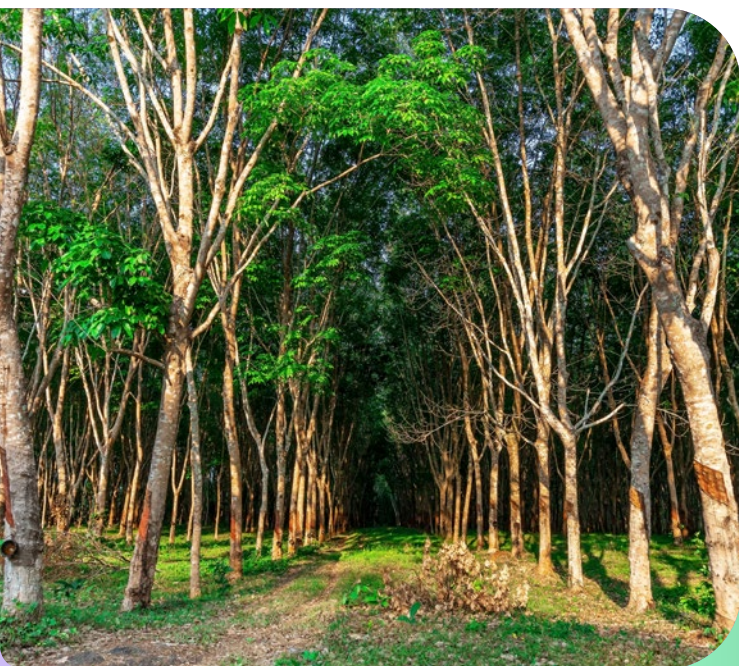


Energy Consumption	Unit	FY 2021	FY 2022	FY 2023
Non-renewable energy consumption intensity	Gigajoule per ton of product	0.95	0.93	1.01
Percentage of non-renewable energy consumption intensity reduction compared to base year	%	-	2	-6
Electrical energy use intensity	Kilowatt-hour per ton of product	187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

GHG Emissions (Scope 1 & Scope 2)	Unit	FY 2021	FY 2022	FY 2023
Total GHG emissions	tCO ₂ e	141,497	168,971	150,522
GHG emissions intensity	tCO ₂ e per ton of product	0.122	0.124	0.131
Percentage of GHG emissions intensity reduction compared to base year	%	-	-1.97	-7.47



Preparation for achieving Carbon Neutrality by 2030



The Company has implemented a project to absorb and reduce greenhouse gas emissions in rubber plantation, covering an area of 36,470 rai of **Sri Trang Rubber and Plantation Company Limited**, to register the T-VER project in the category of agriculture projects to certify the amount of greenhouse gas reduced from the project. The average amount of greenhouse gas expected to be reduced during the carbon credit period of the project is **154,465** tCO₂e per year. Additionally, the Company has initiated the certification of the amount of carbon credits for the Rubber Plantation project in Chiang Mai province, for the period from 1 October 2022 to 11 August 2023, equal to **14,450** tCO₂e per year.



Waste Management

The Company implements 3Rs (Reduce, Reuse, Recycle) and Circular Economy principles for effective waste and unused material management. The Company focuses on creating value for waste and reusing waste and unusable materials through several waste management initiatives to reduce waste disposal. For example, the sediment from the wastewater treatment system is processed into organic fertilizer to be used in agriculture for farmers and communities. The implementation of the “S-Brick:

Sustainable Brick - Green Brick” project that uses ashes from biomass fuel combustion in boilers to be used as a mixture for making bricks for paving walkways in factories and surrounding communities.

In addition, the Company has established waste materials disposal procedures, scheduled monthly information gathering, and operated random operation inspections of factories. The Company has determined that only authorized companies registered with the Department of Industrial Works will be used by the Company for sending waste for the disposal.

Performance



Waste Management	Unit	FY 2022	FY 2023
Total waste intensity	Kg per ton of product	11.14	8.96
Percentage of total waste intensity reduction compared to base year	Percent	Base year	19.56
Total waste directed to landfill	Ton	-	794



Consideration of Ecosystems and Biodiversity

In 2023, the Company has assessed risks and impacts on biodiversity using the Integrated Biodiversity Assessment Tool or IBAT, which is an internationally accepted database, to assess risks and impacts on biodiversity, covering 23 locations, or 100 percent of its production areas located in Thailand. The results of the biodiversity risk assessment using the IBAT tool found that no business activity in the World Heritage areas and protected areas by the International Union for Conservation of Nature (IUCN) category 1-4. In other words, the business activities are not in strict nature reserves, national parks, natural monuments, and habitat and species management areas. In addition, Sri Trang Rubber & Plantation Co., Ltd. has been certified with the international standard FSC™ (Forest Stewardship Council™), a sustainable forest management standard.



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



Tree planting activities on Mother's Day, Sri Trang Agro-Industry Public Company Limited (Hat Yai Branch)



Activities to increase green area at the factories, Rubberland Products Company Limited (Mukdahan Branch)

Water Management and Wastewater Treatment



Water Management

The Company has analyzed the situation of water sufficiency (water-stressed areas) in all factory areas annually using the Aqueduct Water Risk Atlas tool of the World Resources Institute (WRI). In 2023, the results of the risk assessment found that 17 percent of the production areas were in areas with extremely high of water stress risks, while 9 percent of the operational areas were at high risk level of water stress. Therefore, the Company manages water used in the production process according to the 3Rs (Reduce, Reuse & Recycle) principle. The Company has reused the treated water through the

wastewater treatment system in the production process and improved the efficiency of the odor treatment system by replacing the wet scrubber system with a bio-filter system, which significantly reduces water consumption. Furthermore, the Company has promoted the improvement of water use efficiency in each process through various development activities, as well as establishing cooperation with external agencies in the maintenance of water sources to support the Sustainable Development Goal 6 (SDG 6) and Thailand's 20-year water resource management master plan.

Performance



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



The Company has an aerated lagoon and an activated sludge wastewater treatment system that complies with standards to control the efficiency of wastewater treatment and the quality of wastewater discharge to public water sources meets legal requirements.

For the concentrated latex factories, where wastewater discharge to the public, has installed a BOD online system that can measure the amount of oxygen required by microorganisms to decompose organic matter (Biochemical Oxygen Demand: BOD) in the wastewater and deliver BOD results in real time to the Department



The Company focuses on management of air quality resulting from the production process, recognizing its potential impact on employees and communities surrounding the factory, particularly the odor from the block rubber factory, from the source may have the following effects:

1. Odors from storage of cup lump raw materials
2. Odors from the drying process and the production of mixed rubber

The Company has prepared a management plan to control the air quality inside and around the factory, regularly measuring and monitoring air quality to ensure compliance with legal standards, as follows:

of Industrial Works to ensure that the effluent discharged to public water sources meets the legal standard.

For the STR factories, the Company has developed and improved technology in wastewater treatment, enabling 100% of the treated water to be recycled for production, to help reduce the use of water resources and environmental impacts. The wastewater treatment systems of the block rubber factories are the closed system. Therefore, there is no discharge into the public water.

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

In addition, the Company has measured and monitored air quality. The result of air quality measurement after treatment passed all standard control parameters according to the law.

For more information about environmental performance, please see 2023 Sustainability Report on the Company's website (<https://www.sritranggroup.com/en/sustainability/report>)





3.4 Sustainability Management in Social Dimension

3.4.1 Social Policies and Practices

The Company is determined to maintain its leadership in the international rubber business with the awareness that in every step of business growth, we must grow together with the community and society. Therefore, we are aware of and place a high value on conducting business with social responsibility by operating in the production of quality products using environmentally friendly and safe processes, respecting human rights and conducting human rights due diligence throughout the entire business processes, and creating trading systems and standards based on transparency and fairness to be accepted and trusted by rubber farmers who supply natural rubber raw materials, business partners/suppliers and customers. We also consider all aspects of business operations that may have an impact on all stakeholder groups, employee care and development, along with instilling good values, strengthening attitudes, and corporate culture so that employees are responsible for the society.

The Company has established social policies and practices consistent with laws, rules, and regulations related to business operations, standards, and international principles such as the UN Global Compact, the respect for international human rights principles throughout the business chain, fair labor practices, responsible production and service for customers, and participation in community and social development. The Company has key social policies and targets as follows:



1. Occupational Health and Safety

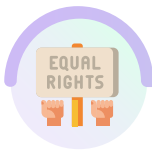
The Company has the **Quality, Occupational Health & Safety, Environment, and Energy Conservation Policy**, which defines safety and occupational health practices within the policy are aligned with the “4 Green” sustainability approaches. The Company strictly focuses on compliance with the laws, regulations, and other requirements related to occupational health and safety, as well as promoting healthy and safe working conditions, building safety and occupational health awareness for suppliers throughout the supply chain, and the production of products that meet safety standards and are environmentally friendly. The Company has applied the occupational health and safety management system according to ISO 45001:2018 in management by setting objectives, targets, and management plans along with

reviewing and following up on performance regularly. The Company has established the Safety, Occupational Health, and Working Environment Committee to perform supervision, as well as continuously improving safety, occupational health, and working environment operations.



Targets

- Certify the occupational health and safety management system according to ISO 45001:2018 standards of the Company's block rubber product group to cover all branches by 2026.
- The number of fatalities resulting from work-related injuries is zero, and the total number of occupational illnesses among workers is zero.



2. Human Rights

The Company has established the **Human Rights and Non-Discrimination Policy**, which is in line with the UN Guiding Principles on Business and Human Rights (UNGP) on the “Protect, Respect and Remedy” Framework when human rights violation impact occurs, the Universal Declaration of Human Rights (UDHR), Children Rights and Business Principles (CRBP), and compliance with the UN Global Compact to express the intention to conduct business with respects for human rights and non-discrimination against any persons. The

policy also includes surveillance by conducting comprehensive assessments of Human Rights Due Diligence (HRDD) in the business operations, human rights risks and impacts assessments, and establishing preventive and remedial measures for the incidents of human rights violations.



Targets

- Zero cases of human rights and non-discrimination violations



3. Responsibility Towards Customers and Consumers

The Company adheres to the **Business Code of Conduct in terms of Customer Relationships** with an aim to create satisfaction and confidence for the customers through quality products and services at a reasonable price, the disclosure of comprehensive and correct information about products and services, on-time product delivery, and product and service guarantees under

proper time conditions. The Company also provides communication channels and systems for customer complaints regarding products and services, as well as being responsible for collecting customers’ information and maintaining confidentiality.



Targets

- Customer satisfaction survey results: more than 80 percent



4. Employee Care and Development

Employees are the most vital resource in business operations and contribute to the organization’s success. Therefore, the Company emphasizes creating good human resource management systems, from fair employee recruitment, and standard compensation and benefits management, as well as formulating the **Human Capital Development and Succession Planning Policy** that sets development guidelines for skill development, general knowledge, and specialized knowledge in responsible

positions, along with creating the mindset of social and environmental responsibility of employees. The policy also sets targets and employee potential development plans to promote career advancement and stability.



Targets

- Survey results on employee engagement in percentage: 85
- Employee training average: 35 hours/person/year



5. Participation in Community and Social Development

The Company believes that effective and sustainable corporate social responsibility is founded on awareness rising for employees in every department from all levels of responsibilities. The Company has the **Corporate Sustainability Policy**, which encourage all employees to have positive attitudes and mindset towards society and those involved in the work they are responsible for, as well as the voluntary mind to participate in community and social development. The Company promotes and supports

employees to be good people of society who participate in voluntary and social activities, and help alleviate victims of natural disasters, or appropriately and continuously support any kind of shortages in the community to create a benevolent society and social care for each other to that remains forever.



Targets

- Survey results on satisfaction from participating in the project: more than 85 percent.



3.4.2 Social Performance

Occupational Health and Safety

The Company has applied the occupational health and safety management system according to ISO 45001 in management by setting objectives, targets, and management plans along with reviewing and following up on performance regularly. The Company has established the Safety, Occupational Health, and Working Environment Committee to perform supervision, as well as continuously improving safety, occupational health, and working environment operations along with the setting of occupational health and safety targets as the targets of the natural rubber group.

In addition, the Company has carried out work-related hazard identification and occupational health and safety risk assessments covering both activities carried out by employees and contractors to prepare a plan to control and prevent risks. The Company also provides health and occupational health services, including occupational medicine doctors and infirmaries, as well as organizing annual health checks for employees. The Company has organized occupational health and safety training for all employees and contractors. The Company also organized

safety culture activity for the fourth year to create awareness and emphasize safety in the workplace for all employees. It is a continuous promotion of a safety culture in the organization.



Performance

In 2023, the Company has 7 factories that have received ISO 45001 certification from external agencies, including the rubber sheet factory, Hat Yai branch, Trang branch, the rubber block factory, Sikao branch, Huai Nang branch, Sakon Nakhon branch, Udon Thani branch, and the concentrated latex factory, Hat Yai branch, with further plans to request additional certification in 2024 for 7 factories.

Work-related Fatality	FY 2023
Employees	0 person
Contractors	0 person

Human Rights

The Company prepared and announced the Human Rights and Non-Discrimination Policy to align with the UN Guiding Principles on Business and Human Rights (UNGP), the Universal Declaration of Human Rights (UDHR), the Children Rights and Business Principles (CRBP), and the compliance with the ten principles of the UN Global Compact, as well as improved the guidelines to cover vulnerable groups or groups at risk of human rights violations, and human rights issues. In addition, the Company also provided training courses about human rights and non-discrimination to employees through online systems to raise awareness and understanding of human rights practices related to business operations.

The Company has conducted human right due diligence assessment. The Company has expanded human rights due diligence assessment to cover business processes related to stakeholders by organizing a review of the assessment results every two years. Results of a comprehensive human rights due diligence assessment are publicly disclosed in the 2023 Sustainability Report on the Company's website (<https://www.sritrangroup.com/en/sustainability/report>).



Responsibility Towards Customers and Consumers

The Company aims to create satisfaction and confidence for the customers and consumers through quality, safety, and the reasonable price of products and services, as well as the disclosure of comprehensive and correct information about products and services, on-time product delivery, and product and service guarantees under proper time conditions. In addition, the Company has continuously communicated and answered sustainability surveys from customers who have inquired from various companies. The Company has taken issues that customers have asked about regarding products and services to continuously improve the Company's operations, such as the traceability of raw materials, and the announcement of the Company's sustainable natural rubber procurement policy to promote sustainable operations throughout the supply chain. The company has continuously communicated and responded to sustainability surveys from customers, utilizing the feedback to enhance its operations. In 2023, there were notable operational achievements, including:

- Joining the Global Platform for Sustainable Natural Rubber (GPSNR). In order to demonstrate the intention and commitment to operating the natural rubber

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

- Participating in the assessment and mapping of social and environmental risks throughout the natural rubber supply chain with the application "RUBBERWAY". The Company has started risk assessments for 7 factories in Thailand, 2 factories in Indonesia, 3,618 smallholders, 692 intermediaries and 100% of the survey results recorded GPS location data. The Company plans to expand the survey to 100% according to customer needs.
- Launch of 2 new products: STR10 FSC100% and STR20 FSC100%.



Performance

Customer satisfaction survey results 87%

Employee Care and Development

The Company places importance on taking care of employees to have safety and good health, and treats employees with regard to human rights principles and non-discrimination, as well as provides freedom and respect for employees' rights to represent, aggregate, and negotiate to conduct various activities within the Company in accordance with the appropriate framework. In addition to legal compensation such as social security funds, and workmen's compensation fund, Company employees will also receive compensation in the form of overtime wage, extra money for shift workers, hard shift workers, vacation allowance, annual bonus and basic benefits for the well-being of the employees, such as staff uniforms, house rent subsidy, housing benefits, off-site work allowance, health insurance and accident insurance, and provident fund (employee participation in provident fund: 64% of total employees in 2023), retirement pension, financial assistance for disaster-affected employees, Happy Workplace activities, and field trips.



Performance

In addition, the Company also sets career development plan, individual development plan, and various development activities for employees to continually develop knowledge, competence, and skills necessary for both current and future operations. The training model focuses on the use of information technology in training to facilitate personnel learning and training, such as online training, video learning, and self-learning through the Company's internal @Core system to adapt to the COVID situation, as well as on-the-job training along with instilling awareness and good behavior in the green rubber company. The Company has used a system to record and store employee training history for systematic and efficient training data management.

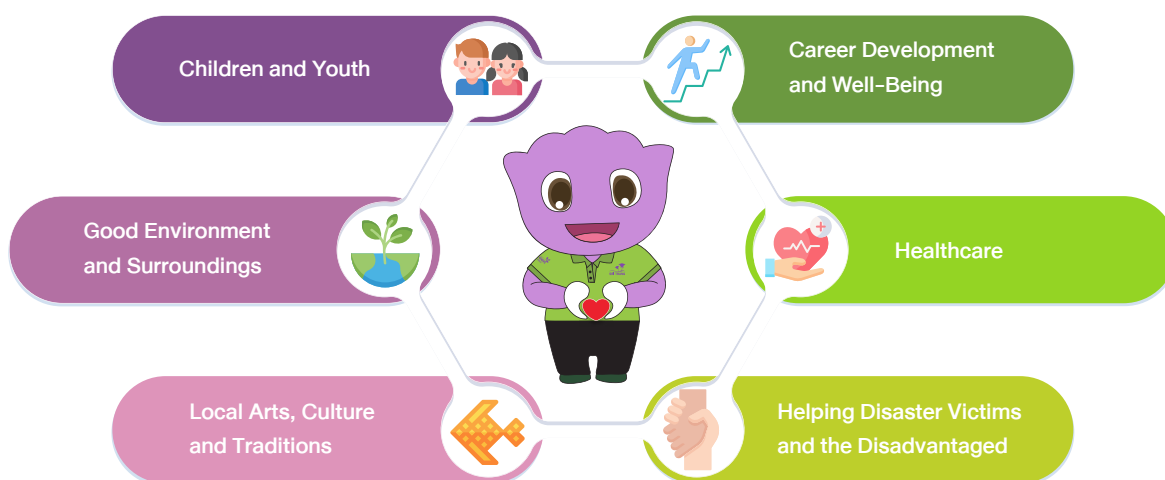
Employee Care and Development Indicators	Unit	FY 2023
Employee engagement/satisfaction	%	89
Average training hours of employees	hours per person per year	47



Participation to Communities and Social Development

The Company believes that in order for the business to grow sustainably, it must participate in the development of communities and society to grow together. Therefore, the Company places importance on participation in community and social development by promoting participation in community development activities and instilling positive awareness of social responsibility in business operations. It also supports the well-being of local communities, considers rights and food security and support the economic, social and cultural rights of local people, as well as access to education and employment. including continuous participation in solving community and social problems.

The Company's community and social development plans focus on creating participation with communities surrounding its factories through the implementation of various projects and activities, whether initiated by the Company and/or in cooperation with external agencies, from dialogues or community surveys that are carried out continuously every year. These projects and activities respond to the needs and expectations of the community in creating shared value and living together with communities and society sustainably, by divided into six areas:



Participation of Sri Trang volunteer employees



Engendered participation
with **2,732 employees**



2,492,939 volunteer hours



Survey results on
community satisfaction:
98%

Children and Youths

• STA Safety School

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



- **STA STEM STUDENT**

The Company has operated the STEM Education program for the 7th consecutive year. The purpose is to enhance outdoor experiential learning for local elementary students in different subjects such as, Science, Engineering, Technology, and Mathematics through experimental invention, such as creating an electric coil kit and new learning experiences outside the classroom, as well as promoting the Company is a community learning center. This year, the project has been implemented with 13 schools in the areas where the factories are located.



Career Development and Well-Being

- **The 4th Year “Good Quality Latex Creates Happiness” Project**

The Company organized the Good Quality Latex Creates Happiness Project, for the 4th consecutive year, in the form of organizing roadshow activities in 11 provinces in the northeastern and southern regions, including Udon Thani, Nakhon Phanom, Sisaket, Ubon Ratchathani, Bueng Kan, Sakon Nakhon, Trang, Songkhla, Chumphon, Surat Thani and Narathiwat. The roadshow featured highlighted activities such as educational lectures on the correct latex production process, demonstration of how to maintain the quality of latex before it reaches the point of purchase at the factory, over a period of 3 months from September to November, to provide knowledge to rubber farmers, small rubber traders and those involved in the natural rubber supply chain and to raise the quality of Thai latex to world-class standards. A total of 445 people, including trade partners and members of friends of rubber farmers, participated in the project, operating in 9 factories in the concentrated latex product group in the southern and northeastern regions.





- The 3rd Year Women's Power Project**

The Company operated the project through various branches of factories that work with communities surrounding the areas where the factories are located. The objective is to create vocational skills for women in the community to gain knowledge that can be used for supplementary occupations to increase income, support themselves and their families, and establish a professional group in the community. Major products from the project were brooms made from plastic water bottles that use the upcycling principle to turn waste plastic bottles into brooms. This method creates value for waste, reduces the environmental impact of plastic waste, and reduces GHG emissions from waste disposal, moving towards a low-carbon society. The Company has continued to expand and build on its project operations. Five community products were released, including brooms made from plastic water bottles, herbal massage oil, sandalwood flowers from rubber leaves, dried fish kidneys and the S-Brick project "Sustainable bricks, Earth-friendly bricks" towards sustainable communities. The projects had a total of 222 participants.



Healthcare

- STA Safety Community**

The Company has collaborated with the community to organize the STA Safety Community project, at Rubberland Products Company Limited, Mukdahan branch, to campaign and encourage community members to be aware of health care, promote good health behaviors, help family members and the community in responding to emergencies so as to be safe from harm in terms of both physical and property. A total of 46 participants took part in the project.



Helping Disaster Victims and Disadvantaged

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

Local Arts, Culture and Traditions

The Company has provided support to local culture and traditions in every community where the Company's factories located, such as long-boat racing, Boon Bang Fai festival, offering fruit juice for monks, setting up an almshouse during Dharma practice in the Northeastern provinces, co-hosting the Kathin Ceremony, robe offering ceremony, Chak Phra ceremony, precepts ceremony and I-Tikaf Promotion in Ramadan of Muslim brothers in order to preserve the local culture and traditions in each area. In 2023, the Company supported 595 activities related to local arts, culture and traditions, totaling THB 1,250,110.



Good Environment and Surroundings

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

The Company has continuously conducted the project “Bun Tuk Yang Tid Rang Srang Roi Yim” for the seventh consecutive year to promote rubber farmers and delivery partners to transport the rubber with standardized trucks to prevent the serum from cup lump leak into the road during the transportation. The Company has prepared a standard for cup lump trucks and proceeded according to the operation manual and inspection measures for all trucks that come to deliver cup lumps within the Company, as well as continuous monitoring of online inspection measures. In 2023, the Company organized training about the laws related to transportation with rubber plantation partners and rubber transporters by the government agencies. The Company has implemented the project covering 17 factories of STR group. The results of this project revealed that the factories in the Northeast, the East and the North have rubber trucks that meet the standard average 99.12%.





• Sri Trang Volunteer Project

The Company aims to raise awareness and foster public consciousness among its employees, encouraging them to contribute to the enhancement of surrounding communities and the creation of a good environment, including demonstrating sincerity in sustainable operations through various initiatives such as volunteer activities, cleaning roads, repairing infrastructure (roads and electricity utilities), improving school landscapes, and developing communities and temples. In 2023, 836 projects were implemented with 2,732 employees participating, accounting for a total of 2,492,939 employee volunteer activity hours.



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



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



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

(For more information about social performance, please see 2023 Sustainability Report on the Company's website (<https://www.sritranggroup.com/en/sustainability/report>)

4

Management Discussion and Analysis

4.1 Management Discussion and Analysis

Financial Result Overview



In FY2023, the Company reported total revenue from sales and services of THB 84,244.9 million, a decrease of 23.9% YoY. The gross profit was THB 8,162.9 million, down 48.4%, resulting in a gross profit margin of 9.7%. The Company experienced a net loss of THB 434.4 million, a 109.1% decrease YoY, equivalent to a net loss attributed to equities holder of the Company of THB 0.28 per share, and a net loss margin of 0.5%.



The Natural rubber (NR) business

generated THB 65,008.1 million, accounting for 77.2% of the total revenue from sales and services, decreasing by 25.8% YoY. This decline was due to a slowdown in natural rubber prices as demand decreased during a period when customers were destocking. The TSR20 rubber price at the SICOM market in FY2023 decreased from the previous year, from an average price of 154.6 cent/kg to 137.6 cent/kg, alongside a decrease in rubber sales volume due to the El Niño phenomenon causing raw material shortages. Despite challenges from demand and supply, the Company still achieved a gross profit margin for the NR business at 9.5% in FY2023.

The glove business

contributed THB 19,034.7 million to the Company's revenue, representing 22.6% of total revenue from sales and services, a 16.9% decrease YoY. This was due to a 24.3% YoY decrease in the ASP as the rubber glove industry continues to adjust towards a balance between demand and supply following the Covid-19 pandemic situation. However, the sales volume increased by 8.9% YoY to 31,384 million pieces, marking the highest sales volume in the Company's history since its establishment in 1989.



Statements of Comprehensive Income

(Unit : THB million)	FY2023	FY2022	%YoY
Revenue from sales of goods and services	84,244.9	110,656.7	-23.9%
Cost of sales and services	(76,082.0)	(94,851.1)	19.8%
Gross profit (loss)	8,162.9	15,805.7	-48.4%
SG&A	(8,063.1)	(10,247.8)	21.3%
Other income and dividend income	369.5	299.1	23.5%
Gain on exchange rates	39.3	506.1	-92.2%
Other gain (loss)	(32.5)	506.0	-106.4%
Operating profit (loss)	476.1	6,869.0	-93.1%
Share of profit (loss) from investments in JV	(107.5)	335.7	-132.0%
EBITDA	3,985.3	10,390.8	-61.6%
EBIT	368.6	7,204.6	-94.9%
Financial incomes	526.2	184.8	184.7%
Finance costs	(1,421.7)	(1,222.1)	-16.3%
Income tax (expense)	71.0	(649.6)	110.9%
Net Profit (loss) for the periods	(456.0)	5,517.8	-108.3%
Attributable to equity holders of the Company	(434.4)	4,794.9	-109.1%
Attributable to non-controlling interests	(21.6)	723.0	-103.0%

Revenue from products and services

In FY2023, total revenue from products and services was THB 84,244.9 million, marking a 23.9% decrease YoY. Revenue from the Natural Rubber (NR) business amounted to THB 65,008.1 million, a 25.8% decline YoY, primarily due to a demand slowdown in 2023 as customers were destocking, coupled with a 12.2% YoY decrease in sales volume resulting from raw material shortages caused by the El Niño phenomenon. Rubber glove revenue for FY2023 stood at THB 19,034.7 million, a 16.9% YoY decrease, driven by a 24.3% YoY drop in the average selling price as the rubber glove industry adjusts towards a balance between supply and demand. Nonetheless, the sales volume increased by 8.9% YoY.

Geographically, China remained the largest export market, accounting for 48.6% of sales, followed by other Asian markets (excluding China and Thailand) at 16.5%, the Thai market at 12.3%, and the markets in the Americas and Europe at 12.9% and 8.1%, respectively, with other markets making up approximately 1.6%.

Sales Volume

Natural Rubber Products

Sales volume for Natural Rubber (NR) products in FY2023 was 1,306,494 tons, marking a 12.2% decrease from the previous year. This decline resulted from a raw material shortage, a consequence of the drought conditions brought on by the El Niño phenomenon, which extended the rubber tree tapping season in Thailand by approximately 1.5-2.0 months longer than usual. Consequently, the rubber production output in Thailand was lower than expected. In FY2023, the Company's utilization rate for all NR products was at 55%, a decrease from 70% in the previous year, due to the insufficient raw materials.

Gloves

Sales volume for gloves in FY2023 increased by 8.9% YoY to 31,384 million pieces. This increase in sales volume resulted from the Company's strong customer base across various countries and efforts to boost sales.

The utilization rate was 64.2%, closely aligning with the previous year's rate of 64.8%. The revenue proportion from sales of natural rubber gloves compared to nitrile gloves was 78:22. This aligns with the company's intention to focus on selling natural rubber gloves, where we have a competitive advantage in accessing raw materials.

Gross Profit

In FY2023, the Company reported a gross profit of THB 8,162.9 million, a 48.4% decrease from the previous year, resulting in a gross profit margin of 9.7%, down from 14.3% the previous year. This decline in profitability was seen across both the natural rubber and rubber glove businesses.

For the natural rubber business, the year was marked by challenges including supply shortages, which pressured both sales volumes and cost of sales, and slowed demand as tire manufacturers went through a period of destocking. These demand and supply issues led to a decrease in profitability compared to the previous year, with the gross profit margin for natural rubber dropping from 12.9% in the previous year to 9.5% in FY2023.

In the gloves business, the year continued to be impacted by competitive pricing within the industry following an oversupply situation as Covid-19 subsided. This led to a decrease in the gross profit margin from 19.8% the previous year to 10.5% in FY2023.

Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA)

In FY2023, the Company reported an EBITDA of THB 3,985.3 million, a 61.6% decrease from the previous year, due to weakened gross profit in both the natural rubber and rubber glove businesses. The EBITDA margin stood at 4.7%.

Selling and Administrative Expenses (SG&A) for FY2023 amounted to THB 8,063.1 million, a 21.3% decrease YoY, primarily due to significantly higher shipping costs experienced in 2022. The SG&A/Sales for FY2023 was 9.6%, slightly increasing from 9.3% in the previous year.

Share of Losses from Investments in Associates and Joint Ventures

In FY2023, the share of losses from investments in associates and joint ventures was THB 107.5 million, a decrease from the profit of THB 335.7 million in the previous year, due to the weakening of the natural rubber business, while the high-pressure hydraulic hose business continued to be profitable.

Net Loss

For the year 2023, the Company reported a net loss of THB 434.4 million, a decrease from the previous year's profit, due to the El Niño phenomenon, which led to a shortage of raw materials and put pressure on both the cost of raw materials and sales volume. Additionally, in 2023, there was a slowdown in customer demand as they were destocking, resulting in a decrease in natural rubber prices from the previous year, as well as decreased profits from the reduced average selling price in the rubber glove business. Furthermore, the Company recorded other income of THB 369.5 million, primarily from insurance claims and interest compensation under the Thai Rubber Authority (TRA)'s lending support program for rubber entrepreneurs. Finance costs were THB 1,421.7 million, an increase of 16.3% YoY, in line with the global trend of rising interest rates.



Business Segmentation Analysis

Revenue breakdown by product segment

(Unit: million baht)

	FY2023	FY2022	% YoY
Technically Specified Rubber (TSR)*	60,557.9	79,637.2	-24.0%
%	71.9%	72.0%	
Gloves*	19,034.7	22,912.9	-16.9%
%	22.6%	20.7%	
Ribbed Smoked Sheet (RSS)	4,095.3	6,394.6	-36.0%
%	4.9%	5.8%	
Concentrated Latex (LTX)**	354.8	1,593.8	-77.7%
%	0.4%	1.4%	
Others***	202.1	118.3	70.9%
%	0.2%	0.1%	
Total	84,244.9	110,656.7	23.9%

Note: * Revenue from TSR/ Gloves are net from hedge accounting.

** Revenue from LTX between the Sritrang Group increased but this amount was deduct from the consolidated financial statement.

*** Comprised revenue from certain services (such as logistics, research and development and information technology services) to our associates and a joint venture entity as well as other third parties.

Technically Specified Rubber (TSR)

In FY2023, revenue from TSR was THB 60,557.9 million, a 24.0% decrease YoY, following a 9.9% decrease in sales volume due to raw material situations, along with an 18.9% YoY decrease in the average selling price due to slowed demand this year as customers were destocking inventories accumulated since 2022. Consequently, the gross profit margin decreased from the previous year.

Gloves

In FY2023, revenue from rubber gloves was THB 19,034.7 million, a 16.9% decrease YoY due to a 24.3% YoY reduction in the average selling price, as the rubber glove industry was still adjusting towards a balance between supply and demand. Despite this, sales volume increased by 8.9% YoY. Consequently, the gross profit margin decreased from the previous year.

Ribbed Smoked Sheet (RSS)

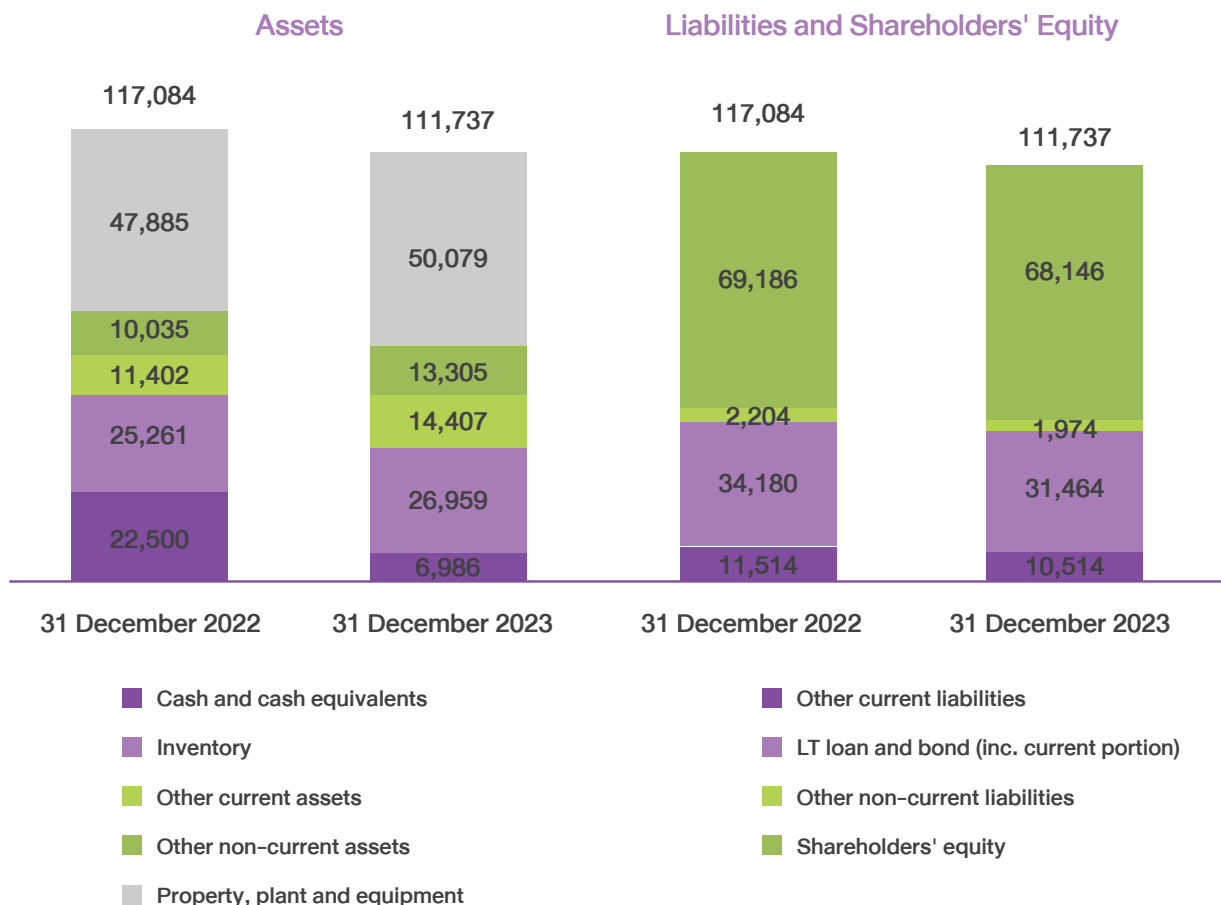
In FY2023, revenue from RSS was THB 4,095.3 million, marking a 36.0% decrease YoY due to a 21.2% reduction in sales volume, stemming from this year's raw material shortage, alongside an 18.7% decrease in the selling price in line with the natural rubber situation. Consequently, the gross profit margin decreased from the previous year.

Concentrated Latex (LTX)

In FY2023, revenue from Latex Concentrate (LTX) was THB 354.8 million, with a 77.7% YoY decrease due to raw material shortages and a 12.7% YoY decrease in the selling price. Despite these challenges, the gross profit margin increased from the previous year.

Financial Position

(Unit : million baht)



Assets

As of 31 December 2023, the Company and its subsidiaries had THB 111,737.5 million of total assets, an increase of THB 5,346.3 million from the previous year.

Current Assets

Current assets as of 31 December 2023 stood at THB 48,352.8 million, accounting for 43.3% of total assets, a decrease of THB 10,811.1 million or 18.3% from the end of the previous year. The primary factor for the decrease in current assets was a reduction in cash and cash equivalents.

Non-Current Assets

Non-current assets as of 31 December 2023 amounted to THB 63,384.7 million, representing 56.7% of total assets, an increase of THB 5,464.8 million or 9.4% from the end of the previous year. The primary factors for this increase were a significant rise in non-current financial assets from STGG, which surged by more than 344.7%, along with an increase in property, plants, and equipment due to the capacity expansion of the natural rubber business.

Liabilities

As of 31 December 2023, the Company and its subsidiaries had total liabilities of THB 43,591.2 million, a decrease of THB 4,306.2 million compared to 31 December 2022.

Current Liabilities

Current liabilities as of 31 December 2023 amounted to THB 14,765.7 million, representing 33.9% of total liabilities, an increase of THB 303.2 million or 2.1% from the previous year. The increase in current liabilities was primarily due to financial derivatives and debentures.

Non-Current Liabilities

Non-current liabilities as of 31 December 2023 amounted to THB 28,825.5 million, accounting for 66.1% of total liabilities, a decrease of THB 4,609.5 million or 13.8% from the previous year. The reduction was primarily due to a decrease in long-term borrowings from financial institutions and debentures.



Shareholders' Equity

Shareholders' equity as of 31 December 2023 was THB 68,146.3 million, a decrease of THB 1,040.0 million or 1.5% from the previous year, due to the Company's performance.

Capital Expenditure and Source of Funds

In 2023, the Company's capital expenditure amounted to THB 5,345.6 million, decreased by 49.1% from 2022. The majority was expansion and maintenance of TSR manufacturing facilities totaling THB 3,436.8 million, or 64.3% of total investment expenses. This was followed by investments in RSS and Latex Concentrate was THB 81.4 million, making up 1.5% of total capital expenditure. Furthermore, investments were made for expanding production capacity and maintenance of glove manufacturing facilities was THB 1,585.1 million, representing 29.7% of total capital expenditure. Additionally, there were also an investment of THB 155.7 million for the rubber plantation business and THB 86.7 million for other expenditures. The primary sources of funds included the Company's cash, long-term borrowings from financial institutions and debentures.

Research and Development (R&D)

Expenditure

In 2023, the Company allocated THB 70.1 million for R&D expenses, covering all product groups from natural rubber to rubber gloves. These expenses were directed towards enhancing the production process and improving product quality to meet customer needs and support sustainable environmental management. The Company has disclosed details regarding research and development in the annual registration statement/ annual report (Form 56-1 One Report), Chapter 1, "Business Structure and Operations", under the topic "Business Overview".

The Ability to Service Debt and Comply with Loan Covenants

Short-term and long-term borrowings from financial institutions, debentures, and financial leases as of 31 December 2023 amounted to THB 37,419.7 million (Please find details about payment term, interest rate, and ending balance in each foreign currency in Note to the Consolidated and Separate Financial Statements under Item 21) with the key covenants that the Company must maintain in every quarter as follows:

Ratio	Condition (Calculated from Consolidated Financial Statements)	1Q23	2Q23	3Q23	4Q23	Results
Long-term borrowings						
Net Debt to equity ratio	No more than 3:1	0.25	0.22	0.26	0.44	Pass
Net Long-term debt to EBITDA	No more than 4.5:1	1.20	1.29	2.15	5.05	Pass
Debenture						
Net dept to equity	No more than 3:1	0.25	0.22	0.26	0.44	Pass



Credit Policy

STA defined the criteria for setting credit and payment terms for customers including the account receivable turnover, not over 40 days. This shall be the guideline for the operation, examination, and credit risk control to be at the acceptable level of the Company together with preserving and enhancing customer relations leading to a sustainable business operation. In 2023, STA had an average collection period of 33 days which was lower than the Company's policy.

Financial Ratios

Current ratio

Current ratio is calculated by dividing total current assets by total current liabilities. The current ratio as of 31 December 2022 and 31 December 2023 was 4.09 times and 3.27 times, respectively. The decrease in the current ratio was primarily due to a decrease in cash and cash equivalents, while current liabilities increased due to the portion of debentures maturing within 1 year.

Fixed asset turnover ratio

Fixed asset turnover ratio is calculated by dividing the sales of goods and services by the average value of property, plant and equipment (net). As of 31 December 2022, and 31 December 2023, the fixed asset turnover ratio was 2.45 and 1.63 times, respectively. The decrease in the fixed asset turnover ratio was primarily due to the Company's revenue decline, impacted by the natural rubber business facing raw material shortages and a slowdown in demand this year. Meanwhile, the value of land, buildings, and equipment increased due to the capacity expansion plan for both the natural rubber and glove segments.

Return on assets "ROA"

ROA is calculated by dividing net profit (of the parent company) for the year by the average value of total assets. As of 31 December 2022, and 31 December 2023, our ROA was 4.14% and -0.38% respectively. The decrease was mainly due to a decline in NR' business performance.

Return on equity "ROE"

ROE is calculated by dividing net profit (of the parent company) for the year by the average total equity. As of 31 December 2022, and 31 December 2023, the ROE was 7.14% and -0.63%, respectively. The decrease in ROE resulted from a decline in the Company's profitability.

Debt to equity ratio "D/E"

D/E is calculated by dividing total debt by total equity. As of 31 December 2022 and 31 December 2023, the D/E was 0.69 and 0.64 times, respectively. The decrease in D/E mainly resulted from a decline in borrowings from financial institutions.



Financial Ratios

Financial Ratio		FY 2023	FY 2022	FY 2021
Liquidity Ratios				
Current ratio	Times	3.27	4.09	2.20
Quick ratio	Times	1.45	2.34	1.14
Cash flow liquidity ratio	Times	0.47	1.56	0.74
Account receivable turnover ¹	Times	10.88	12.91	12.99
Average collection period	Days	33.09	27.88	27.71
Inventory turnover ²	Times	2.91	3.28	3.11
Inventory period	Days	123.55	109.76	115.81
Account payable turnover ³	Times	16.84	18.38	16.21
Average payment period	Days	21.38	19.59	22.21
Cash Cycle	Days	135.25	118.05	121.30
Profitability Ratios				
Gross profit margin	Percent	9.69	14.28	32.18
Operating profit margin	Percent	0.57	6.21	24.68
Operating cashflow to operating profit ratio	Percent	606.48	228.17	50.57
Net profit margin	Percent	(0.52)	4.33	13.40
Return on equity (ROE) ⁴	Percent	(0.63)	7.14	26.76
Efficiency Ratios				
Return on assets (ROA) ⁵	Percent	(0.38)	4.14	15.26
Return on fixed assets ⁶	Percent	6.17	17.69	54.32
Fixed assets turnover ratio ⁷	Times	1.63	2.45	3.41
Total assets turnover ratio ⁸	Times	0.74	0.96	1.14
Financial Leverage Ratios				
Net debt to equity ratio ⁹	Times	0.44	0.25	0.28
Debt to equity ratio	Times	0.64	0.69	0.76
Interest bearing debt to EBITDA ratio	Times	9.27	3.86	1.26
Debt Service Coverage Ratio: DSCR	Times	0.39	1.15	1.36
Interest Coverage Ratio	Times	2.80	8.50	39.28
Interest bearing debt with maturity less than 1 year to total interest bearing debt	Percent	27.54	22.30	58.00
Interest bearing debt to total liabilities	Times	0.55	0.59	0.64
Loans from financial institutions to interest bearing debt	Percent	29.15	32.09	74.74
Loans from bill of exchange to total interest bearing debt	Times	N/A	N/A	N/A
Dividend payout ratio	Percent	N/A	64.07	40.21

Notes:

1. Calculated by dividing sales of goods and services by average trade accounts receivable
2. Calculated by dividing cost of sales and services by average inventories
3. Calculated by dividing cost of sales and services by trade accounts payable
4. Calculated by dividing net profit for the year (attributable to owners of the parent) by average shareholders' equity
5. Calculated by dividing net profit for the year (attributable to owners of the parent) by average total assets
6. Calculated by dividing summation of net profit for the year (attributable to owners of the parent) and depreciation by average fixed assets
7. Calculated by dividing sales of goods and services by average fixed assets
8. Calculated by dividing total revenues by average total assets
9. Calculated by dividing net liabilities, which is total interest bearing debt excluding lease liabilities as presented in the consolidated financial statements deducted with cash and cash equivalents and short term investments, by shareholders' equity

Sustainable Business Operations of the Company in Year 2023

In conducting the business, the Company places great importance on sustainability in all aspects, including the environmental, social, and governance (ESG). The Company aims to establish good practices in conducting business that cover all sustainability issues and is committed to continuous development to create a strong business while also taking care of the environment, communities, and all stakeholders sustainably.

Environmental

STA set the targets of achieving carbon neutrality by 2030 and the Net-Zero Emissions by 2050 compared to base year 2021 covering scope 1 and scope 2 GHG emissions through three main strategies which are energy efficiency and process improvement, low-carbon technologies and renewable energy, and carbon offsetting and sequestration.

STA is proceeding solar power project expansion at STR factory branches in Thung Song, Huai Nang, and Udon Thani with the total capacity of 5.72 MW. These solar power projects are expected to operate in March 2024.

STA successfully registered Carbon Footprint of Products (CFP) for its STR, mixture and concentrated latex products with the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO.

The greenhouse gas capture and reduction project in the rubber plantations of the Sri Trang Group, covering 14,808 Rais and 15,356 Rais, has been successfully registered under the T-VER program in July and September 2023, respectively.

Waste sorting for recycling activities which have been operated under the Waste Bank Project initiated by the Company have been certified under the Low Emission Support Scheme (LESS). Until September 2023, the Company had 29 factories which have participated and received the LESS certification from the TGO. This project has reduced GHG emissions by 107,291 kilograms of carbon dioxide equivalent (kgCO₂e).

Social

STA organized the 4th Year Good Quality Latex Creates Happiness project via roadshow in 11 provinces in the Northeast and Southern regions to engage rubber farmers, provide knowledge and create correct understanding about the proper latex production of latex with the good quality for the use as raw material for the manufacturing of standardized products and create sustainability for Thailand's natural rubber industry.

The Company has carried out the project "Buntookyang Tidrang Sang Roi Yim" for the 7th year to campaign for rubber farmer and rubber transporters to follow good practices in transporting cub lump by using transportation vehicles that meet the company's standards and organize training to provide knowledge about laws related to transportation by government agencies covering the technical standard rubber product group in 17 factories.

STA organized the 7th Year STA STEM Student project with 13 schools in 7 provinces. The purpose of the project is to enhance outdoor experiential learning for local elementary students in different subjects as well as to promote the Company as a community learning center.

Governance & Economic

Received SET ESG Ratings (AAA) for the year 2023 in the Agricultural and Food Industry Group (AGRO) from the Stock Exchange of Thailand. This is the 9th year that the company has been selected as Thailand Sustainability Investment or THSI which reflects conducting business responsibly towards stakeholders taking into account the environmental, social and corporate governance aspects or ESG throughout the value chain.

Received CAC Change Agent Award 2023 from the Thai Private Sector Collective Action Against Corruption (CAC), which reinforces the company's business operations based on good governance principles. By inviting more than 10 SME partners to join in signing a declaration of intent with the CAC project to create a transparent business network as well as no corruption.

STA received the CSR-DIW Continuous Award and CSR-DIW Award 2023 from Department of Industrial Works.

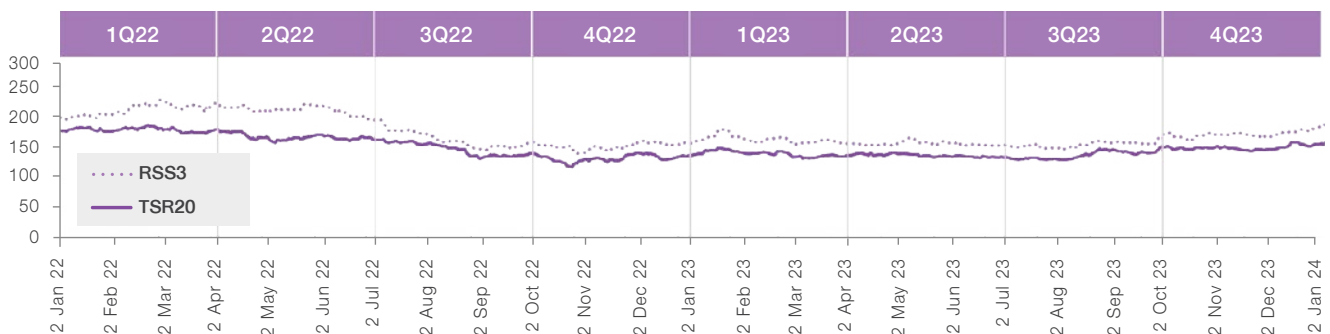
Additional details and results of sustainable operations are disclosed under chapter 3 "Driving a Sustainable Business" in 56-1 One Report and Sustainability Report 2023 on the Company's website www.sritranggroup.com/en/sustainability/report



Key Factors Affecting the Company's Operations

1. Volatility of Natural Rubber Price

(unit: US cent/kg.)



Daily Price Movement of TSR20 and RSS3 at SICOM

Similar to other commodities, natural rubber frequently experiences high price volatility due to changes in supply trends for rubber production in various countries. This is attributed to a range of factors, including unpredictable weather conditions or shifts towards cultivating alternative crops such as palm and durian instead of rubber trees. Additionally, constraints imposed by the rubber tree harvesting seasons throughout the year play a role. On the demand side, the primary factor is the tire industry, which constitutes approximately 70% of the global natural rubber consumption. Consequently, the growth or slowdown of this industry significantly impacts the global market demand for natural rubber products. Imbalances between supply and demand can lead to price volatility for natural rubber, potentially affecting the Company's performance.

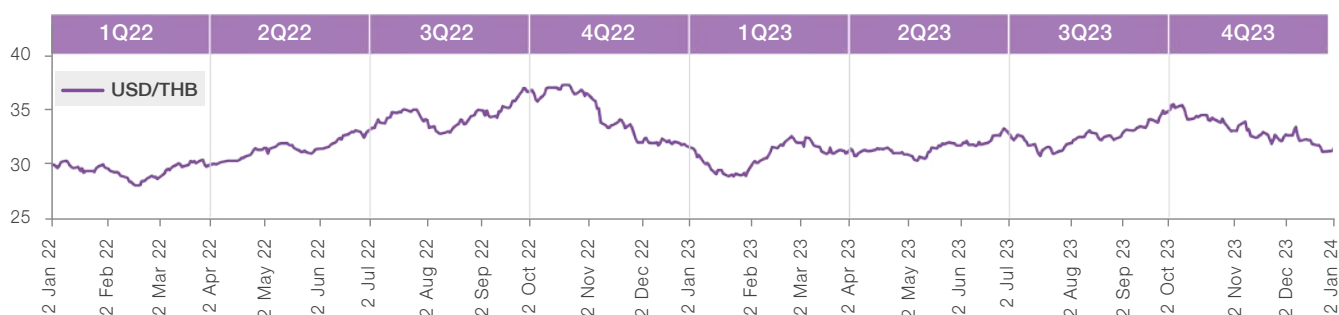
Given the varying forecasts on natural rubber demand and supply from several organizations, the industry faces uncertainty. Therefore, the Company continues to closely monitor the situation from both the demand and supply sides to adapt our strategies and operations accordingly.

Price Movement of TSR20 and RSS3 at Singapore Commodity Exchange Limited (SICOM) during 2022–2023

(Unit: US cent/kg.)	RSS3			TSR20		
	FY 2023	FY 2022	% Change	FY 2023	FY 2022	% Change
Q1 Average	161.0	209.6	-23.2%	137.3	176.9	-22.4%
Q2 Average	154.5	210.9	-26.7%	134.4	165.4	-18.7%
Q3 Average	151.3	163.7	-7.6%	133.5	146.7	-9.0%
Q4 Average	166.3	149.7	11.1%	145.3	129.8	11.9%
Yearly Average	158.3	183.3	-13.6%	137.6	154.6	-11.0%
Closing price as at 31 December	173.1	152.0	13.9%	156.1	130.2	19.9%

2. Foreign Exchange Rate

Baht: USD



Historical Exchange Rate of Thai Baht against US dollar

The fluctuation in the exchange rate between the Thai Baht and the U.S. Dollar impacts the Company's revenue, as the majority of our income, approximately 85.3% for the year 2023, is denominated in U.S. Dollars, while our financial statements are recorded in Thai Baht. To mitigate the risk arising from exchange rate volatility, the Company has employed financial derivatives to hedge against foreign currency exposure for more than 75% of our foreign-denominated revenue. In addition, we utilize Hedge Accounting standards to ensure that our financial statements reflect our risk management practices accurately.



3. Government Policy

Policies issued by the governments of Thailand and other major natural rubber-exporting countries may benefit or negatively affect our operations. For instance, supply-side intervention by the Governments of the major natural rubber-producing countries by reducing natural rubber exports, started in 2012, 2016, 2018, and the last time in 2019. In 2019, the Tripartite Rubber Council (ITRC) resolved that member countries such as Thailand, Indonesia, and Malaysia reduce exports of rubber products and increases the use of rubber domestically. However, the implementation of this policy may be a factor that causes the movement of NR prices in the country to be inconsistent with the world NR prices or may cause speculation in the futures market.

Nevertheless, the Thai government has executed various programs to deal with the low natural rubber price and to help rubber farmers without causing an impact on the market mechanisms, such as the price guarantee offered to rubber farmers, which lasts from October 2021 to March 2022, October to November 2022 and January to September 2023, and whereby the government compensates rubber farmers the differential between the guaranteed prices and prices on the market. The guaranteed prices are 60 baht/kg. for good quality unsmoked sheets, 57 baht/kg. for fresh latex and 23 baht/kg. for cup lump. Other measures aimed at promoting NR consumption include the interest rate subsidy of no more than 3.0 percent offered to businesses that consume natural rubber and the encouragement for rubber plantations to be certified by the Forest Stewardship Council (FSC) to increase the value of natural rubber products from Thailand and broaden the export base.

4. EU Deforestation-free Products Regulation (EUDR)

The European Union has enacted the EU Deforestation-free Products Regulation (EUDR), which mandates that the export and import of seven specific commodity types—namely, cattle, cocoa, coffee, palm oil, soy, timber, and natural rubber, as well as processed products derived from these commodities—must be verified and reported to ensure they are not associated with deforestation. This regulation will be enforced from the beginning of the year 2025 onwards. The EUDR may pose challenges for the export of natural rubber and its processed products to Europe for operators who cannot comply with this rule. However, STA views the EUDR as an opportunity for the Company, which has prepared for the traceability of rubber production sources through the development of the “Sri Trang Friends” platform. Additionally, the Company has been engaging in working closely with both customers and the government to ensure compliance with the EUDR efficiently and effectively.



General Information and Other Key Information

5.1 General Information

(1) Securities Registrar

Thailand Securities Depository Co., Ltd.

93 The Stock Exchange of Thailand Building,
Ratchadaphisek Road, Dindaeng Subdistrict, Dindaeng
District, Bangkok 10400, Thailand

Telephone: +66 2009 9000 Fax: +66 2009 9991

TSD Call Center: +66 2009 9999

(2) Singapore Transfer Agent

Boardroom Corporate & Advisory Services Pte. Ltd.

1 Harbourfront Avenue, Keppel Bay Tower #14-07,
Singapore 098632

Telephone: +65 6536 5355 Fax: +65 6536 1360

(3) Auditor

Miss Krongkaew Limkittikun,

Certified Public Accountant (Thailand) No. 5874 or

Mr. Nuttawut Santiphet,

Certified Public Accountant (Thailand) No. 5730 or

Ms. Sutthirak Fakon,

Certified Public Accountant (Thailand) No. 7712

EY Office Limited

193/136-137 Rajadapisek Road, Klongtoey District,
Bangkok 10110, Thailand

Telephone: +66 2264 9090 Fax: +66 2264 0789

(4) Debenture Registrar and Debenture Holders' Representative

Krung Thai Bank Public Company Limited

35 Sukhumvit Road, Klong Toey Nua Subdistrict,
Wattana District, Bangkok 10110, Thailand

Telephone: +66 2255 2222 Fax: +66 2255 9391-3

(5) Legal Advisor

Siam Premier International Law Office Limited

999/9 Rama 1 Road, Pathumwan Subdistrict,
Pathumwan District, Bangkok 10330, Thailand

Telephone: +66 2646 1888 Fax: +66 2646 1919



5.2 Other Key Information

None

5.3 Legal Disputes

As of 31 December 2023, STA and its subsidiaries had no pending legal disputes in the amount of more than 5 percent of shareholders' equity, or that may have an adverse effect on its assets or those of its subsidiaries, or that may materially affect the business operations of the Group.

5.4 Secondary Market

STA conducted an initial public offering in Thailand in 1991, subsequently listing its shares on the SET. The first trading date took place on 22 August 1991. In January 2011, STA made an offering of its newly issued shares to the public, including institutional investors in Singapore. On 31 January 2011, STA listed its shares on the Singapore Exchange (SGX-ST). As of now, STA's shares are listed securities on both the SET (Primary Listing) and SGX-ST (Secondary Listing).

5.5 Key Financial Institutions

1. KASIKORNBANK Public Company Limited

400/22 Phahon Yothin Road, Sam Sen Nai Subdistrict,
Phaya Thai District, Bangkok 10400, Thailand
Telephone +66 2222 0000

2. Bangkok Bank Public Company Limited

333 Silom Road, Bang Rak District,
Bangkok 10500, Thailand
Telephone +66 2231 4333

3. Krung Thai Bank Public Company Limited

35 Sukhumvit Road, Klong Toey Nua Subdistrict,
Wattana District, Bangkok 10110, Thailand
Telephone: +66 2111 1111

4. Bank of Ayudhya Public Company Limited

1222 Rama III Road, Bang Phongphang Subdistrict,
Yan Nawa District, Bangkok 10120, Thailand
Telephone +66 2296 2000 and +66 2683 1000

5. Siam Commercial Public Company Limited

9 Rajadapisek Road, Chatuchak Subdistrict,
Chatuchak District, Bangkok 10900, Thailand
Telephone +66 2544 1111 and +66 2777 7777



PART

2

Corporate Governance





Corporate Governance Policy

6.1 Overview of Corporate Governance Policy and Practices

Corporate Governance Policy

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

The Board of Directors of STA has conducted the business operation appropriately and effectively following its objectives by utilizing expertise, diligence, conscientiousness, and due care to protect the interests of the Company and to comply with the laws, objectives, the Articles of Association of STA as well as the resolutions of the Board and shareholders'

meeting. The roles and responsibilities of the Board of Directors of STA are all managed with due care, particularly in the process of decision making. Careful consideration is given using reasonable judgment based on honesty, transparency, ethics, and the concern of stakeholders as well as all aspects of the best interests of shareholders, as an organization leader that creates sustainable value for the business.

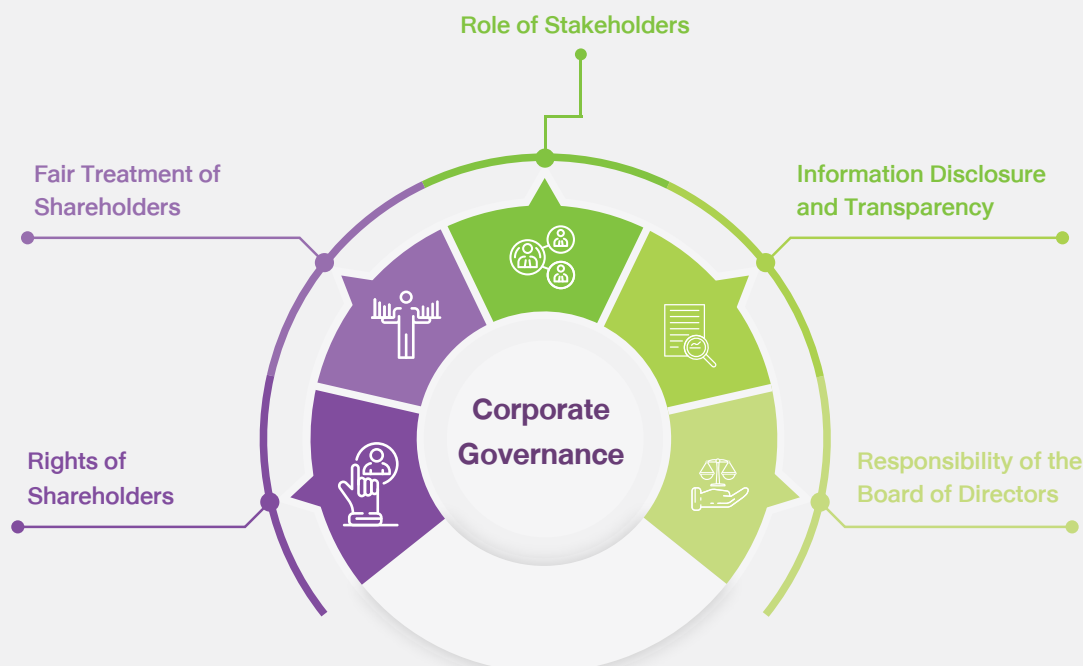
The Board of Directors has specified to monitoring the compliance on the policy and the communication to all employees through the internal intranet system (STA Family) and to the public on the Company's website under the topic of good corporate governance.

STA has defined vision, missions, core values, and ethics as the guidelines and best practices for directors, management, and employees to achieve the goal of sustainable business operations. In addition, the Company has also promoted and internally communicated these practices for the practice encouragement. Management of the Company have to act as role models in discharging their duties with integrity and transparency to promote the sustainable good corporate governance culture. (Please find more details in on page 20-21 of Form 56-1 One Report.)



Principles of Good Corporate Governance

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



1. Rights of Shareholders

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

(1) Right to Receive Profit Sharing in the Form of Dividend:

STA has a policy on dividend payment, based on careful consideration of the financial position, operating results and cash flow of STA, the ability of our subsidiaries, associates, and joint venture entity to make dividend payment, STA's expected working capital requirements to support the future growth of STA, the economic situation, and other external factors that STA expects will have an impact on its operations. To maintain the stability of the business operations, the dividend payment policy is at approximately 30 percent of the net profit.

(2) Right to Attend the Shareholders' Meeting:

STA pays considerable attention to the sufficiency of information so that the shareholders can make a well-informed decision at the shareholders' meeting, casting their votes and expressing their opinions on significant changes and the election of the Board of Directors of STA, based on the accurate, complete, transparent, and equally shared information.

Where the STA's shares are held through CDP (The Central Depository (Pte) Limited), CDP will be the only holder on record of such shares. Accordingly, as a matter of Thai law, CDP will be the only person or entity recognized as a shareholder and legally entitled to vote on any matter to be submitted to the vote of the Company's shareholders at a general meeting of shareholders.

CDP has appointed a Thai custodian to safe keep all the shares held by CDP. Such a Thai custodian will act as CDP's proxy during a general meeting of shareholders and CDP will instruct such a Thai custodian to split its votes following the instructions that CDP receives from investors holding shares through CDP. However, shareholders who desire to attend shareholders' meetings and exercise their voting rights under their names about the shares beneficially owned by them will be required to transfer their shares out of the CDP system and have the share transfer registered in the share register book. In addition, a shareholder who transfers the Company's shares out of the CDP system will not be able to trade such shares on the SGX-ST unless he first transfers such shares back into the CDP system.

STA has the policy to equitably facilitate shareholders and institutional investors who attend shareholders' meetings. The 2023 Annual General Meeting of Shareholders was held on 10 April through Electronic Media (E-AGM) via the WebEx system in accordance with the Emergency Decree on Electronic Meetings

B.E. 2563 (as revised) and the Announcement of the Ministry of Digital Economy and Society on data security in electronic meetings B.E. 2020 (as revised) and with the Company's Data Privacy Policy in accordance with the Personal Data Protection Act B.E. 2562 for the protection of shareholder data in the collection, utilization and disclosure of data.

The Company sent out the invitations more than 21 days before the Meeting and uploaded the invitation and enclosed documents in Thai and English to the website www.sritranggroup.com and informed shareholders at the time of the upload to allow shareholders sufficient time to go through the information. The Company allows shareholders to send shareholders' meeting registration documents in advance to reduce the time verifying documents on the meeting date. The Company informs shareholders of the voting process prior to the meeting date and assigns a team to provide advice and answer shareholders' queries and resolve any problems about the registration and identity verification. The voting process is implemented electronically to allow for immediate results. Thus, shareholders were able to attend the meeting through various channels such as computers, tablets, and smart phones. The guideline for the meeting practice was informed in the invitation letter of the meeting.

To facilitate the shareholders who cannot present at the meeting in person, the Company has provided a proxy form in accordance with the Ministry of Commerce in which the shareholders can set their voting guidelines and can delegate powers to the Company's independent directors nominated by the Company as an alternative for proxy by providing all 3 forms of proxy forms as required by law on the Company's website.



(3) Right to Vote on Agenda Items in the Shareholders' Meeting:

The completed invitation to the shareholders' meeting and attachments prepared in Thai and English will be arranged to shareholders in advance. The invitation to shareholders' meeting includes details on agenda items, attachments to agenda items, opinions of the Board of Directors of STA, proxy forms as prescribed by the Ministry of Commerce, a name list of all independent directors to whom the shareholders can give their proxy, and a map of the meeting venue. The invitation to the shareholders' meeting also includes the information regarding the required documents that shareholders have to present to the meeting in order to protect their right to attend the meeting, and also attached the Articles of Association of STA related to the shareholders' meeting and voting instructions. Furthermore, shareholders can obtain information thoroughly and access to all information regarding to the agenda of the shareholders' meeting in advance at least 30 days before the meeting date via www.sritranggroup.com and the website of the SGX-ST via www.sgx.com ("SGXNET"). The shareholders will be notified when such information is published through the news publishing system of the Stock Exchange of Thailand. Moreover, STA has assigned Thailand Securities Depository Co., Ltd. (TSD) and CDP as its securities registrar to dispatch the meeting invitation and other related documents to shareholders at least 21 days before the meeting aimed to give shareholders a time for considering the details of each agenda and conducting the meeting in order of agenda as informed in a notice of meeting. The policy of STA is that no additional agenda item is included in the meeting without prior notice to the shareholders.

For the agenda related to directors' election, STA gives an opportunity to shareholders to vote on each director individually. In addition, STA provides independent examiners with no relation with the Company's for the vote counting process on the meeting date and discloses the information in the minutes of the shareholders' meeting. In electronic meetings (E-AGM), shareholders who logged in after

the start of the meeting can cast their votes in agendas under consideration on which the votes have not been cast.

(4) Equal Right to Express Opinions and Make Inquiries in the Shareholders' Meeting:

With respect to agenda items and proposed agenda items, the Chairman of the shareholders' meeting should allocate sufficient time and encourage the shareholders to express their opinions and make inquiries in the meeting by Ms. Anusra Chittmittrapap, Vice President and Lead Independent Director, who allow shareholders to make inquiries before the vote on each agenda item.

At the 2023 Annual General Meeting of Shareholders, the Company's Chairman and the Chairmen of each sub-committee, namely the Chairmen of the Audit Committee, the Corporate Governance Committee, the Sustainable Development Committee, the Remuneration Committee, the Nominating Committee, and the Chairman of the Risk Management Committee as well as independent directors and Managing Director all attended the Meeting, together with senior management, CEO and CFO. Additionally, the external auditors were presented to address queries about the audit of the Company and the auditors' report and external legal advisers were present as witnesses to the voting process. The Company has noted the questions and clarifications in the minutes of the shareholders' meeting for acknowledgment of shareholders who did not attend the meeting.

(5) Upon conclusion of the Meeting:

The Company uploaded to the resolutions of the Annual General Meeting 2023 to the website of the Stock Exchange of Thailand and the Company's website on the same day as the meeting date. The Company also uploaded the minutes of the meeting in Thai and English versions with accurate and complete details of the Meeting that shareholders can consult within 14 days of the meeting date.



2. Fair Treatment of Shareholders

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

(1) The shareholders' meeting shall be held in accordance with the agenda mentioned in the invitation to the shareholders' meeting. STA sends a complete invitation to shareholders' meeting, including attachments, both in Thai and English language with all sufficient information relevant to the meeting to the shareholders. Moreover, STA posts all information which is relevant to the meeting via its website (www.sritranggroup.com) so that the shareholders will have sufficient time to carefully study this information and can download the proxy form and the Company has nominated the independent directors to be a proxy on behalf of the shareholders who cannot attend the meeting by themselves. In addition, the invitation to the shareholders' meeting shall be advertised no less than three days before the shareholders' meeting in a daily newspaper for at least three consecutive days to allow shareholders to have sufficient time to prepare for attending the shareholders' meeting. Before the commencement of each meeting, the Chairman will give instructions on the voting and the counting methods as clearly prescribed. Furthermore, the Company's Board of Directors had the policy not to add any unnecessary agenda which did not notified shareholders in advance. During the meeting, the Chairman allows the shareholders, equally, to make inquiries and express their opinions as well as to make recommendations. The Chairman also answers questions and provides complete information as requested by the shareholders. The Company uploads the resolutions of the meeting and the votes to the website of the Stock Exchange of Thailand and the Company's website. After the meeting, the Company will send the minutes of the

shareholders' meeting in Thai and English versions to the SET within the prescribed period and upload the minutes to the Company's website within 14 days of the meeting date.

- (2) STA gives an opportunity to shareholders to cast their vote on 1 share 1 vote approach and encourages the shareholders to use ballots for voting on each agenda item. The ballots shall be kept in the meeting room for vote counting prior to the announcement of the resolutions. For transparency, STA announces the detailed results showing the number of votes cast for and against each resolution, no vote and voided ballots and the respective percentages and keeps all ballots having signatures of the shareholders or their proxy of the disagreed agenda for future reference. In case of electronic meeting, shareholders still have the right to vote by registering in advance to attend the meeting and vote on each agenda during the meeting through the system. After each agenda is presented, a time for voting is given as designated and announced at the beginning of the meeting.
- (3) Minutes of the shareholders' meeting must be accurately and completely recorded and submitted to the SET within 14 days after the shareholders' meeting. The resolutions of the shareholders' meeting will be announced on SET and SGX's websites and posted on the website of STA at www.sritranggroup.com.
- (4) The policy regarding the monitoring of the use of insider information has been established for strict compliance by personnel at all levels. The policy has been communicated by human resources department, published through the intranet system within the organization (STA Family), and sent via e-mail to directors, executives and employees for their acknowledgement and signature regarding the prevention of insider information usage at least yearly.
- (5) Directors, executives and related persons as stated in Section 89/1, the Securities and Exchange Act



B.E. 2535, must report changes in securities holding of STA to the SEC according to Section 59 of the Securities and Exchange Act B.E. 2535 within 3 business days from the first day that securities holding changes through online channels. Then, the Company Secretary will get the report from the SEC's system and gather, submit a summary and propose to the Board of Directors' meeting in every quarter. In addition, the directors must report the changes to Singapore Exchange within 2 business days.

- (6) STA establishes the silent period policy to abstain from securities trading 30 days before the announcement to the Stock Exchange of Thailand and at least 24 hours after the public disclosure for directors and executives, as the SEC's prescribed, to strictly comply with.
- (7) Directors and executives are required to report their conflict of interests including their related persons upon the first nomination, every time changes occurred during his/her position, and at the end of each year by assigning Company Secretary to keep the report. If any conflict of interest is found, Company Secretary shall report to the Chairman of the Board and the Chairman of Audit Committee to use such information to investigate and prevent conflicts of interest.
- (8) A full and clear disclosure of shareholding structure in the subsidiaries and associates is made to assure shareholders that the operational structure of STA is transparent and accountable.
- (9) STA places importance on the accurate, full, timely, and transparent disclosure of information on various issues to shareholders. As such, significant information is disclosed on a regular basis.
- (10) STA has established a channel of communication for minority shareholders to directly access information on various issues e.g. the activities of the Board of Directors, supervision and monitoring of the operation, and auditing through the email

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

- The Audit Committee,
E-mail Address:
auditcommittee@sritranggroup.com
- Company Secretary,
E-mail Address:
corporatesecretary@sritranggroup.com
Tel. +66 2207 4590
- Investor Relations,
E-mail Address: ir@sritranggroup.com
Telephone no. +66 2207 4500 Ext. 1402 and 1404



3. Role of Stakeholders

STA fully realises that the growth and development of STA has resulted from the full support given by all interested parties. STA places importance on the rights of all stakeholders, both internal stakeholders such as personnel, staff members, and the Executives of STA and the subsidiaries and external stakeholders such as commercial partners ranging from the suppliers of raw materials to various groups of customers of finished products, financial institutions, government agencies that provide close co-operation, and finally, the shareholders of STA. In this regard, STA realises its responsibilities towards the above-mentioned stakeholders. The Board of Directors of STA has reviewed stakeholder engagement policy and established the policies concerning the non-infringement of intellectual property such as copyright, patent, and trademark as well as the whistleblower policy which has specified the channels of notice or complaint, operating procedure, and guidelines for the protection of claimer(s) in the Company's website. The Board of Directors has also established the anti-corruption policy to build a good conscience and right core value in order to prevent any type of corruptions in the organization.

STA is aware of the principles and standards on human rights. As such, STA has established human rights and non-discrimination policy in accordance with UN Guiding Principles on Business and Human Rights: UNGP that implementing the United Nation's "protect, respect, and remedy" framework, Universal Declaration of Human Rights: UDHR, Children Rights and Business Principles: CRBP, and UN Global Compact to declare our intention to operate the business with respect to human rights and without any discrimination in accordance with the international principles and regulations (The full version of policy is disclosed on the Company's website www.sritranggroup.com)

The Company has a policy on personal data protection and, in compliance with the Personal Data Protection Act B.E. 2562 (2019), discloses the personal data protection policy through internal communications and on the Company's website. The goal is to foster awareness of personal data protection, the processing of personal data, personal data collection, the purpose of data collection and storage, the rights of data owners, security measures in the storage of data. The Company's assigns staff to be responsible for the security of data and has clear channels of communication where the Company can be contacted in compliance with the laws.

The followings are details of policies in connection with stakeholders:

Shareholders:

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

Employees:

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

improvement. STA has established a Health and Working Environment Committee. A training program is specially designed for relevant personnel responsible for overseeing, providing advice, and giving accurate information on safety, occupational health, and the working environment, and the prevention of accidents resulting from work as well as providing other interesting health information to the employees. Considering the employee's welfare with respect to the safe and maximum working efficiency, the Company promotes and provides training to employees to worthily utilize natural resources and introduces various activities that promote the quality of life of employees, such as establishing annual health checkups, a library and creating entertainment programs as well as various activities which are designed to promote employees' good physical and mental health. Moreover, a handbook for employees has been published and is publicized through STA Intranet.

The Company has established the employee provident fund of which permanent employees are entitled to apply for with options to pay the contribution at the flexible rate, the minimum of 3 percent to the maximum of 15 percent of total salary, which is not entitle to years of service. The contribution rate paid by the Company depends on years of services of each employee. The employee will receive such provident fund benefit on the termination of their employment or upon their resignation from provident fund according to their entitlement except for cases where the terminations are not eligible to the compensations. In 2022, the Company has offered additional investment options from 3 plans to 7 plans, which members are able to change their investment plan once in each quarter, as well as educated members regarding the investment so that they have a guideline to make their decisions.

The Board of Directors of STA has established the anti-corruption policy and communicated with employees to provide better knowledge and understanding for the prevention of corruption. This is to build a good business conscious, right core value, and good corporate culture. The policy and regulations are reviewed on an annual basis.



The Board of Directors of STA has established the Whistleblower Policy and set channel for appellant from all groups of stakeholders regarding falsify or inappropriate actions which may cause the damage to the Company including protective measures for claimer who is in good faith.

The use of Inside Information

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

1. Directors, executives, and employees who have access to inside information of the Company are required to refrain from trading the company's securities at least 1 month prior to public disclosure and at least 24 hours after public disclosure. The disclosure of such information to other people is also prohibited by any means.

In 2023, Company Secretary informed the relevant persons via e-mail about the blackout period in advance and did not find any Directors, executives, or related personnel traded securities during the specified period.

2. Company Secretary sends an e-mail to all responsible parties to inform and remind Directors and executives as defined by the SEC and the concerned employees of the restrictions on Directors, executives, the concerned employees in the sale or purchase or trading of the Company's securities during the one-month period prior to the report of quarterly results to the Stock Exchange of Thailand (Blackout Period).

In 2023, The audit found that the Directors and executives' traded securities transactions were correctly and completely in compliance with the specified policies.

3. Directors and executives as defined by the SEC, who wish to trade securities, have a duty to report their securities holdings to the SEC within the

specified period from the date of change through the SEC website. Company secretary will then compile a summary report to report to the Board of Directors every quarter.

Customers:

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

Business Partners:

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

Competitors:

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

Creditors:

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

Government Agencies and Related Organizations:

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

Society and Environment:

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

The Board of Directors has supervised and monitored the management system to ensure full compliance with laws and regulations of regulatory agencies and the fair and strict equitable treatment of all stakeholders. Additionally, the Company has prepared Sustainability Report to communicate the Company's operation in materiality matters to all stakeholders.

STA has established a channel of communication for shareholders or any stakeholders to directly report to the directors. The Audit Committee assigned to receive these complaint reports will investigate and report to the Board of Directors. Furthermore, shareholders or any stakeholders may directly seek information from the Company Secretary of STA and the Investor Relations Office through the aforementioned channels:

Policy and Practices involved with Shareholders and Stakeholders:

The Board of Directors has focused on protecting the rights of all stakeholders both in the internal and external company as well as social and environmental responsibility. Therefore, the Company has established a Good Corporate Governance, Ethics, and Code of Business Conduct for the directors, executives, and employees to adhere to in their operations. For further detail about STA's corporate governance, the Company has disclosed the policy involved with the stakeholders in the Good Corporate Governance manual which is available on the Company's website (www.sritranggroup.com). Additionally, the Company's disclosure of the operations of stakeholders through STA's 56-1 One Report for guiding the practices for each group of stakeholders in section 3 "Business Operational Sustainability."



4. Information Disclosure and Transparency

- (1) The Board of Directors of STA is responsible for the accurate, complete, clear, timely, and transparent disclosure of both significant financial and non-financial information of STA both Thai and English in balance and easy to understand form through STA's 56-1 One Report, and management discussion and analysis quarterly basis via easy-to-access channels, which reflects fairness and reliability at the same time of maintaining the commercial interest of STA so that the stakeholders are all equally able to receive information in compliance with the Securities and Exchange Commission, the Stock Exchange of Thailand, and the requirements of various regulators.
- (2) STA has set up a public relations department to communicate with investors and related third parties. The Investor Relations Office is the center for communication between shareholders, stakeholders, investors, analysts, and other related parties.
- (3) To report the corporate governance policy through STA's 56-1 One Report and the Company's website.
- (4) To disclose vision, mission, and goal of the Company and to monitor the operations of the management. Such information is reviewed by the Board of Directors of the Company on a yearly basis.
- (5) To clearly disclose the shareholding structure of the Company including shareholding of the directors and the Executives of the Company both direct and indirect by presenting the beginning and ending shares as well as movement transaction during the year.
- (6) To establish the policy that the directors must report all trading in securities and quarterly present to the Board of Directors.



- (7) To establish the policy for the directors and the Executives to report their interest on the first appointment to the position and at the end of every year or every time when there is a change.
- (8) To present report of the Board of Director's responsibility for the financial reports together with auditor's report in 56-1 One Report.
- (9) To disclose minutes of the annual general meeting on website of the Company.
- (10) To disclose profile of the directors and their attendance on the Board of Directors and Sub-Committee meeting of the preceding year.
- (11) To disclose the date of first appointment to the Board of each director.
- (12) To disclose details of training and development program that the directors joined during the preceding year.
- (13) To disclose the audit fees and non-audit fees in 56-1 One Report.
- (14) To disclose Memorandum of Association and Article of Association in the website of the Company (updated yearly before the AGM).
- (15) The Board of Directors of STA has a duty to provide management discussion and analysis and report risk factors, types of risk, the cause and impact of risk upon the business operation of STA, competitions, market share, business structure, and dividend policy through STA's 56-1 One Report.
- (16) STA provides various communication channels such as website, 56-1 One Report, sustainability report, analyst meeting so that shareholders or investors can easily access company information thoroughly and equally.



- (17) STA discloses significant information in Thai and English through website and STA's 56-1 One Report that are updated regularly. The Investor Relations Office at Bangkok Branch can be contacted at: Tel: +66 2207 4500 Ext. 1402 or 1404
E-mail Address: ir@sritranggroup.com , or at www.sritranggroup.com

Investor Relations Department has published the key information and held several activities to provide and deliver the information to shareholders and investors domestically and internationally through various channels. STA organized analyst meetings on a quarterly basis, and joins local & international roadshow/ conferences hosted by the Stock Exchange, financial institutions, domestic and foreign mutual funds, including any institutions contacting Investor Relations directly throughout the year via virtual conference systems such as Microsoft Teams, Zoom, and Webex etc. In addition, Investor Relations Department has organized the meeting to provide information to credit rating agency and bondholders, aiming to encourage analysts and investors to acknowledge and understand Sri Trang Group's direction and business opportunity. In 2023, STA held meetings with investors, fund managers, media/ reporters globally with a total of 18 times, which important events/ meetings are as follows:

Activities	Organizer	Date
Quarterly Analyst Meetings total of 4 times	STA	21 February 2023 11 May 2023 22 August 2023 27 November 2023
Meetings with funds from within the country and abroad, a total of 10 times	The Company	
TISCO Exclusive Talk with STA total of 4 times	TISCO Securities Company Limited	27 February 2023 22 May 2023 29 October 2023 27 December 2023
Telephone inquiries and E-mail totaling more than 50 times.	The Company	
Press release total of 21 news	The Company	



5. Responsibility of the Board of Directors

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

Nomination and Appointment of Directors

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

Determination of Remuneration for Directors

The Remuneration Committee has duties to initially review remuneration for Directors and present to the Board of Directors for consideration and proposing for approval at the Annual General Meeting of shareholders.



The consideration of remuneration for Directors has taken into account the suitability and alignment with their duties and responsibilities as well as factors such as the economic conditions and remuneration at other companies in the same industry.

Board of Directors' Independence from the Management

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

In addition, to comply with the principles of good corporate governance, the Board of Directors has established a policy to determine the number of listed companies in which the Company's directors and the president will serve as a director to effectively perform their duties in the position of Directors. The Company's directors and managing director are required to hold positions at no more than 5 listed companies. In 2023, there is no director who hold positions in more than 5 other listed companies as specified by the policy.

According to the Company's regulations, the Board of Directors is required to set up the meetings at least every 3 months. The Company has prepared a meeting scheduled throughout the year in advance, notified all directors within December of each year and may have additional meetings as needed. It is necessary to allow the Board of Directors to monitor the performance and give opinions on operations, vision, mission, strategies, key policies, risks, and others that affect the creation of sustainable value for the business. The invitation letter for the meeting was sent to the directors for consideration at least 7 days before the meeting date except in case of an urgent need to maintain the rights or benefits of the Company in which every meeting there will be a

clear agenda set. Document for the meeting is prepared completely and sufficiently to deliver to the committee in advance for the Board of Directors to have sufficient time to study the information before attending the meeting. The Company stipulates that there is a minimum quorum, while the Board of Directors to vote at the meeting must be at least two-thirds of the total number of directors. In the meeting of the Board of Directors, all directors can discuss and express their opinions openly. Senior executives may be invited to attend the meeting, as a directly related person, to provide more detailed information.

STA is committed to providing the Board of Directors with adequate, complete, continuous information in a timely manner prior to a Board of Directors meeting. The management provides information requested by the Board promptly and keeps the Board informed of all material events and transactions as they occur. The Board has separate and independent access to senior management and the Company Secretary at all times.

The Directors may, in fulfilling their duties, as a group or individually, when necessary, direct the Company to appoint external professionals to render advice. The Company Secretary is responsible for advising the Board of Directors on compliance with legal and regulatory requirements.

Director Development

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

The Board of Directors gives importance to the development of knowledge and ability to perform duties as a director. The Company's Directors have passed the training courses regarding the duty of directors from the Thai Institute of Directors Association (IOD). In addition, the Company has promoted, encouraged, and coordinated to facilitate all directors to participating in various training courses and seminars.

6.2 Code of Conduct



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

- Responsibility to shareholders
- Relationship with customers
- Relationship with suppliers/ competitors
- Responsibility to employees
- Responsibility to social and environment (Please find more details on the Company's website www.sritranggroup.com/th/cg/principles-ethics)

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



6.3 Significant Changes and Developments in Corporate Governance Policy, Guidelines, and Governance System in 2023

The Board of Directors realizes the importance of STA's good corporate governance and enhances its corporate governance standards to meet the 2017 Corporate Governance Code of the Securities and Exchange Commission. The Board of Directors uses the CG Code as a guideline to develop, improve and determine new policies to comply with our business and current situation and to support our business operations sustainable growth and to be recognized by both national and international.

The Company annually reviews the existing policies and practices to keep them up-to-date. In 2023, the Company has reviewed significant policy namely (1) Corporate Governance policy (2) Research and Development policy (3) Quality, Safety, Health and Environmental and Energy Conservation policy (4) Information Technology policy (5) Anti-Corruption policy and (6) Human Resources and Succession Policy.

The Company's disclosure of other important policies on Form 56-1 One Report under topic "Enclosure 4"

The Company has certified as a member of the Thai Private Sector Collective Action Against Corruption project in 2018. And from conducting business with transparency continuously, the Company has received a certificate of renewal as a member of CAC in 2021. The Company promote, support, and give knowledge with business partners of Companies that are SMEs to join in announcing their intentions, including the development of business partners to conduct business sustainably in accordance with DJSI criteria. In 2023, the Company has received CAC change Agent Award as a company which create a transparent business network, improve operational processes to be transparent, enhance corporate governance standards, create a transparent business network, truly free from corruption and confirm the intention of the Company to fight against all forms of corruption.

The Company is committed to continually complying with the principles of good corporate governance. However, there are some topics that the Company may not be fully implemented in 2023 namely;

- **The Chairman of the Board is not an independent director:** Due to the complicatedness of the Company's business, we need a leader who has outstanding experiences and understands business thoroughly to provide the strategic directions to Sri Trang Group. However, the Board of Directors appointed Ms. Anusra Chittmittrapap, Vice-Chairman and Lead Independent Director, to conduct the meeting aiming to increase the mechanism of balance of power and take into account the interests of all stakeholders.
- **Open an opportunity for shareholders to propose agenda items and director names:** The Company is currently in the process of studying, considering and screening the guidelines.

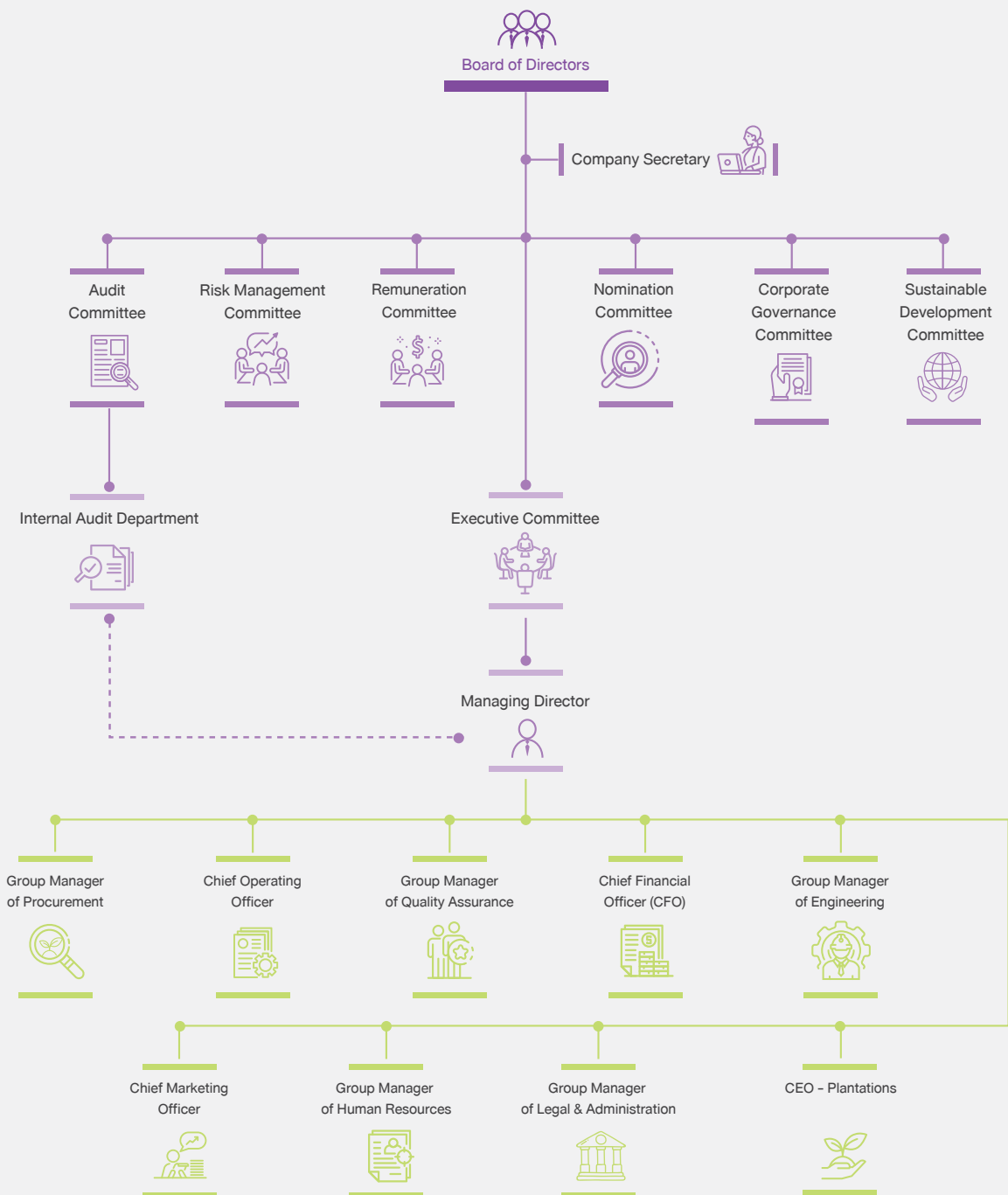
For the evaluation results about good corporate governance

- 1) Assessment of Corporate Governance Report of Thai Listed Companies (CGR) is at the "Excellent" level in year 2023 which is the fifth consecutive year from the Thai Institute of Directors Association (IOD).
- 2) Evaluation of shareholder meetings (AGM Checklist 2023) is at the level of 4 medals from the Thai Investors Association (TIA).
- 3) ASEAN CG Scorecard Award 2021 in ASEAN Asset Class Award category from the ASEAN Capital Markets Forum (ACMF) and the Asian Development Bank (ADB) to praise and honor listed companies in ASEAN that conduct business according to good governance principles.
- 4) SET ESG Ratings for 2023 at the highest AAA level in the agricultural and food industry groups from the Stock Exchange of Thailand (SET) which is the ninth consecutive year that the Company has been selected as "Sustainable stocks" (formerly known as Thailand Sustainability Investment or THSI), which reflects conducting business responsibly towards stakeholders. Taking into account environmental, social and corporate governance aspects. (Environmental, Social and Governance or ESG) throughout the value chain

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Corporate Governance Structure, Key Information about Sub-Committees, Executive Committees, Employees and Others

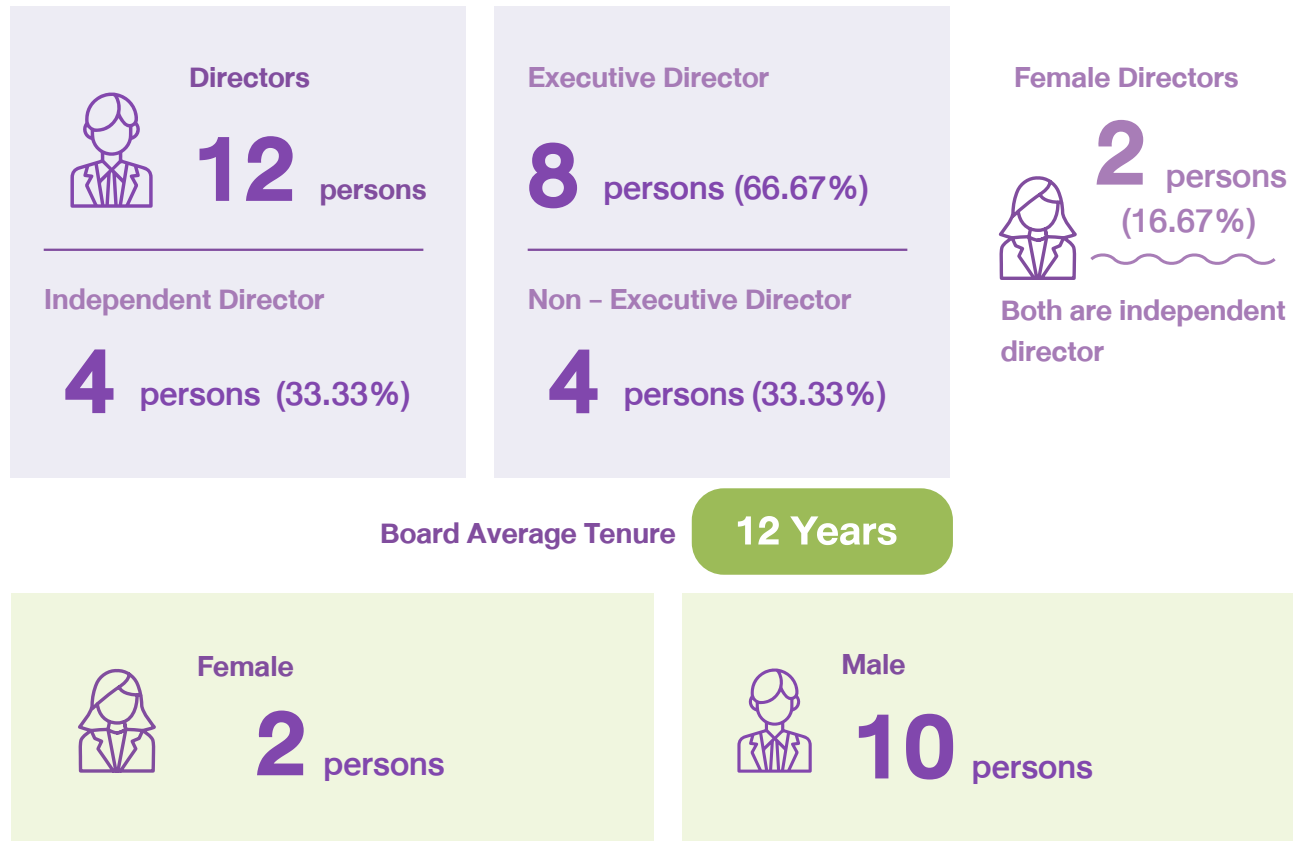
7.1 Corporate Structure as of 31 December 2023





7.2 The Board of Directors of STA

7.2.1 Composition of the Board of Directors



As of 31 December 2023, the Board of Directors of STA consists of 12 directors which are 8 Executive Directors (represent 66.67 percents of whole board) and 4 Non-Executive Directors, all of whom are independent (represent 33.33 percents of the whole board). There are 2 female independent directors (represent 16.67 percents of the whole board). All 4 independent directors have qualifications in accordance with the Company's independent director qualifications, which are more stringent than the Principles of the Capital Market Supervisory. The Board of Director consists of directors who have wide range of gender, age, qualifications, knowledge, abilities, skills, professions, expertise and various experiences that are necessary and beneficial in line with the Company's business.



Name	Position
1. Mr. Viyavood Sincharoenkul	Chairman / Chairman of the Executive Committee
2. Ms. Anusra Chittmittrapap	Vice Chairman / Independent Director / Chairman of the Audit Committee / Chairman of the Corporate Governance Committee / Chairman of the Remuneration Committee
3. Mr. Veerasith Sinchareonkul	Director / Managing Director/ Chairman of the Risk Management Committee / Chairman of the Sustainability Development Committee / Member of the Corporate Governance Committee
4. Mr. Chaiyos Sincharoenkul	Director / Executive Director
5. Mr. Kitichai Sincharoenkul	Director / Executive Director / Member of the Nomination Committee
6. Mr. Paul Sumade Lee	Director / Executive Director
7. Mr. Vitchaphol Sincharoenkul	Director / Executive Director/ Member of the Sustainability Development Committee
8. Mr. Patrawut Panitkul	Director / Executive Director / Member of the Risk Management Committee
9. Mr. Chalernpop Khanjan	Director / Executive Director / Member of the Risk Management Committee / Member of the Sustainability Development Committee
10. Gen Thanasorn Pongarna	Independent Director / Member of the Audit Committee / Chairman of the Nomination Committee / Member of the Remuneration Committee
11. Mr. Thanatip Upatising	Independent Director / Member of the Corporate Governance Committee
12. Ms. Nongram Laohaareedilok	Independent Director / Member of the Audit Committee / Member of the Nomination Committee / Member of the Remuneration Committee

Mrs. Pacharin Anuwongwattanachai is the Company Secretary.



Composition and Appointment of the Board of Directors of STA

The following is a summary of the composition, appointment, dismissal, or retirement from the Board of Directors of STA outlined in the Articles of Association of STA:

1. The number of members of the Board of Directors of STA shall be determined by a shareholders meeting but shall be not less than 5 persons and not less than one-half of the total number of Directors must reside in the Kingdom of Thailand
2. The Company's directors are from appointment and must have all qualifications, does not have prohibited characteristics according to the law on public limited companies, regulations of the SEC Office and regulations of the Stock Exchange of Thailand. Director must be a person with knowledge, abilities, expertise and experience that can benefit the company very well and also have full time to perform duties and must be a person of morality and ethics.
3. Board of Directors consisting of independent directors, at least one-third of the total number of directors and there are at least 3 persons and their qualifications are in accordance with the qualifications of independent directors that the company has set which is stronger than the minimum requirements of the SEC and the Stock Exchange of Thailand.
4. The 3 members of the Audit Committees must be independent directors and at least 1 person must graduate or have knowledge about accounting or have experience to review the reliability of financial statements.
5. At every annual general meeting, one-third of the Directors, or, if the number of Directors is not a multiple of three, then the number nearest to onethird, shall retire from office. The Directors who are to retire from office in the first and the second years after registration of the Company shall be drawn by lots. In subsequent years, the Directors who have been holding office for the longest time shall retire.

6. Any Director wishing to resign from office shall submit his/her resignation letter to STA. The resignation shall be effective from the date on which STA receives the resignation letter.
7. The shareholders meeting may pass a resolution to remove any Director from office before rotation, by a vote of not less than three-fourths of the number of the shareholders attending the meeting and having the right to vote, and whose shares represent a total of not less than one-half of the number of shares held by the shareholders attending the meeting and having the right to vote.

The appointment of directors must be in accordance with company regulations and relevant legal requirements. The nomination committee proceeds through the company's selection criteria and process. The committee will consider the type and scope of operations of the company. The Company aims to consider various matters based on the diversity of the board (Board Diversity) in terms of knowledge, skills, experience, age and gender of director to obtain a committee that can perform its duties efficiently to be in line with the company's business strategy by creating a Board skill Matrix.

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

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

Board Skills Matrix

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



Qualifications of Independent Directors

1. Holding shares not exceeding 1 percent of the total number of shares with voting rights of STA, its parent company, subsidiary company, associate company, or a major shareholder or controlling person of STA, including shares held by related persons of such Independent Director;
2. Not having any relationship with (a) STA; (b) STA's holding company, subsidiary, or a subsidiary of STA; (c) any person who has an interest who holds not less than 10 percent of the total voting shares in STA; and/or (d) any officers of STA who can interfere with the exercise of any Director's independent judgment;
3. Neither being nor having an immediate family member who (which includes spouse, child, adopted child, stepchild, and parents) is or was, in the current or immediate past financial year, a 10 percent shareholder of, or a partner in (with 10 percent or more stake), or an executive officer of, or a Director of, any organization to which STA or any of its subsidiaries made, or from which STA or any of its subsidiaries received, significant payments or material services (which may include auditing, banking, consulting and legal services), in the current or immediate past financial year;
4. Not being or having been directly associated with a shareholder who holds more than 10 percent of the shares of STA in the current or immediately preceding financial year;
5. Not being or having been an Executive Director, employee, staff, advisor who receives a salary, or a controlling person of STA, its parent company, subsidiary company, associate company, same-level subsidiary company, major shareholder or controlling person of STA, unless the foregoing status ended not less than 3 financial years before the appointment as an Independent Director. Such prohibited characteristics shall not include the case where the Independent Director used to be a government official or advisor of a government unit that was a major shareholder or controlling person of STA;
6. Not being a person related by blood or legal registration as father, mother, spouse, sibling, and child, including the spouse's child, of a Director, executive, major shareholder, controlling person, or person to be nominated as Director, executive or controlling person of STA or its subsidiaries;

7. Not having an immediate family member including spouse, child, adopted child, stepchild, child of spouse, sibling, and parent, who is, or has been in any of the past 3 financial years, employed by STA or any of its related companies and whose remuneration is or was determined by the Remuneration Committee;
8. Not being a Director or having an immediate family member including spouse, child, adopted child, stepchild, child of a spouse, sibling, and parent who accepts or has accepted compensation from STA or any of its related companies for the provision of services, other than services as a Director, for the current or immediately preceding financial year;
9. Not having or having had a business relationship with STA, its parent company, subsidiary company, associate company, major shareholder or controlling person, in a manner which might interfere with his/her independent judgment, and not being or having been a significant shareholder, or controlling person of any person having a business relationship with STA, its parent company, subsidiary company, associate company, major shareholder or controlling person, unless the foregoing relationship ended not less than 2 years before the appointment as an Independent Director;
10. Not being or having been an auditor of STA, its parent company, subsidiary company, associate company, major shareholder or controlling person, and not being a significant shareholder, controlling person, or partner of an audit firm that employs an auditor of STA, its parent company, subsidiary company, associate company, major shareholder or controlling person, unless the foregoing relationship ended not less than 2 years before the appointment as an Independent Director;
11. Not being or having been a provider of any professional services, legal advisor, or financial advisor who receives or received service fees exceeding 2 million baht per year from STA, parent company, subsidiary company, associate company, major shareholder, or controlling person, and not being a significant shareholder, controlling person or partner of the provider of such professional services, unless the foregoing relationship ended not less than 2 years before the appointment as an Independent Director;
12. Not being a Director appointed as representative of Directors of STA, a major shareholder or a shareholder who is related to a major shareholder of STA, or a Director who is or has been directly associated with a shareholder who holds not less than 10% of the shares of STA in the current or immediately preceding financial year. A Director will be considered "directly associated" with a shareholder who holds not less than 10 percent or more of the share of STA when the Director is accustomed to or under obligation, whether formal or informal, to act following the directions, instructions, or wishes of such shareholder about the corporate affairs of STA;
13. Not undertaking any business that is of the same nature as and in competition to the business of STA or its subsidiary company, and not being a significant partner in a partnership or being an Executive Director, employee, staff, advisor who receives a salary or holds shares exceeding 1 percent of the total number of shares with voting rights of any other company that engages in business that is of the same nature as and in competition to the business of STA or its subsidiary company;
14. Not having any other characteristic that could cause the inability to express independent opinions about the business operations of STA.

The qualifications of the Independent Director of STA are more stringent than the definitions as specified in the notification of the Capital Market Supervisory Board. In 2023, none of Independent Director has been in the position beyond 9 years.



Matters to be carried out

These include matters for which the Board of Directors is mainly responsible to ensure that they are carried out properly. The Board of Directors may delegate the management to propose the following matters to the Board of Directors for consideration:

- a. Determination of objectives and main goals of business operations;
- b. Creation of corporate culture which adheres to ethics and acting as a role model;
- c. Supervision of composition and performance of the Board of Directors to efficiently achieve the defined objectives and main goals of business operations.

Matters to be carried out in collaboration with the management

These include matters to be carried out collectively by the Board of Directors, the Chief Executive Officer, and the management. The management will propose the matters to the Board of Directors for approval while the Board of Directors ensures that the overall policy is in line with the defined objectives and main goals of business operations and will delegate the management to execute. The management shall then report to the Board of Directors regularly. These matters are:

- a. Determination and review of annual strategies, goals, and business plans;
- b. Oversight of suitability and sufficiency of risk management and internal control;
- c. Determination of authority that are suitable for the responsibilities of the management;
- d. Determination of resources allocation framework, development, and budgeting such

as policy and plan for people management and information technology management policy;

- e. Monitoring and assessment of performance;
- f. Oversight over reliable financial disclosure and reporting and sufficient and appropriate non-financial disclosure.

Matters that should not be undertaken by the Board of Directors

These include the following matters that the Board of Directors may only supervise at the policy level and will delegate the Chief Executive Officer and the management to take the main responsibility in carrying out:

- a. Execution of strategies, policies, and plans approved by the Board of Directors. The Board of Directors should allow the management to take the responsibilities in making decisions on operations, procurements, recruitments, etc. following the defined framework. The Board of Directors should only exercise oversight over these matters without interfering with the decisions of the management except in the case where it is necessary to do so.
- b. Matters which are subject to restrictions such as the approval for matters in which Directors have an interest.

In determining annual strategies and work plans, the Board of Directors will ensure that environmental considerations and relevant risk factors on the stakeholders throughout the value chain including such other factors which could affect the achievement of main goals of the Company are analyzed and that there shall be a mechanism to allow the Board of Directors to understand the need of stakeholders truly.

7.2.2 Authorized Directors of STA

Name	Position	Executive Director	Non-Executive Director	Independent Director
1. Mr. Viyavood Sincharoenkul	Chairman / Chairman of the Executive Committee	✓		
2. Ms. Anusra Chittmittrapap	Vice Chairman / Independent Director / Chairman of the Audit Committee / Chairman of the Corporate Governance Committee / Chairman of the Remuneration Committee		✓	✓
3. Mr. Veerasith Sinchareonkul	Director / Managing Director / Chairman of the Risk Management Committee / Chairman of the Sustainability Development Committee / Member of the Corporate Governance Committee	✓		
4. Mr. Chaiyos Sincharoenkul	Director / Executive Director	✓		
5. Mr. Kitichai Sincharoenkul	Director/ Executive Director / Member of the Nomination Committee	✓		
6. Mr. Paul Sumade Lee	Director / Executive Director	✓		
7. Mr. Vitchaphol Sincharoenkul	Director / Executive Director / Member of the Sustainability Development Committee	✓		
8. Mr. Patrawut Panitkul	Director / Executive Director / Member of the Risk Management Committee	✓		
9. Mr. Chalernpop Khanjan	Director / Executive Director / Member of the Risk Management Committee / Member of the Sustainability Development Committee	✓		
10. Gen Thanasorn Pongarna	Independent Director / Member of the Audit Committee/ Chairman of the Nomination Committee / Member of the Remuneration Committee		✓	✓
11. Mr. Thanatip Upatising	Independent Director / Member of the Corporate Governance Committee		✓	✓
12. Ms. Nongram Laahaareedilok	Independent Director / Member of the Audit Committee / Member of the Nomination Committee / Member of the Remuneration Committee		✓	✓
Total Number of Directors		8 persons	4 persons	4 persons

Any 2 of the 8 following directors of STA, namely, Mr. Viyavood Sincharoenkul, Mr. Chaiyos Sincharoenkul, Mr. Kitichai Sincharoenkul, Mr. Veerasith Sinchareonkul, Mr. Paul Sumade Lee, Mr. Patrawut Panitkul, Mr. Chalernpop Khanjan, and Mr. Vitchaphol Sincharoenkul shall affix their signatures and the Company's seal.

As the Chairman of the Board is not an independent director, The Board of Directors has assigned Ms. Anusra Chittmittrapap, Vice Chairman of the Board of directors and independent directors, to participate in the agenda-setting of the Board of Directors' meeting to counterbalance the authority between the Board and the management.



7.2.3 Scope of Duties and Responsibilities of the Board of Directors of STA

Roles and Duties of the Board of Director

The Company has set the scope of authority and duties of the Board of Directors as follow:

1. The Board of Directors have authority, duties, and responsibilities in managing the Company in compliance laws, the Company's objectives, Articles of Association, the resolutions of Board, and the resolutions of the general meeting of shareholders. The Board of Directors shall make prudent business decisions. They shall perform their duty responsibly with care and honesty for the best interests of the Company;
2. To be responsible for proposing, reviewing, and approving the policy and direction of the Company;
3. To appoint, remove, and assign duties to advisors to the Board of Directors, other sub-committees, and the Managing Director;
4. To authorize the management, management-level officers or any person to act on behalf of the Board of Directors;
5. To approve investments in securities or debt instruments;
6. To approve entering into a guarantee for a credit facility, for the benefit of companies having a business connection with the Company as the shareholder;
7. To approve the establishment, merger, or dissolution of subsidiary companies;
8. To seek advice from specialists or company consultants (if any), or retain the services of outside specialists or consultants at the Company's expense;

9. To propose the capital increase or capital decrease, or the change in par value, or amendment to the memorandum of association, the articles of association, and/or the objectives of the Company to the shareholders for consideration;
10. To appoint and remove the Company Secretary;
11. To consider and approve the connected transactions, except if such transactions require approval of the shareholder meeting. Such approval will be in compliance with notifications, rules, and/or regulations related to the Stock Exchange;
12. To provide an efficient internal audit and internal control system, specified in ensuring that the transactions related to the Interest of Directors are within the scope of the Stock Exchange of Thailand's regulation.

However, in authorization, and assignment of duties and responsibilities, the Board of Directors shall not authorize or sub-authorize a person that may cause the Board of Directors or the authorized person to approve transactions in which the Board of Directors or the authorized person, or any person who may have any conflict of interest (as defined in the notification of the SEC), a vested interest, or any other conflict of interest with the Company or its subsidiaries, except for the approval of transactions that comply with the policy and criteria approved by the shareholders' meeting or the Board of Directors.

The Board of Directors will develop an understanding of its scope of duties and will authorize the Chief Executive Officer and the management to perform the tasks. Such authorization is to be made in writing, however, shall not discharge the Board of Directors from its duties as the Board of Directors. It shall continue monitoring and supervising the management to ensure that they perform the delegated duties. Scope of duties of the Board of Directors, the Chief Executive Officer, and the management are as follows:

Scope of Duties and Responsibilities of the Chairman of Board of Directors

The Board of Directors resolved to approve the scope of duties and responsibilities of the Chairman of Board of Directors as below:

1. To oversee, monitor, and ensure that the Board efficiently carries out its duties to achieve STA's objectives;
2. To ensure that all Directors contribute to STA's ethical culture and good corporate governance;
3. To set the board meeting agenda by discussing with Independent Directors and follow the measures to ensure that important matters shall be included as the meeting agenda;
4. To allocate sufficient time for management to propose topics and for Directors to discuss important matters thoroughly. Encourage Directors to exercise independent judgment in the best interest of STA;
5. To promote a culture of openness and debate through ensuring constructive relations between the executive and non-executive directors, and between the board and management;
6. In case the voting results are equal; the Chairman of the Board shall have an additional vote as the casting vote.

In order to encourage good corporate governance and ensure the balance of authority between the Board and the management, the Board designated an Independent Director to participate in setting the Board meeting agenda.

In addition, the Company has set the scope of duties and responsibilities of the Managing Director to be transparent and explicit as follows:

Scope of Authorities and Responsibilities of the Managing Director

1. To approve any juristic act binding the Company for the normal business operation of STA in an amount not exceeding Baht 200,000,000;
2. To issue, amend, add, and revise rules, orders, and working restrictions of STA, for example, the employment, appointment, dismissal, and disciplining of staff and employees, and the determination of salary and other monetary benefits, including allowance and other welfare;
3. To determine the salary rate and other remuneration, including expense rates and facilities of the manager or equivalent for proposing to the Executive Committee for further approval;
4. To administer STA's business according to the resolutions and policies of the Board of Directors of STA;
5. To propose significant matters to the Board of Directors of STA or the meeting of shareholders for further approval or other appropriate action;
6. To study the feasibility of new projects, consider and approve the projects as delegated by the Board of Directors of STA and the Executive Committee;
7. To perform other matters as delegated by the Board of Directors of STA and/or the Executive Committee from time to time.

However, the abovementioned approvals shall not be given in a way that may cause the Managing Director or his authorized representative to be able to approve any transaction in which he or any related person has or may have a conflict of interest with STA or its subsidiaries as defined in the Notification of the SEC or the Capital Market Supervisory Board.



7.3 The Sub-Committees

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

(1) The Executive Committee

As of 31 December 2023, the Executive Committee consists of 8 Directors as follows:

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

Scope of Duties and Responsibilities of the Executive Committee

STA has specified the scope of duties and responsibilities of the Executive Committee as follows:

- To order, plan, and operate the business of STA in accordance with the policies set by the Board of Directors;
- To appoint STA's management to efficiently and transparently manage STA's businesses;
- Any 2 of the Executive Committee members jointly signing and affixing the Company seal are eligible to grant proxies to any person to perform on behalf of STA in respect of any business that will benefit STA;
- To determine the appropriate employees' benefits and welfare in compliance with corporate culture and applicable laws;
- To approve the credit limits of the normal business transactions or other transactions that bind STA.

In any case, the assignment of duties and responsibilities of the Executive Committee shall not constitute an authorization or sub-authorization which may cause the Executive Committee or its assignee to be able to approve any transaction in which such person or other related parties (as defined in the Notification of the SEC or the Capital Market Supervisory Board) may have a conflict of interest or may benefit in any manner or any other conflict of interest with STA or its subsidiaries. Such approval must be proposed at a meeting of the Board of Directors and/or the meeting of shareholders, as the case may be, for approval, as stipulated in the Articles of Association of STA or subsidiaries, or any applicable laws.

(2) The Audit Committee

The Audit Committee consists of 3 Independent Directors, and all have the qualifications required by the Capital Market Supervisory Board and the SET. As of 31 December 2023, the Audit Committee members are as follows:

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

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

Mrs. Sudjai Thongcheen is a secretary of the Audit Committee.

Qualifications of the Audit Committee Members

Members of the Audit Committee shall be Independent Directors with the following qualifications and shall not have any of the following prohibited characteristics:

1. Holding no more than 1 percent of the total number of voting shares of the Company, its parent companies, subsidiaries, associate companies, major shareholders or persons with controlling power of the Company. For this purpose, shareholding of related persons of such Independent Directors shall be accumulated with the shareholding of the Independent Directors.
2. Not being or not having been Directors involved in the management, employees, hired workers, advisers earning fixed salary or persons with controlling power of the Company, its parent companies, subsidiaries, associate companies and same-level subsidiaries, major shareholders or persons with controlling power of the Company except where such status has terminated at least 2 years before the date on which he or she has assumed the position of a member of the Audit Committee. This prohibited status shall, however, exclude the case where the Independent Director used to be a government official or adviser of a governmental agency, which is a major shareholder or the controlling person of the Company;
3. Not being a person who is related by blood or legal registration as father, mother, spouse, sibling and child, including spouse of child of other Directors, executives, major shareholders, controlling person or person to be nominated as Director, executive or controlling person of the Company or its subsidiaries;
4. Not having or having had a business relationship with the Company, its parent company, subsidiary, associate company, major shareholder or controlling person in a manner that may interfere with independent judgement. This prohibition shall also include cases where the independent is or has been a significant shareholder or the controlling person of any person having a business relationship with the Company, its parent company, subsidiary, associate company, major shareholder or controlling person except where such relationships have terminated at least 2 years before the date on which he or she has assumed the position of a member of the Audit Committee.

The business relationship described above shall include normal business transactions, rental or lease of immovable property, transactions relating to assets or services or granting or receipt of financial assistance by way of acceptance or provision of loan, guarantee, use of assets as collateral, and such other similar actions, which result in the Company or the counterparty being



subject to indebtedness payable to the other party in an amount starting from three percent of the net tangible assets of the Company or from 20 million baht or more, whichever amount is lower. Such indebtedness shall be calculated in accordance with the method for calculating the value of related party transactions under the Notification of the Capital Market Supervisory Board Re: Rules on Execution of Related Party Transactions, mutatis mutandis. In any case, the consideration of such indebtedness shall include the indebtedness incurred during the period of one year prior to the date of establishing the business relationship with the related person;

5. Not being or having been an auditor of the Company, its parent company, subsidiary, associate company, majority shareholder, or controlling person, and not being a significant shareholder, person with controlling power, or partner of the audit firm which employs the auditor of the Company, its parent company, subsidiary, associate company, majority shareholder, or person of controlling power, except where such relationship has terminated not less than 2 years before the date on which he or she has assumed the position of a member of the Audit Committee;
6. Not being or having been a provider of professional services, including legal advisory services or financial advisory services earning a service fee of more than 2 million baht per year from the Company, its parent company, subsidiary, associated company, majority shareholder, or person with controlling power, and not being a significant shareholder, person with controlling power, or partner of such provider of professional services, except where such relationship has terminated not less than 2 years before the date on which the independent director has assumed the position of a member of the Audit Committee;
7. Not being a Director who is appointed as the representative of Directors of the Company, major shareholder, or shareholder who is a connected person of a major shareholder;
8. Not undertaking any business of the same nature and in significant competition with that of the Company or its subsidiary, or not being a significant partner in a partnership, or an executive director, employee, hired worker, adviser earning regular monthly salary, or holding more than 1 percent of the voting shares of another company that undertakes a business of the same nature and in significant competition with that of the Company or its subsidiary;
9. Not being a director assigned by the Board of Directors to make decisions regarding business operations of the Company, its parent company, subsidiary, associated company, majority shareholder, or person with controlling power;
10. Not being a director of parent company, subsidiary or same-level subsidiary, which are listed companies;
11. Having other complete and appropriate qualifications required by the law or in accordance with the requirements of government agencies;
12. Not having any other characteristics that could cause the Independent Directors to express their independent opinion about business operations of the Company.

Scope of Duties of the Audit Committee

1. To review the company and its subsidiaries financial reporting is accurate, reliable and adequate in accordance with financial reporting standards by coordinating with external auditors and executives responsible for preparing financial reports. The Audit Committee may suggest that the auditors review or examine any items that are considered important and necessary during the audit.
2. To review the Company and its subsidiaries to have internal control system and internal audit system to ensure that they are suitable and efficient, to determine an internal audit unit's independence, as well as to approve the appointment, transfer and dismissal of the chief of an internal audit unit or any other unit in charge of an internal audit;

3. To review the Company's compliance with the law on securities and exchange, the regulations of the SET, and the laws relating to business of the Company;
4. To consider the election, the nomination and the removal of persons with independence, reliability, acceptable qualification and are auditors approved by SEC to act as an auditor of the Company and to determine the remuneration of such person as well as to attend a non-management meeting with an auditor at least once a year;
5. To review the connected transactions, interested person transactions or the transactions that may lead to conflicts of interest, to ensure that they are in compliance with the laws and the regulations of the SET, and are reasonable and in the best interests of the Company;
6. To prepare, and to disclose in the Company's annual report, an Audit Committee's report which must be signed by the Chairman of the Audit Committee and consist of at least the following information:
 - a. an opinion on the accuracy, completeness and credibility of the company's financial report;
 - b. an opinion on the adequacy of the company's internal control system;
 - c. an opinion on the compliance with the law on securities and exchange, the regulations of the SET, or the laws relating to the company's business;
 - d. an opinion on the suitability of an auditor of the Company;
 - e. an opinion on the transactions that may lead to conflicts of interests;
 - f. the number of the Audit Committee meetings, and the attendance at such meetings by each committee member;
 - g. an opinion or overview of comments received by the Audit Committee from its performance of duties in accordance with the charter; and
 - h. other transactions which, according to the Audit Committee's opinion, should be known to the shareholders and general investors, within the scope of duties and responsibilities assigned by the Company's board of directors;
7. To commission and review the findings of significant internal investigations and/or consult with the auditor in relation to such findings and report the findings to the Board of Directors of the Company in the event that there is any suspected fraud or irregularity or infringement of any law or regulations of Thailand, the rules of the SET, or other relevant regulations which has or is likely to have a material impact on the results of operations and/or financial position of the Company;
8. To review and approve the Internal Audit charter. And is reviewed for suitability at least once a year.
9. To review the audit plans, scope of work and results of audits compiled by internal and external auditors;
10. To review the co-operation given by officers to the external auditors;
11. To review the risk management system to ensure that it is concise, appropriate and efficient. To ensure that there is an appropriate and adequate control system against potential fraud risks.
12. To review the compliance with the anti-corruption policy.
13. To report the results of the internal audit of the Audit Committee to the Board of Directors at least once per quarter.
14. To evaluate the performance of the Audit Committee at least once a year.
15. To review and update the Audit Committee Charter to be current and appropriate with the company's environment at least once a year.
16. To perform any other act as delegated by the Board of Directors and approved by the Audit Committee.



(3) The Nomination Committee

As of 31 December 2023, the Nomination Committee consists of 3 Directors as follows:

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

Scope of Duties and Responsibilities of the Nomination Committee

- | | |
|---|---|
| <ol style="list-style-type: none"> To Review and assess candidates to be nominated as Directors (including executive directors) before proposing to the Board of Directors; To review and recommend the Board of Directors in regard of appointment and re-appointment of the Directors based on the Director's contribution and performance; To consider the independence of each Director on an annual basis; To evaluate each Director's performance whether he/she has carried out his/her duty properly as a Director. | <p>In performing the duties as mentioned, the Nominating Committee will consider the following factors:</p> <ul style="list-style-type: none"> Independence of thoughts; The capability of each individual to meets the needs of the Company and simultaneously complements the skill set of the other Board members; Experience and track record as directors in other companies; and Time contribution and effort in performing his/her duties as a Director. |
|---|---|

(4) The Remuneration Committee

As of 31 December 2023, the Remuneration Committee consists of 3 Independent Directors as follows:

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

Scope of Duties and Responsibilities of the Remuneration Committee

The Remuneration Committee is responsible for recommending to the Board of Directors a framework and criteria of remuneration for the Directors and executive officers as well as specific remuneration packages for each Director and the Managing Director, and performing any other acts as delegated by the Board of Directors.

(5) The Risk Management Committee

As of 31 December 2023, the Risk Management Committee consists of 5 Directors as follows:

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

Scope of Duties and Responsibilities of the Risk Management Committee

1. To determine the overall risk management policy and framework for the Company to cover material risks and to require the management to put in place a protective and corrective measures and risk elimination that are appropriate;
2. To prepare risk management policy to cover overall aspects of risk management and to include key risks that are in line with the objectives, main goals, strategies, and acceptable level of risks for use as a unified risk management framework for all parties in the organization and for submission to the Board of Directors for consideration. The Risk Management Committee shall supervise and ensure that the Company and its subsidiaries identify risks that could cause the Company and its subsidiaries to fail to achieve the defined objectives, taking into consideration both internal and external factors;
3. To review and ensure that the risk management policy is appropriate and efficient and prepare a report of the Risk Management Committee to be proposed to the Board of Directors as appropriate or when requested;
4. To draw up strategies for managing risks in accordance with the risk management policy approved by the meeting of the Board of Directors and to analyze, assess, and follow up on the compliance with the defined risk management policy;
5. To follow up, assess, and supervise risk management procedures of the management to ensure that it has the appropriate level and is in accordance with the defined policy;
6. To consider and approve the determination of an acceptance risk level (Risk Appetite) and a deviation of the organization's risk tolerance (Risk tolerance) prior presenting to the Board of Directors to consider and approve, including the opinion given on the guidelines and risk management measures and the action or mitigation plan to manage the residual risk to ensure that there is adequate and appropriate risk management;
7. To provide suggestion and support to the Board of Directors and the management on the Enterprise Risk Management, including promoting and supporting to the continually and regularly risk management system improvement;
8. The Risk Management Committee has the authority to empower all departments to collaborate with risk management departments to clarify information in writing or inviting executives or employees in the relevant departments to attend the meeting with Risk Management Committee for providing the required information in accordance with the responsibilities as the Risk Management Committee deems appropriate. It is deemed that being invited, asked, or requested



information is considering as the duty of all levels of employees to collaborate with the Risk Management Committee;

9. The Risk Management Committee has the authority to request any business unit under the Group of company to take action or act as necessary to enable the performance of the responsibilities set forth in this Charter or any other special additional duties as assigned by the Board of Directors;
10. To be in charge of supervising and providing support to ensure success of the Enterprise Wide Risk Management with the focus on raising risk awareness for the management and employees, and to promote risk management culture as a key factor in making any decisions relating to the use of resources or in taking any actions. The Risk Management Committee shall also have the duty to provide support to the function of the Risk Management Sub-Committee and/or the risk manager.
11. To support and promote the revision of the sufficiency of the risk management policy of the Company and its subsidiaries including the effectiveness of the system and compliance, and propose to the Board of Directors at least once a year to ensure that the risk management policy is in line with and suitable for the overall current business strategies and environment;
12. To advise the Board of Directors on actions to be taken and improved to be in line with the

policies and strategies defined by the Board of Directors.

13. To seek advisers or persons who are independent to express opinion or give recommendations as necessary.
14. To consider, review, and revise Charter for the Risk Management Committee at least once a year and propose to the Board of Directors for consideration and approval;
15. To perform other tasks as assigned by the Board of Directors meeting by and with the consent from the Risk Management Committee.

The Risk Management Committee recognizes the importance of compliance with the policy of good corporate governance and Risk Management policy for the effectiveness and efficiency in supervising the organizational risk management. The Risk Management Committee appoint a Risk Working Group (RWG) to discharge the duties of determining risk measurement criteria risk, acceptable level, risk assessment, methods, and mitigating plan for risk management to ensure that it has the appropriate level. The Risk Working Group is also responsible to supervise, control, and follow up on risk management operations of each line of work to ensure that they are in the same direction in line with strategic objectives and goals of the organization and comply with the policy and risk management framework set by the Risk Management Committee (RMC), as well as to encourage staff of all levels to have awareness and understanding about risk management as a culture of the organization.

(6) The Corporate Governance Committee

As of 31 December 2023, the Corporate Governance Committee consists of 3 Directors as follows:

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

Scope of Duties and Responsibilities of the Corporate Governance Committee

1. To determine the scope and policy of corporate governance in a manner consistent with international best practice and propose to the Board of Directors for approval;
2. To propose guidelines on corporate governance to the Board of Directors as well as provide advice and recommendations to the Board of Directors on matters of corporate governance;
3. To provide recommendations on requirements related to business ethics, good practices for directors, executives, and employees as well as overseeing the principles of good corporate governance and sustainable development effective in practice to be continuity and suitable for business;
4. To advise, encourage, and support the Company's operations in accordance with the principles of good corporate governance code of conduct and other policies related to the good corporate governance of the Company completely and efficiently;
5. To encourage communication among Directors, executives, employees at all levels and other related parties to understand and be aware of the policies and guidelines regarding good corporate governance principles, code of conduct, social responsibility, and other policies related to the Company as well as supervise the implementation of such policies and guidelines;
6. To review the policies and guidelines regarding corporate governance for continuous efficiency and effectiveness as well as to ensure that information is disclosed in the form of a report as appropriate.



(7) The Sustainable Development Committee

As of 31 December 2023, the Sustainable Development Committee consists of 4 directors as follows:

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

Scope of Duties and Responsibilities of the Sustainable Development Committee

- To determine directions, policies, strategies, goals, and plans for sustainable development covering environmental dimension, social dimension, and governance & economic dimension of the Company and propose to the Board of Directors;
- To support and drive cooperation in operations regarding sustainability throughout the organization by advising and promoting the integration of sustainability performance into business strategies, risk assessment, and corporate plans for both short-term and long-term to achieve the organization's sustainability goals;
- To review and recommend the Company's sustainability practices to be in line with best practices and international standards and up-to-date at all times, and propose such practices to the Board of Directors for consideration, improvement, and development.
- To consider and approve the organization's annual sustainability issues in accordance with the needs and expectations of the stakeholders, external context, direction, and goals of the organization, as well as propose to the Board of Directors for approval, and assign the management to respond and follow up;
- To follow up and summarize the sustainability performance of the organization and report progress to the Board of Directors at least once a year;
- To oversee the disclosure of The Company's sustainability information through the Company's annual report and annual sustainability report;
- To consider the appointment of a sustainability working group as it deems appropriate.

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

7.4 Executive Directors

7.4.1 Executives

According to Clause 7.1 Corporate Governance Structure as of 31 December 2023, the list of Executives of the Company (According to the definition of Executive¹ of the Notification of the SEC No. KorJor. 17/2551 Re: Determination of Definitions in Notifications Regarding Issuance and Offering of Securities) as follows:

Name	Position
1. Mr. Veerasith Sinchareonkul	Director/ Managing Director
2. Mr. Kitichai Sincharoenkul	Director/ Group Manager of Legal and Administration
3. Mr. Patrawut Panitkul	Director/ Chief Financial Officer (CFO)
4. Mr. Chalernpop Khanjan	Director/ Chief Operating Officer
5. Mr. Chaidet Pruksanusak	Group Manager of Quality Assurance
6. Mr. Udom Pruksanusak	Group Manager of Plantations
7. Ms. Nuchanart Chaiyarat	Group Manager of Human Resources
8. Mr. Nattee Thiraputbhokin	Group Manager of Marketing
9. Mr. Ratapong Laparojkit	Group Manager of Engineering

Note:

1. "Executive" means a director, manager, or the next 4 executives succeeding the manager, a person holding an equivalent position to the 4th executive, including a person holding the position higher or equivalent to a manager in the accounting or finance departments.



7.4.2 Policy and Criteria for Remuneration of Directors and Executives

The Remuneration Committee is responsible for proposing clear and transparent guidelines and criteria regarding the remuneration of Directors to the Board of Directors for their consideration. The Board of Directors, then, determines the policy for remuneration of Directors. The details are as follows:

Policy and Criteria for Remuneration of Directors

The Board of Directors defined the director remuneration policy. The remuneration and meeting allowance is specified to the Chairman of the Board of Directors, Executive Directors, Non-Executive Directors, the Chairman of Audit Committee, and Audit Committee Members. In this regard, the Remuneration Committee must propose a framework and criteria of remuneration for the Directors to the Board of Directors' meeting to agree with before proposing to the Shareholders' meeting to approve. Remuneration is considered based on the Company's performance, the Director's responsibility, and compared with other listed companies in SET that have similar market capitalization and other listed companies in the same industry. This shall support the remuneration structure to be appropriate for the perseverance, responsibilities, and experiences of

Directors that shall lead the Company to achieve both short-term and long-term goals. In addition, the remuneration shall be disclosed in the Company's annual report.

Policy and Criteria for Remuneration of Executives

The CEO, as a representative of the Board of Directors, shall consider the management remuneration policy. Such remuneration will be appropriately considered based on the remuneration structure of the Company and compared to remuneration information surveyed by reliable institutes, organizations, and entities as well as the inflation rate and net profits of the Company, together with performance of the duties and responsibilities assigned.

7.4.3 Total Remuneration of Executive Directors and Executives of the Company

(1) Monetary Compensation

Year	Details	Number of persons	Amount (Million Baht)
2023	Salary and other monetary benefit	12	189.2

In 2023, the accumulated monetary remuneration of STA was at 4,348.1 million baht, with the remuneration of senior executive directors accounted for 4.4 percent of the total remuneration of the Company.

For the fiscal year ending 31 December 2023, STA paid the remuneration to the Directors and Executives, totaling 12 persons, in the amount of 189.2 million baht. Such remuneration was in the form of salary, bonus and other compensation including paid benefits and compensation, as well as any deferred compensation that based on such financial year which accrued to be paid later including bonus or profit-sharing scheme or any other profit-linked agreements or arrangements.

Sri Trang International Pte. Ltd. has entered into employment agreements with Dr. Viyavood Sincharoenkul and Mr. Paul Sumade Lee. Each of these employment agreements does not have a fixed term of employment.

According to their employment agreements, Dr. Viyavood Sincharoenkul and Mr. Paul Sumade Lee are entitled to the following:

- a monthly salary and a variable bonus, as determined by the Profit Incentive Scheme (as defined below); and
- reimbursements of all reasonable business expenses incurred or paid for during the term of employment, in connection with the performance of their duties to Sri Trang Group.

Profit Incentive Scheme

Mr. Viyavood Sincharoenkul and Mr. Paul Sumade Lee, who are the Directors of the Company, have the right to participate in the Profit Incentive Scheme in each fiscal year of Sri Trang International which is a subsidiary of the Company.

Under the Profit Incentive Scheme in each fiscal year, if the Board of Directors of Sri Trang International considered that there is a surplus after deducting (a) 10 percent of Sri Trang International's paid-up capital; or another amount as the Board of Directors of Sri Trang International deems appropriate, (b) 5 percent of the relevant fiscal year retained earnings; and (c) the relevant fiscal year retained earnings from Sri Trang International's earnings after tax (as stipulated in the audited financial statements), 20 percent of the said Surplus will be paid under the Profit Incentive Scheme ("Profit Incentive").

(2) Other Compensation

Moreover, In the fiscal year ended December 31, 2023, the Company paid the provident fund contributions to the Company's executives as follows:

	Number of persons	Amount (Million Baht)
Provident fund	10	3.6

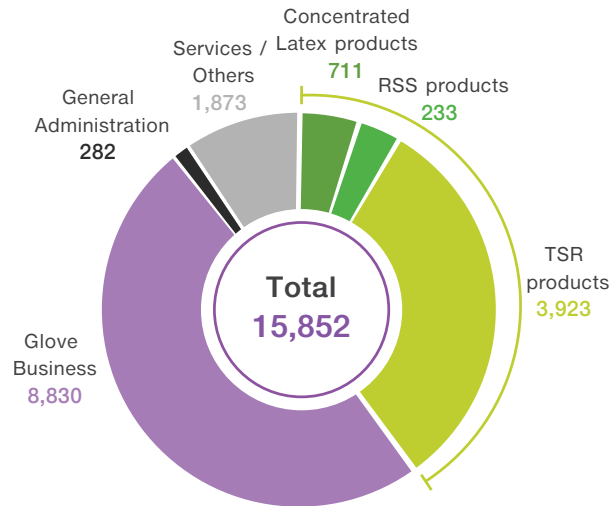
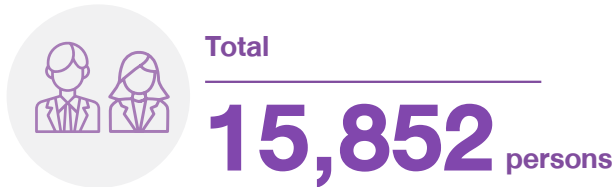


7.5 Employee Information

As of 31 December 2023, Sri Trang Group

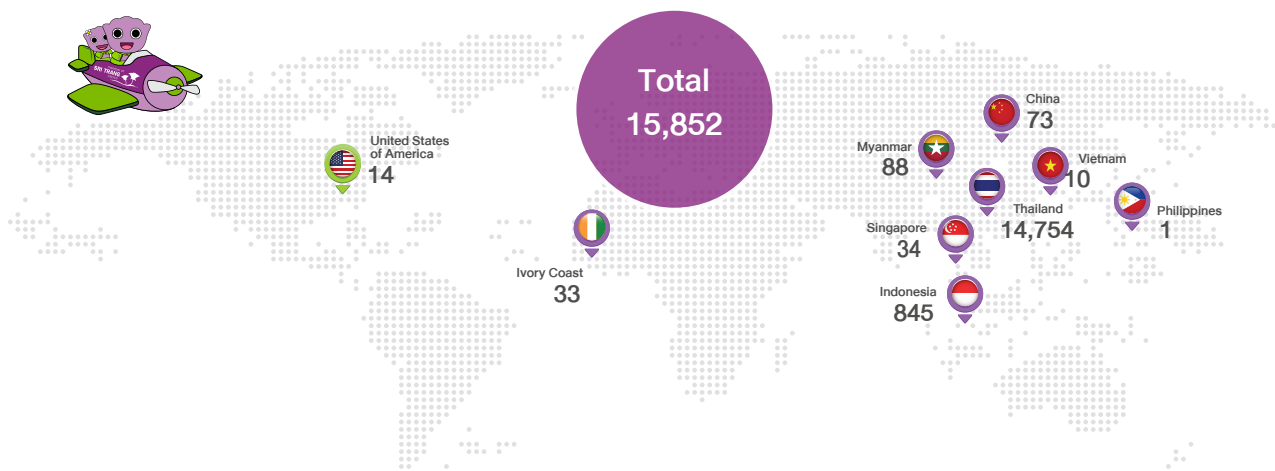
Categorized by Business:

As of 31 December 2023 (unit: person)



Categorized by Geography:

As of 31 December 2023 (unit: person)



The employees of the Company did not register the labor union which was established in Thailand. However, some employees of the Company in Indonesia registered the labor union with the Manpower Authority of Indonesia and have entered into collective labor agreements with its subsidiaries in Indonesia.

In the fiscal year ended December 31, 2023, Sri Trang Group has compensated salary, overtime pay, bonus, provident fund, and etc. to employees in the total amount of 4,348.1 million baht.

Employee Development Policy

The Company places importance to employee development as our employees are the valuable resources of our organization. Therefore, the employee development plan has been established as follows:

Human Resource Development Plan

The Company has set a Career Development Plan and Individual Development Plan by specifying the curriculum to match the duties and responsibilities and additional courses that enhance work skills, such as leadership skills. Risk management, Anti-corruption and conservation ideas in the matter “Green Rubber Industry” etc. The Company has used information technology to facilitate personnel in learning and training through various media channels whether it is online training, Video Learning, self-learning, On-the-Job training including the introduction of new technology to be used in personnel development.

The training department of Sri Trang Group is responsible for developing employees' potential for business excellence and sustainability along with creating good and smart people for society. Guidelines for personnel development are as follows:

1. Systematic Training is related to the job responsibility, working papers following the quality system standard, in-house training and on-the-job training documents for every position by paying attention to self-learning consisting of the contents and tests for regularly learning and reviewing.
2. Training according to legal requirements is the action for employee safety, attention to an awareness installation of safety behavior and laws related to work etc.
3. Training of key position successors is the action to develop the potential of employees to be ready for their new position, for example, management skills in the digital program.
4. Training of the necessary knowledge for work skills development is the action to develop working, leadership, and management skills that are necessary for effective management to perform their current tasks relative to the policy and the vision of the Company. For instance, knowledgeable and professional skills to use technology to work in the Covid-19 era, as well as an increase of professional knowledge, etc. to improve performance of their current tasks to be effective, and support employees' capabilities to increase their ability to work in the future. In addition, such training has to be in the way that will be beneficial to the Company.
5. STA Share and Learn is the activity, established by the Company, to encourage employees' learning within the organization. The Company has confidence in our specialized knowledge in Sri Trang group. STA has created internal expertise speakers to deliver knowledge and share experiences through several activities to bring employees' potential out. The Company has speakers in various fields such as quality systems trainers and environmental and safety trainers etc.



6. Activity Development, such as 5S activities, Quality Control Circle (QCC), Kaizen, and One Point Lesson (OPL), is the activities to encourage the employees to take responsibility for developing and improving all the tasks continuously. Using such activities with knowledge, work skills, and technology can reduce the production cost, including simplifying the workflow.
7. STA culture is to cultivate the work attitudes and ways of work following the STA Core values for the new-generation employees and to build good relationships among co-workers who are from different places or cultures.
8. Encouraging our employees to go observational studies in several business units of STA and others both domestically and internationally to gain experience and bring the creative ideas to develop their work performance or share it with other departments.
9. The Company provides a stage and platform for the employees to showcase their ability by offering incentive rewards called “Activity Prize” and “STA Champion” to the participating employees who will not only be proud of their achievements but the prized achievement may also be further developed and used to improve work efficiency. Furthermore, such achievement will continue to motivate the employees to maintain and even elevate their work standards in the future.

7.6 Other Important Information



Accountant

Ms. Ruethai Wanathanasin has assigned to be the accountant of the Company to ensure that accounting records are efficient and in compliance with regulations, requirements, rules, as well as accounting standards. (The profile of the Accountant is shown in Enclosure 1.)

Company Secretary

The Board of Directors of STA resolved to appoint Mrs. Pacharin Anuwongwattanachai, who meets the appropriate qualifications, graduated in accounting, has completed company secretary training and other related training programs, and possesses the skills, knowledge, understandings relating to business and the laws and other related regulations, as Company Secretary (the “Company Secretary”) since 25 August 2008, having the duties and responsibilities as provided in the Securities and Exchange Act, including providing advice on compliance with the relevant laws and regulations to the Board of Directors, organizing Board of Directors’ activities and ensure compliance with the resolutions of the Board of Directors. The Company Secretary has to attend the meetings, safeguard all meeting documents and ensures procedural compliance with regards to the Board of Directors. The appointment and removal of the Company Secretary are subject to the approval of the Board of Directors. (The profile of the Company Secretary is shown in Enclosure 1.)



Head of Internal Audit

Mrs. Sudjai Thongcheen took the position of Internal Audit Manager (The profile of the Company Secretary is shown in Enclosure 3.). The duties and responsibilities of the Head of Internal Audit are as follows:

1. To prepare an annual internal audit plan based on a risk-based methodology to present to the Executives and the Audit Committee for approval;
2. To audit as specified plan and act on special requested/assigned projects from the Executives and the Audit Committee;
3. To report the audit result including the progress of operation comparing to specified plan;
4. To support the operation, including providing necessary information for the Audit Committee and the Executives' auditing processes;
5. To develop the staff of Internal Audit unit to have adequate knowledge, professional skill and business, as well as support the staff in pursuing related Professional Certification;
6. To perform other tasks as assigned.

Head of Investor Relations

For the accurate, complete, and transparent information disclosure, the Company has established Investor Relations Department and assigned Ms. Pimpetch Sapkhonthawee to be Assistant Investor Relations Manager. Investor Relations Department acts as a center of information disclosure to shareholders and investors both domestically and internationally. Such information includes financial information, namely

operating results, financial statements, and Management Discussion and Analysis (MD&A), as well as strategies, and outlook of the Company through the Company's publications and activities regularly.

Investor Relations can be contacted directly at 0 2207 4500 ext. 1402 and 1404 and E-mail Address: ir@sritranggroup.com. The Company's information for the investors can also be found in website www.sritranggroup.com in both Thai and English.

Auditor's Remuneration

On April 10, 2023, the 2023 Annual General Meeting of Shareholders approved the appointment of EY Office Company Limited to be the auditor for the year 2023 and to approve the audit fee for the year 2023 with details as follows:

Audit Fee

The audit fee for the year 2023 of STA and its subsidiaries in Thailand was 11.92 million baht, divided into audit fees for separate financial statements of Baht 6.26 million and audit fees for subsidiaries in Thailand of 5.66 million baht.

Other Service Fees (Non-Audit Fee)

Other fees for the year 2023 including BOI audit fees were 0.7 million baht. The total amount has already been accrued and will be paid in the following year as the services have not been completed in this fiscal year.



Key Results of Corporate Governance

8.1 Board of Directors' Performance in 2023

The Board of Directors has an important role in determining the Company's policies by collaborating with the executive committee and senior executives as well as supervise to ensure to comply with the Company's main objectives and goals. There has been an analysis of the environment and opportunities that will affect the business operations and increasing competitiveness and promote and support good corporate governance.

It has been determined that the Board of Director meetings will be held at least 7 times a year. The attendance of each director and whole board is at least 75 percent of the meetings throughout the year. The official meeting date is set at least one year in advance so that directors can allocate time to attend the meeting. However, additional meetings may be called if there is a special agenda or an urgent agenda. In the past year, there were a total of 7 board meetings, with 98.81% of the entire board attending the meeting. And there is 1 meeting of the non-executive committee, where everyone attended the meeting on 27 December 2023, with various approaches being proposed for the management to consider through the Managing Director.

8.1.1 Nominating, Developing, and Evaluating the Performance of the Board of Directors

(1) Nominating the Board of Directors

STA Board of Directors has considered and assigned the Nomination Committee to be the reviewer of the criteria and methods for searching qualified persons to be appointed as an Independent Director. For the consideration of qualifications and prohibited characteristics, the Company has followed the Public Company Limited Act, Securities and Exchange Act, the Capital Market Committee announcement, related announcement, rules and/or regulations, including the qualifications of the Company's Independent Directors. Furthermore, to recruit a qualified Board of Directors, the Company has considered from knowledge, expertise and experience, skill matrix, and Director's pool from the reliable organization. Further, the Nomination Committee will consider the qualifications of the directors in various aspects such as legal qualifications, related rules, expertise, and experience which are beneficial to the Company's direction and strategies. In addition, the consideration has been considered by the board diversity, knowledge, abilities, skills, experience, age, gender, race, or any other distinction to conclude and present to the Board of Directors and/or Annual General Meeting to consider and resolve the representative to be the independent director. In addition, the Company had the policy to determine the number of Independent Directors at least one-third of the total number of Directors and must not be less than three.



In the 2023 Annual General Meeting of Shareholders, 4 directors were to be retired by rotation as follows:

Name	Position
Mr. Patrawut Panitkul	Director
Mr. Vitchaphol Sincharoenkul	Director
Gen. Thanasorn Pongarna	Director / Independent Director
Mr. Viyavood Sincharoenkul	Director

The Nomination Committee found that the persons nominated qualified in accordance with relevant regulations. All four persons have knowledge, capabilities and experience that are useful to the Company's business and shareholders. Such persons have full qualifications and do not have prohibited characteristics as specified by law. Therefore, it is proposed to be re-elected the said directors as a director of the company for another term after approved by the shareholder meeting.

Orientation for the New Directors

In case there is a newly appointed or elected director, the Company will arrange an orientation by stipulating guidelines regarding preparation for performing the duties of the Company's directors as well as information about the company and industry to create knowledge and understanding for directors to be able to perform efficiently. The Company Secretary is a coordinator in various subjects such as company certificate, company regulations, the Listed Companies Handbook, 56-1 One Report and other information related to the duties of directors. In 2023, there was no new director.

Succession Planning

The Company has initiated a succession plan for high-level Executives to ensure that the Executives or supervisors in the key positions shall have successors. The succession plan is key to maintain and increase competitiveness, mitigate Human Resources management risk, and retaining qualified employees.

Succession Plan for Group Manager and Above

- 1) Performance
- 2) Potential; considering from leadership competency, attitude, and behavior relative to core values

Those who pass the assessment as successors will be considered as high potential talents and appropriately developed to prepare them to be a leader of the organization in the future. For the selection, the Company will take the Company's employees as the priority.



(2) Developing of Directors, Executives, and Company Secretary

The Board of Directors emphasizes the development of knowledge and ability to perform their duties as Directors. All the Company's Directors have already passed the training courses on the directors' duties and responsibilities from the Thai Institute of Directors Association (IOD). In 2023, the Company has facilitated Directors and Executives to attend various training and seminars to increase their knowledge in their work operations as follows:

Name of Directors / Executives	Position	Course	Organized by	Date
Mr. Veerasith Sinchareonkul	Managing Director	The 7 Habits of Highly Effective People	Pacrim Group	26-27 October 2023
Mr. Patrawut Panitkul	Director / CFO / Member of Risk Management Committee	TLCA CFO CPD No. 2/2023 Subject: Risk Management for CFOs	Thai Listed Companies Association (TLCA)	25 July 2023
		TLCA CFO CPD No.6/2023 Subject : What is the future of the CFO role?	Thai Listed Companies Association (TLCA)	10 October 2023
Mr. Chaiyos Sincharoenkul	Executive Director	Engaging Board in ESG: The Path to Effective Sustainability	Stock Exchange of Thailand (SET)	13 July 2023
Ms. Anusra Chittmittrapap	Chairman of Audit Committee	Courses, roles and duties of directors and executives of listed companies	The Securities and Exchange Commission, Thailand (SEC)	22 June 2023
		Audi Committee Forum 2023	Thai Institute of Directors Association (IOD)	22 August 2023
		The importance of the audit committee and confidence in the Thai capital market	The Securities and Exchange Commission, Thailand (SEC)	24 November 2023
Ms. Nongram Laohaareedilok	Member of Audit Committee	Security Management and Leadership for Executive Program (SML)	National Defense College Association under royal patronage	October 2022 - 16 June 2023
		Courses, roles and duties of directors and executives of listed companies	The Securities and Exchange Commission, Thailand (SEC)	22 June 2023
		Audi Committee Forum 2023	Thai Institute of Directors Association (IOD)	22 August 2023



Name of Directors / Executives	Position	Course	Organized by	Date
		Course: "Senior Executives in Industrial Business Development and Investment", Class 8	Institute of Business and Industrial Development (IBID)	8-9 September 2023
		Certificate of Tax Accountant : CTA class 3	Federation of Accounting Professions under royal patronage	10 June - 16 September 2023
		Embellishment of financial statements to commit corruption in the Thai capital market and sustainability under the economic recession and measures to reduce global warming	EY Company Limited	26 October 2023
		The importance of the audit committee and confidence in the Thai capital market	The Securities and Exchange Commission, Thailand (SEC)	24 November 2023
Gen. Thanasorn Pongarna	Member of Audit Committee	Courses, roles and duties of directors and executives of listed companies	The Securities and Exchange Commission, Thailand (SEC)	22 June 2023
		The importance of the audit committee and confidence in the Thai capital market	The Securities and Exchange Commission, Thailand (SEC)	24 November 2023
Mr. Thanatip Upatising	Independent Director	B2B Marketing Strategies in Action Course	Rethink Academy	7-9 August 2023
Mr. Chalerm Pop Khanjan	Executive Director / Member of Risk Management Committee / Member of Sustainable Development Committee	ISO22301:2019 The role of senior executives and business continuity management	Splendid Consultant	18 March 2023
		AI Essentials for Executives	King Mongkut's University of Technology Thonburi	25 October 2023
		Safety Structure and Committee	SCG packaging Public Company Limited	9 November 2023

Name of Directors / Executives	Position	Course	Organized by	Date
		Leadership Sharing	SCG packaging Public Company Limited	10 November 2023
Mrs. Pacharin Anuwongwattanachai	Company Secretary	Techniques for organizing committee meetings	Thai Listed Companies Association (TLCA)	13 June 2023
		Courses, roles and duties of directors and executives of listed companies	The Securities and Exchange Commission, Thailand (SEC)	22 June 2023
		Technology and the work of listed companies	Thai Listed Companies Association (TLCA)	27 June 2023
		PDPA for Accounting and Finance	Dharmniti Seminar and Training Co., Ltd.	13 September 2023
		Preparation of reports on interests and policies on the use of inside information	Thai Listed Companies Association (TLCA)	11 October 2023
		ASEAN CG Scorecard Coaching 2023	Thai Institute of Directors Association (IOD)	19 October 2023
		Guidelines for disclosing ESG information in One Report	Thai Listed Companies Association (TLCA)	10 November 2023
		CYBER RISK 2023	Thai Listed Companies Association (TLCA)	27 November 2023
		CYBER VISION 2023: Respond and Recover: Protecting Your Business and Reputation	Stock Exchange of Thailand	30 November 2023

Currently, directors of the Company have participated in training courses related to their duties as Directors, such as the Director Certification Program (DCP) and the Director Accreditation Program (DAP) of the Thai Institute of Directors, representing 83.33 percent of the total number of Directors. In addition, all directors and executives of the Company have reviewed the policy on the use of inside information and attended a seminar of the Sri Trang Group which is organized every year. There is a presentation about the overall business operations of the group of companies. Performance results of the past year along with business trends for the next year of all business units. Including sustainable business practices (ESG).



(3) Assessment of the Board of Directors, Sub-Committees, and CEO

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

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

Guideline

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

The self-assessment of the Board of Directors (as a whole) consists of 6 topics, as follows:

- Structure and qualifications of the committee
- Roles and responsibilities of the board
- Board meetings
- The board's performance of duties
- Relationship with management
- Self-development of directors

The self-assessment of individual member of the Board of Directors consists of 5 topics, as follows:

- Personal features
- Readiness to perform duties
- Participation in meetings
- Roles, duties and responsibilities
- Relationship with the board of directors and management

The self-assessment of the Audit Committee, the Nomination Committee, and the Remuneration Committee consists of 3 topics, as follows:

- Structure and qualifications of the Sub-Committees
- The Sub-Committee meetings
- Roles, duties, and responsibilities of the Sub-Committees

The self-assessment of the Risk Management Committee consists of 4 topics, as follows:

- Structure and qualifications of the Risk Management Committee
- The Risk Management Committee meetings
- Roles, duties, and responsibilities of the Risk Management Committee
- Report of the Risk Management Committee

The self-assessment of the Corporate Governance Committee consists of 4 topics, as follows:

- Structure and qualifications of the Corporate Governance Committee
- The Corporate Governance Committee meetings
- Roles, duties, and responsibilities of the Corporate Governance Committee
- Report of the Corporate Governance Committee

The self-assessment of the Sustainable Development Committee consists of 5 topics, as follows:

- Structure and qualifications of the Sustainable Development Committee
- Performance of duty of the Sustainable Development Committee
- The Sustainable Development Committee meetings
- Roles, duties, and responsibilities of the Corporate Governance Committee
- Training / Source of Information

The performance assessment of the CEO consists of 10 topics, as follows:

- Leadership
- Strategy Formulation
- Strategy Implementation
- Financial planning and results
- Relationships with the Board of Directors
- Relationships with external stakeholders
- Management and Relationships with personnel
- Succession
- Knowledge regarding products and services
- Personal qualifications

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

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



Performance assessment process

Company Secretary delivers performance assessment forms to all Directors for the purpose of assessing the performance of the Board of Directors and the Sub-Committees in which they hold the positions to assess the performance over the past year. Then, Company Secretary will collect the completed assessment forms and summarize the results according to established criteria, and report the performance of all committees to the Company's Board of Directors.

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

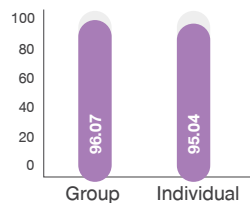
Performance Assessment	Results (percent)
The Board of Directors	
1. The Board of Directors (as a whole)	96.07
2. The Board of Directors (Individual)	95.04
The Sub-Committee	
1. The Audit Committee	99.17
2. The Nomination Committee	99.02
3. The Remuneration Committee	98.33
4. The Risk Management Committee	96.00
5. The Corporate Governance Committee	97.50
6. The Sustainable Development Committee	96.32
Chief Executive Officer (CEO)	89.86



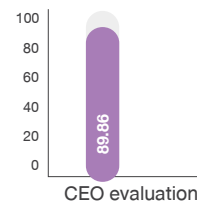
Summary of the evaluation results of the Board of Directors and all sub-committees **are in excellent condition**.

The evaluation results of the CEO evaluation **is in very good terms**.

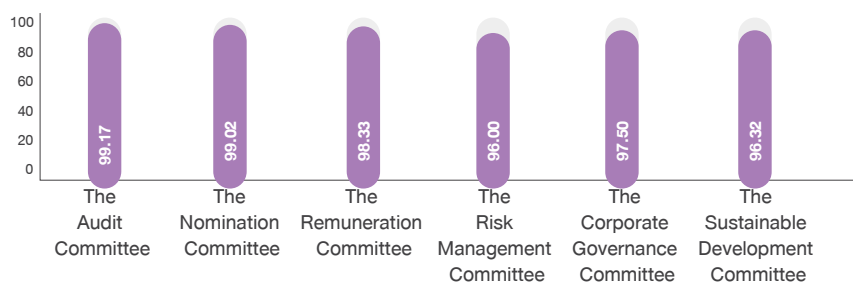
The assessment results of the Board of Directors



The assessment results of the Chief Executive Officer (CEO)



The assessment results of Sub-Committees



8.1.2 Attendance and Payment of Remuneration for Individual Board Member

(1) Board Meetings Attendance

In 2023, the details of Board Meetings' attendance can be summarized as follows:

Name	Position	The Board of Directors' meeting via electronic means (Number of Attendance/ Right of Attendance)		Annual General Meeting of Shareholders via electronic means (Number of Attendance/ Right of Attendance)	
		Year 2023	Percent	Year 2023	Percent
1. Mr. Viyavood Sincharoenkul	Chairman / Chairman of the Executive Committee	7/7	100	1/1	100
2. Ms. Anusra Chittmittrapap	Vice Chairman / Independent Director / Chairman of the Audit Committee	7/7	100	1/1	100
3. Mr. Veerasith Sinchareonkul	Director / Managing Director	7/7	100	1/1	100
4. Mr. Chaiyos Sincharoenkul	Director / Executive Director	7/7	100	1/1	100
5. Mr. Kitichai Sincharoenkul	Director / Executive Director	7/7	100	1/1	100
6. Mr. Paul Sumade Lee	Director / Executive Director	7/7	100	1/1	100
7. Mr. Vitchaphol Sincharoenkul	Director / Executive Director	6/7	85.71	1/1	100
8. Mr. Patrawut Panitkul	Director / Executive Director	7/7	100	1/1	100
9. Mr. Chalernpop Khanjan	Director / Executive Director	7/7	100	1/1	100
10. Gen Thanasorn Pongarna	Independent Director / Member of the Audit Committee	7/7	100	1/1	100
11. Mr. Thanatip Upatising	Independent Director	7/7	100	1/1	100
12. Ms. Nongram Laohaareedilok	Independent Director / Member of the Audit Committee	7/7	100	1/1	100
Percentage of Meeting Attendance		98.81		100	

In 2023, the non-executive directors held a meeting without the management participation on 27 December 2023 to freely exchange opinions and propose various ways to improve the management of the Company in various areas. The outcome was reported to the Managing Director.



(2) Remuneration of Individual Board Committee

At the 2023 Annual General Meeting of Shareholders, held on 10 April 2023, the meeting resolved to approve the remuneration and meeting allowances for the year 2023 not more than Baht 13,900,000 as follows:

	Unit (Baht/ Person/Month)
Remuneration of the Board of Directors	
- Chairman of the Board	100,000
- Director	78,000
Remuneration of the Audit Committee	
- Chairman of the Audit Committee	100,000
- Member of the Audit Committee	88,000
Meeting Allowance	
- Chairman of the Board/ Chairman of the Audit Committee	10,000
- Director/ Member of the Audit Committee	7,000
Other Benefits / Non-Monetary Remuneration	None

In the fiscal year ended 31 December 2023, the Company has paid Directors' remuneration totaling Baht 12,815,000 as gratuity benefits and meeting allowances to Directors. The details of payment for each Director are as follows:

Name	Total Monthly Compensation Received in 2023 ¹ (Baht)	Total Meeting Allowance in 2023 (Baht)		Total Compensation in 2023 (Baht)
		For the Board of Directors (7 Times)	For Member of the Audit Committee (8 Times)	
1. Mr. Viyavood Sincharoenkul	1,200,000	70,000	-	1,270,000
2. Ms. Anusra Chittmittrapap	1,200,000	70,000	80,000	1,350,000
3. Mr. Chaiyos Sincharoenkul	936,000	49,000	-	985,000
4. Mr. Kitichai Sincharoenkul	936,000	49,000	-	985,000
5. Mr. Veerasith Sinchareonkul	936,000	49,000	-	985,000
6. Mr. Vitchaphol Sincharoenkul	936,000	42,000	-	978,000
7. Mr. Lee Paul Sumade	936,000	49,000	-	985,000
8. Mr. Patrawut Panitkul	936,000	49,000	-	985,000
9. Mr. Chalernpop Khanjan	936,000	49,000	-	985,000
10. Gen Thanasorn Pongarna	1,056,000	49,000	56,000	1,161,000
11. Mr. Thanatip Upatising	936,000	49,000	-	985,000
12. Ms. Nongram Laohaareedilok	1,056,000	49,000	56,000	1,161,000
Total	12,000,000	623,000	192,000	12,815,000

Note :

¹ Such remuneration represents the remuneration for being the Company's Director and Audit committee. The Company does not have any remuneration for holding positions in other Sub-Committees.

8.1.3 Principles of Good Corporate Governance in Subsidiaries and Associates

Investment and principles of good corporate governance policy in subsidiaries and associates

The Company had the policy of investment and principles of corporate governance in subsidiaries and associates as follows:

1. Principles of Good Corporate Governance in Subsidiaries and Associates

STA has established principles of good corporate governance in subsidiaries and associates aiming to define measures and mechanisms both directly and indirectly for the Company to be able to supervise and manage the business of its subsidiaries and associates, including monitoring to ensure that subsidiaries and associates comply with prescribed measures and mechanisms that can be defined as a unit of the company itself, following the Company's policy, Public Limited Companies Act, Civil and Commercial Code, Securities Act, and related laws as well as announcements, rules, and regulations related to the Capital Market, the Securities and Exchange Commission, Thailand, the Stock Exchange of Thailand to maintain the interest in the investment of the Company in such subsidiaries and associated companies. The details are as follows:

- 1.1. STA will send the Company's representative to be a director in each subsidiary and/or associate as appropriate to supervise and manage such subsidiary and/or associate to operate following the laws of good corporate governance policy including other policies of the Company. However, such action must be considered and resolved by the Board of Directors and depending on the suitability of each company.
- 1.2. If a subsidiary's transaction or any action is considered to be an acquisition or disposition of assets according to the announcement of the acquisition or disposition of assets or connected

transactions following the related connected transactions announcement, the company will have to ask for authorization from the Board of Directors' meeting and/or to seek approval from the Company's shareholders' meeting or seek approval from relevant legal authorities before entering into the transaction. Subsidiaries can enter into such transactions or proceed with the approval of the Board of Directors' meeting and/or the shareholders' meeting of the Company and/or related agencies (depending on the case).

In addition, when the subsidiary is doing the transaction or some events that make the Company have a duty to disclose information to the Stock Exchange of Thailand following the related rules and regulations of the Board of Governors of the Stock Exchange of Thailand, the representative directors of such subsidiary is obliged to notify such transaction or events occurs to the Company's management immediately.

- 1.3. The Board of Directors and Executives of each subsidiary and/or associate have significant powers, duties, and responsibilities following the relevant laws, such as the disclosure of financial status and the Company's operating performance, by applying mutatis mutandis to the related announcements of the Thai Capital Market Supervisory Board and the Stock Exchange of Thailand. Moreover, such duties include the disclosure and submitted information of their interests and related persons to the Board of Directors for their acknowledgment of relationships, and transactions with the subsidiaries and/or associates in a manner that may cause conflicts of interest and avoiding any transactions that may cause conflicts of interest.



1.4. STA plan and take necessary actions to ensure that the subsidiaries and/or associated companies are going to disclose information about its performance and financial position. In addition, the Company will conduct and follow up with the subsidiaries and/or associated companies to have the information disclosure system and sufficient internal control system that suitable for business operation.

Furthermore, the Company will closely monitor the business performance, operations of such subsidiaries and/or associated companies and present the analysis and opinions or recommendations to the Board of Directors including the Board of Directors of that subsidiaries or associated companies to be used in consideration of policy or improvements to promote the business of the subsidiaries and/or associated companies to develop and grow continually.

The Board of Directors has established a mechanism to supervise subsidiaries or associated companies in the following matters:

- **Disclosure of financial performance and operational performance**

The Company ensures that the disclosure of financial performance and operational performance of subsidiaries and associates are conducted in an accurate, reliable, and transparent manner following the accounting standard under Federation of Accounting Professions, company regulations, and any relevant regulations.

- **Related Party Transactions**

To avoid any conflict of interest, STA and its subsidiaries, in engaging in related party transactions, will ensure that the transactions are carried out reasonably and transparently way without any decision or opinion from an interested party who may have interest in the transactions. The transactions will be done based on the Company's interests and a related party will be treated as if a third party.

In case that STA engages in related party transactions in the future, STA will ensure that such transactions are carried out in compliance with the SEC Act, the Securities Law of Singapore, regulations, notifications, orders, or rules of the SET. In addition, STA must also comply with the Thai Accounting Standard: Related Party Disclosure as specified by Federation of Accounting Professions and the Company's policy or other relevant laws.

In addition, when STA does the related party transactions, STA will seek the Audit Committee's opinion on the reasonableness of such transactions. If the Audit Committee is unable to evaluate related party transactions due to lack of expertise in certain areas, the Committee may arrange an independent expert, such as an auditor or independent appraiser, to give an opinion of the Audit Committee or the independent expert will be used by the Company's Board of Directors or shareholders, as the case may be, for deciding to ensure that these related party transactions are carried out without any conflict of interest and for the best interest of all shareholders.

- **Acquisition and disposition of assets**

Any acquisition or disposition of assets with high value that may affect the Company's financial status will be brought up to a management meeting to classify the classes of transactions. The transaction's value will be calculated according to class transaction criteria and if the value of the transaction falls under any class, further actions will be taken according to the guidelines of the Securities and Exchange Commission on disclosure of information of listed companies on the acquisition and disposal of assets.

- **Internal Control of Subsidiaries**

The Internal Audit Department of the Company is assigned to audit the sufficiency of the internal control of the subsidiaries and reports its findings to the Audit Committee for the Company to be able to effectively control and monitor the internal control operation of the subsidiaries.

8.1.4 Monitoring to ensure compliance with corporate governance policies and practices

1. Conflict of Interest

The Board of Directors of STA has established a policy for preventing any conflict of interest on the basis that any decision-making on business transactions must be made only for the best interest of STA, and that any act which may cause a conflict of interest should be avoided. It is required that a person involved in or having a conflict of interest in any agenda item to be discussed in a meeting shall report the relationship or conflict of interest in such agenda item to STA, as well as abstain from voting and shall have no authority to approve such transaction. For any transactions that are related to any director of the Company, that particular director does not have the right to vote on such transactions. The Board also has established a policy that prohibits management and staff from utilizing inside information for personal use.

In 2023, the Company has communicated its conflict of interest policy to directors, executives, and employees via email and disseminating through the Company's intranet system, including organizing online training for employees to create correct knowledge and understanding through a hundred courses "Have a good day with STA Culture" which there are 100 percent of total employees participated in this training.

Conflict of Interest Report Preparation

The Board of Directors is provided the disclosures to prevent conflicts of interest and activities that may cause conflicts of interest, illegal and inappropriate activities. The Directors, Executives, and the permanent employees must prepare their report of the lists of the suspect which may be themselves or their relatives who related in their family that was suspected to have any conflict of interest annually. In 2023, there were not find any significant conflict of interest among Directors, Executives, and permanent employees.

The policy on the prevention of conflict of interest is disclosed on the Company's website (www.sritranggroup.com/en/cg/important-policies).

2. Policy for the Use of Inside Information

STA and its subsidiaries operate the business with transparency and are aware of the importance of the use of inside information. To comply with the Securities and Exchange Act, B.E. 2535 (as amended) (the 'SEC Act') including relevant rules and regulations, the Company sets out this policy for the use of inside information and measures to prevent the disclosure or use of confidential and/or non-public inside information of the Company by directors and executives including those holding an executive position in accounting or finance at the level of division manager or higher including employees of the Company and its subsidiaries for their benefits or others' benefit, either directly or indirectly and irrespective of whether such disclosure or use of confidential and/or inside information would be for consideration. This also extends to the use of inside information for securities trading. The Company has the Board of Directors and senior executives signed as an acknowledgment of the aforementioned policy.

In addition, the Company Secretary has notified directors, executives, and related employees in writing every time to refrain from trading in the Company's securities for at least one month before the disclosure of information to the public and should wait at least 24 hours after the disclosure to the public. Then, it will be able to do the above list including prohibiting the disclosure of such material information to other persons by any means.

In 2023, the company has published a policy on the use of inside information via email and through the company's Intranet system. There has been a training course, Have a good day, with STA Culture to provide knowledge to directors, executives, and all employees throughout the organization about the prevention of the use of inside information. In addition, directors and senior executives have signed to acknowledge the said policy and strictly followed throughout the year. There were no cases of stock trading using inside information.

The policy on the use of insider information is disclosed on the Company's website (www.sritranggroup.com/en/cg/important-policies).



The Board of Directors and Executives of the Company in position as of 31 December 2023, hold the Company's ordinary shares as of 31 December 2023, with the following details:

Name	Position	Number of Shares Held on 1 January 2023	Number of Shares Held on 31 December 2023	Number of Shares Increase / (Decrease) in 2023	Shareholding as of 31 December 2023 (Percent)
Mr. Viyavood Sincharoenkul Spouse and minor child	Chairman/ Chairman of Executive Committee	132,987,509 7,372,940	132,987,509 7,372,940	- -	8.66% 0.48%
Ms. Anusra Chittmittrapap Spouse and minor child	Vice-Chairman / Independent Director / Chairman of the Audit Committee	-	-	-	-
Mr. Chaiyos Sincharoenkul Spouse and minor child	Director	5,497,521 -	5,497,521 -	- -	0.36% -
Mr. Kitichai Sincharoenkul Spouse and minor child	Director / Group Manager of Legal and Administration	18,417,084 -	18,447,084 -	30,000 -	1.20% -
Mr. Lee Paul Sumade Spouse and minor child	Director	10,814,399 29,117,690	11,014,399 27,117,690	200,000 (2,000,000)	0.72% 1.76%
Mr. Veerasith Sinchare-onkul Spouse and minor child	Director / Managing Director	22,500,000 -	22,500,000 -	- -	1.46% -
Mr. Vitchaphol Sincharoenkul Spouse and minor child	Director	23,500,000	26,500,000	3,000,000	1.73%
Mr. Patrawut Panitkul Spouse and minor child	Director / Chief Financial Officer (CFO)	-	-	-	-
Mr. Chalernpop Khanjan Spouse and minor child	Director / Chief Operating Officer	-	-	-	-
Gen Thanasorn Pongarna Spouse and minor child	Independent Director / Member of the Audit Committee	-	- ¹	-	-
Mr. Thanatip Upatising Spouse and minor child	Independent Director	- -	- 5,000	- 5,000	- 0.0003%
Ms. Nongram Laahaareedilok	Independent Director / Member of the Audit Committee	5,500	5,500	-	0.0004%

Name	Position	Number of Shares Held on 1 January 2023	Number of Shares Held on 31 December 2023	Number of Shares Increase / (Decrease) in 2023	Shareholding as of 31 December 2023 (Percent)
Mr. Chaidet Pruksanusak Spouse and minor child	Group Manager of Quality Assurance	-	-	-	-
Mr. Udom Pruksanusak Spouse and minor child	CEO - Plantation	12,000 -	12,000 -	- -	0.001% -
Ms. Nuchanart Chaiyarat Spouse and minor child	Group Manager of Human Resource	23,900	23,900	-	0.002%
Mr. Nattee Thiraputhbhokin Spouse and minor child	Chief Marketing Officer	- 70,000	- 70,000	- -	- 0.005%
Mr. Ratapong Laparojkit Spouse and minor child	Group Manager of Engineering	-	-	-	-
Total Number of Shares		250,318,543	251,553,543	1,235,000	16.387%

3. Anti-Corruption

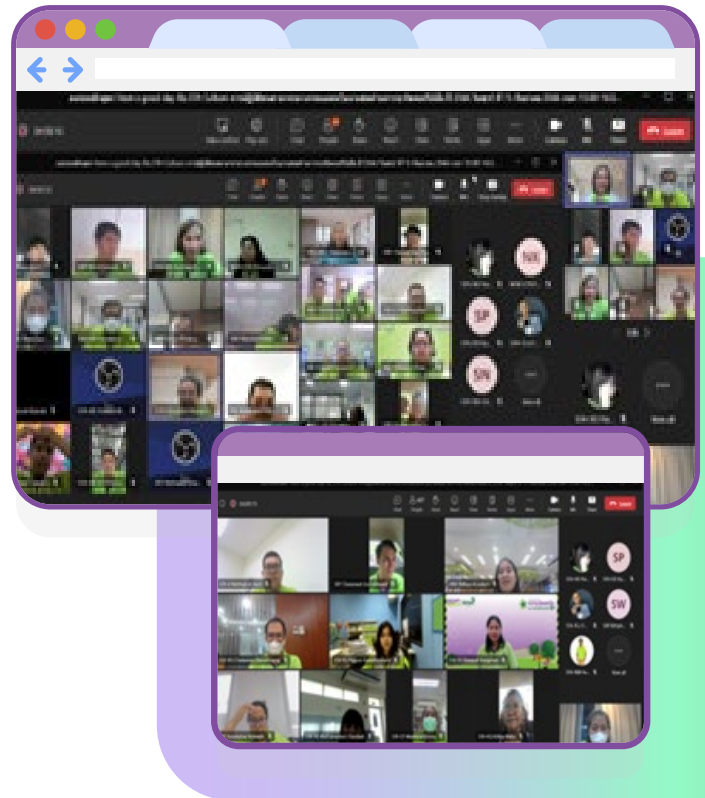
The Company places importance on good corporate governance for transparent and ethical operation and being against all forms of corruption. The Board of Directors has assigned the Corporate Governance Committee to be responsible for setting anti-corruption policies and monitoring compliance with such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



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



- The Company provides training to the employees to create correct understanding and knowledge about anti-corruption policies through the "Have A Good Days with STA Culture" course. The target is to have 100 percent of employees receive training. In 2023, 100 percent of employees have undergone the training, and a knowledge test was given with 100 percent passing rate. This is to embed good governance, ethical values, and anti-corruption policies, preventing conflicts of interest, gift-receiving guidelines, whistleblowing, and protection for whistleblowers. This is to equip employees with the necessary understanding and knowledge to apply correctly.
- The Company had been certified for renewing its participation in the Thai Private Sector Collective Action Against Corruption project in 2018. And from continuing to conduct business with transparency, the company has been certified to renew membership of CAC in 2021. In 2023, the company encouraged business partners to join in declaring their intentions with CAC, the company received the CAC Chang Agent award as a company that has expanded its transparent business network. Demonstrated ability to develop and improve operational processes with transparency and to set standards for business governance. This creates a business network with transparency, strength, and free from corruption. It also demonstrates the Company's commitment.
- The Company has announced a 'No Gift Policy' during the New Year holiday and any other occasions through the website www.sritranggroup.com to express the intention and communicate to all stakeholders including business partners, customers, affiliated companies and other third parties.
- The Company arranges risk assessments for fraud both inside and outside the organization in order to prevent and subjugate fraud by analyzing the



risks of fraud cases that affect business operations, determining the level of risk importance, and appropriate measures for assessable risks and the results are reported to the relevant committee for acknowledgment.

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

The policy on the anti-corruption is disclosed on the Company's website (www.sritranggroup.com/en/cg/important-policies).

4. Whistleblowing

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

Channels

Complaints can be submitted through the following channels;



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



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

Types of Complaints	Number of Complaints
Corruption or Bribery	5
Discrimination or Harassment	-
Customer Privacy Data	-
Conflicts of Interest	-
Trading using inside information	-
Unethical Competition	4
working Environment and Safety	-
Services / Products	7
Unethical Behavior	-
Other	3

The company follows up on complaints according to the complaints procedure. There are 19 Complaint cases, 17 complaint cases have been completed according to the complaint dealing process, It was found to be a violation of the code of ethics. and corruption or committing 2 complaint about claiming benefits in the process of purchasing raw materials and purchasing general products. The company has taken punishment according to the procedures and measures have been established guidelines for improving work processes to be more efficient To prevent a similar incident from happening again. Another 2 cases is on process continue in year 2024.

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

The policy on the whistleblowing is disclosed on the Company's website
(www.sritranggroup.com/th/cg/important-policies).

5. The Review of Tax Policy

The Board of Directors has reviewed the Company's tax policy to be consistent with the current situation and adhere to the principles of honesty, transparency, as well as promoting long-term business competition.

The policy on tax is disclosed on the Company's website (www.sritranggroup.com/en/cg/important-policies)

6. Campaign Activities to Promote Good Corporate Governance, Business Ethics and Anti-Corruption

According to the policy of the Board of Directors, STA has provided training on good corporate governance and anti-corruption to new employees.

For anti-corruption, the Thai Private Sector Collective Action Against Corruption Project Committee (CAC) certified STA as a member on August 21, 2018, which the Company has consistently complied with the requirements of the Private Sector Collective Action Against Corruption (CAC) by preventing the risks associated with corruption. The company has received a renewal of its membership in the Thai Private Sector Anti-Corruption Network (CAC) in March 2021. And in 2023, the Company encouraged business partners to join in declaring their intentions with CAC, which resulted in the Company receiving the CAC Chang Agent award in 2023 as a Company that expands a transparent business network demonstrated ability to develop and improve operational processes to be transparent, raise corporate governance standards. It is about creating a transparent business network to be strong, truly free from corruption. The Company has evaluated, examine and establish internal controls that prevent risks related to corruption. Policies and guidelines are published and communicated to the board of directors, executives, and employees, including outsiders such as stakeholders, business partners, and business partners. The Company also placed importance on embedding and creating awareness on promoting good business practices, business ethics, and anti-corruption and anti-collusion efforts to the employees through training program "Have A Good Days with STA Culture" and conducting post-training evaluations. Besides, the Company organized a survey for employees to answer questions regarding conflict of interest to gather and analyze data to find ways to prevent future risks. The Company's anti-corruption policy was reviewed and approved by the Company's Board of Directors on 8 November 2023 to align with the Thai Private Sector Collective Action against Corruption (CAC).



8.2 The Audit Committee Report

The Audit Committee, appointed by the Board of Directors of Sri Trang Agro-Industry Public Company Limited (the "Company"), consists of 3 independent directors who are qualified, one of whom must have knowledge in accounting and finance. The Audit Committee comprises the following:

1. Miss Anusra Chittmittrapap
Chairman of the Audit Committee
2. Gen Thanasorn Pongarna
Audit Committee member
3. Ms. Nongram Laohaareedilok
Audit Committee member

Mrs. Sudjai Thongcheen, Manager of Internal Audit, served as the secretary of the Audit Committee. The performance of the Audit Committee is disclosed in Enclosure 5 "Report of the Audit Committee".



8.3 Report on the Performance Results of the Sub-Committees

In 2023, the details of Board Meetings' attendance can be summarized as follows:

Name	Position	Executive Committee Meeting		The Audit Committee Meeting (via electronic means)		The Nomination Committee Meeting*		The Remuneration Committee Meeting (via electronic means)		The Risk Management Committee Meeting (via electronic means)		The Corporate Governance Meeting (via electronic means)		The Sustainable Development Meeting (via electronic means)	
		Year 2023 (Number of Attendances / Rights)	Percent	Year 2023 (Number of Attendances / Rights)	Percent	Year 2023 (Number of Attendances / Rights)	Percent	Year 2023 (Number of Attendances / Rights)	Percent	Year 2023 (Number of Attendances / Rights)	Percent	Year 2023 (Number of Attendances / Rights)	Percent	Year 2023 (Number of Attendances / Rights)	Percent
1. Mr.Viyavood Sincharoenkul	Chairman / Chairman of Executive Committee	6/6	100	-	-	-	-	-	-	-	-	-	-	-	-
2. Ms.Anusra Chittmittrapap	Independent Director / Vice-Chairman / Chairman of the Audit Committee / Chairman of the Remuneration Committee / Chairman of the Corporate Governance Committee	-	-	8/8	100	-	-	2/2	100	-	-	2/2	100	-	-
3. Mr.Veerasith Sincharoenkul	Director / Managing Director / Chairman of the Risk Management Committee / Member of the Corporate Governance Committee / Chairman of the Sustainable Development Committee	6/6	100	-	-	-	-	-	-	5/5	100	2/2	100	4/5	80
4. Mr.Chaiyos Sincharoenkul	Director / Executive Director	6/6	100	-	-	-	-	-	-	-	-	-	-	-	-
5. Mr.Kitichai Sincharoenkul	Director / Executive Director / Member of the Nomination Committee	6/6	100	-	-	2/2	100	-	-	-	-	-	-	-	-
6. Mr.Lee Paul Sumade	Director / Executive Director	6/6	100	-	-	-	-	-	-	-	-	-	-	-	-
7. Mr.Vitchaphol Sincharoenkul	Director / Executive Director / Member of the Sustainable Development Committee	6/6	100	-	-	-	-	-	-	-	-	-	-	5/5	100

Name	Executive Committee Meeting	The Audit Committee Meeting (via electronic means)		The Nomination Committee Meeting*		The Remuneration Committee Meeting (via electronic means)		The Risk Management Committee Meeting (via electronic means)		The Corporate Governance Meeting (via electronic means)		The Sustainable Development Meeting (via electronic means)	
		Year 2023 (Number of Attendances / Rights)	Percent	Year 2023 (Number of Attendances / Rights)	Percent	Year 2023 (Number of Attendances / Rights)	Percent	Year 2023 (Number of Attendances / Rights)	Percent	Year 2023 (Number of Attendances / Rights)	Percent	Year 2023 (Number of Attendances / Rights)	Percent
8. Mr.Patrawut Panitkul	Director / Executive Director / Member of the Risk Management Committee	6/6	100	-	-	-	-	5/5	100	-	-	-	-
9. Mr.Chalernpop Khanjan	Director / Executive Director / Member of the Risk Management Committee / Member of the Sustainable Development Committee	6/6	100	-	-	-	-	5/5	100	-	-	5/5	100
10. Gen Thanasorn Pongarna	Independent Director / Member of the Audit Committee / Chairman of the Nomination Committee / Member of the Remuneration Committee	-	-	8/8	100	2/2	100	-	-	-	-	-	-
11. Mr.Thanatip Upatising	Independent Director / Member of the Corporate Governance Committee	-	-	-	-	-	-	-	-	2/2	100	-	-
12. Ms.Nongram Lachaareedilok	Independent Director / Member of the Audit Committee / Member of the Nomination Committee / Member of the Remuneration Committee	-	-	8/8	100	2/2	100	-	-	-	-	-	-
13. Mr.Chaidet Pruksanusak	Member of the Risk Management Committee	-	-	-	-	-	-	4/5	80	-	-	-	-
14. Mr.Nattee Thiraputhbhokin	Member of the Risk Management Committee / Member of the Sustainable Development Committee	-	-	-	-	-	-	5/5	100	-	-	5/5	100
Percentage of Meeting Attendance		100		100		100		96		100		95	

* There were a total of 2 Nomination Committee meetings, 1 physical meeting and 1 electronic media meeting.



Internal Control

9.1 Internal Control

STA recognizes the importance of internal control system, risk management, and the monitoring of the business operation in each step by providing adequate and appropriate internal control system. This is to ensure that the Company's business operation at all units shall drive the accomplishment of the Company's goal. Therefore, the Board of Directors has appointed the Audit Committee and set up Internal Audit Department which are independent units to directly report to the Audit Committee. The appointment, removal, and rotation of the management of internal audit department require an approval from the Audit Committee. The Internal Audit Department shall perform an internal control assessment pursuant to the annual plan by considering related risk factors as approved by the Audit Committee as well as supporting the creation of a risk management system and providing various recommendations to ensure that all operations of the Company meet the objectives as planned. The Internal Audit Department has followed the standard for the professional practice of internal auditing as a guideline which focuses on independent, just, and internationally standardized operations with high quality auditing.

At the Board of Directors' meeting no. 1/2024 on 2 February 2024, with 3 members of the Audit Committee of the Company attended the meeting, the Board of Directors considered and assessed the sufficiency of the internal control system of the Company according to the sufficiency assessment form of the internal control system of the SEC and the opinion that the internal control system of the Company was adequate and appropriate. STA has provided an effective internal control system for the monitoring, control, and governance of its subsidiaries, which offered adequate protection of assets against fraud, damage, losses, misuse, or authorized use as well as transactions with parties with potential conflicts of interest and with related parties. In addition, EY Office Limited, the Company's external auditor, has reviewed and assessed the accounting control of the Company and its subsidiaries. There are no material which is a weakness of the internal control that may have a material effect on its opinion on the financial statements of the Company and its subsidiaries for the year ended December 31, 2023 STA's internal control was assessed in various aspects in accordance with the five components of the internal control and risk management framework of the Committee of Sponsoring Organizations of the Treadway Commission (COSO), as summarized below.

1) Control Environment

- STA has defined its core value, vision, and mission as well as established policies and protocols in writing, along with corporate governance practices, ethical standard, and code of conduct, which directors, executive, and employees at all levels shall follow and comply with. Moreover, the Company also requires directors, executive, and employees to report their conflicts of interest to prevent activities that may lead to conflicts of interest issues. STA also places an importance on anti-corruption practices and has established an anti-corruption policy to provide guidelines for transparent and accountable practices. The Company has published various policies to Executives and employees to acknowledge through the Company's communication channels such as e-mail, the Company's website, information boards, etc.
- STA has defined the roles of the Board of Directors and other Sub-Committees including Audit Committee, Risk Management Committee, Nomination Committee, Remuneration Committee, Corporate Governance Committee, and Sustainable Development Committee. The segregation of duties provides for checks and balances, leading to efficient internal control. STA has also established Internal Audit Department which reports directly to the Audit Committee.
- STA has also delegated authority and responsibilities in writing by setting a table of authority to define the scope of authority of directors and executives in approving operations or entering into transactions.
- STA has prescribed annual plan and key performance indicators (KPIs), as an operational guideline for employees and a tool for the regular monitoring of employee performance comparing with the Company's budgets and goals. The Company will consider the result of the evaluation together with the remuneration of employees in order to encourage and motivate employees to support the achievement of the Company's goals appropriately.

- STA has Human Resources Department that is responsible for systematically managing human resources of the Company, defining employee development plan, promoting competency development according to job assignments and individual development plans to enhance employees' ability, skills, experience, and potential. STA has put in place processes for recruitment, development, and retention of executives and employees at all levels, together with succession plans and processes for key positions. This is defined as a personnel development policy and a succession plan in writing, which are reviewed on a two-year basis.

2) Risk Assessment

The company places importance on and supports the creation of a concrete risk management culture. The Board of Directors has assigned the Risk Management Committee to review risk management policies throughout the organization to be consistent with business strategies and goals and to provide the company's risk management system effective in a concrete way. The risk management takes into account external and internal environmental factors including new risks. Therefore, risks are regularly assessed and monitored. In addition, a meeting has been scheduled to be held at the executive level to assess the situation. and determine strategies for operations to support risks that may occur continuously, It is considered that risk management is the responsibility of every department to manage and control risks to an acceptable level by using enterprise risk management tools (Enterprise Risk Management: ERM) consistent with COSO ERM principles in setting target strategies, risk management process, reviewing and monitoring and report risks for executives to use as a tool to determine timely preventive measures.

The company has adopted the Key Risk Indicator (KRI) to monitor and monitor to improve the risk management plan to control important risks to a level acceptable to the organization and to enable the organization to cope with unexpected risks that may affect business continuity, such as threats from epidemics. Sabotage political changes or various incidents. The Company



has announced the Business Continuity Management Policy and appointed a Business Continuity Management Center to provide a framework for determining emergency response structures and plans, business continuity plan and business recovery plans to ensure that stakeholders can be confident that the company will be able to cope and respond to crisis events and can continue to operate the business according to the goals.

3) Control Activities

- STA has defined policies, rules, regulations, and directives as well as work plans and procedures in writing, which are reviewed and communicated to all employees for acknowledgment and complying with abovementioned in the same direction. The operations are regularly reviewed to ensure compliance with rules, and regulations, such as employee performance appraisals that are defined as key performance indicators (KPIs).
- STA designs a mechanism to control operations which may cause significant risks such as financial department and procurement have clearly defined the scopes of authority, duties, and approval authorities of executives in writing. It has prescribed proper segregation and assignment of duties. STA has prescribed the complete segregation of duties among report preparers, auditors, and authorized

persons to ensure the audits can be carried out effectively. In addition, STA has provided accurate and complete accounting records. Documents and information are stored in a systematic and consistent manner as required by law.

- STA has control activities that are adequate, efficient, and suitable for STA's business operations. These control activities are established in accordance with objectives and as appropriate, such as the procurement process through the SAP system and the implementation of Wolf Approve, an online document approval system to help approve various tasks within the company quickly and conveniently, anytime, anywhere, etc.
- The company has adopted the B2P (Blockchain Solution for Procure-to-Pay) system, which uses blockchain technology to support the organization's procurement and data recording. This results in secure, easily verifiable data and a faster and more efficient process with less time, manpower, and documentation required. The system only provides visibility to relevant parties in the procurement process, increases transparency and security, and automates document verification such as purchase orders, receipts, and invoices. The result is a more effective and significantly less resources consuming procurement process.

- The company has improved the automatic debt collection process through the SAP system by specifying a withholding tax code and a system to help check. To reduce errors in recording transactions, reduce redundant work and reduce the inspection process, Including changing the process for issuing withholding tax certificates to E-filing format to reduce document preparation time and prevent lost documents.
- The Company has appointed a Personal Data Protection Officer (DPO) and a Working Group to supervise compliance with laws on personal data protection. It also formulated policies, measures, and guidelines for personal data protection practices to ensure that they are in line with the Personal Data Protection Act, B.E. 2562 (A.D. 2019), and that the personal data it has collected is secure and used only for the purposes and at the consent granted by the data subjects, Including establishing a Privacy Center (Privacy Center) to be a center for communicating the policy to employees, executives, and related parties.

4) Information & Communication

- STA has an appropriate information management system for data aggregation, store, and record in relation to sales, procurement, production, and accounting in order to ensure that the Company's information is reliable and sufficient for timely decision making.
- STA establishes internal communication system via various channels such as intranet, e-mail and bulletin boards to create the communication system from the Board of Directors and executives to employees at all levels. This helps support employees to receive key messages thoroughly, so that they can perform their duties with the best effort, enhance corporate culture, and are ready to drive the organization to achieve the Company's goals sustainably.
- STA provides several channels for communication with stakeholders such as website, facebook, line, "SRI TRANG FRIENDS" and "SRI TRANG FRIENDS

STATION" application. This is to encourage customers, suppliers, shareholders, investors, and public to receive the Company's information regularly and allow them to express their opinion/ inquiry in case of doubt or suggestions, which help promoting more accurate, faster, and comprehensive communication.

- The Company's vision focuses on developing technology and innovation to improve operational efficiency, reduce costs, and to develop the Thai rubber industry sustainably. In 2024, the company has a clear policy to continue expanding to expand its partner base through the platforms "SRI TRANG FRIENDS" and "SRI TRANG FRIENDS STATION" to be used in purchasing rubber from farmers and trading partners in Thailand and add "SUPER DRIVER" service. The company can purchases rubber from farmers and business partners anywhere, anytime and able to receive raw materials directly from community sources. This not only increases employment opportunities but it also creates opportunities to generate income for the local population. applications to purchase rubber from Thai rubber farmers and partners, which enables the Company to purchase rubber from farmers and partners anytime and anywhere. The Company continuously develops the "SRI TRANG FRIENDS" and "SRI TRANG FRIENDS STATION" applications for effective use, accessible and reachable to all.

The company has introduced innovation in AI (Artificial Intelligence) as part of its policy to increase efficiency in service delivery and resource management. This innovation will help in planning and decision-making. "SRITRANG FRIEND" is committed to continuing the search for the source of raw materials. To respond to the EUDR (EU Deforestation-free Products Regulation) and be environmentally responsible, So that the company can trace the source of raw materials to ensure that raw materials that are safe and environmentally friendly and to provide customers with the highest quality products.



- The Company has provided various channels for receiving feedback, suggestions, complaints, and reporting unethical behavior via designated whistleblowing channels. The information of the complainant will be kept confidential according to the Company's policy, along with the protection measures for honest complainants. The whistleblowing channels serve as tools to detect violations or non-compliance with policies, regulations, laws, and business ethics.
- STA recognizes the significance of cyber security; therefore, the Company has established information security policies and guidelines, together with strategic plan for safety and data security system for confidentiality, integrity, and availability of information, as well as cyber security and personal data protection to prevent misuse of information and unauthorized editing. The Directors, Executives, employees and other related parties are required to be aware of the importance of cyber security, as well as related duties, responsibilities and guidelines. The authorized personnel can access the data via the Company's designated channels. The Company has installed software and other systems to prevent cyber security risks, including Firewall system to prevent unauthorized persons' access to the Company's information system, Antivirus system to protect against viruses, worms and spam mail, Proxy Server system to screen information flowing from website and collect the records for verification, as well as set up a backup data center (Disaster Recovery Site) to manage business continuity in critical processes to support emergencies that may result in the failure of the information system.

5) Monitoring & Evaluation Activities

- The management continuously monitors economic situations and other events to assess and adjust operating strategies to suit current situations, together with operation plan to support such events that may affect the organization's goals in the future.
- STA has monitored employees to perform according to the specified procedures by reporting the performance according to KPIs for continuous and timely evaluation.
- STA has established an Internal Audit department which has line of command that corresponds directly to the Audit Committee and is responsible for auditing and evaluating the internal control of the Company and its subsidiaries. The Company has monitored regular compliance with the internal control system and if any defects are found in the internal control system have communicated to the department for acknowledgment in order to make improvements with monitoring and report to Audit Committee and Executive Committee to ensure that the administration and supervision of the organization are efficient and effective.
- The company's annual audit plan covers the internal control system of finance, operations and other. The internal audit department will prepare an audit plan and approve by the audit committee, Including reporting of the inspection and the results of monitoring to the Audit Committee at least every quarter.



The Audit Committee

consists of qualified independent directors which are responsible for the consideration of the sufficiency of the Company's internal control system by continuously reviewing the performance of internal audit department and independent auditors. The Audit Committee emphasizes the sufficiency and adequacy of the internal control system and ensures that all operations have complied with the laws, rules, regulations, and other relevant policies. The Audit Committee may advise the development of internal control and internal audit system to the Board of Directors. If the Audit Committee has any recommendations or finds any significant error or misconducts, the Audit Committee will discuss with responsible management team and directly report such matters to the Board of Directors for appropriate actions or further improvement.

Internal Audit Department

of the Company is responsible for assurance and giving advice to each department in order to encourage internal operation of the Company to be conducted with good corporate governance, risk management, internal control, and to comply with regulations. To achieve the Company's goals and objectives, Internal Audit Department has set up yearly plan for internal audit process based on key risks affecting the Company's operation. The internal audit staffs can access all information of the Company without any limitations in order to independently monitor the operation of various units within the Group in accordance with the annual plan and as assigned by the Executive Committee or the Audit Committee by using the principles of risk management to make an assessment on the businesses or the working processes and report directly to the audit committee at least once a quarter. In case of finding any item that should be improved, the procedure has been established to ensure that the findings are corrected in time. The internal audit department has appropriately and sufficiently recruited internal audit staffs with the knowledge and experience related to internal audit. Mrs. Sudjai Thongcheen serves as an Internal Audit Manager and the Company continuously encourages and support development of internal audit training. At present, the internal audit unit had one head of the internal audit and 4 internal audit staff. One of which has been registered for the Certified Professional Internal Audit of Thailand (CPIAT).



9.2 Related Party Transactions

Persons who may have conflicts and nature of relationship.

Persons who may have conflicts of interest with the Company transactions with the Company and its subsidiaries for the year ended 31 December 2023 are as follows:

Person who may have conflicts and nature of business	Relationship style As of 31 December 2023
1. Sri Trang Gloves (Thailand) Public Company Limited (STGT). Operates the business of manufacturing and distributing rubber gloves.	- A subsidiary in which the Company holds 56.03% of shares in STGT. - Common directors are Dr. Viyavood Sincharoenkul, Mr. Kitichai Sincharoenkul and Mr. Veerasith Sinchareonkul
2. Premier System Engineering Co., Ltd. (PSE). Business engineering services, design, manufacture, installation, maintenance of machinery.	- A subsidiary of STGT in which the Company holds 56.03% of STGT's shares. - One common director is Mr. Veerasith Sinchareonkul.
3. Prukso Rubber Co., Ltd. Operates a business selling latex and rubber sheet.	A company in which the executives of the Company, Mr. Udom Pruksanusak and siblings holding shares together more than 50% and Mr. Udom Pruksanusak is a director authorized to sign on Prukso Rubber Co., Ltd.
4. Mr. Somwang Sincharoenkul	- Father of Mr. Viyavood Sincharoenkul who is a major shareholder. Chairman and Chairman of the Executive Board of STA. - Father of Mr. Kitichai Sincharoenkul, a director of STA. - Father of Mr. Paul Sumade Lee, a director of STA. - Grandfather of Mr. Veerasith Sinchareonkul who is a director and managing director of STA. - Grandfather of Mr. Vitchaphol Sincharoenkul, a director of STA.
5. Sri Trang USA Inc.	One common director is Mr. Veerasith Sinchareonkul.
6. Shi dong Shanghai Medical Equipment Co., Ltd.	One common director is Dr. Viyavood Sincharoenkul.
7. Sri Trang Gloves Vietnam (STGV)	A subsidiary of STGT in which the Company holds 56.03% of STGT's shares.
8. PT Sri Trang Gloves Indo (STGI)	A subsidiary of STGT in which the Company holds 56.03% of STGT's shares.
9. Sri Trang Gloves Philippines (STGP)	- A subsidiary of STGT in which the Company holds 56.03% of STGT's shares. - Common directors are Mr. Kitichai Sincharoenkul, Mr. Veerasith Sinchareonkul.
10. Dr.Viyavood Sincharoenkul	Director of the Company
11. Mr.Kitichai Sincharoenkul	Director of the Company

The material related party transactions that were disclosed in the notes to the financial statements of STA and the interested person transactions that were not disclosed in the notes to the financial statements of STA for the financial year ended 31 December 2022 and 31 December 2023 are as follows:

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated		Consolidated Jan-Dec 2023		
			Jan-Dec 2022	Jan-Dec 2023			
1. Prukha Rubber Co., Ltd.	The Executives officer of STA, Mr.Udom Pruksanusak and siblings, hold more than 50% of the shares in Prukha Rubber Co., Ltd. Mr.Udom Pruksanusak is the authorized signatory of Prukha Rubber Co., Ltd.	1.1 STA					
		• Sales of field latex	1.32	1.16	STA sold fresh latex to Prukha Rubber Co., Ltd. because STA did not have an in-house logistic service team, and Prukha Rubber Co., Ltd. purchased the field latex right at STA's rubber plantation. This provided administrative, distribution, and labor cost savings to STA. The selling price of field latex was the price set by the STA's procurement team on a daily basis.	Since the area of rubber plantation from this plot was small and its yield was minimal; therefore, it was reasonable to reduce transportation and management costs by selling fresh latex to Prukha Rubber Co., Ltd. at the reasonable price set by STA's procurement team.	
		• Accounts receivable	-	0.05	It was the account receivable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account receivable.	
		1.2 Nam Hua Rubber					
		• Sales of field latex	0.16	0.16	Nam Hua Rubber sold fresh latex to Prukha Rubber Co., Ltd. because Nam Hua Rubber did not have an in-house logistic service team, and Prukha Rubber Co., Ltd. purchased the fresh latex right at Nam Hua Rubber's rubber plantation. This provided administrative, distribution, and labor cost savings to Nam Hua Rubber. The selling price of fresh latex was the price set by the Nam Hua Rubber's procurement team on a daily basis.	Since the area of rubber plantation from this plot was small and its yield was minimal; therefore, it was reasonable to reduce transportation and management costs by selling fresh latex to Prukha Rubber Co., Ltd. at the reasonable price set by STA's procurement team.	



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated	Consolidated			
			Jan-Dec 2022	Jan-Dec 2023			
		The purchase of fresh latex	20.47	21.87		Nam Hua Rubber purchased fresh latex from Pruksa Rubber because the rubber plantations of Pruksa Rubber were located close to its factory and the purchasing center of Nam Hua Rubber. Moreover, Pruksa Rubber was capable to supply both quality and quantity of rubber as required by Nam Hua Rubber. The purchase price of the fresh latex was at the price that the group announced to general suppliers in front of its factory.	Nam Hua Rubber required fresh latex as raw materials for the production of Concentrated Latex. The purchase price was at the market price set daily by STA's procurement team to purchase raw materials from general suppliers.
	1.3 Startex Rubber						
	Sales of field latex	0.78	0.50		Startex Rubber sold fresh latex to Pruksa Rubber. The selling price was based on market price.	The selling price that Startex Rubber sold fresh latex to Pruksa Rubber Co., Ltd. was based on market price and in line with other customers.	
	Sale of rubber scraps	0.01	0.007		Startex Rubber sold rubber scraps to Pruksa Rubber. The selling price was based on market price.	The selling price that Startex Rubber sold rubber scraps to Pruksa Rubber Co., Ltd. was based on market price and in line with other customers.	

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated	Consolidated			
			Jan-Dec 2022	Jan-Dec 2023			
2. Mr. Somwang Sincharoenkul	Father of						
	• Mr. Viyavood Sincharoenkul, Major shareholder, Chairman and Managing Director of STA						
	• Mr. Kitichai Sincharoenkul, Director of STA; and						
	• Mr. Paul Sumade Lee, Director of STA	• Honorary advisor	5.14	0.86	Mr. Somwang Sincharoenkul has engaged as Honorary Advisor for the Company and advised the Company on goal & vision, business plans, investment plans, operational policy, raw material supply strategies, procurement, and engagement strategy with communities, local authorities, and government agencies. The remuneration was Baht 428,000 per month or Baht 5,136,000 per year for 2 years period from May 2022 to May 2024.	There was no comparable basis available in the market for such invaluable advice Mr. Somwang Sincharoenkul provided for the Company. Nevertheless, the remuneration was considered appropriate considering the extensive experience and expertise. Mr. Somwang Sincharoenkul has contributed to the Company as the honorary advisor.	
	Grandfather of						
	• Mr. Veerasith Sincharoenkul, Director of STA						
	• Mr. Vitchaphol Sincharoenkul, Director of STA						



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated	Consolidated			
			Jan-Dec 2022	Jan-Dec 2023			
3. Sri Trang Gloves (Thailand) Public Company Limited. (STGT)	STGT is the company that STA is a major shareholder and has common BOD's members namely: Dr. Viyavood Sincharoenkul are Major shareholder, Mr. Kitchai Sincharoenkul and Mr. Veerasith Sincharoenkul are directors of the Company	3.1 STA • Sales of latex	4,892.12	4,683.61		STA and its subsidiaries sold concentrated latex to STGT. STA and its subsidiaries were a producer of concentrated latex that can produce quality concentrated latex that meets the needs of STGT and could deliver in the volume and quality to STGT. In addition, for reasons of trade secret, the properties of latex have specific properties of STGT in producing quality gloves. STGT therefore does not wish to procure latex from manufacturers other than STA and its subsidiaries. The purchase price of concentrated latex is the price agreed between the buyer and seller on a monthly basis. The price is comparable to the market price of concentrated latex at that time. For example, the price is according to the MRB (Malaysian rubber board) announcement, which is the main reference price that rubber glove manufacturers use to purchase concentrated latex in producing products. This price reflects the relevant cost conditions, such as delivery, maintenance of latex, etc. In addition, on June 28, 2019, the Company entered into a contract to purchase concentrated latex with STA and its subsidiaries. The trade conditions are in accordance with market prices and there is a formula for setting prices that references the MRB price.	Price of concentrated latex at STA and its subsidiaries sell to STGT at a price comparable to the market price. In addition, the purchase price also reflects the delivery conditions including the properties of concentrated latex that STGT needs appropriately including general trade conditions. Therefore, it is considered that the said transaction is appropriate and reasonable.

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated Jan-Dec 2022	Consolidated Jan-Dec 2023			
		Purchases of gloves	0.20	0.80		STA purchased gloves from STGT to be sold to customers in domestic and some foreign countries. The price of the gloves being traded was the cost of STGT added margin as appropriated by considering the increase in the price of the main raw material is latex, production cost, exchange rate, and the market situation of glove prices in the world market in determining the selling price of gloves. The above price was set monthly. Such purchase price is considered by the profit margin that STA should be suitably received following the rubber gloves suppliers' business models.	The selling price was comparable to market prices and reflected the appropriate business manner.
		Office service income	30.60	36.91		STA provided office services to STGT by providing services in Office space services and all types of office equipment, Warehouse space service fees, consulting in general administration, marketing, finance and accounting, Import and export, Legal section, Insurance section, and charged service fees for Bangkok office and Hat Yai office on a monthly basis separated by the job description. Such rate had been agreed upon rate for a period of 1 year starting from 1 January 2023 to 31 December 2023. STGT has considered that it is reasonable if compared to having to recruit employees for such work, or providing space including the said service work yourself.	The aforementioned service fees were reasonable if compared with costs and expenses that STGT has to recruit employees in the said area or provide space including the said service by yourself. The aforementioned price was the price that can be compared with the market price. Moreover, this transaction was transacted under general commercial terms which considered appropriate and reasonable.



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated	Consolidated			
			Jan-Dec 2022	Jan-Dec 2023			
		Revenue from SAP information services and maintenance	12.72	12.74		STA provided IT services and SAP preventive maintenance to STGT, which was consisting of computer rental, hardware service fees, software services, etc. Since STA held the equipment and personnel ready for providing such services. The service fee could be compared with other service providers such as notebook rental, computer rental. Rental rates were charged per device per month in line with charging by other service providers. Additionally, the service was charged for the hardware and repair equipment charge rate per device per month was likely to other service providers. However, it might differ in detail on the area or the type of equipment provided.	The aforementioned service rates were reasonable and the rate was comparable to the market price of the service in a similar manner or comparable.
		Revenue from weighing services	0.84	0.84		STA - Kanchanadit Branch provided weighing service to STGT- Suraththani Branch as STGT did not have a weighing device for weighing all types of freight trucks that carried the goods entering and leaving the factory such as raw materials, latex, chemicals, firewood, and finished goods, etc. The service fees were charged on a monthly basis at a reasonable rate.	As the service fees couldn't compare with any market price due to its specific purposes. However, this service fees were set based on associated costs plus appropriate margin.
		Other service income (information service fee and booth expenditure)	9.27	7.85		STA collecting license fees for SAP systems and expenditures for organizing a booth to promote products from STGT. This is the actual expense rate by charging according to the number of users of the STGT and charged according to the size of the exhibition area respectively.	It is the actual service charge rate, therefore considered that the said transaction was appropriate and reasonable.

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated		Consolidated Jan-Dec 2023		
			Jan-Dec 2022	Jan-Dec 2023			
		other services (Latex tank rental fee, General management & consulting service fees)	3.24	22.49	STA-Trang Branch paid latex tank rental fee to STGT- Trang Branch for use in the storage of synthetic and charging the tank service at the rate per tank per month. The tank rental fee covered other related services such as latex's receiving and disbursing, maintenance, and tank cleaning. Such rate was comparable to the market price of a similar size or adjusted to each other. And pays consulting fees to STGT by providing Consulting in general administration, Legal section and the Business Development and Investor Relations Department, IR&Branding. The above service rates are the agreed upon rates for a period of 1 year, starting from 1 January 2023 to 31 December 2023.	- The above tank rental service rates are comparable to market prices. Including general trade conditions. The said transaction is appropriate and reasonable. - The above service rate is an appropriate rate. If compared with the costs and expenses at STA, must recruit employees for such work. Therefore, it is considered that the said transaction is appropriate and reasonable.	
		Expenses for purchasing materials used in factory	0.14	0.13	STA bought materials from STGT to save the purchasing cost and effectively manage the raw materials of the group. The purchase price of STA was at the actual cost of STGT plus appropriate margin.	The aforementioned transaction was reasonable reflected associated costs and margin. Moreover, this transaction was transacted under general commercial terms which considered appropriate and reasonable.	
		Buy Land	-	0.99	STA purchased land from STGT in the amount of 2 rai 62.5 square wah. The area is located in Phlai Was Subdistrict. Kanchanadit District Surat Thani Province To be used to expand the production capacity of the Kanchanadit branch latex factory. The purchase price is the price agreed upon between the buyer and seller. Based on the land valuation price from First Star Consulting Company Limited, which was approved by the Company's Board of Directors Meeting No. 3/2021 on August 10, 2021.	Purchase of land from STGT for use in expanding production capacity of the latex factory at Kanchanadit branch. Because of the land of STGT has an area adjacent to the current factory. Therefore it is reasonable. In addition, it has been considered that the purchase price of the said land is appropriate. Can be compared with the market value appraised value based on land appraisals from independent appraisers.	



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated Jan-Dec 2022	Consolidated Jan-Dec 2023			
		• Buy Forklifts	-	1.86		STA purchased a 3-ton diesel forklift and a new forklift (gasoline type) from STGT by selling through a purchase order (Purchase Order), which the purchase price is comparable to with the market price.	The said transaction is a trading price that is comparable to the market price. Including general trade conditions. Therefore, it is considered that the said transaction is appropriate and reasonable.
		• Buy a Container	-	0.22		STA purchases second-hand office containers from STGT by selling them through a Purchase Order. The purchase price is based on the condition of use after depreciation which appropriately reflects related costs.	The said item is the purchase price according to the condition of use and general commercial conditions. Therefore, it is considered that the said transaction is appropriate and reasonable.
		• Accounts receivable	314.19	455.65		It was the account receivable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account receivable.
		• Accounts payable	0.08	0.04		It was the account payable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account payable.
		• Other accounts payable	3.17	2.13		It was the other account payable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account payable.

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated	Consolidated			
			Jan-Dec 2022	Jan-Dec 2023			
		3.2 Rubberland Products	477.65	417.12	Rubberland Products sold concentrated latex to STGT. Rubberland Products were a producer of concentrated latex that can produce quality concentrated latex that meets the needs of STGT and could deliver in the volume and quality to STGT. In addition, for reasons of trade secret, the properties of latex have specific properties of STGT in producing quality gloves. STGT therefore does not wish to procure latex from manufacturers other than STA and its subsidiaries.	Price of concentrated latex at STA and its subsidiaries sell to STGT at a price comparable to the market price. In addition, the purchase price also reflects the delivery conditions including the properties of concentrated latex that STGT needs appropriately including general trade conditions. Therefore, it is considered that the said transaction is appropriate and reasonable.	
		• Sales of latex			The purchase price of concentrated latex is the price agreed between the buyer and seller on a monthly basis. The price is comparable to the market price of concentrated latex at that time, for example, the price is according to the MRB (Malaysian rubber board) announcement, which is the main reference price that rubber glove manufacturers use to purchase concentrated latex in producing products. This price reflects the relevant cost conditions, such as delivery, maintenance of latex, etc. In addition, on June 28, 2019, the Company entered into a contract to purchase concentrated latex with STA and its subsidiaries. The trade conditions are in accordance with market prices and there is a formula for setting prices that references the MRB price.		



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated Jan-Dec 2022	Consolidated Jan-Dec 2023			
		Rental income	0.19	-		Rubberland Products provided housing services to employees of STGT as STGT's factory location was located adjacent to Rubberland Products. The service fee was charged based on the tenant staff directly per house per month for all building types, 645 rooms which were comparable to the rate of room rental in similar areas.	The rental rate was comparable to the market price of the monthly housing in a similar area.
		Income from providing services for using space for placing products/ or others	1.08	1.08		Rubberland Products Land for rent to STGT to be firewood storage with a total area of 5.42 rai, title deed number 250477 at the rental rate per year. Such rental fee was comparable to the rental rate in a similar area, which was Ban Phru Sub-district, Hat Yai District, Songkhla.	The rental rate was comparable to the market price in a similar area.
		Weighing service fee	0.86	0.86		Rubberland Products provided weighing services to STGT as STGT did not have a weighing device for weighing all types of freight trucks that carried the goods entering and leaving the factory such as raw materials, latex, chemicals, firewood, and finished goods, etc. The service fees were charged on a monthly basis at a reasonable rate.	As the service fees couldn't compare with any market price due to its specific purposes. However, this service fees were set based on associated costs plus appropriate margin.

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated		Consolidated Jan-Dec 2023		
			Jan-Dec 2022	Jan-Dec 2023			
		Latex tank rental fee	2.17	1.26	Rubberland Products provided 100 ton and 250 tons latex storage tanks to STGT for use in the storage of synthetic and charging the tank service at the rate per tank per month. The tank rental fee covered other related services such as latex's receiving and disbursing, maintenance, and tank cleaning. Such rate was comparable to the market price of a similar size or adjusted to each other.	Tank rental fee was comparable to the market price.	
		Income from water-electricity	3.58	3.27	Rubberland Products collect water, electricity to STGT for land/buildings that are homes in Sosa area. Which is in the process of transferring the name in the water and fire meter. Rubberland Products charge by bill at the rate per unit that the Provincial Electricity Authority actually charges and pay for groundwater at a rate per unit that is comparable to the Office of Natural Resources and Environment's direct collection.	Such transactions are charged according to the actual expense bill. therefore considered that Such transactions are appropriate and reasonable.	
		Expenses for purchasing materials used in factory	0.23	0.21	Rubberland Products bought gasoline, diesel, and factory supplies from STGT at the actual cost plus margin, aiming to maximize the benefit for inventory management of the Group effectively. The charged price reflected the relevant costs and provided reasonable profits.	The aforementioned transaction was reasonable reflected associated costs and margin. Moreover, this transaction was transacted under general commercial terms which considered appropriate and reasonable.	



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated	Consolidated			
			Jan-Dec 2022	Jan-Dec 2023			
		Pay for other services (security fees)	0.35	0.32		Rubberland Products paid for security services to STGT. The service fee was equal to the wage rate that STGT paid to its employees.	The aforementioned transaction was reasonable reflected the actual wage rate. Moreover, this transaction was transacted under general commercial terms which considered appropriate and reasonable.
		Purchases of gloves	0.03	0.04		Rubberland Products purchase gloves from STGT. All purchases are made through purchase orders. The price of rubber gloves traded is the company's cost price plus profit as appropriate.	The said item is a selling price that is comparable to the market price at STGT sell latex gloves to other customers and is a selling price that reflects a suitable business model including general commercial terms therefore considered that the said transaction was appropriate and reasonable.
		Sale of land and buildings	104.56	-		Rubberland Products sale of land and buildings to STGT. by selling land located at Phatong Subdistrict, Hatyai District, Songkhla Province, amounting to 323 title deeds, totaling 29 rai 1 ngan 41.3 square wah, with cafeteria building Staff housing and other buildings. At the total purchase price of 104.56 million baht. The land purchase price is the price agreed between the buyer and the seller. By referring to the appraisal price of land from First Star Consulting Co., Ltd. This was approved by the Board of Directors' meeting on August 10, 2021.	Currently, the land and villas are owned by Rubberland Products, using the area of 668 rooms. For employees in Sri Trang Group divided into STGT staff 651 rooms, Rubberland Products 17 rooms, and because STGT wants to improve the staff's housing according to STGT welfare program, but with the investment budget and the return is not worth the investment. STGT therefore proposed to purchase such land and buildings for improvement and management, and will reserve the proportion of villas according to the needs of Rubberland Products. Therefore, the sale of such land and buildings it does not affect RBL and also increases the potential of STGT's labor management.

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated Jan-Dec 2022	Consolidated Jan-Dec 2023			
		• Accounts Receivable	15.94	45.26	It was the account receivable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account receivable.	
		• Accounts payable	0.03	0.007	It was the account payable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account payable.	
		• Other Accounts Payable	0.05	0.10	It was the other account payable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account payable.	



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated	Consolidated			
			Jan-Dec 2022	Jan-Dec 2023			
		3.3 Nam Hua Rubber • Sales of latex	453.47	408.75		Nam Hua Rubber sold concentrated latex to STGT. Nam Hua Rubber were a producer of concentrated latex that can produce quality concentrated latex that meets the needs of STGT and could deliver in the volume and quality to STGT. In addition, for reasons of trade secret, the properties of latex have specific properties of STGT in producing quality gloves. STGT therefore does not wish to procure latex from manufacturers other than STA and its subsidiaries.	Price of concentrated latex at STA and its subsidiaries sell to STGT at a price comparable to the market price. In addition, the purchase price also reflects the delivery conditions including the properties of concentrated latex that STGT needs appropriately including general trade conditions. Therefore, it is considered that the said transaction is appropriate and reasonable.
						The purchase price of concentrated latex is the price agreed between the buyer and seller on a monthly basis. The price is comparable to the market price of concentrated latex at that time, for example, the price is according to the MRB (Malaysian rubber board) announcement, which is the main reference price that rubber glove manufacturers use to purchase concentrated latex in producing products. This price reflects the relevant cost conditions, such as delivery, maintenance of latex, etc. In addition, on June 28, 2019, the Company entered into a contract to purchase concentrated latex with STA and its subsidiaries. The trade conditions are in accordance with market prices and there is a formula for setting prices that references the MRB price.	

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated Jan-Dec 2022	Consolidated Jan-Dec 2023			
		Other income (latex tank rental)	0.02	-	Nam Hua Rubber provide a 500-tons latex tank rental service to STGT for use in the storage of synthetic and charging the tank service at the rate per tank per month. The tank rental fee covered other related services such as latex's receiving and disbursing, maintenance, and tank cleaning. Such rate was comparable to the market price of a similar size or adjusted to each other.	Tank rental fee was comparable to the market price.	
		Weighing service fee	0.03	-	Nam Hua Rubber provides weighing services to STGT Sadao Branch, (ANV), as STGT Sadao Branch, (ANV) did not have a weighing device for weighing all types of freight trucks that carried the goods entering and leaving the factory such as raw materials, latex, chemicals, firewood, and finished goods, etc. The service fee is determined on a per trip basis according to the vehicle type, which is a reasonable rate.	Because the use of weighing services is the same rate as other customers. However, the service fee received by Nam Hua Rubber is a comprehensive rate and reflects related costs and profit margins that are appropriate and acceptable.	
		Rental Fee	0.36	0.36	Nam Hua Rubber leased land of STGT, title deed no. 38592, located at Samnak Kham Subdistrict, Sadao District, Songkhla Province, for the staff's residence. The 3-year lease agreement started during February 1, 2021 to January 31, 2024. Themonthly rental rate of Baht 30,000, which was agreed between the lessor and the lessee under the land lease agreement for a specific area.	Such rental rate was agreed between the lessor and the lessee under the land lease agreement, which was general commercial term. Therefore, it was considered that such transaction was appropriate and reasonable.	



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated	Consolidated			
			Jan-Dec 2022	Jan-Dec 2023			
		Other service charges (water and electricity)	0.11	0.21		Nam Hua Rubber paid for water and electricity bills used in its employee houses to STGT, based on the actual used unit and the rate was equal to the rate specified by STGT regarding to STGT's regulation No. 04/2562.	Such rate was comprehensive and reflected the relevant costs and reasonable profit margins, which was general commercial term and list of normal trade account receivables. Therefore, it was considered that such transaction was appropriate and reasonable.
		Purchases of gloves	0.01	0.007		Nam Hua Rubber purchase gloves from STGT. All purchases are made through purchase orders. The price of rubber gloves traded is the company's cost price plus profit as appropriate.	The said item is a selling price that is comparable to the market price at STGT can sell latex gloves to other customers and is a selling price that reflects a suitable business model including general commercial terms therefore considered that the said transaction was appropriate and reasonable.
		Accounts receivable	12.40	28.80		It was the account receivable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account receivable.
		Accounts payable	0.01	-		It was the account payable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account payable.
		Other Accounts Payable	0.01	0.12		It was the other account payable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account payable.

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)		Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated Jan-Dec 2022	Consolidated Jan-Dec 2023		
	3.4 Anvar Parawood					
	• Revenue from selling raw materials	1,377.25	1,530.09	Anvar Parawood sold firewood to STGT. Anvar Parawood had expertise in the procurement and distribution of rubberwood business with more than 30-years experience and had personnel ready to provide such services and able to supply the firewood for STGT. There was a need for large quantities of firewood as an energy source in production. Firewood price was the Company's purchase price of firewood as of the transaction date plus operating expenses.	Trading prices for firewood were market prices plus a reasonable operating fee. As the amount of firewood that STGT needed to use was very high. It could be difficult to compare the market price due to the factors of quantity and transportation costs from various sources. However, we have tried to collect data and found that the trading price was comparable to other firewood suppliers.	
	• Other Income	-	0.22	Anwar Parawood Collect fees and expenses for renewing a license to set up a wood processing factory using machinery. To process rubber wood and 13 types of specifically grown wood according to Cabinet resolutions. with Sri Trang Gloves Public Company Limited (Thailand), where the rates charged are the actual costs of acquiring the license. Plus related operating costs and a reasonable profit.	The above items are calculated from actual expenses plus operating expenses. Including general trade conditions and consistent with the company's business operations. Therefore, it is considered that the said transaction is appropriate and reasonable.	
		• Accounts Receivable	4.53	11.06	It was the account receivable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account receivable.



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated	Consolidated			
			Jan-Dec 2022	Jan-Dec 2023			
		3.5 Starlight Express Transport					
		• Revenue from transportation costs	76.97	88.85		Starlight Express Transport provided transportation services for STGT. Starlight Express Transport engaged in transporting goods business and preparing documents for import and export. Moreover, it also had equipment and professional teams for such services with more than 20year experience in this business. The service fee was set according to the market price and the price was adjusted based on oil price fluctuation in each period.	Starlight Express Transport had expertise in transport operations and processing documents related to transportation. The service rate was reasonable reflected associated costs and margin and was comparable to other service providers.
		• Income from import-export ceremony	10.58	11.38		Starlight Express Transport provided document preparation services for import and export to STGT. Starlight Express Transport engaged in the business of importing and exporting documents with more than 20-year experience in this business. Such service was charged for import and export document per set and this rate wascomparable to other service providers in this market.	Starlight Express Transport had expertise in transport operations and processing documents related to transportation. The service rate was reasonable reflected associated costs and margin and was comparable to other service providers.

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated Jan-Dec 2022	Consolidated Jan-Dec 2023			
		• Other service income	9.63	5.68	Starlight Express Transport provided freight forwarding services and management fees to STGT. Starlight Express Transport had the expertise professional teams for such services with more than 20-year experience in this business. The service fee was set according to the market price and the price was adjusted based on oil price fluctuation in each period.	Starlight Express Transport had expertise in transport operations and processing documents related to transportation. The service rate was reasonable reflected associated costs and margin and was comparable to other service providers.	
		• Accrued income	1.80	1.05	It was an accrued service fee resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and it was a normal accrued expense item. Therefore, it was considered that such transactions are appropriate and reasonable.	
		• Purchases of gloves	0.01	0.005	Starlight Express Transport purchase gloves from STGT. All purchases are made through purchase orders. The price of rubber gloves traded is the company's cost price plus profit as appropriate.	The said item is a selling price that is comparable to the market price at STGT can sell latex gloves to other customers and is a selling price that reflects a suitable business model including general commercial terms therefore considered that the said transaction was appropriate and reasonable.	
		• Other expenses	0.01	0.009	Starlight Express Transport paid compensation for damaged goods during transportation to STGT. The rate paid is the actual damaged product value.	The rate charged is the actual damaged goods value. There fore considered that such transactions are appropriate and reasonable to.	



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated	Consolidated			
			Jan-Dec 2022	Jan-Dec 2023			
		Accounts Receivable	8.23	9.25		It was the account receivable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account receivable.
	3.6 Sri Trang Indochina	Purchases of glove	-0.33	-		Sri Trang Indochina bought gloves from STGT for selling to customers in Vietnam. The price of the gloves being traded was at the cost of STGT added margin as appropriated by considering the increase in the price of the main raw material is latex, the production cost, exchange rate, and the market situation of glove prices in the world market in determining the selling price of gloves. The above price was set monthly. Such purchase price was considered by the profit margin that Sri Trang Indochina should be suitably received following the rubber gloves suppliers' business models.	The selling price was comparable to market prices and reflected the appropriate business manner.
	3.7 Sri Trang IBC	Revenue from providing information services	96.08	105.47		Sri Trang IBC provided IT services and information systems as Sri Trang IBC had equipment and personnel available to provide such services.The service fee was set based on the type of information work and was comparable to the market price.	The service rate was comparable to market prices.

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated Jan-Dec 2022	Consolidated Jan-Dec 2023			
		• Consulting service income	14.39	18.88		Sri Trang IBC provided consulting services to STGT under the agreement to advise to STGT by Mr. Chia Chee Ping and the marketing and development team by providing advice on goal setting, vision, strategic plans for marketing execution, and management development product aspect to operate following the Company's business objectives. The service fee agreement started from January 2020 to December 2024. The aforementioned service rate couldn't be found and comparable to market prices, but if considering personnel costs and qualification to provide this services, such rate was reasonable.	Since such service couldn't be compared to the market price, however, if considering the comprehensive knowledge, experience and qualifications to support this service. Therefore, it was considered that the aforementioned transaction was appropriate and reasonable.
		• Accounts Receivable	13.04	11.90		It was the account receivable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account receivable.
		• Other Accounts Payable	-	0.003		It was the other account payable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account payable.



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated	Consolidated			
			Jan-Dec 2022	Jan-Dec 2023			
		3.8 Sri Trang Rubber & Plantation					
		• Expenses for purchasing factory materials	0.01	-		Sri Trang Rubber and Plantation purchased unused 200 liters plastic buckets from STGT. That price was at the market price and it was sold to general customers.	The transaction was transacted under the market price and could be compared with selling to other customers, which was general commercial term. Therefore, it was considered appropriate and reasonable.
		• Purchases of gloves	0.03	0.04		Sri Trang Rubber and Plantation purchase gloves from STGT. All purchases are made through purchase orders. The price of rubber gloves traded is the company's cost price plus profit as appropriate.	The said item is a selling price that is comparable to the market price at STGT can sell latex gloves to other customers and is a selling price that reflects a suitable business model including general commercial terms therefore considered that the said transaction was appropriate and reasonable.
		• Other Accounts Payable	0.01	0.003		It was the other account payable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account payable.

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated		Consolidated Jan-Dec 2023		
			Jan-Dec 2022	Jan-Dec 2023			
	3.9 Startex Rubber						
	• Land rental income		0.40	0.40	STGT leased land from Startex Rubber of land title deed number 9875,5922,5923,59 26,9878,9879,7661 Area of 12 rai 1 ngan 75 square wah, Khuan Thani Subdistrict, Kantang District, Trang. Province to set up a pumping plant and lay water pipes By preparing a land rental contract. The lease period is 3 years, starting from 1 January 2023 to 31 December 2025 at a monthly rental rate of 33,000 baht, which is comparable to rental fees in nearby areas.	The aforementioned service rates were reasonable and the rate was comparable to the market price of the service in a similar manner or comparable.	
	• Other Debtor	-	0.03	0.03	It was the other debtor resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal.	
	3.10 Sri Trang International						
	• Consulting service income		12.50	2.69	2.69	Sri Trang International providing recruiting and consulting services to STGT by considering the appropriate qualifications according to the Company's criteria under the Service Agreement for service to STGT to be a business consultant make operations in line with the company's business objectives. If considering the knowledge, ability, experience and complete qualifications of the consultant. Such service rates are reasonable.	Considering the qualifications of the consultants and the roles of the consultants available to the Company, consider that the transaction is appropriate and reasonable.



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated	Consolidated			
			Jan-Dec 2022	Jan-Dec 2023			
4. Sri Trang USA	Company with Directors: Mr. Veerasith Sinchareonkul is the Company's director.	4.1 STA Revenue from service information and maintenance of the SAP system	2.13	2.15		STA provided information system and SAP maintenance services for Sri Trang USA consisting of computer rental, hardware service, software services, etc. since STA had the equipment and personnel ready for providing such services. The service fee was determined by the type of information work and could be compared with other service providers. There was a service charge per device per month. Equivalent to other service providers, charged at the same rate and the service charge for the hardware, repair equipment charge rate per device per month. It was comparable with other service providers, which might differ in detail on the area and type of equipment provided.	The aforementioned service rate was reasonable and the rate was comparable to the market price of the service in a similar manner or comparable.
		4.2 Sri Trang IBC Revenue from providing information services	0.75	0.53		Sri Trang IBC provided services for IT and information systems. Sri Trang IBC had equipment and personnel available to provide such services. The service fee was set according to the type of information work which the said service rate was comparable to the market price.	The service rate was comparable to market prices.
		Accounts Receivable	0.09	0.04		It was the account receivable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account receivable.

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated Jan-Dec 2022	Consolidated Jan-Dec 2023			
5. Shidong Shanghai Medical Equipment	Company with directors: Dr. Viyavood Sincharoenkul is the Company's director.	5.1 STA					
		• Revenue from SAP information services and maintenance	0.33	0.33	STA had provided information system services and SAP maintenance work with Shi Dong Shanghai Medical Equipment consisting of computer rental, hardware service fees, software services, etc. since STA had the equipment and personnel ready for providing such services. Such service fees could be compared with other service providers such as notebook rental, computer rental. Rental rate was charged per device per month that equivalent to other service providers, charged at the same rate and the service charge for the hardware, repair equipment charge rate per device per month. It was comparable with other service providers that provide services in a similar manner, which might differ in detail on the area, type of equipment provided.	The aforementioned service rate was reasonable and the rate was comparable to the market price of the service in a similar manner or comparable.	
		• Other income	-	0.08	STA charges an annual meeting fee with Shi dong Shanghai Medical Equipment as an annual meeting.	It is the actual service charge rate. Therefore, it is considered that the said transaction is appropriate and reasonable.	
		• Other Debtor	-	0.08	It was the other debtor resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal.	



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated	Consolidated			
			Jan-Dec 2022	Jan-Dec 2023			
		5.2 Sri Trang IBC Revenue from providing information services	0.72	0.98		Sri Trang IBC provided services for IT and information systems. Sri Trang IBC had equipment and personnel available to provide such services.The service fee was set based on the type of information work which the said service rate was comparable to the market price.	The service rate was comparable to market prices.
		Accounts Receivable	-	0.05		It was the account receivable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account receivable.
		5.3 Shi Dong Shanghai Revenue from providing information services	5.06	5.26		Shi Dong Shanghai provided office services to Shi Dong Shanghai Medical Equipment consisting of human resources, accounting, financial, and branding. Such fees were charged and agreed since September 15, 2019, were required annual price review as specified in the contract.	The aforementioned service rate was reasonable, which was general commercial term and the rate was comparable to the market price of the service in a similar manner or comparable.

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated	Consolidated			
			Jan-Dec 2022	Jan-Dec 2023			
		5.4 Sri Trang Indochina Revenue from selling gloves	-	6.72		Sri Trang Indochina sells rubber gloves to Shi dong Shanghai Medical Equipment to support the sale of rubber gloves to customers in China. All purchases are made through Purchase Orders. The purchase price is a price that can be compared with the market price. The said item is a selling price that can be compared with the market price that the company has. You can sell rubber gloves to other customers, and is a selling price that reflects an appropriate business model including general trade conditions. Therefore, it is considered that the said transaction is appropriate and reasonable.	
		6.1 STA Purchase spare part	9.95	12.12		STA purchased spare parts for machinery equipment such as rollers, rolling pins, shaft gears, etc. from Premier System Engineering for use with machines in the production of STR as a service provider with expertise in installation and maintaining machinery and equipment for a long time. This was a service through a purchase order, which the purchase price was the cost price of the Premier System Engineering plus relevant operating costs and reasonable profit. The above rates were comprehensive and reflected the relevant costs and reasonable margins, which was general commercial term. Therefore, it was considered appropriate and reasonable.	



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated	Consolidated			
			Jan-Dec 2022	Jan-Dec 2023			
		Machine manufacturing and installation service fees	267.65	314.08		STA paid for manufacturing and installation services to Premier System Engineering because Premier System Engineering had expertise in designing, installing and maintaining, repairing machinery and equipment for manufacturing gloves, STA, for a long time. Moreover, the production and installation of machines for the rubber gloves production were considered as confidential because it needed to access to the production technology; therefore, STA did not want to hire third parties for this work. The profit margin was consistent with other operators in the same business.	It was a reasonable transaction because Premier System Engineering already has expertise in such work. The service rate was comparable in the market.
		Others Maintenance fees	0.57	0.55		STA paid for office building maintenance and the Executive's housing to Premier System Engineering by providing a service through a purchase order. Such charge was determined following reasonable labor cost and profit.	Such item was a comprehensive rate and reflect the relevant costs and reasonable profit margins, which was general commercial term. Therefore, it was considered appropriate and reasonable.
		Revenue from calibration services	3.21	3.08		Premier System Engineering provided precision calibration services for tools and equipment to STGT as Premier System Engineering was ISO IEC17025 certified for calibration standards and was well-equipped equipment with professional teams service in urgent cases. Such service fee was set by type of equipment, which was comparable with the market price of other calibration work from outsiders.	This transaction was able to generate additional income to the Group, without adding any human resource costs. Such service rate was comparable in the same industry in the market.

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated Jan-Dec 2022	Consolidated Jan-Dec 2023			
		• Other services fees	0.87	0.99	STA paid for the services of inspection, certification, and maintenance of assets according to annual plans such as buildings, cranes, and electrical systems to Premier System Engineering. These services were provided under the agreement specified in the purchase order, in which the service fees were calculated based on the cost price of Premier System Engineering plus the relevant operating costs and reasonable profit.	Such services were related to the production, installation of machines, and maintenance provided by Premier System Engineering who had expertise in such work. Moreover, it had personnel experience and tools involved in providing services at the cost price of Premier System Engineering plus the relevant operating costs and reasonable profit, which was general commercial term. Therefore, it was considered appropriate and reasonable.	
		• Rent paid	-	0.02	STA paid office vehicle rental fees to Premier System Engineering due to the transfer of employees of the Research and Development Center Team to be in line with their responsibilities according to appropriate actual work. Which is in the process of changing the contract The rate charged is the actual expense rate.	It is the actual service charge rate. Therefore, it is considered that the said transaction is appropriate and reasonable.	
		• Cost of purchasing factory materials	-	0.002	STA purchases factory materials from Premier System Engineering in order to save on purchasing costs for the group and to efficiently manage the group's raw materials. STA purchases at the actual cost of Premier Systems Engineering. The price charged reflects relevant costs and reasonable profits.	Such items It is a comprehensive rate and reflects the costs involved and reasonable profit margins. Including general trade conditions, therefore considered that The said transaction is appropriate and reasonable.	



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)		Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated Jan-Dec 2022	Consolidated Jan-Dec 2023		
		Other expenses	0.42	0.008	- STA paidfor testing services to Premier System Engineering. This is a service through the purchase order which the service fee is the cost price of Premier System Engineering plus the relevant operating costs and reasonable profit. - STA purchased uniforms from Premier System Engineering to save the cost of ordering uniforms and to manage the Company's inventory efficiently. This selling price reflected the relevant costs and reasonable profits of Premier System Engineering.	Such rate was comprehensive and reflected the relevant costs and reasonable profit margins, which was general commercial term and list of normal trade account receivables. Therefore, it was considered that such transaction was appropriate and reasonable.
		Advance payment	30.20	5.06	It was an advance expense resulting from the above expenditure group items.	It was the amount paid according to the normal commercial terms of payment which considered appropriate and reasonable.
		Revenue from office services	2.06	2.01	STA provided office services with Premier System Engineering for sever room, office space, warehouse area, legal work, insurance, finance, human resources, public relations, and sustainability. The service fee was reviewed every three years, at a rate that Premier System Engineering considered reasonable, in case that it would acquire its staff in such department or acquire working space and do such services by itself.	Such service rates were reasonable, if considered costs and expenses that Premier System Engineering would do by itself. Therefore, the aforementioned rate was a price that could be compared with the marketprice and consideredappropriate and reasonable.

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated		Consolidated Jan-Dec 2023		
			Jan-Dec 2022	Jan-Dec 2023			
		Revenue from SAP information services and maintenance	9.90	9.96		STA provided information system services and SAP maintenance work to Premier System Engineering consisting of computer rental, hardware service fees, software services, etc. since STA had equipment and professional team for providing such services. The service fee could be compared with other service providers such as notebook rental, computer rental. Rental rates were charged per device per month that was equivalent to other service providers, charged at the same rate and the service charge for the hardware, repair equipment charge rate per device per month. It was comparable with other service providers provided services in a similar manner, which might differ in detail on the area, type of equipment provided.	The aforementioned service rates were reasonable and comparable to the market price of the service in a similar manner or comparable.
		Other income	0.31	0.38		STA collect Annual Fee from Premier System Engineering. It is the company's annual meeting.	It is the actual service charge rate, therefore considered that the transaction was appropriate and reasonable.
		Accrued collateral	0.08	-		It is the money to guarantee the works arising from the cost of production and installation of the above machines.	It is an outstanding balance according to the payment criteria which is normal commercial terms. Therefore considered that the transaction was appropriate and reasonable.



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated Jan-Dec 2022	Consolidated Jan-Dec 2023			
		Account receivable	0.51	0.52		It was the account receivable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account receivable.
		Account payable	35.15	10.65		It was the account payable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account payable.
		Other Debtor	-	0.06		It was the other debtor resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal.
		Other Accounts Payable	0.01	-		It was the account payable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account payable.
		6.2 Sri Trang IBC Revenue from providing information services	11.34	12.39		Sri Trang IBC provided IT and information services to Premier System Engineering because Sri Trang IBC had the equipment and personnel ready to provide services. The service fee was determined according to the type of information work, which was comparable to the market price.	The services rate was comparable to market price.

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)		Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated	Consolidated		
			Jan-Dec 2022	Jan-Dec 2023		
		Office service fees	4.31	4.19	Sri Trang IBC paid for office services to Premier System Engineering, which provided office space, parking, office equipment and various assets. The service fee was charged monthly. Premier System Engineering and Sri Trang IBC had agreed on the service fee appropriately and reasonably according to the quotation from January 2021 to December 2023. In this regard the policy has been set for a price reviews every 3 years, was the rate that the Company considered reasonable compared to staffing or the provision of space and such services by itself.	Such service rates were reasonable, if considered costs and expenses that the Sri Trang IBC had to recruit staff or provide space and such service by itself. Therefore, the aforementioned rate was a price that could be compared with the market price and considered appropriate and reasonable.
		Account receivable	0.96	1.17	It was the account receivable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account receivable.
		Other Accounts Payable	0.38	0.002	It was the account payable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account payable.



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated	Consolidated			
			Jan-Dec 2022	Jan-Dec 2023			
		6.3 PT Sri Trang Lingga • Machine manufacturing and installation service fees	1.45	3.15		PT Sri Trang Lingga paid for manufacturing and installation services to Premier System Engineering Premier System Engineering had expertise in designing, installing and maintaining, repairing machinery and equipment for manufacturing to PT Sri Trang Lingga, for a long time. Moreover, the production and installation of machines for rubber production was considered as confidential because it needed to access to the production technology; therefore, PT Sri Trang Lingga did not want to hire third parties for this work. The profit margin was consistent with other operators in the same business.	It was a reasonable transaction because Premier System Engineering already has expertise in such work. The service rate was comparable in the market.
			1.20	0.68		PT Sri Trang Lingga purchased spare parts for machinery equipment such as rollers, rolling pins, shaft gears, etc. from Premier System Engineering for use with machines in the production of STR as a service provider with expertise in installation and maintaining machinery and equipment for a long time. This service was provided through a purchase order, which the purchase price was at the cost price of Premier System. Engineering plus relevant operating costs and reasonable profit.	The above rates were comprehensive and reflected the relevant costs and reasonable margins, which was general commercial term. Therefore, it was considered appropriate and reasonable.
			2.99	-		It was an advance expense resulting from the above expenditure group items.	It was the amount paid according to the normal commercial terms of payment which considered appropriate and reasonable.

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated Jan-Dec 2022	Consolidated Jan-Dec 2023			
		Accounts receivable	1.00	-		It was the account receivable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account receivable.
		6.4 Rubberland Products Purchase spare parts	4.68	10.84		Rubberland Products purchased spare parts for machinery equipment such as rollers, rolling pins, shaft gears, etc. from Premier System Engineering for use with machines in the production of STR as a service provider with expertise in installation and maintain and maintain machinery and equipment for a long time. This service was provided through a purchase order, which the purchase price was at the cost price of Premier System. Engineering plus relevant operating costs and reasonable profit.	The above rates were comprehensive and reflected the relevant costs and reasonable margins, which was general commercial term. Therefore, it was considered appropriate and reasonable.
		Machine manufacturing and installation service fees	77.49	239.59		Rubberland Products paid for manufacturing and installation services to Premier System Engineering because Premier System Engineering had expertise in designing, installing and maintaining, repairing machinery and equipment for manufacturing to Rubberland Products, for a long time. Moreover, the production and installation of machines for rubber production was considered as confidential because it needed to access to the production technology; therefore, Rubberland Products did not want to hire third parties for this work. The profit margin was consistent with other operators in the same business.	It was a reasonable transaction because Premier System Engineering already has expertise in such work. The service rate was comparable in the market.



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated	Consolidated			
			Jan-Dec 2022	Jan-Dec 2023			
		• Other maintenance fees	0.02	0.03		Rubberland Products paid for office building maintenance and executive housing to Premier System Engineering by providing a service through a purchase order for which Premier System Engineering was charged with reasonable labor cost and profit.	Such rate was at a comprehensive rate and reflect the relevant costs and reasonable profit margins, which was under general commercial term. Therefore, it was considered appropriate and reasonable.
		• Calibration service fees	0.71	0.87		Premier System Engineering provided precision calibration services for tools and equipment to Rubberland Products as Premier System Engineering was ISO IEC17025 certified for calibration standards and was well equipped with equipment and personnel to service and in urgent cases. Premier System Engineering could take action immediately. The service fee was set by the type of equipment, which was comparable to the market price of other calibration providers.	This transaction was able to generate additional income to the Group, without adding any human resource costs. Such service rate was comparable in the same industry in the market.
		• Other services fees	0.09	0.11		Rubberland Products paid for the services of inspection, certification, and maintenance of assets according to annual plans such as buildings, cranes, and electrical systems to Premier System Engineering. This was a service under the agreement specified in the purchase order, in which the service fee was at the cost price of Premier System Engineering plus the relevant operating costs and reasonable profit.	Such services were related to the production, installation of machines, and maintenance by Premier System Engineering has expertise in such work. Moreover, it had personnel experience and tools involved in providing services at the cost price of Premier System Engineering plus the relevant operating costs and reasonable profit, which was under general commercial terms. Therefore, it was considered appropriate and reasonable.

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated Jan-Dec 2022	Consolidated Jan-Dec 2023			
		• Advance payment	23.13	6.96	It was an advance expense resulting from the above expenditure group items.	It was the amount paid according to the normal commercial terms of payment which considered appropriate and reasonable.	
		• Account payable	11.72	5.28	It was the account payable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account payable.	
		• Other Accounts Payable	-	1.90	It was the account payable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account payable.	
	6.5 Nam Hua Rubber	• Purchase spare parts	0.43	0.03	Nam Hua Rubber purchased spare parts for machinery equipment such as rollers, rolling pins, shaft gears, etc. from Premier System Engineering for use with machines in the production of STR as a service provider with expertise in installation, maintaining machinery, and equipment for a long time. This is a service through a purchase order, which the purchase price is the cost price of the Premier System. Engineering plus relevant operating costs and reasonable profit.	The above rates were comprehensive and reflected the relevant costs and reasonable margins, which was general commercial term. Therefore, it was considered appropriate and reasonable.	



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)		Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated Jan-Dec 2022	Consolidated Jan-Dec 2023		
		Machine manufacturing and installation service fees	3.76	0.68	Nam Hua Rubber paid for manufacturing and installation services to Premier System Engineering because Premier System Engineering had expertise in designing, installing and maintaining, repairing machinery and equipment for manufacturing to Nam Hua Rubber, for a long time. Moreover, the production and installation of machines for rubber production was considered as confidential because it needed to access to the production technology; therefore, Nam Hua Rubber Products did not want to hire third parties for this work. The profit margin was consistent with other operators in the same business.	It was a reasonable transaction because Premier System Engineering already has expertise in such work. The service rate was comparable in the market.
			0.07	-	Nam Hua Rubber paid for office building maintenance and executive housing to Premier System Engineering by providing a service through a purchase order for which Premier System Engineering was charged with reasonable labor cost and profit.	Such rate was at a comprehensive rate and reflect the relevant costs and reasonable profit margins, which was under general commercial term. Therefore, it was considered appropriate and reasonable.

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated Jan-Dec 2022	Consolidated Jan-Dec 2023			
		Calibration service fees	0.22	0.22	Premier System Engineering provided precision calibration services for tools and equipment to Nam Hua Rubber as Premier System Engineering is ISO IEC17025 certified for calibration standards and was well equipped with equipment and personnel to service and in urgent cases. Premier System Engineering could take action immediately. The service fee was set by the type of equipment, which was comparable to the market price of other calibration providers.	This transaction was able to generate additional income to the Group, without adding any human resource costs. Such service rate was comparable in the same industry in the market.	
		Other service fees	0.10	0.04	Nam Hua Rubber paid for the services of inspection, certification, and maintenance of assets according to annual plans such as buildings, cranes, and electrical systems to Premier System Engineering. This was a service under the agreement specified in the purchase order, in which the service fee was at the cost price of Premier System Engineering plus the relevant operating costs and reasonable profit.	Such services were related to the production, installation of machines, and maintenance by Premier System Engineering had expertise in such work. Moreover, it had personnel experience, tools involved in providing services at the cost price of Premier System Engineering plus the relevant operating costs and reasonable profit, which was under general commercial terms. Therefore, it was considered that such transactions were appropriate and reasonable.	
		Other expenses	0.05	-	Nam Hua Rubber paid Premier System Engineering for the cost of quality testing of rubber products as a service through purchase orders. The service fee was at the cost price of Premier System Engineering plus the relevant operating cost and reasonable profit. <i>PSE purchased an RPA machine for testing rubber for the STA group.</i>	The aforementioned service rates were reasonable and the rate was comparable to the market price of the service in a similar manner or comparable. Therefore, it was considered appropriate and reasonable.	



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated Jan-Dec 2022	Consolidated Jan-Dec 2023			
		• Sale of fresh latex	0.03	-		Nam Hua Rubber sells fresh latex to Premier System Engineering Co., Ltd. for use in research and development to reduce protein in natural latex. It is a purchase order, where the purchase price is comparable to the market price.	Such items that are a price that can be compared to the market price. Including general commercial terms therefore considered that the transaction was appropriate and reasonable.
		• Account payable	0.81	0.02		It was the account payable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account payable.
	6.6 PT Star Rubber	• Purchase spare parts	-	0.05		PT Star Rubber purchased spare parts for machinery equipment such as rollers, rolling pins, shaft gears, etc. from Premier System Engineering for use with machines in the production of STR as a service provider with expertise in installation, maintaining machinery, and equipment for a long time. This is a service through a purchase order, which the purchase price is the cost price of the Premier System. Engineering plus relevant operating costs and reasonable profit.	The above rates were comprehensive and reflected the relevant costs and reasonable margins, which was general commercial term. Therefore, it was considered appropriate and reasonable.

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)		Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated	Consolidated		
			Jan-Dec 2022	Jan-Dec 2023		
		Machine manufacturing and installation service fees	2.07	1.58	PT Star Rubber paid for manufacturing and installation services to Premier System Engineering because Premier System Engineering had expertise in designing, installing and maintaining, repairing machinery and equipment for manufacturing , for a long time. Moreover, the production and installation of machines for rubber production was considered as confidential because it needed to access to the production technology; therefore PT Star Rubber did not want to hire third parties for this work. The profit margin was consistent with other operators in the same business.	It was a reasonable transaction because Premier System Engineering already has expertise in such work. The service rate was comparable in the market.
		Advance payment	1.20	-	It was an advance expense resulting from the above expenditure group items.	It was the amount paid according to the normal commercial terms of payment. Therefore, it was considered appropriate and reasonable.
6.7 Starlight Express Transport						
		Revenue from transportation costs	0.54	0.09	Starlight Express Transport provided transportation services for Premier System Engineering because Starlight Express Transport engaged in the business of transporting goods and preparing documents for import and export which had equipment and personnel ready for such service with more than 20-year experience in this business. The service fee was set according to the market price and the price was adjusted based on oil price fluctuation in each period.	Starlight Express Transport had expertise in transport operations and processing documents related to transportation. The service rate was reasonable reflected associated costs and margin and was comparable to other service providers.



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated	Consolidated			
			Jan-Dec 2022	Jan-Dec 2023			
		Revenue from transportation costs	0.03	0.04	Starlight Express Transport provided services to prepare documents for import and export to Premier System Engineering because Starlight Express Transport engaged in the business of importing and exporting documents with more than 20-year experience in this business. Such service was charged for import and export document per set and this rate was comparable to other service providers in this market.	Starlight Express Transport had expertise in transport operations and processing documents related to transportation. The service rate was reasonable reflected associated costs and margin and was comparable to other service providers.	
		Account receivable	-	0.005	It was the account receivable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account receivable.	
		6.8 Thai Tech Rubber Calibration service fees	0.03	0.03	Premier System Engineering provided precision calibration services for tools and equipment to Thai Tech Rubber as Premier System Engineering was ISO IEC17025 certified for calibration standards and was well-equipped equipment with professional teams service in urgent cases. Such service fee was set by type of equipment, which was comparable with the market price of other calibration work from outsiders.	This transaction was able to generate additional income to the Group, without adding any human resource costs. Such service rate was comparable in the same industry in the market.	

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated		Consolidated Jan-Dec 2023		
			Consolidated Jan-Dec 2022	Consolidated			
		6.9 Sri Trang Ayeyar Calibration service fees	0.12	-	Premier System Engineering provided precision calibration services for tools and equipment to Sri Trang Ayeyar as Premier System Engineering was ISO IEC17025 certified for calibration standards and was well-equipped equipment with professional teams service in urgent cases. Such service fee was set by type of equipment, which was comparable with the market price of other calibration work from outsiders.	This transaction was able to generate additional income to the Group, without adding any human resource costs. Such service rate was comparable in the same industry in the market.	
		Other service fees	-	0.007	SRP pays for a survey of machine usage problems to Premier System Engineering. The rate charged is the actual expense rate.	Premier System Engineering have expertise in the job including having experienced personnel and tools involved in providing services. It is the rate that the actual expenses are charged. Therefore considered that The said transaction is appropriate and reasonable.	
7. PT Sri Trang Gloves Indo (STGI)	STGT holds 100% of PT Sri Trang Gloves Indo shares.	7.1 SLI Land Rental Income	0.11	0.10	PT Sri Trang Lingga provided PT Sri Trang Gloves Indo renting land to build a warehouse, Land no. 04.01.13.05.01860, track number 21-12-2017, in area 5,950 square meters. The area is located at Keramasan Village, Kertapati District, Palembang City, South Sumatra Indonesia. A land lease agreement term in 5 years, starting from December 1, 2021 to December 1, 2026. The rental is paid annually at Rp 45,696,000 per year or Rp 228,480,000 per 5 years. The rental rate for the said land is the price agreed between the lessor and the lessee, without adjusting the rental rate during the year which is based on the land appraisal price of Indonesia It is considered a reasonable rental rate.	Land rental rate referenced from the land appraisal price of Indonesia and including general commercial terms therefore considered that the said transaction was appropriate and reasonable.	



Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated Jan-Dec 2022	Consolidated Jan-Dec 2023			
8. Sri Trang Gloves Vietnam (STGV)		Other Accounts Payable	0.09	-		It is the advance income generated from the above income group items.	It is an amount received according to the payment criteria which is normal commercial terms. therefore considered that the transaction was appropriate and reasonable.
		7.2 Sri Trang IBC Revenue from providing information services	0.02	0.05		Sri Trang IBC provided IT and information services to PT Sri Trang Gloves Indo because Sri Trang IBC had the equipment and personnel ready to provide services. The service fee was determined according to the type of information work, which was comparable to the market price.	The services rate was comparable to market price.
		Account receivable	0.02	0.03		It was the account receivable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account receivable.
	STGT holds 100% of Sri Trang Gloves Vietnam shares.	8.1 Sri Trang IBC Revenue from providing information services	0.09	0.22		Sri Trang IBC provided IT and information services to Sri Trang Gloves Vietnam because Sri Trang IBC had the equipment and personnel ready to provide services. The service fee was determined according to the type of information work, which was comparable to the market price.	The services rate was comparable to market price.
		Account receivable	0.09	-		It was the account receivable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account receivable.

Related Parties	Relationship	Type of Transaction	Value of Transaction (Million Baht)			Necessity/ Reasonableness of the Transaction	Opinion(s) of the Audit Committee
			Consolidated	Consolidated	Jan-Dec 2023		
			Jan-Dec 2022	Jan-Dec 2022			
9. Sri Trang Gloves Philippines (STGP)	STGT holds 99.99% of Sri Trang Gloves Philippines shares.	9.1 Sri Trang IBC Revenue from providing information services	0.004	0.01	Sri Trang IBC provided IT and information services to Sri Trang Gloves Philippines because Sri Trang IBC had the equipment and personnel ready to provide services. The service fee was determined according to the type of information work, which was comparable to the market price.	The services rate was comparable to market price.	
		Account receivable	0.004	-	It was the account receivable resulting from the aforementioned item.	It was an outstanding balance based on payment criteria, which was general commercial term and list of normal trade account receivable.	

Apart from what was disclosed in "Related Party Transactions," there were no other material contracts entered into by the Company or any of its subsidiaries involving the interests of any director or controlling shareholder which are either still subsisting at the end of the financial year or entered into since the end of the previous financial year.



Justification and Sensibility of Related Party Transactions

The Audit Committee has reviewed STA's related party transactions, enquiring additional necessary details from the management, and reviewed the documents and information specified in the corporate financial statement notes by the external auditor. The Committee has agreed to regard the related party transactions made normal business practices or support of STA and its affiliates' normal business on an arm's length basis.

Policy on Future Related Party Transactions

STA's future related transactions will be recurrently conducted as part of its normal course of business. Prices setting will be market-based and follows the rules and guidelines of normal business practices under appropriate and fair terms and conditions in a sensible and accountable manner for the best interests of STA and its shareholders and can be checked. The transactions will follow the general commercial terms and conditions approved by the Board of Directors. STA disclosure of related party transactions conforms to the notification of the SEC and SET and the accounting standard for the disclosure of information on related party transactions. In addition, STA must also comply with the policy or other relevant laws.

In addition, when STA enters into related party transactions, STA shall seek the Audit Committee's opinion on the reasonableness of such transactions. In the event that the Audit Committee is unable to evaluate related party transactions due to a lack of expertise in certain areas, the Committee may arrange an independent expert, such as the auditor or independent appraiser, to give an opinion on the transactions. The opinion of the Audit Committee or the independent expert will be used by STA's Board of Directors or shareholders, as the case may be, for deciding to ensure that these related party transactions are carried out without any conflict of interest and for the best interest of all shareholders.

STA's connected transactions in the last three years are available for shareholders and/or investors in the Annual Reports or One Report on STA's website <https://www.sritranggroup.com/th/sustainability/report>.



2,604,243
95,729,627
157,475
20,400
117
11
7,949,887.131
14,739,364,961
1,823,262,439,725
2,644,103,003,023

PART

3

Financial Statements



Report on the Board of Director's Responsibility for the Financial Reports

The Board of Directors is responsible for the stand-alone financial statements of Sri Trang Agro-Industry Public Company Limited and the consolidated financial statements of Sri Trang Agro-Industry Public Company Limited and its subsidiaries as well as the financial information stated in the Company's Annual Registration Statement/ Annual Report 2023 (Form 56-1 One Report). The financial statement ended on December 31, 2023 was prepared in accordance with the generally accepted accounting standards by using appropriate and consistent accounting policy including careful consideration and reasonableness. The important information was adequately disclosed in the notes to the financial statements to transparently reflect the actual financial position, operating results and cash flow for the understanding of shareholders and investors.

The Board of Directors recognized their duties and responsibilities for supervising the efficient preparation of financial report and have instituted risk management system and appropriate internal control system for both operation and related information systems to ensure the accuracy, completeness and timeliness of the financial information and to prevent fraud or mismanagement and to protect the Company's assets.

In this regard, the Board also appointed an Audit Committee to review the accuracy and reliability of the financial reports, the effectiveness of the internal audit and internal control system as well as the risk management system, along with the appropriateness and completeness of information disclosure regarding related party transactions.

From the corporate governance practices mentioned above, the Board is of the opinion that the overall internal control system of the Company is satisfactorily effective and can provide reasonable assurance that the stand-alone financial statements of the Company and the consolidated financial statements of the Company and its subsidiaries for the year ended 31 December 2023 are accurate, reliable and in compliance with generally accepted accounting practices and all the relevant legal guidelines and policies.

Mr. Viyavood Sincharoenkul
Chairman



Independent Auditor's Report

To the Shareholders of Sri Trang Agro-Industry Public Company Limited

Opinion

I have audited the accompanying consolidated financial statements of Sri Trang Agro-Industry Public Company Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at 31 December 2023, and the related consolidated statements of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies, and have also audited the separate financial statements of Sri Trang Agro-Industry Public Company Limited for the same period.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Sri Trang Agro-Industry Public Company Limited and its subsidiaries and of Sri Trang Agro-Industry Public Company Limited as at 31 December 2023, their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Group in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that are relevant to my audit of the financial

statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matters and how audit procedures respond to each matter are described below.

Revenue recognition

Revenue from sales of goods is significant to the financial statements. The competition in the natural rubber market has a direct impact on selling prices of natural rubber products. Moreover, the Group has a large number of customers under a variety of conditions. As a result, revenue from sale of goods is a significant account which directly affects the Group's operating results.

I assessed and tested the effectiveness of the Group's internal controls relating to the revenue cycle, examined supporting documents on a sampling basis for actual sale transactions occurring during the year, expanded the scope of audit near the end of the reporting period and tested sale transactions with respect to the accuracy and timing of revenue recognition. I also examined credit notes issued by the Group after the period end and performed analytical procedures on disaggregated data, including reconciliation of sales to cash receipts, to detect possible irregularities in sale transactions throughout the period, particularly accounting entries made through journal vouchers.

Financial instruments

The Group has entered into financial instruments with numerous counterparties which are financial institutions, in order to mitigate its exposure to fluctuations in rubber prices, foreign exchange rates and interest rates. It presents the fair value of such financial instruments in the statement of financial position, and recognises material gains or losses on financial instruments in the financial statements. Management therefore relies on valuation techniques and models suggested by the counterparties, in which most of the inputs used are observable in the relevant market. Differences in the assumptions used in the calculation may therefore affect the fair value of such financial instruments presented in the financial statements.

I gained an understanding of the transactions and the process of recording the fair value of financial instruments, and the accounting records related to financial instruments. Moreover, I recalculated the fair value of such financial instruments, sent confirmation requests to counterparties to determine the completeness of the recording of the transactions and verified supporting documents, on a sampling basis, for actual transactions occurring during the year. In addition, I tested the appropriateness of the fair values by comparing them to available market inputs. Moreover, I examined the information disclosed in the notes to the financial statements for appropriateness and completeness.

Other Information

Management is responsible for the other information. The other information comprise the information included in annual report of the Group, but does not include the financial statements and my auditor's report thereon. The annual report of the Group is expected to be made available to me after the date of this auditor's report.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated.

When I read the annual report of the Group, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance for correction of the misstatement.



Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible for the audit resulting in this independent auditor's report.

Krongkaew Limkittikul
Certified Public Accountant (Thailand) No. 5874

EY Office Limited
Bangkok: 16 February 2024



Statement of financial position

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
As at 31 December 2023

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2023	2022	2023	2022
Assets					
Current assets					
Cash and cash equivalents	7	6,986,222,450	22,500,428,361	564,227,664	5,373,978,382
Trade and other receivables	8	7,292,933,813	8,191,993,894	4,639,720,164	4,655,399,761
Amounts due from future brokers		648,477,627	660,607,783	-	-
Inventories	9	26,959,432,492	25,261,064,870	15,513,425,732	13,828,811,139
Short-term loans to subsidiaries	6	-	-	-	343,913,000
Derivative financial instruments	36.1	448,837,234	1,003,874,851	310,764,124	641,646,085
Other current financial assets	11	5,213,142,211	-	-	-
Other current assets	10	803,757,893	1,545,934,547	54,870,561	71,564,748
Total current assets		48,352,803,720	59,163,904,306	21,083,008,245	24,915,313,115
Non-current assets					
Derivative financial instruments	36.1	1,516,396	1,997,355	-	-
Other non-current financial assets	11	4,724,823,604	1,062,491,829	38,332,788	38,279,840
Investments in subsidiaries	12	-	-	19,158,309,019	19,005,708,104
Investment in associate	13	468,985,266	583,948,421	142,500,000	142,500,000
Investment in joint venture	14	294,656,063	570,062,923	134,716,526	134,716,526
Investment properties	15	236,096,759	235,340,906	89,643,125	89,643,125
Property, plant and equipment	16	50,079,367,485	47,885,312,171	13,265,800,037	11,879,608,448
Right-of-use assets	22	492,426,154	518,689,132	116,707,757	117,124,600
Economic tree plantations	17	2,616,619,845	2,546,569,812	24,105,688	16,098,215
Intangible asset - Computer software	18	426,547,176	457,291,395	237,652,159	253,119,447
Goodwill	19	3,174,667,132	3,174,667,132	-	-
Withholding tax deducted at source		433,244,269	355,321,543	149,586,864	150,344,954
Deferred tax assets	29	323,892,216	486,260,956	-	-
Other non-current assets		111,850,497	41,915,800	13,324,917	12,300,951
Total non-current assets		63,384,692,862	57,919,869,375	33,370,678,880	31,839,444,210
Total assets		111,737,496,582	117,083,773,681	54,453,687,125	56,754,757,325

The accompanying notes are an integral part of the financial statements.

Statement of financial position (continued)

Sri Trang Agro-Industry Public Company Limited and its subsidiaries

As at 31 December 2023

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2023	2022	2023	2022
Liabilities and shareholders' equity					
Current liabilities					
Trade and other payables	20	3,978,993,430	5,058,138,423	1,292,820,047	1,576,159,547
Short-term borrowings from financial institutions	21.1	5,495,039,176	5,889,871,582	814,000,000	347,335,000
Current portions of long-term liabilities:					
- Long-term borrowings from financial institutions	21.2	1,884,604,188	1,715,714,709	-	-
- Debentures	21.3	2,727,584,141	1,233,004,519	2,713,631,918	1,219,051,096
- Lease liabilities	22	197,842,679	206,145,429	56,473,403	55,702,317
Short-term loan from subsidiary	6		-	-	145,000,000
Income tax payable		23,293,332	145,231,321	-	49,439,703
Derivative financial instruments	36.1	357,383,725	95,261,047	337,016,593	9,889,569
Other current liabilities		101,003,908	119,153,235	35,287,653	41,377,941
Total current liabilities		14,765,744,579	14,462,520,265	5,249,229,614	3,443,955,173
Non-current liabilities					
Derivative financial instruments	36.1	-	1,126,858	-	-
Long-term liabilities, net of current portions:					
- Long-term borrowings from financial institutions	21.2	3,527,377,855	5,411,982,152	-	-
- Debentures	21.3	23,324,038,254	25,818,975,999	21,825,320,772	24,320,710,920
- Lease liabilities	22	263,199,873	284,536,834	64,083,558	64,346,009
Provision for retirement benefit obligations	23	413,961,569	416,403,281	137,632,299	137,884,846
Deferred tax liabilities	29	1,263,895,462	1,468,901,008	506,307,234	726,513,330
Other non-current liabilities		33,005,238	33,024,745	-	-
Total non-current liabilities		28,825,478,251	33,434,950,877	22,533,343,863	25,249,455,105
Total liabilities		43,591,222,830	47,897,471,142	27,782,573,477	28,693,410,278

The accompanying notes are an integral part of the financial statements.



Statement of financial position (continued)

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
As at 31 December 2023

		(Unit: Baht)			
		Consolidated financial statements		Separate financial statements	
	<u>Note</u>	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Shareholders' equity					
Share capital					
Registered					
1,535,999,998 ordinary shares of Baht 1 each		<u>1,535,999,998</u>	<u>1,535,999,998</u>	<u>1,535,999,998</u>	<u>1,535,999,998</u>
Issued and fully paid-up					
1,535,999,998 ordinary shares of Baht 1 each		1,535,999,998	1,535,999,998	1,535,999,998	1,535,999,998
Premium on ordinary shares		10,851,951,634	10,851,951,634	10,851,951,634	10,851,951,634
Surplus on the change in the ownership					
interests in subsidiaries		6,257,143,381	6,257,143,381	-	-
Retained earnings					
Appropriated - statutory reserve	24	153,600,000	153,600,000	153,600,000	153,600,000
Unappropriated		25,382,210,772	27,130,151,340	11,135,921,730	12,445,918,517
Other components of shareholders' equity					
Surplus on revaluation of assets - net of income tax	25	6,205,672,564	5,809,537,342	2,785,097,740	2,920,108,422
Surplus (deficit) on changes in fair value through					
other comprehensive income of investments					
in equity - net of income tax		350,164,037	(109,993,490)	4,923,941	4,881,582
Cash flow hedge reserve - net of income tax		239,077,855	233,517,547	203,618,605	148,886,894
Share of other comprehensive income					
from associate and joint venture		(48,172,398)	-	-	-
Exchange differences on translation of					
financial statements in foreign currencies		<u>(587,447,117)</u>	<u>(473,567,808)</u>	<u>-</u>	<u>-</u>
Equity attributable to equity holders of the Company		50,340,200,726	51,388,339,944	26,671,113,648	28,061,347,047
Non-controlling interests of the subsidiaries		<u>17,806,073,026</u>	<u>17,797,962,595</u>	<u>-</u>	<u>-</u>
Total shareholders' equity		<u>68,146,273,752</u>	<u>69,186,302,539</u>	<u>26,671,113,648</u>	<u>28,061,347,047</u>
Total liabilities and shareholders' equity		<u>111,737,496,582</u>	<u>117,083,773,681</u>	<u>54,453,687,125</u>	<u>56,754,757,325</u>
		-	-	-	-

The accompanying notes are an integral part of the financial statements.

Statement of comprehensive income

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
As at 31 December 2023

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2023	2022	2023	2022
Profit or loss:					
Revenues from sales of goods and services	30	84,244,908,888	110,656,726,212	50,308,694,954	61,208,863,185
Cost of sales and services		<u>(76,082,009,977)</u>	<u>(94,851,076,084)</u>	<u>(47,014,830,463)</u>	<u>(54,891,887,948)</u>
Gross profit		8,162,898,911	15,805,650,128	3,293,864,491	6,316,975,237
Other income	26	353,467,543	292,662,869	241,906,037	176,546,585
Dividend income		16,070,075	6,430,998	590,771,161	1,876,368,887
Selling and distribution expenses		(5,247,469,228)	(7,784,891,136)	(2,823,887,593)	(3,490,397,693)
Administrative expenses		(2,815,650,966)	(2,462,957,082)	(808,667,737)	(794,313,180)
Gain on exchange rates		39,260,360	506,123,498	136,715,523	150,997,235
Other gain (loss)	27	<u>(32,496,357)</u>	<u>505,958,593</u>	<u>(66,237,246)</u>	<u>885,069,548</u>
Profit from operating activities		476,080,338	6,868,977,868	564,464,636	5,121,246,619
Share of profit (loss) from investments in associate and joint venture		(107,484,318)	335,657,202	-	-
Finance income		526,155,095	184,841,170	93,091,191	27,180,646
Finance cost		<u>(1,421,727,511)</u>	<u>(1,222,063,180)</u>	<u>(772,192,503)</u>	<u>(637,977,825)</u>
Profit (loss) before income tax		(526,976,396)	6,167,413,060	(114,636,676)	4,510,449,440
Income tax	29	<u>71,017,609</u>	<u>(649,582,977)</u>	<u>200,462,016</u>	<u>(236,890,732)</u>
Profit (loss) for the year		<u>(455,958,787)</u>	<u>5,517,830,083</u>	<u>85,825,340</u>	<u>4,273,558,708</u>

The accompanying notes are an integral part of the financial statements.



Statement of comprehensive income (continued)

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
For the year ended 31 December 2023

(Unit: Baht)

		Consolidated financial statements		Separate financial statements	
	Note	2023	2022	2023	2022
Other comprehensive income:					
Other comprehensive income to be reclassified					
to profit or loss in subsequent periods					
Exchange differences on translation of					
financial statements in foreign currencies		(173,793,390)	(9,338,170)	-	-
Gain (loss) on cash flow hedge - net of income tax		(21,235,785)	297,523,016	54,731,711	139,067,200
Share of other comprehensive income from					
investments in associate and joint venture		(52,381,761)	-	-	-
Other comprehensive income to be reclassified to					
profit or loss in subsequent periods - net of income tax		(247,410,936)	288,184,846	54,731,711	139,067,200
Other comprehensive income not to be reclassified					
to profit or loss in subsequent periods					
Changes in revaluation of assets					
- net of income tax	25	670,067,858	2,484,689,724	-	1,232,568,646
Actuarial gain - net of income tax	23	18,868,051	15,907,121	5,167,189	5,682,326
Gain (loss) on changes in value of equity investments					
designated at fair value through other comprehensive					
income - net of income tax	11	821,136,161	(218,948,510)	42,359	(21,808,783)
Share of other comprehensive income from					
investments in associate and joint venture		4,209,363	-	-	-
Other comprehensive income not to be reclassified to					
profit or loss in subsequent periods - net of income tax		1,514,281,433	2,281,648,335	5,209,548	1,216,442,189
Other comprehensive income for the year		1,266,870,497	2,569,833,181	59,941,259	1,355,509,389
Total comprehensive income for the year		810,911,710	8,087,663,264	145,766,599	5,629,068,097

The accompanying notes are an integral part of the financial statements.

Statement of comprehensive income (continued)

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
For the year ended 31 December 2023

(Unit: Baht)

	<u>Consolidated financial statements</u>		<u>Separate financial statements</u>	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Profit (loss) attributable to:				
Equity holders of the Company	(434,368,615)	4,794,868,438	85,825,340	4,273,558,708
Non-controlling interests of the subsidiaries	(21,590,172)	722,961,645		
	<u>(455,958,787)</u>	<u>5,517,830,083</u>		
Total comprehensive income attributable to:				
Equity holders of the Company	487,860,780	7,261,244,070	145,766,599	5,629,068,097
Non-controlling interests of the subsidiaries	323,050,930	826,419,194		
	<u>810,911,710</u>	<u>8,087,663,264</u>		
Earnings per share				
Basic earnings per share	31			
Profit (loss) attributable to equity holders of the Company	<u>(0.28)</u>	<u>3.12</u>	<u>0.06</u>	<u>2.78</u>

The accompanying notes are an integral part of the financial statements.

Statement of changes in shareholders' equity

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
For the year ended 31 December 2023

	Consolidated financial statements										(Unit: Baht)	
	Attributable to the equity holders of the Company											
	Surplus on the change in the ownership interests in subsidiaries			Retained earnings		Total other components of shareholders' equity		Total equity attributable to equity holders of the Company		Non-controlling interests of the subsidiaries		Total shareholders' equity
	Issued and paid-up share capital	Premium on ordinary shares		Appropriated - statutory reserve	Unappropriated							
Balance as at 1 January 2022	1,535,999,998	10,851,951,634	6,247,647,636	153,600,000	24,741,526,831	3,121,405,162	46,652,131,261	18,396,456,995	65,048,588,256			
Profit for the year	-	-	-	-	4,794,868,438	-	4,794,868,438	722,961,645	5,517,830,083			
Other comprehensive income for the year	-	-	-	-	12,634,524	2,453,741,108	2,466,375,632	103,457,549	2,569,833,181			
Total comprehensive income for the year	-	-	-	-	4,807,502,962	2,453,741,108	7,261,244,070	826,419,194	8,087,663,264			
Amortisation on surplus on revaluation of assets	-	-	-	-	134,178,907	(134,178,907)	-	-	-			
Dividend paid (Note 33)	-	-	-	-	(2,534,399,997)	-	(2,534,399,997)	-	(2,534,399,997)			
Dividend paid by the subsidiaries	-	-	-	-	-	-	-	-	(1,447,319,220)			
Share-based payment paid by the subsidiary	-	-	-	-	-	-	-	-	2,858,441			
Increase in share capital of the subsidiary	-	-	9,495,745	-	-	(131,135)	9,364,610	19,547,185	28,911,795			
Disposal of other financial assets	-	-	-	-	1,782,419	(1,782,419)	-	-	-			
Refund of other financial assets (Note 11)	-	-	-	-	(20,439,782)	20,439,782	-	-	-			
Balance as at 31 December 2022	1,535,999,998	10,851,951,634	6,257,143,381	153,600,000	27,130,151,340	5,459,493,591	51,388,339,944	17,797,962,595	69,186,302,539			
Balance as at 1 January 2023	1,535,999,998	10,851,951,634	6,257,143,381	153,600,000	27,130,151,340	5,459,493,591	51,388,339,944	17,797,962,595	69,186,302,539			
Profit (loss) for the year	-	-	-	-	(434,368,615)	-	(434,368,615)	(21,590,172)	(455,958,787)			
Other comprehensive income for the year	-	-	-	-	14,821,674	907,407,721	922,229,395	344,641,102	1,266,870,497			
Total comprehensive income for the year	-	-	-	-	(419,546,941)	907,407,721	487,860,780	323,050,930	810,911,710			
Amortisation on surplus on revaluation of assets	-	-	-	-	207,606,371	(207,606,371)	-	-	-			
Dividend paid (Note 33)	-	-	-	-	(1,535,999,998)	-	(1,535,999,998)	-	(1,535,999,998)			
Dividend paid by the subsidiaries	-	-	-	-	-	-	-	(314,940,499)	(314,940,499)			
Balance as at 31 December 2023	1,535,999,998	10,851,951,634	6,257,143,381	153,600,000	25,382,210,772	6,159,294,941	50,340,200,726	17,806,073,026	68,146,273,752			

The accompanying notes are an integral part of the financial statements.



Statement of changes in shareholders' equity (continued)

Sri Trang Agro-Industry Public Company Limited and its subsidiaries

For the year ended 31 December 2023

Details of other components of shareholders' equity:

	Consolidated financial statements						(Unit: Baht)
	Attributable to the equity holders of the Company						
	Other components of shareholders' equity						
	Other comprehensive income						
	Surplus (deficit) on changes in fair value through other comprehensive income of investments in equity - net of income tax	Cash flow hedge reserve - net of income tax	Share of other comprehensive income from associate and joint venture	Exchange differences on translation of financial statements in foreign currencies	Total other components of shareholders' equity		
Balance as at 1 January 2022	3,635,007,392	3,645,991	(22,960,096)	-	(494,288,125)	3,121,405,162	
Profit for the year	-	-	-	-	-	-	
Other comprehensive income for the year	2,308,761,027	(132,383,321)	256,430,747	-	20,932,655	2,453,741,108	
Total comprehensive income for the year	2,308,761,027	(132,383,321)	256,430,747	-	20,932,655	2,453,741,108	
Amortisation on surplus on revaluation of assets	(134,178,907)	-	-	-	-	(134,178,907)	
Increase in share capital of the subsidiary	(52,170)	86,477	46,896	-	(212,338)	(131,135)	
Disposal of other financial assets	-	(1,782,419)	-	-	-	(1,782,419)	
Refund of other financial assets (Note 11)	-	20,439,782	-	-	-	20,439,782	
Balance as at 31 December 2022	5,809,537,342	(109,993,490)	233,517,547	-	(473,567,808)	5,459,493,591	
Balance as at 1 January 2023	5,809,537,342	(109,993,490)	233,517,547	-	(473,567,808)	5,459,493,591	
Profit (loss) for the year	-	-	-	-	-	-	
Other comprehensive income for the year	603,741,593	460,157,527	5,560,308	(48,172,398)	(113,879,309)	907,407,721	
Total comprehensive income for the year	603,741,593	460,157,527	5,560,308	(48,172,398)	(113,879,309)	907,407,721	
Amortisation on surplus on revaluation of assets	(207,606,371)	-	-	-	-	(207,606,371)	
Balance as at 31 December 2023	6,205,672,564	350,164,037	239,077,855	(48,172,398)	(587,447,117)	6,159,294,941	

The accompanying notes are an integral part of the financial statements.

Statement of changes in shareholders' equity (continued)

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
For the year ended 31 December 2023

	Separate financial statements					(Unit: Baht)
	Issued and paid-up share capital	Premium on ordinary shares	Retained earnings		Total other components of shareholders' equity	
			Appropriated - statutory reserve	Unappropriated		
Balance as at 1 January 2022	1,535,999,998	10,851,951,634	153,600,000	10,638,643,488	1,786,483,827	24,966,678,947
Profit for the year	-	-	-	4,273,558,708	-	4,273,558,708
Other comprehensive income for the year	-	-	-	5,682,326	1,349,827,063	1,355,509,389
Total comprehensive income for the year	-	-	-	4,279,241,034	1,349,827,063	5,629,068,097
Amortisation on surplus on revaluation of assets	-	-	-	82,873,774	(82,873,774)	-
Dividend paid (Note 33)	-	-	-	(2,534,399,997)	-	(2,534,399,997)
Refund of other financial assets (Note 11)	-	-	-	(20,439,782)	20,439,782	-
Balance as at 31 December 2022	1,535,999,998	10,851,951,634	153,600,000	12,445,918,517	3,073,876,898	28,061,347,047
Balance as at 1 January 2023	1,535,999,998	10,851,951,634	153,600,000	12,445,918,517	3,073,876,898	28,061,347,047
Profit for the year	-	-	-	85,825,340	-	85,825,340
Other comprehensive income for the year	-	-	-	5,167,189	54,774,070	59,941,259
Total comprehensive income for the year	-	-	-	90,992,529	54,774,070	145,766,599
Amortisation on surplus on revaluation of assets	-	-	-	135,010,682	(135,010,682)	-
Dividend paid (Note 33)	-	-	-	(1,535,999,998)	-	(1,535,999,998)
Balance as at 31 December 2023	1,535,999,998	10,851,951,634	153,600,000	11,135,921,730	2,993,640,286	26,671,113,648

The accompanying notes are an integral part of the financial statements.



Statement of changes in shareholders' equity (continued)

บริษัท ศรีตรังแอโกรอินดัสทรี จำกัด (มหาชน) และบริษัทย่อย
สำหรับปีสิ้นสุดวันที่ 31 ธันวาคม 2566

Details of other components of shareholders' equity:

	Separate financial statements				(Unit: Baht)
	Other components of shareholders' equity				
	Other comprehensive income				
	Surplus (deficit) on changes in fair value through other comprehensive income of investments in equity - net of income tax				
	Surplus on revaluation of assets - net of income tax		Cash flow hedge reserve - net of income tax	Total other components of shareholders' equity	
Balance as at 1 January 2022	1,770,413,550	6,250,583	9,819,694	1,786,483,827	
Profit for the year	-	-	-	-	
Other comprehensive income for the year	1,232,568,646	(21,808,783)	139,067,200	1,349,827,063	
Total comprehensive income for the year	1,232,568,646	(21,808,783)	139,067,200	1,349,827,063	
Amortisation on surplus on revaluation of assets	(82,873,774)	-	-	(82,873,774)	
Refund of other financial assets (Note 11)	-	20,439,782	-	20,439,782	
Balance as at 31 December 2022	2,920,108,422	4,881,582	148,886,894	3,073,876,898	
Balance as at 1 January 2023	2,920,108,422	4,881,582	148,886,894	3,073,876,898	
Profit for the year	-	-	-	-	
Other comprehensive income for the year	-	42,359	54,731,711	54,774,070	
Total comprehensive income for the year	-	42,359	54,731,711	54,774,070	
Amortisation on surplus on revaluation of assets	(135,010,682)	-	-	(135,010,682)	
Balance as at 31 December 2023	2,785,097,740	4,923,941	203,618,605	2,993,640,286	

The accompanying notes are an integral part of the financial statements.



Cash flow statement

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
For the year ended 31 December 2023

	(Unit: Baht)			
	Consolidated financial statements		Separate financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Cash flows from operating activities				
Profit (loss) before income tax	(526,976,396)	6,167,413,060	(114,636,676)	4,510,449,440
Adjustments to reconcile profit (loss) before income tax to net cash provided by (paid from) operating activities:				
Unrealised loss (gain) on exchange rates	10,755,598	165,442,021	(3,845,894)	17,954,515
Unrealised loss (gain) on revaluation of derivative financial instruments	324,333,953	(354,665,902)	246,892,402	(224,875,986)
Loss (gain) on conversion of derivative instruments to underlying equity instruments	(6,560,620)	83,848,169	-	-
Share-based payment expenses	-	2,858,441	-	-
Expected credit losses (reversal)	17,796,075	103,689,359	(2,698,989)	102,529
Loss on bad debt	5,166,720	-	5,166,720	-
Reduction of inventory cost to net realisable value (reversal)	(69,903,499)	296,307,397	(67,872,594)	97,434,398
Expenses for retirement benefit obligations	30,455,604	17,865,535	9,897,939	11,895,440
Depreciation	3,486,150,911	3,069,968,157	964,948,855	791,056,553
Amortisation on economic tree plantations	37,269,538	27,761,942	282,803	356,254
Amortisation on intangible asset	93,302,591	88,394,742	64,759,255	63,903,286
Loss on impairment of asset	294,078,157	-	-	-
Impairment loss from assets revaluation (reversal)	(3,773,081)	16,372,171	-	25,911,932
Write-off for withholding tax	16,362,043	71,900,958	12,389,421	71,900,958
Finance income	(526,155,095)	(184,841,170)	(93,091,191)	(27,180,646)
Finance cost	1,421,727,511	1,222,063,180	772,192,503	637,977,825
Dividend income	(16,070,075)	(6,430,998)	(590,771,161)	(1,876,368,887)
Share of (profit) loss from investments in associate and joint venture	107,484,318	(335,657,202)	-	-
Loss (gain) on disposal and write-off for property, plant and equipment, right-of-use assets, economic tree plantations and intangible asset	(1,289,617)	38,703,642	4,927,821	16,311,221
Gain on change in fair value of investment properties	-	(15,820,031)	-	(13,980,000)
Profit from operating activities before changes in operating assets and liabilities	4,694,154,636	10,475,173,471	1,208,541,214	4,102,848,832

The accompanying notes are an integral part of the financial statements.

Cash flow statement (continued)

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
For the year ended 31 December 2023

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Operating assets (increase) decrease				
Trade and other receivables	875,757,146	494,211,294	8,331,516	(140,734,799)
Amounts due from future brokers	12,130,156	646,882,851	-	105,737,796
Inventories	(919,375,317)	6,468,755,240	(1,169,200,040)	2,468,746,339
Other current assets	478,545,024	302,940,170	16,694,187	135,735
Other non-current assets	(10,958,154)	(5,905,855)	(1,023,966)	717,756
Operating liabilities increase (decrease)				
Trade and other payables	(1,059,818,547)	(390,120,957)	(279,732,933)	193,162,781
Other current liabilities	(18,149,327)	(185,727,405)	(6,090,288)	(163,933,117)
Provision for retirement benefit obligations	(9,336,923)	(7,090,375)	(3,691,500)	(5,299,387)
Other non-current liabilities	(19,507)	(358,332)	-	-
Cash flows provided by (used in) operating activities	4,042,929,187	17,798,760,102	(226,171,810)	6,561,381,936
Interest received	499,439,331	180,200,128	93,187,868	27,162,099
Interest paid	(1,531,483,769)	(1,133,744,830)	(826,400,108)	(495,145,109)
Withholding tax deducted at source refunded	284,010,318	206,798,920	53,039,716	179,301,202
Income tax paid	(407,543,133)	(1,379,321,587)	(116,850,882)	(116,172,619)
Net cash flows provided by (used in) operating activities	2,887,351,934	15,672,692,733	(1,023,195,216)	6,156,527,509
Cash flows from investing activities				
Cash paid for purchases of other financial assets	(8,108,105,443)	(693,287,674)	-	(500)
Cash paid for purchases of derivative financial instruments	-	(1,682,522)	-	-
Dividends received	250,701,317	210,561,298	590,771,161	1,876,368,887
Cash paid for short-term loan to subsidiary	-	-	(1,200,000,000)	(1,534,598,000)
Cash received from repayment of short-term loan to subsidiary	-	-	1,534,598,000	1,532,469,000
Cash paid for investment in subsidiary	-	-	(152,600,915)	(166,570,396)
Cash received from disposals of property, plant and equipment and economic tree plantations	84,217,605	27,455,718	19,658,501	11,390,912
Cash paid for purchases of plant and equipment, economic tree plantations, intangible asset and investment properties	(5,344,081,675)	(10,490,458,653)	(2,316,204,347)	(3,275,830,956)
Cash received from disposal of other financial assets	-	28,455,995	-	-
Cash refunded from other financial assets	-	43,560,218	-	43,560,218
Net cash flows used in investing activities	(13,117,268,196)	(10,875,395,620)	(1,523,777,600)	(1,513,210,835)

The accompanying notes are an integral part of the financial statements.

The accompanying notes are an integral part of the financial statements.



Cash flow statement (continued)

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
For the year ended 31 December 2023

(Unit: Baht)

	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Cash flows from financing activities				
Increase (decrease) in short-term borrowings from financial institutions	(436,417,605)	(15,796,771,717)	481,200,000	(11,484,981,000)
Cash received from short-term loan from subsidiary	-	-	145,000,000	145,000,000
Cash paid for repayment of short-term loan from subsidiary	-	-	(290,000,000)	(145,000,000)
Repayments of long-term borrowings from financial institutions	(1,716,200,000)	(2,140,829,000)	-	(807,279,000)
Proceeds from issuance of debentures	-	16,838,000,000	-	15,338,000,000
Cash paid for redemption of debentures	(1,000,000,000)	-	(1,000,000,000)	-
Payment of principal portion of lease liabilities	(224,334,308)	(191,433,545)	(62,798,239)	(52,538,996)
Dividend paid	(1,536,179,663)	(2,534,575,748)	(1,536,179,663)	(2,534,575,748)
Dividend paid by subsidiaries	(314,940,501)	(1,447,319,220)	-	-
Cash received from increase in share capital of subsidiary	-	28,911,795	-	-
Net cash flows provided by (used in) financing activities	(5,228,072,077)	(5,244,017,435)	(2,262,777,902)	458,625,256
Increase (decrease) in translation adjustments	(56,217,572)	137,498,270	-	-
Net increase (decrease) in cash and cash equivalents	(15,514,205,911)	(309,222,052)	(4,809,750,718)	5,101,941,930
Cash and cash equivalents at beginning of the year	22,500,428,361	22,809,650,413	5,373,978,382	272,036,452
Cash and cash equivalents at end of the year	6,986,222,450	22,500,428,361	564,227,664	5,373,978,382
	-	-	-	-
Supplemental cash flows information				
Non-cash transactions:				
Increase in payables from purchases of assets	-	-	-	153,507,871
Purchases of assets by entering into lease agreements	199,069,193	299,495,494	64,067,883	61,588,118
Increase in retention	-	164,543,568	-	75,350,526

The accompanying notes are an integral part of the financial statements.

Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries

For the year ended 31 December 2023

1. General information

Sri Trang Agro-Industry Public Company Limited (“the Company”) is a public company incorporated and domiciled in Thailand. The Company is principally engaged in the manufacture and distribution of natural rubber products such as ribbed smoked sheets, concentrated latex, block rubber, and other products. In addition, the Group is engaged in the manufacture and distribution of natural gloves, rubber plantation, provides engineering, logistics and IT services. The registered office of the Company is at 10 Soi 10, Phetkasem Road, Hat Yai, Songkhla, Thailand.

2. Basis of preparation

- 2.1 The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

2.2 Basis of consolidation

- a) The consolidated financial statements include the financial statements of Sri Trang Agro-Industry Public Company Limited (“the Company”) and the following subsidiary companies (“the subsidiaries”) (collectively as “the Group”):

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
For the year ended 31 December 2023

Form 56-1 One Report 2566

Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
For the year ended 31 December 2023

Company's name	Nature of business	Country of incorporation	Paid-up capital		Percentage of shareholding			
			Currency	2023	2022	2023	2022	
Starlight Express Transport Co., Ltd. (79.99% owned by the Company, 13.33% owned by RBL, 3.33% owned by NHR, and 3.33% owned by STC)	Providing of logistics services							
Sri Trang Rubber & Plantation Co., Ltd.	Rubber plantation	Thailand	THB	15,000,000	15,000,000	99.99	99.99	
Sri Trang IBC Co., Ltd.	Providing of IT Services	Thailand	THB	7,360,000,000	7,215,000,000	99.99	99.99	
<u>Subsidiaries indirectly owned by the Company</u>								
Held by Startex Rubber Co., Ltd.								
Sri Trang International Pte Ltd.	Distribution of rubber products	Singapore	USD	61,000,000	61,000,000	99.99	99.99	
Held by Sri Trang International Pte Ltd.								
Sri Trang Ayeyar Rubber Industry Co., Ltd.	Manufacture of block rubber products	Myanmar	USD	1,000,000	1,000,000	58.99	58.99	
Sri Trang Indochina (Vietnam) Co., Ltd.	Distribution of rubber products	Vietnam	VND	21,287,000,000	21,287,000,000	99.99	99.99	
Shi Dong Investments Pte Ltd.	Investment holding	Singapore	USD	58,000,000	58,000,000	99.99	99.99	

(%)

Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
For the year ended 31 December 2023

Company's name	Nature of business	Country of incorporation	Paid-up capital		Percentage of shareholding	
			Currency	2023	2022	2023
(%)						
Held by Shi Dong Investments Pte Ltd.						
PT Star Rubber	Manufacture of block rubber products	Indonesia	Million IDR	515,875	515,875	98.99 98.99
Held by Sri Trang Gloves (Thailand) Plc.						
Shidong Shanghai Medical Equipment Co., Ltd.	Distribution of gloves	China	USD	4,150,000	4,150,000	56.03 56.03
Sri Trang USA, Inc.	Distribution of gloves	USA	USD	115	115	56.03 56.03
Sri Trang Gloves (Singapore) Pte. Ltd.	Distribution of gloves and research and development	Singapore	USD	1,000,000	1,000,000	56.03 56.03
PT Sri Trang Gloves Indo	Distribution of gloves	Indonesia	Million IDR	10,000	10,000	56.03 56.03
Sri Trang Gloves Vietnam Co., Ltd.	Distribution of gloves	Vietnam	VND	22,670,000,000	22,670,000,000	56.03 56.03
Sri Trang Responsible Gloves Supply Inc.	Distribution of gloves	USA	USD	500,000	500,000	56.03 56.03
Sri Trang Gloves Philippines Inc.	Distribution of gloves	Philippines	PHP	10,470,100	10,470,100	56.03 56.03



Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
For the year ended 31 December 2023

Company's name	Nature of business	Country of incorporation	Paid-up capital		Percentage of shareholding	
			<u>Currency</u>	<u>2023</u>	<u>2022</u>	<u>(%)</u>
Premier System Engineering Co., Ltd.	Providing engineering services	Thailand	THB	50,000,000	50,000,000	56.03
Sadao P.S. Rubber Co., Ltd.	Providing rental services of real estate	Thailand	THB	40,000,000	40,000,000	56.03
Sri Trang Gloves Global Pte. Ltd.	Financial asset management and financial investment	Singapore	USD	305,000,000	180,000,000	56.03



Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries

For the year ended 31 December 2023

- b) The Company is deemed to have control over an investee or subsidiaries if it has rights, or is exposed, to variable returns from its involvement with the investee, and it has the ability to direct the activities that affect the amount of its returns.
 - c) Subsidiaries are fully consolidated, being the date on which the Company obtains control, and continue to be consolidated until the date when such control ceases.
 - d) The financial statements of the subsidiaries are prepared using the same significant accounting policies as the Company.
 - e) The assets and liabilities in the financial statements of overseas subsidiary companies are translated to Baht using the exchange rate prevailing on the end of reporting period, and revenues and expenses translated using monthly average exchange rates. The resulting differences are shown under the caption of “Exchange differences on translation of financial statements in foreign currency” in the statements of changes in shareholders’ equity.
 - f) Material balances and transactions between the Group has been eliminated from the consolidated financial statements.
 - g) Non-controlling interests represent the portion of profit or loss and net assets of the subsidiaries that are not held by the Company and are presented separately in the consolidated profit or loss and within equity in the consolidated statement of financial position.
 - h) A change in the ownership interest of subsidiaries of the Group, without a loss of control, is recorded as “Surplus (deficit) from the changes in the ownership interests in subsidiaries” within equity in the consolidated statement of financial position.
- 2.3 The separate financial statements present investments in subsidiaries, a joint venture and an associate under the cost method net of allowance for impairment loss (if any).

3. New financial reporting standards

3.1 Financial reporting standards that became effective in the current year

During the year, the Group has adopted the revised financial reporting standards which are effective for fiscal years beginning on or after 1 January 2023. These financial reporting standards are aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The adoption of these financial reporting standards does not have any significant impact on the Group’s financial statements.

Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries

For the year ended 31 December 2023

3.2 Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2024

The Federation of Accounting Professions issued a number of revised financial reporting standards, which are effective for fiscal years beginning on or after 1 January 2024. These financial reporting standards are aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Group believes that adoption of these amendments will not have any significant impact on the Group's financial statements except for the following standard, which involves changes to key principles, as summarised below.

TAS 12, Income Taxes - Deferred Tax related to Assets and Liabilities arising from a Single Transaction

The amendment narrows the scope of the initial recognition exception, so that deferred tax related to assets and liabilities arising from a single transaction that give rise to equal taxable and deductible temporary differences such as leases and decommissioning obligations shall be recognised.

The amendment should be applied to transactions that occur on or after the beginning of the earliest comparative period presented.

The management of the Group is currently evaluating the impact of this standard on the financial statements in the year when it is adopted.

TAS 12, Income Taxes - International Tax Reform - Pillar Two Model Rules

The amendment requires that entities shall neither recognise nor disclose information about deferred taxes related to Pillar Two model rules published by the Organisation for Economic Co-operation and Development (OECD). This mandatory temporary exemption applies immediately.

The amendment also includes disclosure requirements for affected entities to help users of financial statements better understand an entity's exposure to Pillar Two income taxes arising from that legislation, particularly before its effective date. These disclosure requirements apply for annual reporting periods beginning on or after 1 January 2024, but not for any interim periods ending on or before 31 December 2024.

The management of the Group is currently in the process of assessing the potential exposure to Pillar Two income taxes on the financial statements.



Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries

For the year ended 31 December 2023

4. Significant accounting policies

4.1 Revenue and expense recognition

The Group recognises revenue when the revenue and related costs can be reliably measured. It is probable that future economic benefits will flow to the Group, which relates to these transactions as follows.

Sales of goods

Revenue from sales of goods is recognised at the point in time when control of the asset is transferred to the customer, generally on delivery of the goods. Revenue is measured at the amount of the consideration received or receivable, excluding value added tax, of goods supplied after deducting returns, and discounts.

Rendering of services

Service revenue is recognised over time when services have been rendered taking into account the stage of completion, measuring based on information provided by the Group's engineers or project managers.

The recognised revenue which is not yet due per the contacts has been presented under caption of "Unbilled receivables" included in trade and other receivables in the statement of financial position. The amounts recognised as unbilled receivables are reclassified to other receivables when the Group's right to consideration is unconditional such as upon completion of services and acceptance by the customer.

The obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer is presented under the caption of "Advance received from customers" included in trade and other payables in the statement of financial position. Advance received from customers are recognised as revenue when the Group performs under the contract.

Finance income

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the carrying amount of a financial asset net of the allowance for expected credit loss allowance (if any).

Dividends

Dividends are recognised when the right to receive the dividends is established.

Rental income

Rental income is recognised on an accrual basis based on a straight-line basis over the lease term.

Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries

For the year ended 31 December 2023

Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

4.2 Government Grants

The Group recognises government grants when all attached conditions have been met and there is reasonable assurance that the grants will be received. The Group recognises those government grants as income in profit or loss, included in other income.

4.3 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and cash at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

4.4 Inventories

Inventories are valued at the lower of cost or net realisable value. Cost is determined by weighted average method. The cost of purchase comprises both the purchase price and costs directly attributable to the acquisition of the inventory, such as import duties and transportation charges, less all attributable discounts, or rebates.

The costs of finished goods and work in process are measured using the standard cost method, which approximates actual cost and includes all production costs and attributable factory overheads based on the normal operating capacity, but excluding borrowing costs. Raw materials, chemicals, spare parts and factory supplies are charged to production costs whenever consumed.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion finished goods and the estimated costs necessary to make the sale.

4.5 Investments in subsidiaries, a joint venture and an associate

Investments in a joint venture and an associate are accounted for in the consolidated financial statements using the equity method.

Investments in subsidiaries, a joint venture and an associate in the separate financial statements are stated at cost net of allowance for impairment loss (if any).



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4.6 Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at fair value estimated by an independent professional appraiser. Gains or losses arising from changes in the fair values of investment properties are recognised in profit or loss in the year in which they arise.

On disposal of investment properties, the difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the year when the asset is derecognised.

When there is a change in the use of investment property, if the investment property recorded at fair value is transferred to owner-occupied property or inventory, the deemed cost for subsequent accounting is the fair value at the date of change in use. If an owner-occupied property becomes an investment property recorded at fair value, any difference between the carrying amount of the property and its fair value on the date of the change in use is treated in the same manner as a revaluation, in accordance with the stated accounting policy for property, plant and equipment.

4.7 Property, plant and equipment and depreciation

Land and building are stated at revalued amount. Other assets are stated at cost less accumulated depreciation and allowance for loss on impairment of asset (if any).

Such subsequent cost may include the cost of replacing part of the buildings and equipment, only when it is probable that future economic benefits are expected from its use will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repair and maintenance costs are recognised in profit or loss as incurred.

Land and buildings are initially recorded at cost on the acquisition date, and subsequently revalued by an independent professional appraiser to their fair values. Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from fair value at the end of reporting period.

Differences arising from the revaluation are dealt with in the financial statements as follows.

- When an asset's carrying amount is increased as a result of a revaluation of the Group's assets, the increase is credited directly to the other comprehensive income and the cumulative increase is recognised in equity under the heading of "Surplus on revaluation of assets". However, a revaluation increase is recognised as income to the extent that it reverses a revaluation decrease in respect of the same asset previously recognised as an expense.

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- When an asset's carrying amount is decreased as a result of a revaluation of the Group's assets, the decrease is recognised in profit or loss. However, the revaluation decrease is charged to the other comprehensive income to the extent that it does not exceed an amount already held in "Surplus on revaluation of assets" in respect of the same asset.

The surplus is amortised to retained earnings on a straight-line basis over the remaining useful lives of the related assets, and can neither be offset against deficit nor used for dividend payment.

Depreciation of plant and equipment is calculated by reference to their costs or the revalued amount, on the straight-line basis over the following estimated useful lives:

Land improvements	3 - 50 years
Buildings and structures	5 - 50 years
Machinery and equipment	2 - 20 years
Furniture, fixtures and office equipment	2 - 10 years
Motor vehicles	2 - 12 years

Depreciation is recognised as expenses in profit or loss.

No depreciation is provided on land and assets under construction and installation.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

The assets will be tested for impairment whenever there is an indication. The residual values and useful lives of assets are reviewed at each reporting period, and adjusted if appropriate.

4.8 Economic tree plantations

Rubber and palm plantations

Rubber trees for tapping of latex and palm oil trees for harvesting of fresh fruit bunches are stated at cost less accumulated amortisation and allowance for impairment loss (if any).

Costs of rubber and palm plantation are comprised of costs of land clearing, land terracing and drainage, planting, weeding and fertilizing. These are incurred from the immature stage until the rubber and palm trees are ready for commercial harvesting at ages of approximately 7 years and 3 years, respectively.

The Group amortises costs less salvage value of rubber and palm trees that are commercially harvested using a straight-line basis over the estimated harvesting period of 25 years.

Amortisation is recognised as expenses in profit or loss.



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Biological assets, which consist of latex produced inside the rubber trees and fresh fruit bunches on trees, are measured at fair value less costs to sell, upon initial recognition and at the end of each reporting period.

Agricultural produce, which consists of latex and harvested fresh fruit bunches, is measured at fair value less costs to sell at the point of harvest.

Economic plantations

Economic plantations of the Group consist of perennial plants (e.g. teak, padauk, rosewood, makha, and eucalyptus).

Costs of economic plantations comprise of costs of land and trench preparation, seeding, weeding and fertilizing which are incurred from the planting and maintenance period until the economic trees are ready for commercial harvesting at approximately 20 - 50 years for perennial plants.

Biological assets, which are immature perennial plants, are measured at fair value less costs to sell upon initial recognition and at the end of each reporting period. However, young perennial plants for which there has not yet been recognised a market price are stated at cost less allowance for impairment loss (if any).

Agricultural produce, which consists of logs from perennial plants are measured at fair value less costs to sell at the point of harvest.

Gains or losses on changes in the fair value of biological assets and agricultural produce are recognised in profit or loss.

4.9 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the respective asset. All other borrowing costs are expensed in the period they are incurred. Borrowing costs consist of interest and other costs that the Group incurs in connection with the borrowing of funds.

4.10 Intangible assets - computer software

Intangible assets - computer software is recognised at cost. Following the initial recognition, the intangible assets - computer software is carried at cost less accumulated amortisation and allowance for impairment loss (if any).

Intangible assets - computer software with finite useful lives of 3 - 10 years is amortised on the straight-line basis over the economic useful lives and tested for impairment whenever there is an indication that the intangible assets - computer software may be impaired. The amortisation period and the amortisation method of such intangible assets - computer software are reviewed at least at each financial year end. Amortisation is recognised as expenses in profit or loss.

No amortisation is provided on computer software under installation.

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4.11 Business combinations and goodwill

Goodwill is initially recorded at cost, which equals to the excess of cost of business combination over the fair value of the net assets acquired. If the fair value of the net assets acquired exceeds the cost of business combination, the excess is immediately recognised as gain in profit or loss on the initial recognition date.

Goodwill is carried at cost less any accumulated impairment losses. Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of group of cash-generating unit that is expected to benefit from the synergies of the combination. The Group estimates the recoverable amount of each group of cash-generating unit to which the goodwill relates. Where the recoverable amount of the cash-generating unit is less than the carrying amount, an impairment loss is recognised in profit or loss and will not be reversed in future periods.

Business combinations under common control

Business combinations under common control are accounted for using the similar to pooling of interests method, with the cost of the business combinations under common control being the fair value, at the date of exchange, of the consideration transferred to obtain control. The assets and liabilities of the entities pooled are recognised based on their book values, in proportion to the interests previously under common control.

Differences between the cost of the business combination under common control and the acquirer's proportionate interests in the book value of the pooled entities is presented as "Surplus (deficit) on business combination under common control" in shareholders' equity.

Costs relating to business combinations under common control are accounted for as expenses in the period in which the business combination occurred.

4.12 Leases

At inception of contract, the Group assesses whether the contract is a lease, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Group as a lessee

The Group recognises right-of-use assets and lease liabilities for all lease at the date the underlying asset is available for use (the commencement date of the lease). However, the Group recognises rental expenses on a straight-line basis over the lease term not more than 12 months or leases of low-value assets.



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Right-of-use assets

Right-of-use assets are measured at cost, less accumulated depreciation, allowance for impairment losses (if any), and adjusted for remeasurement of lease liabilities (if any). The cost of right-of-use assets includes the amount of lease liabilities initially recognised, initial direct costs incurred, and lease payments made on or before the commencement date of the lease.

Depreciation of right-of-use assets is calculated by reference to their costs on the straight-line basis over the lease terms or estimated useful lives of the asset, if ownership of the leased asset is transferred to the Group at the end of the lease term as follows.

Land and land improvement	1 - 3 years
Buildings and building improvement	3 years
Motor vehicles	1 - 5 years
Equipment	1 - 5 years

Lease liabilities

Lease liabilities are measured at the present value of the lease payments to be made over the lease term, which discounted by the interest rate implicit in the lease or the Group's incremental borrowing rate. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made and is remeasured if there is a change in the lease.

The Group as a lessor

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership of an underlying asset to a lessee. Lease receivables from operating leases is recognised as income in profit or loss on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying assets and recognised as an expense over the lease term on the same basis as the lease income.

4.13 Related party transactions

Related parties comprise individuals or enterprises that control, or are controlled by, the Group, whether directly or indirectly, or which are under common control with the Group.

They also include an associate, a joint venture and individuals or enterprises which directly or indirectly own a voting interest in the Group that gives them significant influence over the Group, key management personnel, directors, and officers with authority in the planning and direction of the Group's operations.

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4.14 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Company's functional currency. Items of each entity included in the consolidated financial statements are measured using the functional currency of that entity.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gain and loss on exchange are included in profit or loss.

4.15 Impairment of non-financial assets

At the end of each reporting period, the Group performs impairment reviews in respect of the property, plant and equipment, right-of-use assets, economic tree plantations and/or computer software whenever events or changes in circumstances indicate that an asset may be impaired. The Group also carries out annual impairment reviews in respect of goodwill. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount.

An impairment loss is recognised in profit or loss. However in cases where land and building were previously revalued and the revaluation was taken to equity, a part of such impairment is recognised in equity up to the amount of the previous revaluation.

In the assessment of asset impairment (except for goodwill), if there is any indication that previously recognised impairment losses may no longer exist or may have decreased, the Group estimates the asset's recoverable amount. A previously recognised impairment loss is reversed. Such reversal is recognised in profit or loss unless the asset is carried at a revalued amount, a reversal of that impairment loss is recognised in profit or loss but shall not exceed the impairment loss was previously recognised in profit or loss, in which case the reversal, which exceeds the carrying amount that would have been determined, is treated as a revaluation increase.



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4.16 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

Post-employment benefits

Defined contribution plans

The Group and its employees in Thailand have jointly established a provident fund. The fund is monthly contributed by employees and by the Group in Thailand. The fund's assets are held in a separate trust fund and contributions of the Group in Thailand are recognised as expenses when incurred.

Defined benefit plans

The Group has obligations in respect of the severance payments it must make to employees upon retirement under labor law of each country. The Group treats these severance payment obligations as a defined benefit plan.

The obligation under the defined benefit plan is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from post-employment benefits are recognised immediately in other comprehensive income.

Past service costs are recognised in profit or loss on the earlier of the date of the plan amendment or curtailment and the date that the entity recognises restructuring-related costs.

4.17 Provisions

Provisions are recognised when the Group has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

4.18 Share-based payments with equity-settled transactions

The Group recognises share-based payment transactions on the date on which the options are granted, based on the fair value of the options. They are recorded to expenses over the expected lives of the share options, and a capital reserve for share-based payment transactions is presented in shareholders' equity.

Estimating the fair value of share-based payment transactions requires the exercise of judgement to make valuations, as well as appropriate assumptions regarding various matters, such as the expected life of the share options, share price volatility and dividend yield.

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4.19 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

Current tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Group recognises deferred tax liabilities for all taxable temporary differences while it recognises deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Group reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Group records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

4.20 Financial instruments

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be measured at amortised cost, fair value through other comprehensive income ("FVOCI"), or fair value through profit or loss ("FVTPL"). The classification of financial assets at initial recognition is driven by the Group's business model for managing the financial assets and the contractual cash flows characteristics of the financial assets.

Financial assets at amortised cost

The Group measures financial assets at amortised cost if the financial asset is held in order to collect cash flows with the contractual terms. The cash flows are solely payments of principal and interest on the principal amount outstanding complied with the period specified in the contract.

Financial assets at amortised cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.



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Financial assets designated at FVOCI (equity instruments)

Upon initial recognition, the Group can elect to irrevocably classify its equity investments which are not held for trading as equity instruments designated at FVOCI. The classification is determined on an instrument-by-instrument basis.

Gains and losses recognised in other comprehensive income on these financial assets are never recycled to profit or loss.

Dividends are recognised as other income in profit or loss, except when the dividends clearly represent a recovery of part of the cost of the financial asset, in which case, the gains are recognised in other comprehensive income.

Moreover, Equity instruments designated at FVOCI are not subject to impairment assessment.

Financial assets at FVTPL

Financial assets measured at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognised in profit or loss.

These financial assets include derivative financial instruments, Equity linked notes, equity investments which the Group has not irrevocably elected to classify at FVOCI and financial assets with cash flows that are not solely payments of principal and interest.

Return on the such financial assets is recognised as other income in profit or loss.

Classification and measurement of financial liabilities

The Group's financial liabilities are initially recognised at fair value net of transaction costs and classified as financial liabilities to be subsequently measured at amortised cost, except for derivative liabilities as described in Note 36.1 to the financial statements. In determining amortised cost, the Group takes into account any fees or costs that are an integral part of the EIR. The EIR amortisation is included in finance costs in profit or loss.

Derecognition of financial instruments

A financial asset is primarily derecognised when the rights to receive cash flows from the asset have expired or have been transferred and either the Group has transferred substantially all the risks and rewards of the asset, or the Group has transferred control over it.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expired. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

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Impairment of financial assets

The Group recognises an allowance for expected credit losses ("ECLs") for all debt instruments not held at FVTPL. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate.

For trade receivables, the Group applies a simplified approach in calculating ECLs. The Group recognises a loss based on lifetime ECLs at each reporting date. It is based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

4.21 Derivatives and hedge accounting

The Group has entered into contracts of derivative financial instruments as follows.

- Foreign exchange options and forward foreign exchange contracts to hedge its foreign currency risks
- Interest rate swaps to hedge its interest rate risks
- Rubber options, rubber price swaps, rubber futures, physical forward contracts and open rubber sale contracts to hedge its commodity price risks
- Equity accumulators to manage its investing activity risks

Derivatives are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. The subsequent changes are recognised in profit or loss unless the derivative is designated and effective as a hedging instrument under fair value hedge and cash flow hedge. Derivatives are carried as financial assets or financial liabilities by considering the fair value of the derivatives.

Derivatives are presented as non-current assets or liabilities and current assets or liabilities by considering the remaining maturity with more than or less than 12 months respectively.

Hedge accounting

For the purpose of hedge accounting, hedges are classified as:

- Fair value hedges when hedging the exposure to changes in the fair value of a recognised asset or liability or an unrecognised firm commitment
- Cash flow hedges when hedging the exposure to a variability in cash flows that is either attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction or the foreign currency risk in an unrecognised firm commitment



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The Group prepares formal documentation on the date that hedge accounting is applied, and provides regular updates regarding the risk management objectives and strategies and the hedging relationships.

The documentation includes identification of the hedging instrument, the hedged item, the nature of the risk being hedged and how the Group will assess whether the hedging relationship meets the hedge effectiveness requirements, including analysis of the sources of hedge ineffectiveness and how the hedge ratio is determined.

A hedging relationship qualifies for hedge accounting if it meets all of the following hedge effectiveness requirements:

- There is an economic relationship between the hedged item and the hedging instrument.
- The effect of credit risk is not the dominant factor in the value changes that result from that economic relationship.
- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Group actually hedges and the quantity of the hedging instrument that the Group actually uses to hedge that quantity of hedged item.

Hedges that meet all of the qualifying criteria for hedge accounting are accounted for, as described below:

Fair value hedges

Fair value hedge accounting is applied to hedge the Group's exposure to changes in the fair value that are attributable to changes in the prices of a commodity (rubber). The carrying amount of inventory (hedged item) is adjusted for gains and losses attributable to changes in rubber price, while designated open rubber sale contracts (hedging instrument) are recorded at fair value as a derivative asset or liability. Gains and losses on remeasurement of these two items are recognised in profit and loss.

The application of hedge accounting is discontinued in cases where the Group revokes the hedging relationship, a hedging relationship ceases to meet the hedge accounting criteria or there is a change in the risk management objective. Adjustment of the carrying amount of the inventory (hedged item) then ceases and the cumulative change in the fair value is taken to profit and loss when the inventory is sold. Where a hedge relationship does not meet the criteria for an effective hedge due to the hedge ratio, the Group may adjust the hedge ratio to re-establish the effectiveness of the hedging relationship, or may decide to discontinue the hedge in case where the risk management objective has changed.

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Cash flow hedges

The effective portion of the gain or loss on the hedging instrument is recognised in other comprehensive income in the cash flow hedge reserve and later reclassified to profit or loss when the hedged cash flows affect profit or loss or no longer exist.

The Group considers of the hedge effectiveness by comparing the critical terms between hedging instruments and hedged items. If the critical terms match, the hedging relationship is expected to be highly effective.

4.22 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Group applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Group measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows.

- Level 1 Use of quoted market prices in an observable active market for such assets or liabilities
- Level 2 Use of other observable inputs for such assets or liabilities, whether directly or indirectly
- Level 3 Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Group determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.



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5. Significant accounting judgements and estimates

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures and actual results could differ from these estimates. Significant judgements and estimates are as follows.

Fair value of financial instruments

In determining the fair value of financial instruments recognised in the statement of financial position that are not actively traded and for which quoted market prices are not readily available, the management exercises judgement, using a variety of valuation techniques and models. The input to these models is taken from observable markets, and includes consideration of credit risk, liquidity, correlation and longer-term volatility of financial instruments. Change in assumptions about these factors could affect the fair value recognised in the statement of financial position and disclosures of fair value hierarchy.

Property, plant and equipment

The Group measures land and buildings at revalued amounts. Such amounts are determined by the independent professional appraiser using the market approach for land and the depreciated replacement cost approach for buildings. The valuation involves certain assumptions and estimations.

In addition, the management is required to review property, plant and equipment for impairment on a periodical basis and to record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

Goodwill

The initial recognition and measurement of goodwill and subsequent impairment testing, require management to make estimates of cash flows to be generated by the asset or the cash generating units and to choose a suitable discount rate in order to calculate the present value of those cash flows.

Deferred tax assets

Deferred tax assets are recognised for deductible temporary differences and unused tax losses to the extent that it is probable that taxable profit will be available against which the temporary differences and losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of estimate future taxable profits.

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6. Related party transactions

During the year, the Group has significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and are concluded on commercial terms and bases agreed upon between the Group and those related parties.

			(Unit: Thousand Baht)	
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Transactions with subsidiaries				
Sales of goods	-	-	14,540,024	25,176,488
Purchases of goods	-	-	4,199,118	2,695,475
Service income	-	-	178,649	189,961
Service expenses	-	-	782,141	628,338
Rental expenses	-	-	824	799
Dividend income	-	-	378,518	1,691,585
Interest income	-	-	4,943	23,278
Interest expenses	-	-	1,402	1,434
Transactions with an associate				
Sales of goods	18,537	20,484	-	-
Purchases of goods	130	118	-	13
Service income	22,707	27,862	2,785	2,776
Rental income	400	400	-	-
Dividend income	209,211	178,628	184,598	157,613
Transactions with a joint venture				
Sales of goods	134,008	-	-	-
Purchases of goods	2,362,258	3,213,451	-	-
Service income	17,730	15,189	17,695	15,163
Dividend income	25,503	25,503	25,503	25,503



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The pricing policies of the Group are as follows.

- 1) Sales/purchases of goods are made at market prices or reference to market prices.
- 2) Service and rental income/expenses are based on contract prices or rates.
- 3) Dividend income is made with the announced payment rate.
- 4) Interest income/expenses are charged at the rates with reference to loan agreements.
- 5) Sales/purchases of assets are based on contract prices which reference to market prices.

Outstanding balances arising from significant business transactions

As at 31 December 2023 and 2022, the balances of the accounts between the Group and those related parties were as follows.

	(Unit: Thousand Baht)	
	Consolidated financial statements	Separate financial statements
	2023	2022
Trade accounts receivable (Note 8)		
Subsidiaries	-	-
Associate	3,058	3,004
	<u>3,058</u>	<u>3,004</u>
	1,257,405	1,314,507
	<u>1,257,799</u>	<u>1,314,895</u>
Other receivables (Note 8)		
Subsidiaries	-	-
Associate	363	599
Joint venture	-	11
	<u>363</u>	<u>610</u>
	22,942	28,572
	<u>22,942</u>	<u>28,572</u>
Advance payments for goods (Note 8)		
Subsidiaries	-	-
	<u>-</u>	<u>-</u>
	859,209	582,750
	<u>859,209</u>	<u>582,750</u>
Trade accounts payable (Note 20)		
Subsidiaries	-	-
Associate	8	-
Joint venture	32,714	-
	<u>32,722</u>	<u>-</u>
	132,682	82,311
	<u>132,682</u>	<u>82,311</u>

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	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Other payables (Note 20)				
Subsidiaries	-	-	63,056	48,629
Associate	2	-	-	-
	<u>2</u>	<u>-</u>	<u>63,056</u>	<u>48,629</u>
Retention payables (Note 20)				
Subsidiaries	<u>-</u>	<u>-</u>	<u>-</u>	<u>79</u>
Advance receipt for goods and others (Note 20)				
Associate	<u>-</u>	<u>463</u>	<u>-</u>	<u>-</u>

Short-term loans to subsidiaries

Movements in the balance of short-term loan to subsidiaries during the years ended 31 December 2023 and 2022 are as follows.

Short-term loans to subsidiaries - PT Star Rubber

	(Unit: Thousand Baht)	
	Separate financial statements	
	<u>2023</u>	<u>2022</u>
Balance at beginning of year	343,913	332,469
Increase	-	334,598
Decrease	(334,598)	(332,469)
Unrealised gain on exchange rate	(9,315)	9,315
Balance at end of year	<u>-</u>	<u>343,913</u>
Interest rates per annum (%)	5.06	5.06
Collateral	Unsecured	Unsecured
Repayment term	March 2023	March 2023



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Sri Trang Agro-Industry Public Company Limited and its subsidiaries
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Short-term loans to subsidiaries - Rubberland Products Co., Ltd.

(Unit: Thousand Baht)

	Separate financial statements	
	<u>2023</u>	<u>2022</u>
Balance at beginning of year	-	-
Increase	1,200,000	1,200,000
Decrease	(1,200,000)	(1,200,000)
Balance at end of year	-	-
Interest rates per annum (%)	1.74	1.31
Collateral	Unsecured	Unsecured
Repayment term	On call	On call

Short-term loan from subsidiary

Movements in the balance of short-term loan from Startex Rubber Co., Ltd. during the years ended 31 December 2023 and 2022 are as follows.

(Unit: Thousand Baht)

	Separate financial statements	
	<u>2023</u>	<u>2022</u>
Balance at beginning of year	145,000	145,000
Increase	145,000	145,000
Decrease	(290,000)	(145,000)
Balance at end of year	-	145,000
Interest rates per annum (%)	1.00	1.00
Collateral	Unsecured	Unsecured
Repayment term	On call	On call

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Sri Trang Agro-Industry Public Company Limited and its subsidiaries

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Directors and management's benefits

During the years ended 31 December 2023 and 2022, the Group had employee benefit expenses of its directors and management as below.

	Consolidated		(Unit: Thousand Baht)	
	financial statements		Separate	
	2023	2022	2023	2022
Short-term employee benefits	323,811	329,073	56,611	63,967
Post-employment benefits	11,306	10,977	3,237	3,234
Share-based payment benefits	-	1,643	-	-
Total	335,117	341,693	59,848	67,201

Guarantee obligations with related parties

The Group has outstanding guarantee obligations with its related parties, as described in Note 21.1 to the financial statements.

7. Cash and cash equivalents

	Consolidated		(Unit: Thousand Baht)	
	financial statements		Separate	
	2023	2022	2023	2022
Cash	68,192	70,613	6,776	6,464
Bank deposits	6,918,030	22,429,815	557,452	5,367,514
Total	6,986,222	22,500,428	564,228	5,373,978
Interest rate (percent per annum)	0.10 - 6.70	0.05 - 8.50	0.10 - 0.60	0.05 - 2.50



Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries

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8. Trade and other receivables

	Consolidated financial statements		(Unit: Thousand Baht) Separate financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Trade accounts receivable				
- related parties (Note 6)				
Aged on the basis of due dates				
Not yet due	3,058	3,004	1,253,923	1,237,242
Past due				
Up to 30 days	-	-	3,873	32,926
31 - 60 days	-	-	3	44,727
Total trade accounts receivable - related parties	<u>3,058</u>	<u>3,004</u>	<u>1,257,799</u>	<u>1,314,895</u>
Trade accounts receivable				
- unrelated parties				
Aged on the basis of due dates				
Not yet due	5,783,731	6,207,688	2,083,270	2,185,422
Past due				
Up to 30 days	647,185	603,272	193,450	369,582
31 - 60 days	52,947	35,471	10,618	13,714
61 - 90 days	29,135	48,497	17,868	-
91 - 120 days	25,007	10,874	25,039	-
121 - 365 days	28,407	168,135	26,078	-
Over 365 days	186,744	42,144	24,638	30,885
Total	<u>6,753,156</u>	<u>7,116,081</u>	<u>2,380,961</u>	<u>2,599,603</u>
Less: Allowance for expected credit losses	<u>(163,431)</u>	<u>(145,635)</u>	<u>(28,519)</u>	<u>(31,218)</u>
Total trade accounts receivable	<u>6,589,725</u>	<u>6,970,446</u>	<u>2,352,442</u>	<u>2,568,385</u>
- unrelated parties, net				
Total trade accounts receivable - net	<u>6,592,783</u>	<u>6,973,450</u>	<u>3,610,241</u>	<u>3,883,280</u>

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Sri Trang Agro-Industry Public Company Limited and its subsidiaries

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	Consolidated		(Unit: Thousand Baht)	
	financial statements		Separate	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Other receivables				
Other receivables - related parties (Note 6)	363	610	22,942	28,572
Other receivables - unrelated parties	285,149	155,724	50,812	17,219
Advance payments for goods				
- related parties (Note 6)	-	-	859,209	582,750
Prepaid expenses and advance payments				
for goods - unrelated parties	414,639	1,062,210	96,516	143,579
Total other receivables	700,151	1,218,544	1,029,479	772,120
Total trade and other receivables - net	7,292,934	8,191,994	4,639,720	4,655,400

The normal credit term are 30 to 90 days.

9. Inventories

	(Unit: Thousand Baht)					
	Consolidated financial statements					
	Cost		Reduction of cost to		Inventories, net	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Finished goods	6,977,204	7,916,207	(162,686)	(256,053)	6,814,518	7,660,154
Work in process	6,522,918	4,715,862	(93,248)	(90,987)	6,429,670	4,624,875
Raw materials, packaging,						
and chemicals	12,745,249	12,316,309	(53,976)	(26,181)	12,691,273	12,290,128
Spare parts and supplies	848,264	957,827	(67,721)	(74,313)	780,543	883,514
Total	27,093,635	25,906,205	(377,631)	(447,534)	26,716,004	25,458,671
Fair value hedge adjustments					243,428	(197,606)
Total inventory - net					26,959,432	25,261,065



Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
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(Unit: Thousand Baht)

	Separate financial statements					
	Cost		Reduction of cost to net realisable value		Inventories, net	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Finished goods	2,968,815	3,267,330	(29,147)	(84,811)	2,939,668	3,182,519
Work in process	4,263,911	2,746,588	-	(4,933)	4,263,911	2,741,655
Raw materials, packaging, and chemicals	7,978,391	8,035,168	(505)	(7,755)	7,977,886	8,027,413
Spare parts and supplies	72,436	65,267	(692)	(718)	71,744	64,549
Total	<u>15,283,553</u>	<u>14,114,353</u>	<u>(30,344)</u>	<u>(98,217)</u>	<u>15,253,209</u>	<u>14,016,136</u>
Fair value hedge adjustments					260,217	(187,325)
Total inventory - net					<u>15,513,426</u>	<u>13,828,811</u>

For the years ended 31 December 2023 and 2022, reduction of cost to net realisable value (reversal) is summarised as follows.

(Unit: Million Baht)

	Consolidated financial statements		Separate financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Recorded amount is included in cost of sales	-	296	-	97
Reversed and reduced the amount of inventories recognised as cost of sales	70	-	68	-

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Sri Trang Agro-Industry Public Company Limited and its subsidiaries

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Additional information

Inventory balances of the Group, only for ribbed smoked sheets, concentrated latex and block rubber (net of fair value hedge transactions), as at 31 December 2023 and 2022 are as follows.

	Consolidated		(Unit: Thousand Baht)	
	financial statements		Separate	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Inventories at net realisable value (NRV)*	16,098,409	10,717,031	9,890,653	5,224,003
Inventories at lower of cost or net realisable value (NRV) - as measured and included in the financial statements	15,110,435	10,495,690	9,270,545	5,160,061
Differences	987,974	221,341	620,108	63,942

* For reporting purposes, inventories are stated at the lower of cost or net realisable value, while for inventory management purposes the Group uses net realisable value (NRV) which is the estimated selling price in the ordinary course of business less the necessary costs of completion and cost to make the sale. The use of different valuation methods for these two purposes resulted in differences at the reporting date.

Under Thai Financial Reporting Standards, such differences are not allowed to be recognised in the profit and loss until the inventories are actually sold. The amount of such difference changes over time depending on the actual price at the time of sale.

10. Other current assets

	Consolidated		(Unit: Thousand Baht)	
	financial statements		Separate	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Refundable value-added tax	762,343	1,296,404	44,441	56,661
Current tax assets	12,561	217,216	-	-
Input tax waiting for tax invoice or not yet due	28,854	32,315	10,430	14,904
Total other current assets	803,758	1,545,935	54,871	71,565



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11. Other financial assets

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Financial assets at amortised cost				
Fixed deposits due later than 3 months	5,213,142	-	-	-
Equity instruments designated at fair value through other comprehensive income				
Quoted equity instruments				
Domestic listed companies	38,592	38,624	38,333	38,280
Oversea listed companies	1,415,561	572,153	-	-
Unquoted equity instruments				
Paragon Alpha VCC	3,270,671	451,715	-	-
Total other financial assets	<u>9,937,966</u>	<u>1,062,492</u>	<u>38,333</u>	<u>38,280</u>
Current	5,213,142	-	-	-
Non-current	<u>4,724,824</u>	<u>1,062,492</u>	<u>38,333</u>	<u>38,280</u>
	<u>9,937,966</u>	<u>1,062,492</u>	<u>38,333</u>	<u>38,280</u>

Movements in the balances of other financial assets during the years ended 31 December 2023 and 2022 are as follows.

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Net book value as at beginning of year	1,062,492	739,947	38,280	103,991
Increase from investing	8,114,666	609,440	-	-
Decrease from disposal	-	(28,456)	-	-
Refunded	-	(43,560)	-	(43,560)
Unrealised gain (loss) on changes in fair value *	819,527	(221,183)	53	(22,151)
Unrealised gain on exchange rate *	1,603	1,873	-	-
Translation adjustment	(60,322)	4,431	-	-
Net book value as at end of year	<u>9,937,966</u>	<u>1,062,492</u>	<u>38,333</u>	<u>38,280</u>

Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries

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	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
* Other comprehensive income attributable to:				
Equity holders of the Company	460,158	(132,383)	42	(21,809)
Non-controlling interests of the subsidiaries	360,978	(86,566)	-	-
	<u>821,136</u>	<u>(218,949)</u>	<u>42</u>	<u>(21,809)</u>

As at 31 December 2023, an oversea subsidiary had fixed deposits due later than 3 months of Baht 5,213 million, which bore a fixed interest rate at 5 - 6 percent per annum. They will mature in January to May 2024.

During the current year, the Group received dividends in the equivalent amount of approximately Baht 16 million (2022: Baht 6 million) from listed companies (the Company only: Baht 2 million (2022: Baht 2 million)).

12. Investments in subsidiaries

12.1 Details of investments in subsidiaries as presented in the separate financial statements

Company's name	(Unit: Million Baht)			
	Cost		Dividend received during the year	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Subsidiaries				
Rubberland Products Co., Ltd.	1,935	1,935	-	-
Namhua Rubber Co., Ltd.	560	560	-	-
PT Sri Trang Lingga Indonesia	330	330	-	-
Shi Dong Shanghai Rubber Co., Ltd.	155	155	-	-
Sri Trang Africa SA.	20	1	-	-
Sri Trang Gloves (Thailand) Plc.	6,551	6,551	362	1,668
Anvar Parawood Co., Ltd.	26	26	-	-
Startex Rubber Co., Ltd.	2,196	2,196	-	-
Starlight Express Transport Co., Ltd.	42	42	16	24
Sri Trang Rubber & Plantation Co., Ltd.	7,338	7,205	-	-
Sri Trang IBC Co., Ltd.	5	5	-	-
Total	<u>19,158</u>	<u>19,006</u>	<u>378</u>	<u>1,692</u>



Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
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12.1.1 Details of investments in subsidiaries that have material non-controlling interests

(Unit: Million Baht)

Company's name	Proportion of equity interest held by non-controlling interests		Accumulated balance of non-controlling interests		Profit allocated to non-controlling interests during the year		Dividend paid to non-controlling interests during the year	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
	(%)	(%)						
Sri Trang Gloves (Thailand) Plc. *	43.97	43.97	17,240	17,448	67	662	315	1,447

* The consolidated financial statements of Sri Trang Gloves (Thailand) Public Company Limited

12.1.2 Summarised financial information that based on amounts before inter-company elimination of Sri Trang Gloves (Thailand) Public Company Limited (Unit: Million Baht)

Summarised information about financial position

	As at 31 December	
	<u>2023</u>	<u>2022</u>
Current assets	16,035	20,343
Non-current assets	33,371	31,546
Current liabilities	4,418	4,407
Non-current liabilities	9,787	7,392

Summarised information about comprehensive income

	For the year ended 31 December	
	<u>2023</u>	<u>2022</u>
Revenue	19,665	23,305
Profit	153	1,507
Other comprehensive income	590	208
Total comprehensive income	743	1,715

Summarised information about cash flow

	For the year ended 31 December	
	<u>2023</u>	<u>2022</u>
Cash flow provided by operating activities	1,684	4,085
Cash flow used in investing activities	(9,146)	(7,734)
Cash flow used in financing activities	(2,587)	(2,965)
Increase (decrease) in translation adjustment	(72)	(41)
Net decrease in cash and cash equivalents	(10,121)	(6,655)

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12.2 Sri Trang Gloves (Thailand) Public Company Limited (“STGT”)

Dividend payment

On 10 April 2023, the Annual General Meeting of STGT passed resolutions approving the dividend payment for the year 2022 of Baht 0.75 per share, totaling Baht 2,148.88 million. The interim dividend which STGT already paid in September 2022 is Baht 0.50 per share, totaling Baht 1,432.59 million.

During May 2023, STGT made payment of the remaining dividend at the rate of Baht 0.25 per share, totaling Baht 716.29 million.

On 16 February 2024, the meeting of STGT’s Board of Directors passed resolutions approving a dividend payment in respect of retained earnings and operating results of 2023 to shareholders of Baht 0.5 per share, totaling of Baht 1,432.59 million. STGT will propose the Shareholder Annual General Meeting of STGT to approve the dividend payment within second quarter of 2024.

Increase of registered share capital of Sri Trang Gloves Global Pte. Ltd. (“STGG”)

On 9 May 2023, the meeting of STGT’s Board of Directors passed a resolution approving the increase in its investment in STGG amounting to USD 100 million in preferred shares. As a result of the increase in this investment, STGG has the registered share capital of USD 280 million, comprising of 20,000,000 ordinary shares and 260,000,000 preferred shares, with a par value of USD 1 per share.

STGT paid for the shares of USD 100 million, or approximately Baht 3,433 million and STGG already registered its share capital increase in May 2023.

Subsequently on 22 September 2023, the meeting of STGT’s Board of Directors passed a resolution approving the increase in its investment in STGG amounting to USD 25 million in preferred shares. As a result of the increase in this investment, STGG has the registered share capital of USD 305 million, comprising of 20,000,000 ordinary shares and 285,000,000 preferred shares, with a par value of USD 1 per share.

STGT paid for the shares of USD 25 million, or approximately Baht 905 million and STGG already registered its share capital increase in October 2023.

Dissolution of Sri Trang Responsible Gloves Supply Inc. (“STRG”)

On 24 November 2023, the meeting of STGT’s Board of Directors passed a resolution approving the dissolution of STRG due to recurring losses from the operation. STGT is in the process of dissolving and liquidating STRG.



Notes to consolidated financial statements

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12.3 Sri Trang Rubber & Plantation Co., Ltd. (“SRP”)

During the current year, the Company paid the capital of SRP amounting to Baht 10 million. The Company fully made payment of the additional capital which was called up in 2022.

On 21 March 2023, the Extraordinary General Meeting of SRP passed resolutions approving the increase in its registered share capital amounting to Baht 145 million for operation in 2023. During the current year, SRP called up the additional registered share capital amounting to Baht 124 million, for which the Company already paid. Therefore, in the separate financial statements as at 31 December 2023, the Company had investment in SRP of Baht 7,338 million.

Subsequently, on 2 February 2024, a meeting of the Company's Board of Directors passed resolutions approving the increase in SRP's registered share capital amounting to Baht 30 million for operation in 2024.

12.4 Sri Trang Africa SA. (“STF”)

On 14 March 2023, the Extraordinary General Meeting of STF passed resolutions approving the increase in its registered share capital amounting to F.CFA 340 million or approximately Baht 19 million for its operation.

Subsequently, STF called up all additional registered share capital in April 2023, for which the Company already paid in the same month.

On 9 May 2023, the meeting of the Company's Board of Directors passed a resolution approving financial support by one-year guarantee on credit facility of STF with an overseas commercial bank amounting to USD 5.5 million or approximately Baht 190 million.

13. Investment in an associate

13.1 Details of an associate

(Unit: Thousand Baht)								
Associate	Nature of business	Country of incorporation	Shareholding		Consolidated financial statements		Separate financial statements	
			percentage		Carrying amounts based on equity method		Cost	
			<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
			(%)	(%)				
Semperflex Asia Co., Ltd.	Manufacture of hydraulic hoses	Thailand	42.50	42.50	468,985	583,948	142,500	142,500
(Shareholding held by the Company 37.50% and by a subsidiary 5.00%)								

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Sri Trang Agro-Industry Public Company Limited and its subsidiaries

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13.2 Share of comprehensive income and dividend received

During the year, the Group has recognised its share of profit and dividend income from investment in associate in the consolidated financial statements and dividend income in the separate financial statements as follows.

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	Carrying amounts based on equity method		Cost	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Net book value at beginning of year	583,948	553,365	142,500	142,500
Share of profit from investment in associate	93,588	209,210	-	-
Share of other comprehensive income from investment in associate	660	-	-	-
Dividends received by the Group *	(209,211)	(178,627)	-	-
Net book value at end of year	<u>468,985</u>	<u>583,948</u>	<u>142,500</u>	<u>142,500</u>

* The Company only: Dividend income of Baht 184,598 thousand (2022: Baht 157,613 thousand)

13.3 Summarised financial information about Semperflex Asia Co., Ltd. (Unit: Thousand Baht)

Summarised information about financial position

	As at 31 December	
	<u>2023</u>	<u>2022</u>
Current assets	1,020,291	1,395,015
Non-current assets	291,824	228,633
Current liabilities	(169,984)	(210,755)
Non-current liabilities	(21,457)	(21,309)
Net assets	1,120,674	1,391,584
Shareholding percentage (%)	42.50%	42.50%
Share of net assets	476,286	591,423
Adjustments on equity method	(7,301)	(7,475)
Carrying amounts of the associate based on equity method	<u>468,985</u>	<u>583,948</u>



Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries

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Summarised information about comprehensive income

	For the year ended 31 December	
	2023	2022
Revenue	1,093,217	1,839,047
Profit	220,206	492,684
Other comprehensive income	1,552	(424)
Total comprehensive income	221,758	492,260

13.4 Semperflex Asia Co., Ltd.

On 18 January 2017, the meeting of the Company's Board of Directors passed a resolution to enter into the Umbrella agreement, the Share Sale and Purchase agreement, Call Option agreement between the Company and Semperit Technische Produkte Gesellschaft m.b.H. ("Semperit") which collectively was the Demerger agreement for all associates and joint ventures, in which the Company had invested with Semperit both locally and abroad.

The Company granted a call option to Semperit for the acquisition of Semperflex Asia Co., Ltd. totalling 1,615,000 shares, representing 42.50 percent of paid-in capital of Semperflex Asia Co., Ltd. from the Company and its subsidiary, at the exercise price of USD 51 million, and with a condition to pay all dividend from profit contribution after the acquisition date. The exercise period is commencing as from 30 June 2019 to 30 June 2026.

14. Investment in a joint venture

14.1 Details of investment in a joint venture

Investment in a joint venture represents investment in the entity which is jointly controlled by the Company and other companies. Details of this investment are as follows.

Joint venture	Nature of business	Country of incorporation	Shareholding percentage	(Unit: Thousand Baht)				
				Consolidated financial statements		Separate financial statements		
				Carrying amounts		Cost		
				based on equity method				
			2023	2022	2023	2022	2023	2022
			(%)	(%)				
Thaitech Rubber Corp., Ltd.	Manufacture of rubber products	Thailand	42.505	42.505	294,656	570,063	134,717	134,717

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14.2 Share of comprehensive income and dividend received

During the year, the Group recognised its share of comprehensive income from Thaitech Rubber Corp., Ltd. in the consolidated financial statements and dividend income in the separate financial statements as follows.

	Consolidated		(Unit: Thousand Baht)	
	financial statements		Separate	
	Carrying amounts		financial statements	
	based on equity		Cost	
	method			
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Net book value at beginning of year	570,063	469,119	134,717	134,717
Share of profit (loss) from				
investment in joint venture	(201,072)	126,447	-	-
Share of other comprehensive income				
from investment in joint venture	(48,832)	-	-	-
Dividends received by the Group *	(25,503)	(25,503)	-	-
Net book value at end of year	<u>294,656</u>	<u>570,063</u>	<u>134,717</u>	<u>134,717</u>

* The Company only: Dividend income of Baht 25,503 thousand (2022: Baht 25,503 thousand)

14.3 Summarised financial information about Thaitech Rubber Corp., Ltd. (Unit: Thousand Baht)

Summarised information about financial position

	As at 31 December	
	<u>2023</u>	<u>2022</u>
Current assets	1,909,295	2,475,125
Non-current assets	1,199,914	1,081,005
Current liabilities	(2,340,004)	(2,325,639)
Non-current liabilities	(77,077)	(36,375)
Net assets	692,128	1,194,116
Shareholding percentage (%)	42.505%	42.505%
Share of net assets	294,189	507,559
Adjustments on equity method	467	62,504
Carrying amounts of the joint venture based on equity method	<u>294,656</u>	<u>570,063</u>



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Sri Trang Agro-Industry Public Company Limited and its subsidiaries

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Summarised information about comprehensive income

	For the year ended 31 December	
	<u>2023</u>	<u>2022</u>
Revenue	6,931,795	9,292,736
Profit (loss)	(470,435)	311,011
Other comprehensive income	(114,885)	(29,195)
Total comprehensive income	(585,320)	281,816

15. Investment properties

A reconciliation of the net book value of investment properties for the years 2023 and 2022 is presented below.

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Net book value at beginning of year	235,341	215,174	89,643	75,663
Addition	2,079	-	-	-
Net gain from a fair value adjustment	-	15,820	-	13,980
Translation adjustment	(1,323)	4,347	-	-
Net book value at end of year	236,097	235,341	89,643	89,643

The investment properties of the Group are land not being used in operations and office building held for rent. The Group has not determined whether being held as owner-occupied property or for short-term capital gain appreciation.

The Group's land not being used in operations and office building for rent are revalued by an independent professional appraiser. The revaluation is based on market approach and sales comparison approach between the investment property with the same characteristic in market or same location respectively.

Notes to consolidated financial statements

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16. Property, plant and equipment

	Consolidated financial statements						(Unit: Thousand Baht)
	Revaluation basis		Cost basis				
	Land and land improvement	Building and structures	Machinery and equipment	Vehicles	Fixture and office equipment	Advance payments and assets under construction and installation	
As at 1 January 2022							
Cost / Revalued amount	12,717,829	8,675,412	17,941,057	1,267,636	755,992	12,053,062	53,410,988
Less: Accumulated depreciation	(1,766,558)	(2,318,262)	(10,361,077)	(934,051)	(655,472)	-	(16,035,420)
Less: Allowance for impairment	(51,514)	(5,032)	(1,692)	-	-	-	(58,238)
Net book value	10,899,757	6,352,118	7,578,288	333,585	100,520	12,053,062	37,317,330
For the year ended 31 December 2022							
Net book value at beginning of year	10,899,757	6,352,118	7,578,288	333,585	100,520	12,053,062	37,317,330
Additions	19,932	16,830	115,344	202,747	46,991	10,096,003	10,497,847
Additions of assets revaluation	2,151,760	1,019,648	-	-	-	-	3,171,408
Reductions of assets revaluation	(25,996)	(90,077)	-	-	-	-	(116,073)
Transfers in (out)	272,671	827,083	3,339,396	155,756	35,687	(4,630,593)	-
Transfer from (to) other assets, net (Notes 18, 22)	-	-	-	1,250	-	(21,732)	(20,482)
Disposals and write-off, net	(2,145)	(16,903)	(39,921)	(63)	(437)	(1,704)	(61,173)
Depreciation for the year	(224,757)	(529,085)	(1,929,352)	(136,398)	(53,317)	-	(2,872,909)
Depreciation capitalised to assets (Note 17)	(28,643)	(4,058)	(1,337)	(452)	(8)	-	(34,498)
Interest capitalised to assets	-	-	-	-	-	106,194	106,194
Translation adjustment, net	(31,254)	(56,609)	(11,548)	(1,328)	(537)	(1,056)	(102,332)
Net book value at end of year	13,031,325	7,518,947	9,050,870	555,097	128,899	17,600,174	47,885,312

Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
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(Unit: Thousand Baht)

	Consolidated financial statements					
	Revaluation basis			Cost basis		
	Land and land improvement	Building and structures	Machinery and equipment	Vehicles	Fixture and office equipment	Advance payments and assets under construction and installation
As at 31 December 2022						
Cost / Revalued amount	14,355,269	8,799,745	21,042,085	1,557,514	803,131	17,600,174
Less: Accumulated depreciation	(1,272,429)	(1,275,765)	(11,989,523)	(1,002,417)	(674,232)	-
Less: Allowance for impairment	(51,515)	(5,033)	(1,692)	-	-	-
Net book value	13,031,325	7,518,947	9,050,870	555,097	128,899	17,600,174
						47,885,312
For the year ended 31 December 2023						
Net book value at beginning of year	13,031,325	7,518,947	9,050,870	555,097	128,899	17,600,174
Additions	43,995	14,358	63,452	114,002	36,412	4,923,869
Additions of assets revaluation	418,920	456,093	-	-	-	-
Reductions of assets revaluation	(31,189)	(1,659)	-	-	-	-
Transfers in (out)	449,073	1,903,436	3,406,270	81,273	83,641	(5,923,693)
Transfer from (to) other assets, net (Notes 17, 18, 22)	812	-	39	828	-	(225)
Disposals and write-off, net	(850)	(3,629)	(47,001)	(2,323)	(4,344)	(24,167)
Depreciation for the year	(295,513)	(647,735)	(2,089,653)	(176,627)	(57,796)	-
Depreciation capitalised to assets (Note 17)	(17,990)	(3,735)	(1,473)	(890)	(12)	-
Interest capitalised to assets	-	-	-	-	-	92,584
Loss on impairment	-	(63,639)	(231,246)	-	-	-
Transfer to inventories	-	-	-	-	-	(268,054)
Translation adjustment, net	(4,773)	(557)	3,805	276	(70)	(240)
Net book value at end of year	13,593,810	9,171,880	10,155,063	571,636	186,730	16,400,248
						50,079,367



Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
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	Consolidated financial statements						(Unit: Thousand Baht)
	Revaluation basis		Cost basis				
	Land and land improvement	Building and structures	Machinery and equipment	Vehicles	Fixture and office equipment	Advance payments and assets under construction and installation	Total
As at 31 December 2023							
Cost / Revalued amount	15,193,932	10,987,509	24,158,459	1,758,956	886,049	16,400,248	69,385,153
Less: Accumulated depreciation	(1,548,607)	(1,746,959)	(13,770,458)	(1,187,320)	(699,319)	-	(18,952,663)
Less: Allowance for impairment	(51,515)	(68,670)	(232,938)	-	-	-	(353,123)
Net book value	13,593,810	9,171,880	10,155,063	571,636	186,730	16,400,248	50,079,367
Depreciation for the year							
Included in manufacturing cost						<u>2023</u>	<u>2022</u>
Included in selling and administrative expenses						2,766,654	2,578,843
						500,670	294,066
						3,267,324	2,872,909

Notes to consolidated financial statements

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(Unit: Thousand Baht)

	Separate financial statements					
	Revaluation basis	Cost basis				
	Land and land improvement	Building and structures	Machinery and equipment	Vehicles	Fixture and office equipment	Advance payments and assets under construction and installation
As at 1 January 2022						Total
Cost / Revalued amount	4,092,209	3,039,270	4,920,602	285,920	382,469	13,404,869
Less: Accumulated depreciation	(671,980)	(883,522)	(3,621,290)	(241,203)	(347,286)	(5,765,281)
Less: Allowance for impairment	-	-	(1,670)	-	-	(1,670)
Net book value	3,420,229	2,155,748	1,297,642	44,717	35,183	7,637,918
For the year ended 31 December 2022						
Net book value at beginning of year	3,420,229	2,155,748	1,297,642	44,717	35,183	7,637,918
Additions	59,008	12,187	47,172	72,818	8,578	3,469,719
Additions of assets revaluation	906,633	675,294	-	-	-	1,581,927
Reductions of assets revaluation	(12,688)	(54,441)	-	-	-	(67,129)
Transfers in (out)	30,550	99,135	539,285	41,433	10,854	-
Disposals and write-off, net	(875)	(15,322)	(9,463)	(5)	(168)	(27,537)
Depreciation for the year	(96,077)	(198,075)	(404,483)	(22,578)	(16,287)	(737,500)
Depreciation capitalised to assets (Note 17)	(35)	(26)	(151)	(107)	(8)	(327)
Interest capitalised to assets	-	-	-	-	-	22,537
Net book value at end of year	4,306,745	2,674,500	1,470,002	136,278	38,152	11,879,608



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(Unit: Thousand Baht)

	Separate financial statements					
	Revaluation basis			Cost basis		
	Land and land improvement	Building and structures	Machinery and equipment	Vehicles	Fixture and office equipment	Advance payments and assets under construction and installation
As at 31 December 2022						
Cost / Revalued amount	4,582,017	2,851,197	5,410,384	366,784	388,691	3,253,931
Less: Accumulated depreciation	(275,272)	(176,697)	(3,938,712)	(230,506)	(350,539)	-
Less: Allowance for impairment	-	-	(1,670)	-	-	-
Net book value	4,306,745	2,674,500	1,470,002	136,278	38,152	3,253,931
						11,879,608
For the year ended 31 December 2023						
Net book value at beginning of year	4,306,745	2,674,500	1,470,002	136,278	38,152	3,253,931
Additions	39,189	1,688	31,350	59,316	17,775	2,108,930
Transfers in (out)	139,093	488,453	694,805	54,044	18,417	(1,394,812)
Transfer from other assets, net (Notes 17)	812	-	39	-	-	-
Disposals and write-off, net	(337)	(1,613)	(6,930)	(324)	(109)	(15,300)
Depreciation for the year	(128,006)	(241,827)	(466,919)	(46,057)	(18,389)	-
Depreciation capitalised to assets (Note 17)	(120)	(76)	(161)	(108)	(12)	-
Interest capitalised to assets	-	-	-	-	-	53,381
Net book value at end of year	4,357,376	2,921,125	1,722,186	203,149	55,834	4,006,130
						13,265,800

Notes to consolidated financial statements

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(Unit: Thousand Baht)

	Separate financial statements						
	Revaluation basis		Cost basis				
	Land and land improvement	Building and structures	Machinery and equipment	Vehicles	Fixture and office equipment	Advance payments and assets under construction and installation	Total
As at 31 December 2023							
Cost / Revalued amount	4,759,557	3,336,088	6,031,395	461,559	415,791	4,006,130	19,010,520
Less: Accumulated depreciation	(402,181)	(414,963)	(4,307,539)	(258,410)	(359,957)	-	(5,743,050)
Less: Allowance for impairment	-	-	(1,670)	-	-	-	(1,670)
Net book value	4,357,376	2,921,125	1,722,186	203,149	55,834	4,006,130	13,265,800
Depreciation for the year							
Included in manufacturing cost						<u>2023</u>	<u>2022</u>
						790,994	678,639
Included in selling and administrative expenses						110,204	58,861
						901,198	737,500



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The Group arranges to have its land and building revalued by independent professional appraisers (who are approved by The Securities and Exchange Commission). Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from fair value. The methods of the asset revaluation are as follows.

- Land and land improvements are revalued using the market approach. Sales prices of comparable properties in close proximity are adjusted for differences in key attributes such as spaces, location, environment, and highest best use. The most significant input into this valuation approach is price per Rai and size of land.
- Buildings and structures are revalued the depreciated replacement cost approach. Replacement value is calculated from construction prices in the market to build the similar characteristics of properties in close proximity and adjusted for depreciation which calculated from utilised period and remaining expected useful lives. The most significant input into this valuation approach is construction price per square meter, utility spaces and useful lives of buildings.

Had the land, land improvement, building and structures been carried in the financial statements on a historical cost basis, their net book value as of 31 December 2023 and 2022 would have been as follows.

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Land and land improvements	6,156,880	6,226,485	1,978,864	1,782,315
Buildings and structures	3,439,674	3,124,486	1,953,200	1,471,096

As at 31 December 2023 and 2022, the Company and a domestic subsidiary's construction of new plants has been financed by debentures and loans from financial institutions respectively. Borrowing costs are capitalised with details as follows.

	Consolidated financial statements		Separate financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Outstanding balance of new plants under construction (Million Baht)	13,836	17,025	2,793	3,104
Borrowing costs included in costs of the project (Million Baht)	93	106	53	23
Capitalisation weighted average rates (percent per annum)	2.83 - 5.27	2.36 - 3.97	2.83 - 3.40	2.83 - 3.40



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As at 31 December 2023 and 2022, certain items of buildings and equipment had been fully depreciated but were still in use of which the amounts were as follows.

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
The gross carrying amount before				
deducting accumulated depreciation				
and allowance for impairment loss	9,798	7,345	3,289	2,593

In November 2023, the meeting of a domestic subsidiary's Board of Directors passed a resolution approving the recognition of the allowance for impairment of certain buildings and machinery with net book values as at 31 October 2023 amounting to Baht 295 million, which the subsidiary planned to permanently stop using. The Group recognised impairment loss on assets amounting to Baht 294 million included in profit or loss, and decrease in surplus on revaluation of assets (net of income tax) amounting to Baht 1 million included in other comprehensive income.

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17. Economic tree plantations

	Consolidated financial statements					(Unit: Thousand Baht)
	Rubber plantations		Palm and other plantations		Economic tree plantations- Immature	
	Mature	Immature	Mature	Immature	Total	
As at 1 January 2022						
Cost	1,047,991	1,423,440	9,807	7,366	32,800	2,521,404
Less: Accumulated amortisation	(45,512)	-	(6,145)	-	-	(51,657)
Net book value	1,002,479	1,423,440	3,662	7,366	32,800	2,469,747
For the year ended 31 December 2022						
Net book value at beginning of year	1,002,479	1,423,440	3,662	7,366	32,800	2,469,747
Additions	-	64,099	-	1,362	7,924	73,385
Transfer in (out)	488,831	(488,831)	-	-	-	-
Disposals and write-off, net	(3,713)	(1,239)	(169)	-	(8)	(5,129)
Amortisation	(27,227)	-	(535)	-	-	(27,762)
Depreciation capitalised to assets	-	35,932	-	293	104	36,329
(Note 16, 22)						
Net book value at end of year	1,460,370	1,033,401	2,958	9,021	40,820	2,546,570
As at 31 December 2022						
Cost	1,532,009	1,033,401	9,175	9,021	40,820	2,624,426
Less: Accumulated amortisation	(71,639)	-	(6,217)	-	-	(77,856)
Net book value	1,460,370	1,033,401	2,958	9,021	40,820	2,546,570

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	Consolidated financial statements					(Unit: Thousand Baht)
	Rubber plantations		Palm and other plantations		Economic tree plantations- Immature	
	Mature	Immature	Mature	Immature		
For the year ended 31 December 2023						
Net book value at beginning of year	1,460,370	1,033,401	2,958	9,021	40,820	2,546,570
Additions	-	49,954	-	8,389	25,153	83,496
Transfer in (out)	228,154	(228,154)	-	-	-	-
Transfer to other assets, net (Notes 16)	-	-	-	(851)	-	(851)
Disposals and write-off, net	-	(823)	-	-	(12)	(835)
Amortisation	(36,831)	-	(439)	-	-	(37,270)
Depreciation capitalised to assets	-	23,204	-	439	1,867	25,510
(Note 16, 22)						
Net book value at end of year	1,651,693	877,582	2,519	16,998	67,828	2,616,620
As at 31 December 2023						
Cost	1,760,162	877,582	9,175	16,998	67,828	2,731,745
Less: Accumulated amortisation	(108,469)	-	(6,656)	-	-	(115,125)
Net book value	1,651,693	877,582	2,519	16,998	67,828	2,616,620



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(Unit: Thousand Baht)

	Separate financial statements				
	Rubber plantations		Palm and other plantations		Total
	Mature	Immature	Mature	Immature	
As at 1 January 2022					
Cost	4,044	3,312	4,281	7,366	19,003
Less: Accumulated amortisation	(2,490)	-	(2,078)	-	(4,568)
Net book value	1,554	3,312	2,203	7,366	14,435
For the year ended 31 December 2022					
Net book value at beginning of year	1,554	3,312	2,203	7,366	14,435
Additions	-	499	-	1,362	1,861
Disposals and write-off, net	-	-	(169)	-	(169)
Amortisation	(109)	-	(247)	-	(356)
Depreciation capitalised to assets (Note 16)	-	34	-	293	327
Net book value at end of year	1,445	3,845	1,787	9,021	16,098
As at 31 December 2022					
Cost	4,044	3,845	3,648	9,021	20,558
Less: Accumulated amortisation	(2,599)	-	(1,861)	-	(4,460)
Net book value	1,445	3,845	1,787	9,021	16,098

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(Unit: Thousand Baht)

Separate financial statements

	Rubber plantations		Palm and other plantations		Total
	Mature	Immature	Mature	Immature	
For the year ended 31 December 2023					
Net book value at beginning of year	1,445	3,845	1,787	9,021	16,098
Additions	-	276	-	8,389	8,665
Transfer to other assets, net (Notes 16)	-	-	-	(851)	(851)
Amortisation	(109)	-	(174)	-	(283)
Depreciation capitalised to assets (Note 16)	-	37	-	440	477
Net book value at end of year	1,336	4,158	1,613	16,999	24,106
As at 31 December 2023					
Cost	4,044	4,158	3,649	16,999	28,850
Less: Accumulated amortisation	(2,708)	-	(2,036)	-	(4,744)
Net book value	1,336	4,158	1,613	16,999	24,106



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18. Intangible asset - Computer software

	(Unit: Thousand Baht)	
	Consolidated financial statements	Separate financial statements
As at 1 January 2022		
Cost	925,472	673,109
Less: Accumulated amortisation	(464,296)	(389,197)
Net book value	461,176	283,912
For the year ended 31 December 2022		
Net book value at beginning of year	461,176	283,912
Additions	83,771	33,110
Transfers from fixed assets (Note 16)	627	-
Amortisation	(88,395)	(63,903)
Translation adjustment	112	-
Net book value at end of year	457,291	253,119
As at 31 December 2022		
Cost	1,002,701	703,982
Less: Accumulated amortisation	(545,410)	(450,863)
Net book value	457,291	253,119
For the year ended 31 December 2023		
Net book value at beginning of year	457,291	253,119
Additions	62,419	49,292
Transfers from fixed assets (Note 16)	225	-
Amortisation	(93,303)	(64,759)
Translation adjustment	(85)	-
Net book value at end of year	426,547	237,652
As at 31 December 2023		
Cost	1,037,697	740,469
Less: Accumulated amortisation	(611,150)	(502,817)
Net book value	426,547	237,652



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19. Goodwill

For the propose of annually impairment testing for goodwill, the Group determines the recoverable amount of the cash generating units based on value in use, with the cash flow projections derived from financial budgets approved by management. The projections cover a five-year period. The cash flow projections after the fifth-year period are extrapolated using the estimated growth rates stated below. The terminal growth rate does not exceed the long-term average growth rate for the business in which the cash generating units operate.

Key assumptions used in the value in use calculation of the cash generating units are summarised below:

Terminal growth rate at the year-end that the projection were prepared.	0.00% per annum
Pre-tax discount rate	14.14% per annum

The management determines the forecasted operations and future cash flow projections based on factors including historical operating results, expected market growth and economic growth. The discount rate is a pre-tax rate that reflects the risks specific to cash generating units.

The management determines that goodwill is not impaired.

20. Trade and other payables

	Consolidated		(Unit: Thousand Baht)	
	financial statements		Separate	
	2023	2022	2023	2022
Trade accounts payable - related parties (Note 6)	32,722	-	132,682	82,311
Trade accounts payable - unrelated parties	1,500,498	1,216,000	529,486	377,910
Other payables - related parties (Note 6)	2	-	63,056	48,629
Other payables - unrelated parties	1,240,593	1,547,138	354,444	579,613
Retention payables - related parties (Note 6)	-	-	-	79
Retention payables - unrelated parties	323,329	422,642	93,907	98,050
Advance receipt for goods and others - related parties (Note 6)	-	463	-	-
Advance receipt for goods and others - unrelated parties	881,849	1,871,895	119,245	389,568
Total trade and other payables	<u>3,978,993</u>	<u>5,058,138</u>	<u>1,292,820</u>	<u>1,576,160</u>

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21. Borrowings

21.1 Short-term borrowings from financial institutions

Movements in the short-term borrowing account for the years ended 31 December 2023 and 2022 are summarised below.

	Consolidated financial statements		(Unit: Thousand Baht) Separate financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Balance at beginning of year	5,889,872	21,639,969	347,335	11,817,781
Increase (decrease), net	(436,419)	(15,796,772)	481,200	(11,484,981)
Unrealised loss (gain) on exchange rates	(14,535)	9,265	(14,535)	14,535
Translation adjustment	56,121	37,410	-	-
Balance at end of year	<u>5,495,039</u>	<u>5,889,872</u>	<u>814,000</u>	<u>347,335</u>

As at 31 December 2023 and 2022, overseas subsidiaries had balances of short-term borrowings with overseas financial institutions which were guaranteed by the Group as follows.

	Consolidated financial statements		(Unit: (Equivalent) Million Baht) Separate financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Balances	1,962	3,456	1,919	3,292

21.2 Long-term loans from financial institutions

Movements in the long-term borrowing account for the years ended 31 December 2023 and 2022 are summarised below.

	Consolidated financial statements		(Unit: Thousand Baht) Separate financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Balance at beginning of year	7,127,697	9,267,835	-	807,279
Repayments	(1,716,200)	(2,140,829)	-	(807,279)
Amortisation of finance fee	485	691	-	-
Balance at end of year	<u>5,411,982</u>	<u>7,127,697</u>	<u>-</u>	<u>-</u>

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As at 31 December 2023 and 2022, the Group had entered into long-term borrowing agreements with commercial banks with details as follows.

No.	Credit facility	Borrowing periods	Interest rate (%) per annum	Principal and interest are repayable quarterly from	(Unit: Thousand Baht)	
					Consolidated financial statements	
					<u>2023</u>	<u>2022</u>
<u>Subsidiary</u>						
1	Baht 950 million granted in 2018	7 years 6 months	MLR less fixed rate	September 2018	350,000	518,000
2	Baht 700 million granted in 2018	4 years 6 months	MLR less fixed rate	June 2019	-	115,000
3	Baht 1,623 million granted in 2019	7 years	THOR (2022: 6M THBFIX) plus fixed rate*	December 2019	518,000	883,000**
4	Baht 1,445 million granted in 2019	7 years 9 months	MLR less fixed rate	March 2020	605,000	905,000
5	Baht 1,000 million granted in 2020	6 years	THOR (2022: 6M THBFIX) plus fixed rate*	March 2022	750,000	900,000
6	Baht 2,000 million granted in 2020	6 years 1 months	MLR less fixed rate	June 2021	1,425,000	1,725,000
7	Baht 1,500 million granted in 2021	6 years 2 months	MLR less fixed rate	March 2022	1,080,000	1,320,000
8	Baht 782 million granted in 2021	6 years	MLR less fixed rate	December 2022	684,250	762,450
Total					5,412,250	7,128,450
Less: Deferred financial service fee					(268)	(753)
Long-term borrowing - net					5,411,982	7,127,697
Less: Current portion of long-term borrowings					(1,884,604)	(1,715,715)
Long-term borrowings - net of current portion					3,527,378	5,411,982



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* During the current year, STGT amended its long-term borrowing agreements and related interest rate swap agreements, in which the interest rate benchmark was changed from 6M THBFIX to THOR becoming effective from March and December 2023 onwards. As a result, STGT can continue to apply the hedge accounting.

** The Group manages interest rate risk of the partial credit facilities by entering into interest rate swap contracts with fixed rate per annum.

In addition, the long-term borrowing agreements of the Group contain certain covenants that, among other things, require the Group to maintain financial ratios.

21.3 Debentures

Movements in the debenture account for the years ended 31 December 2023 and 2022 are summarised below.

	Consolidated financial statements		(Unit: Thousand Baht) Separate financial statements	
	2023	2022	2023	2022
Balance at beginning of year	27,051,981	10,058,207	25,539,762	10,058,207
Issuance	-	16,838,000	-	15,338,000
Redemption	(1,000,000)	-	(1,000,000)	-
Increase in accrued interest expenses	813,139	584,051	757,789	569,645
Interest paid	(818,558)	(404,191)	(763,208)	(404,191)
Increase in deferred expenses of issuing debentures	-	(26,349)	-	(24,044)
Amortisation of deferred expenses of issuing debentures	5,060	2,263	4,610	2,145
Balance at end of year	<u>26,051,622</u>	<u>27,051,981</u>	<u>24,538,953</u>	<u>25,539,762</u>

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The Group issues senior unsecured debentures and green debentures, interest is payable semi-annually. Details of the debentures are summarised below:

Company	Debenture	Term (years)	Issue date	Maturity date	Quantity (Thousand Units)	Par value (Baht per unit)	Fixed interest rate (Percent per annum)	Interest payment condition	(Unit: Thousand Baht)			
									Consolidated financial statements		Separate financial statements	
									2023	2022	2023	2022
STA234A		2	1 April 2021	1 April 2023	1,000	1,000	2.15	Starting from 1 October 2022 to 3 April 2023	-	1,000,000	-	1,000,000
STA264A		5	1 April 2021	1 April 2026	1,800	1,000	3.70	Starting from 1 October 2022 to 1 April 2026	1,800,000	1,800,000	1,800,000	1,800,000
STA314A		10	1 April 2021	1 April 2031	700	1,000	4.40	Starting from 1 October 2022 to 1 April 2031	700,000	700,000	700,000	700,000
STA247A		3	22 July 2021	22 July 2024	1,500	1,000	1.79	Starting from 24 January 2023 to 23 July 2024	1,500,000	1,500,000	1,500,000	1,500,000
STA257A		4	22 July 2021	22 July 2025	500	1,000	2.75	Starting from 24 January 2023 to 22 July 2025	500,000	500,000	500,000	500,000
STA31DA		10	3 December 2021	3 December 2031	1,250	1,000	3.56	Starting from 6 June 2023 to 3 December 2031	1,250,000	1,250,000	1,250,000	1,250,000
STA25DA		4	3 December 2021	3 December 2025	1,000	1,000	2.39	Starting from 6 June 2023 to 3 December 2025	1,000,000	1,000,000	1,000,000	1,000,000
STA28DA		7	3 December 2021	3 December 2028	1,250	1,000	3.12	Starting from 6 June 2023 to 4 December 2028	1,250,000	1,250,000	1,250,000	1,250,000
STA24DA		3	3 December 2021	3 December 2024	1,000	1,000	1.98	Starting from 6 June 2023 to 3 December 2024	1,000,000	1,000,000	1,000,000	1,000,000



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Debtenture	Term (years)	Issue date	Maturity date	Quantity (Thousand Units)	Par value (Baht per unit)	Fixed interest rate (Percent per annum)	Interest payment condition		Consolidated financial statements		(Unit: Thousand Baht) Separate financial statements	
									2023	2022	2023	2022
STA273A	5	31 March 2022	31 March 2027	500	1,000	2.85	Starting from 30 September 2023 to 31 March 2027		500,000	500,000	500,000	500,000
STA293A	7	31 March 2022	31 March 2029	1,000	1,000	3.56	Starting from 30 September 2023 to 4 February 2029		1,000,000	1,000,000	1,000,000	1,000,000
STA323A	10	31 March 2022	31 March 2032	2,000	1,000	3.94	Starting from 30 September 2023 to 31 March 2032		2,000,000	2,000,000	2,000,000	2,000,000
STA343A	12	31 March 2022	31 March 2034	1,500	1,000	4.17	Starting from 30 September 2023 to 31 March 2034		1,500,000	1,500,000	1,500,000	1,500,000
STA324A	10	21 April 2022	21 April 2032	1,180	1,000	3.94	Starting from 21 October 2023 to 21 April 2032		1,180,000	1,180,000	1,180,000	1,180,000
STA257B	3	27 July 2022	27 July 2025	1,000	1,000	2.89	Starting from 27 January 2023 to 27 July 2025		1,000,000	1,000,000	1,000,000	1,000,000
STA277A	5	27 July 2022	27 July 2027	2,400	1,000	3.69	Starting from 27 January 2023 to 27 July 2027		2,400,000	2,400,000	2,400,000	2,400,000
STA297A	7	27 July 2022	27 July 2029	1,100	1,000	3.94	Starting from 27 January 2023 to 27 July 2029		1,100,000	1,100,000	1,100,000	1,100,000
STA327A	10	27 July 2022	27 July 2032	1,000	1,000	4.16	Starting from 27 January 2023 to 27 July 2032		1,000,000	1,000,000	1,000,000	1,000,000
STA26NA	4	4 November 2022	4 November 2026	678	1,000	3.55	Starting from 4 May 2023 to 4 November 2026		678,700	678,700	678,700	678,700
STA26NB	4	4 November 2022	4 November 2026	979	1,000	3.55	Starting from 4 May 2023 to 4 November 2026		979,300	979,300	979,300	979,300

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Debt Subsidiary	Term (years)	Issue date	Maturity date	Quantity (Thousand Units)	Par value (Baht per unit)	Fixed interest rate (Percent per annum)	Interest payment condition	(Unit: Thousand Baht)			
								Consolidated financial statements		Separate financial statements	
								2023	2022	2023	2022
STGT259A	3	28 September 2022	28 September 2025	550	1,000	2.97	Starting from 28 March 2023 to 28 September 2025	550,000	550,000	-	-
STGT299A	7	28 September 2022	28 September 2029	400	1,000	3.91	Starting from 28 March 2023 to 28 September 2029	400,000	400,000	-	-
STGT329A	10	28 September 2022	28 September 2032	550	1,000	4.25	Starting from 28 March 2023 to 28 September 2032	550,000	550,000	-	-
Total								25,838,000	26,838,000	24,338,000	25,338,000
Add accrued interest expenses								232,648	238,067	218,242	223,661
Less deferred expenses of issuing debentures								(19,026)	(24,087)	(17,289)	(21,899)
Debentures - net								26,051,622	27,051,980	24,538,953	25,539,762
Less current portion								(2,727,584)	(1,233,004)	(2,713,632)	(1,219,051)
Debentures, net of current portion								23,324,038	25,818,976	21,825,321	24,320,711
Fair value								25,837,365	27,284,304	24,291,512	25,712,004

The debenture agreements contain covenants and restrictions on the Group, pertaining to matters such as the maintenance of a certain debt to equity ratio. In addition, the Company has to prepare bank deposits for repayment of principal and interest of debentures, which will be due in the next period.

On 10 April 2023, the Annual General Meeting of the Company passed resolutions to approve the additional issuance and offering of debentures at the amount of Baht 20,000 million.



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22. Lease

The Group as a lessee

The Group has lease contracts for use in its operations. Leases generally have lease terms between 1 - 5 years.

A) Right-of-use assets

Movements of right-of-use assets for the years ended 31 December 2023 and 2022 are summarised below:

(Unit: Thousand Baht)

	Consolidated financial statements				
	Land and land improvement	Buildings and building improvement	Motor vehicles	Equipment	Total
As at 1 January 2022	10,241	117,408	180,999	95,254	403,902
Additions	3,456	56,937	152,158	86,944	299,495
Transfers from fixed assets					
(Note 16)	-	-	19,855	-	19,855
Write-off, net	-	(1,813)	(1,323)	-	(3,136)
Depreciation for the year	(7,603)	(68,522)	(90,609)	(30,325)	(197,059)
Depreciation capitalised to					
assets (Note 17)	-	-	(1,830)	-	(1,830)
Translation adjustment	(25)	(1,794)	(719)	-	(2,538)
As at 31 December 2022	6,069	102,216	258,531	151,873	518,689
Additions	10,568	76,802	101,475	10,224	199,069
Transfers from fixed					
assets (Note 16)	-	-	(829)	-	(829)
Write-off, net		(206)	(1,805)	-	(2,011)
Depreciation for the year	(8,018)	(67,177)	(96,804)	(46,828)	(218,827)
Depreciation capitalised to					
assets (Note 17)	-	-	(1,411)	-	(1,411)
Translation adjustment	6	(2,533)	273	-	(2,254)
As at 31 December 2023	8,625	109,102	259,430	115,269	492,426



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(Unit: Thousand Baht)

	Separate financial statements				
	Land and land improvement	Buildings and building improvement	Motor vehicles	Equipment	Total
As at 1 January 2022	1,796	31,527	76,023	267	109,613
Additions	3,113	-	58,475	-	61,588
Write-off, net	-	-	(519)	-	(519)
Depreciation for the year	(3,444)	(13,062)	(36,843)	(208)	(53,557)
As at 31 December 2022	1,465	18,465	97,136	59	117,125
Additions	7,087	-	56,981	-	64,068
Write-off, net	-	-	(734)	-	(734)
Depreciation for the year	(3,560)	(13,062)	(47,070)	(59)	(63,751)
As at 31 December 2023	4,992	5,403	106,313	-	116,708

B) Lease liabilities

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Lease payments	486,939	513,800	126,357	124,180
Less: Deferred interest expenses	(25,896)	(23,118)	(5,800)	(4,132)
Total	461,043	490,682	120,557	120,048
Less: Portion due within one year	(197,843)	(206,145)	(56,473)	(55,702)
Lease liabilities - net of current portion	<u>263,200</u>	<u>284,537</u>	<u>64,084</u>	<u>64,346</u>

Movements of the lease liability account during the years ended 31 December 2023 and 2022 are summarised below:

(Unit: Thousand Baht)

	Consolidated financial statements		Separate financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Balance at beginning of year	490,682	388,218	120,048	111,521
Additions	199,069	299,495	64,068	61,588
Write off	(2,232)	(3,278)	(761)	(522)
Repayments	(224,334)	(191,434)	(62,798)	(52,539)
Translation adjustment	(2,142)	(2,319)	-	-
Balance at end of year	<u>461,043</u>	<u>490,682</u>	<u>120,557</u>	<u>120,048</u>

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A maturity analysis of lease payments is disclosed in Note 36.2 to the financial statements under the liquidity risk.

C) Expenses relating to leases that are recognised in profit or loss

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Depreciation of Right-of-use assets	218,827	197,059	63,751	53,557
Interest payments on lease liabilities	16,971	9,366	3,597	2,696
Expense relating to leases of low-value assets	45,245	93,905	66,463	96,361

23. Provision for retirement benefit obligations

Movements of provision for retirement benefit obligations, which represent compensation payable to employees after they retire, during the years ended 31 December 2023 and 2022 are summarised below:

	(Unit: Thousand Baht)			
	Consolidated financial statements		Separate financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Balance at beginning of year	416,403	425,374	137,885	138,392
Included in profit or loss:				
Current service cost	35,894	37,154	9,051	9,270
Interest cost	13,270	11,464	3,477	2,625
Past service cost	(18,708)	(30,752)	(2,630)	-
Included in other comprehensive income:				
Actuarial (gain) loss arising from				
Demographic assumptions changes	-	(4,981)	-	(1,680)
Financial assumptions changes	(39,582)	(28,699)	(12,230)	(9,129)
Experience adjustments	16,022	13,933	5,771	3,706
Benefits paid during the year	(9,337)	(7,090)	(3,692)	(5,299)
Balance at end of year	<u>413,962</u>	<u>416,403</u>	<u>137,632</u>	<u>137,885</u>

The Group expects to pay Baht 13 million of long-term employee benefits during the next year (the Company only: Baht 7 million) (2022: Baht 7 million, the Company only: Baht 4 million).



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As at 31 December 2023, the weighted average duration of the liabilities for long-term employee benefit was 15 years (2022: 16 years).

Significant actuarial assumptions are summarised below:

	(Unit: percent per annum)	
	Consolidated and separate financial statements	
	<u>2023</u>	<u>2022</u>
Discount rate	3.1	3.1
Future salary increase rate	3.0	3.0 - 4.0
Turnover rate	0.0 - 35.0	0.0 - 35.0

The results of sensitivity analysis for significant assumptions that affect the present value of the provision for retirement benefit obligations as at 31 December 2023 and 2022 are summarised below:

	(Unit: Thousand Baht)			
	As at 31 December 2023			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>Increase 1%</u>	<u>Decrease 1%</u>	<u>Increase 1%</u>	<u>Decrease 1%</u>
Discount rate	(37,897)	43,661	(11,731)	13,450
Future salary increase rate	43,553	(38,498)	13,318	(11,838)
	<u>Increase 20%</u>	<u>Decrease 20%</u>	<u>Increase 20%</u>	<u>Decrease 20%</u>
Turnover rate	(19,387)	22,946	(6,540)	7,775
	As at 31 December 2022			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>Increase 1%</u>	<u>Decrease 1%</u>	<u>Increase 1%</u>	<u>Decrease 1%</u>
Discount rate	(41,159)	47,671	(12,240)	14,063
Future salary increase rate	47,148	(41,488)	13,798	(12,250)
	<u>Increase 20%</u>	<u>Decrease 20%</u>	<u>Increase 20%</u>	<u>Decrease 20%</u>
Turnover rate	(21,173)	24,958	(6,855)	8,123

24. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required to set aside a statutory reserve at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10 percent of the registered capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.

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25. Revaluation surplus

	Consolidated		(Unit: Thousand Baht)	
	financial statements		Separate	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Balance at beginning of year				
- net of income tax	5,809,537	3,635,007	2,920,108	1,770,414
Changes in revaluation of assets				
- net of income tax *	603,742	2,308,761	-	1,232,569
Amortisation on surplus on revaluation				
of assets - net of income tax	(207,606)	(134,179)	(135,010)	(82,875)
Increase in share capital of a subsidiary	-	(52)	-	-
Balance at end of year - net of income tax	<u>6,205,673</u>	<u>5,809,537</u>	<u>2,785,098</u>	<u>2,920,108</u>
* Other comprehensive income				
attributable to:				
Equity holders of the Company	603,742	2,308,761	-	1,232,569
Non-controlling interests				
of the subsidiaries	66,326	175,929	-	-
	<u>670,068</u>	<u>2,484,690</u>	<u>-</u>	<u>1,232,569</u>



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26. Other income

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Compensation income received under the credit support program for rubber producers by the Rubber Authority of Thailand	76,753	91,980	-	-
Income of production waste sales	37,650	39,821	14,642	12,312
Income from insurance claim compensation	124,587	73,359	100,606	61,495
Income of management fee	17,695	15,163	17,695	15,163
Rental income	15,811	14,869	738	880
Income from computer software	124	120	2,591	2,535
Income from guaranteed loans	-	97	20,602	22,344
Office service income	901	982	81,364	61,387
Others	<u>79,947</u>	<u>56,272</u>	<u>3,668</u>	<u>431</u>
Total other income	<u>353,468</u>	<u>292,663</u>	<u>241,906</u>	<u>176,547</u>

27. Other gain (loss)

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Gain (loss) on derivative financial instruments	(33,786)	528,843	(61,309)	887,401
Gain on change in fair value of investment properties	-	15,820	-	13,980
Gain (loss) on disposals and write-off for fixed assets	<u>1,290</u>	<u>(38,704)</u>	<u>(4,928)</u>	<u>(16,311)</u>
Total other gain (loss), net	<u>(32,496)</u>	<u>505,959</u>	<u>(66,237)</u>	<u>885,070</u>

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28. Expenses by nature

Significant expenses classified by nature are as follows.

	(Unit: Thousand Baht)			
	Consolidated		Separate financial statements	
	financial statements			
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Changes in inventories of finished goods and work in progress	(1,590,763)	3,328,182	(1,218,808)	1,350,942
Raw materials and consumables used	63,727,137	81,679,872	36,917,493	43,680,031
Reduction of inventory cost to net realisable value (reversal)	(69,915)	296,307	(67,899)	97,434
Salaries and wages and other employee benefits	4,348,141	4,560,669	960,220	998,487
Depreciation	3,274,799	3,069,968	901,199	791,057
Impairment loss from assets revaluation (reversal)	(3,773)	16,372	-	25,912
Loss on impairment of assets	294,885	-	-	-
Amortisation - economic tree plantations	37,270	27,762	283	356
Amortisation - intangible assets	93,303	88,395	64,759	65,903
Transportation and distribution expense	2,896,724	5,113,728	1,014,962	1,630,186
Energy expense	4,319,322	4,011,155	1,060,043	987,468
Cess expense*	1,723,044	1,990,130	1,274,560	1,417,894

* The cess expense is a fee charged to exporters of natural rubber products for the rubber replanting aid fund managed by the Office of the Rubber Authority of Thailand (RAOT) for the purpose of replanting support. Such fee is calculated based on exported quantity at the price on export dates multiplied by a fixed rate as agreed.



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29. Income tax

Income tax for the years ended 31 December 2023 and 2022 is made up as follows.

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Current income tax:				
Current income tax charge	116,528	534,887	-	165,613
Adjustment in respect of income tax of previous year	(1,612)	440	2,740	-
Deferred tax:				
Relating to origination and reversal of temporary differences	(185,934)	114,256	(203,202)	71,278
Income tax reported in profit or loss	<u>(71,018)</u>	<u>649,583</u>	<u>(200,462)</u>	<u>236,891</u>

The amounts of income tax relating to each component of other comprehensive income for the years ended 31 December 2023 and 2022 are as follows.

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Deferred tax relating to				
Gain (loss) on changes in value of equity investments designated at Fair value through other comprehensive income	(6)	(361)	10	(343)
Gain on revaluation of assets	167,517	587,018	-	308,142
Actuarial gain	4,692	3,838	1,292	1,421
Gain (loss) on cash flow hedges	(29,910)	62,061	(18,306)	34,767
	<u>142,293</u>	<u>652,556</u>	<u>(17,004)</u>	<u>343,987</u>

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The reconciliation between accounting profit and income tax is shown below.

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Accounting profit (loss) before tax	(526,976)	6,167,413	(114,637)	4,510,449
Applicable tax rate	8 - 25%	8 - 25%	20%	20%
Accounting profit (loss) before tax multiplied by income tax rate	(118,414)	1,294,284	(22,927)	902,090
Share of (profit) loss from investments in an associate and a joint venture	21,497	(67,131)	-	-
Unused tax losses and deductible temporary difference were not recognised during the year	57,278	12,805	-	-
Utilisation of previously unused tax losses and deductible temporary unrecognised difference	-	(144,632)	-	(93,273)
Adjustment in respect of income tax of previous year	(1,612)	440	2,740	-
Write-off deferred tax assets	105,007	-	-	-
Effects of:				
Promotional privileges (Note 30)	(463)	(460,068)	-	(175,286)
Exempted income	(7,420)	(11,351)	(118,154)	(375,274)
Non-deductible expenses	134,249	99,561	40,663	31,915
Additional expense deductions allowed	(182,292)	(60,034)	(103,402)	(53,360)
Tax at concessionary rate of 10% (a)	(9,527)	(13,977)	-	-
Corporate income tax exemption (b)	(53,099)	5,739	-	-
Others	(16,221)	(6,053)	618	79
Total	(134,773)	(446,183)	(180,275)	(571,926)
Income tax reported in the profit or loss	(71,017)	649,583	(200,462)	236,891



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Additional information

- (a) On 11 May 2005, the Ministry of Trade and Industry of Singapore awarded the Global Trader Programme status to a subsidiary of the Group for the period from 1 April 2005 to 31 December 2009. Under this programme, income derived from qualifying trading transactions of approved products is taxed at the concessionary rate of 10%. On 13 December 2020, this status was extended from 1 January 2020 to 31 December 2024.
- (b) A subsidiary is awarded the lifetime of Enhanced-Tier Fund Tax Incentive Scheme under section 13U from The Monetary Authority of Singapore (MAS). Under this scheme, upon specified terms and conditions, specific income derived by designated investments is exempted from corporate income tax in Singapore. Withholding tax on interest and dividend under the scheme paid by the subsidiary is also exempted. In addition, the Fund can obtain a remission of Goods and Services Tax ("GST") incurred on expenses.

The components of deferred tax assets and deferred tax liabilities are as follows.

(Unit: Thousand Baht)

	Statements of financial position			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Deferred tax assets				
Unused tax losses	463,350	223,836	167,570	-
Unrealised losses on derivative financial instruments	14,300	26,782	14,557	1,726
Allowance for diminution in value of inventories	42,064	63,969	2,579	11,246
Cumulative loss from assets revaluation and allowance for asset impairment	109,588	83,942	21,802	21,835
Provision for retirement benefit obligations	81,409	82,079	27,526	27,577
Loss on cash flow hedge	113	975	33	252
Intercompany profit in inventories	34,525	184,630	-	-
Intercompany profit in fixed assets	47,446	47,073	-	-
Others	38,166	52,866	246	1,526
Total	830,961	766,152	234,313	64,162
Deferred tax liabilities				
Asset revaluation surplus	1,714,897	1,655,187	696,274	730,027
Fair value estimation of investment properties	15,742	15,742	15,374	15,374
Unrealised gains on derivative financial instruments	92	6,581	8,793	6,581
Gains on cash flow hedge	24,651	67,925	18,948	37,473
Others	15,582	3,357	1,231	1,220
Total	1,770,964	1,748,792	740,620	790,675
Deferred tax liabilities, net	(940,003)	(982,640)	(506,307)	(726,513)

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(Unit: Thousand Baht)

	Statements of financial position			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Deferred tax assets (liabilities) presented in the statements of financial position:				
Deferred tax assets	323,892	486,261	-	-
Deferred tax liabilities	(1,263,895)	(1,468,901)	(506,307)	(726,513)
	<u>(940,003)</u>	<u>(982,640)</u>	<u>(506,307)</u>	<u>(726,513)</u>

Movements of deferred tax liabilities (net) during the years ended 31 December 2023 and 2022 are summarised below:

	(Unit: Thousand Baht)			
	Consolidated financial		Separate financial	
	statements		statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Balance at beginning of year - net	982,640	203,551	726,513	311,248
Deferred tax recognised in				
profit or loss	(185,934)	114,256	(203,202)	71,278
other comprehensive income	142,293	652,556	(17,004)	343,987
Translation adjustment	1,004	12,277	-	-
Balance at end of year - net	<u>940,003</u>	<u>982,640</u>	<u>506,307</u>	<u>726,513</u>

As at 31 December 2023, the Group had deductible temporary differences and unused tax losses totaling Baht 858 million (the Company only: Nil) (2022: Baht 589 million, the Company only: Nil), on which deferred tax assets have not been recognised as the Group and the Company believe that future taxable profits may not be sufficient to allow utilisation of the temporary differences and unused tax losses.

The Group has the unused tax losses amounting to Baht 809 million (2022: Baht 539 million) which will expire since 2024.



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30. Promotional privileges

The Group is granted certain privileges on its manufactures of concentrated latex, block rubber Skim Crepe and rubber gloves, which included among others, as follows.

- Exemption from payment of import duty on imported machinery and equipment as approved by BOI committee
- Exemption from payment of income tax for the periods of 5 - 8 years starting from the commencement date of the promoted business, and 50 percent reduced from the normal income tax rate for the next 3 to 5 years after the period of exemption from payment of income tax is expired
- Reduction 50 percent from payment of income tax for investment in improve performance excluding the cost of land and working capital for a period of 3 years starting from the date of first income after obtaining the promotion certificates and applying for such privileges

As a promoted industry, the Group must comply with certain conditions and restrictions provided for in the promotional certificates.

The Group's operating revenues for the years ended 31 December 2023 and 2022, divided between promoted and non-promoted operations, are summarised below.

(Unit: Thousand Baht)

	Consolidated financial statements					
	Promoted operations		Non-promoted operations		Total	
	2023	2022	2023	2022	2023	2022
Sales and service income						
Domestic sales and service income	8,591,894	6,482,109	15,432,117	22,524,779	24,024,011	29,006,888
Export sales and service income	32,573,034	32,608,552	61,325,503	100,018,710	93,898,537	132,627,262
Total sales and service income	41,164,928	39,090,661	76,757,620	122,543,489	117,922,548	161,634,150
Elimination					(33,677,639)	(50,977,424)
Total					84,244,909	110,656,726

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(Unit: Thousand Baht)

	Separate financial statements					
	Promoted operations		Non-promoted operations		Total	
	2023	2022	2023	2022	2023	2022
Sales and service income						
Domestic sales and service income	7,502,516	5,955,116	7,443,945	12,239,588	14,946,461	18,194,704
Export sales and service income	18,795,787	16,815,477	16,566,447	26,198,682	35,362,234	43,014,159
Total sales and service income	26,298,303	22,770,593	24,010,392	38,438,270	50,308,695	61,208,863

31. Earnings per share

Basic earnings per share is calculated by dividing the profit attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the years.

The basic earnings per share are as follows.

	For the year ended 31 December			
	Consolidated financial statements		Separate financial statements	
	2023	2022	2023	2022
Profit (loss) attributable to owners of the Company (Thousand Baht)	(434,369)	4,794,868	85,825	4,273,559
Weighted average number of ordinary shares (Thousand shares)	1,536,000	1,536,000	1,536,000	1,536,000
Basic earnings per share (Baht)	(0.28)	3.12	0.06	2.78

32. Segment information

The chief operating decision-maker has been identified as the Managing Director. The Managing Director reviews the Group's internal reporting regularly in order to assess performance and allocate resources. The Managing Director measures the business based on a measure of segment profit, which is derived on a basis consistent with the measurement of profit for the year in the consolidated financial statements.

Operating segments are defined as components of the Group for which separate financial statements available on a company basis are evaluated regularly by the chief operating decision-maker.



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There are three reportable segments as follows.

- 1) Natural rubber products: This segment is engaged in manufacture, sale and trading of ribbed smoked sheets, concentrated latex and block rubbers.
- 2) Gloves: this segment also includes the manufacture and sale of powdered, powder-free, and nitrile latex gloves.
- 3) Other businesses:
 - Plantation: This is engaged in plantations including rubber, palm, temperate fruits and economic trees.
 - Engineering business: This is engaged in the engineering services including research and development of machinery and production processes, and also providing information system services.
 - Logistics services and other services: These services are provided mainly to the Group, with minor services provided externally.
 - Other rubber products: This segment is engaged in manufacture, sale of escalator handrails, rubber injection-moulded goods, and high-pressure hydraulic hoses.
 - Financial asset management and financial investment

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(Unit: Million Baht)
Consolidated

	Natural rubbers		Gloves		Others		Elimination		financial statements	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Revenues										
Revenues from external customers	65,008	87,626	19,035	22,913	202	118	-	-	84,245	110,657
Inter-segment revenues	5,510	5,823	1	-	3,460	4,539	(8,971)	(10,362)	-	-
Total revenues	70,518	93,449	19,036	22,913	3,662	4,657	(8,971)	(10,362)	84,245	110,657
Other income and expenses										
Depreciation and amortisation	(1,652)	(1,450)	(1,793)	(1,588)	(186)	(154)	14	6	(3,617)	(3,186)
Finance income	163	24	72	73	294	92	(3)	(4)	526	185
Finance cost	(1,111)	(1,032)	(306)	(187)	(8)	(7)	3	4	(1,422)	(1,222)
Share of profit (loss) from investments in associate and joint venture	(201)	127	-	-	94	209	-	-	(107)	336
Segment profit (loss)										
Profit (loss) before income tax	(110)	6,151	(446)	1,713	666	461	(637)	(2,157)	(527)	6,167
Income tax	54	(414)	41	(196)	(22)	(38)	(2)	(2)	71	(649)
Profit (loss) for the year	(56)	5,737	(405)	1,517	644	423	(639)	(2,159)	(456)	5,518
Total assets	78,863	80,365	47,371	51,081	26,375	21,314	(40,872)	(35,676)	111,737	117,084



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Geographic information

Revenue from external customers based on locations of the customers is as follows.

(Unit: Million Baht)

	<u>2023</u>	<u>2022</u>
Revenue from external customers		
Thailand	10,368	13,385
China	40,970	51,491
USA	10,890	11,245
Singapore	1,830	3,479
Japan	3,067	4,487
Others	17,120	26,570
Total	<u>84,245</u>	<u>110,657</u>
Non-current assets (other than financial instruments and deferred tax assets)		
Thailand	55,512	54,357
Indonesia	2,478	1,697
Others	342	298
Total	<u>58,332</u>	<u>56,352</u>

Major customers

The Group has no major customer with revenue of 10 percent or more of its revenues.

33. Dividends

<u>Dividends</u>	<u>Approved by</u>	<u>Total dividends</u>	<u>Dividend per share</u>
		(Million Baht)	(Baht per share)
Dividends for the year 2021	The Company's Annual General Meeting on 7 April 2022	998	0.65
Interim dividends from the operating for 2022	The Company's Board of Directors meeting on 10 August 2022	1,536	1.00
Total dividend paid in 2022		<u>2,534</u>	
Dividends for the year 2022	The Company's Annual General Meeting on 10 April 2023	1,536	1.00
Total dividend paid in 2023		<u>1,536</u>	

On 16 February 2024, the Company's Board of Directors meeting passed resolutions to approve a dividend payment in respect of operating results of 2023 to shareholders of Baht 1.00 per share, totaling of Baht 1,536 million. The Company will propose the Company's Shareholder Annual General Meeting to approve the dividend payment within second quarter of 2024.

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34. Commitments and contingent liabilities

(Unit: Million Baht)

	As at 31 December			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Sales and purchases commitments*				
Purchases from				
Joint venture	666	911	-	-
Third parties	24	54	-	-
Sales to				
Subsidiaries	-	-	3,075	4,279
Third parties	19,741	22,320	8,179	6,867
Joint venture	7		-	
Capital commitments relating to				
the construction of factory buildings and				
acquisition of machinery	1,561	4,638	1,319	1,242
the acquisition of computer software	1	1	-	-
Guarantees and contingent liabilities				
Bank guarantees for electricity usage and				
sales of goods	272	249	92	76
The future aggregate minimum payments under				
 non-cancellable lease and service agreements				
Not later than 1 year	48	41	7	15
Later than 1 year but not later than 5 years	6	16	1	7

* The Group is committed to certain sales and purchases of natural rubber. Some of the contractual prices are fixed, and settled at future dates, and some of the contractual prices are not fixed at the contract date. However, the values of these commitments are presented at the fixed contractual prices, or the market prices at the end of the period in cases where the contract price is not fixed at the contract date.



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35. Fair value hierarchy

As at 31 December 2023 and 2022, the Group had the assets and liabilities that were measured at fair value using different levels of inputs as follows.

(Unit: Thousand Baht)

Consolidated financial statements				
As at 31 December 2023				
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Equity instruments designated at fair value				
through other comprehensive income	1,454,153	-	3,270,671	4,724,824
Derivative financial instruments	19,767	430,586	-	450,353
Land and building	-	-	22,765,690	22,765,690
Investment properties	-	-	236,097	236,097
Liabilities measured at fair value				
Derivative financial instruments	60,444	53,017	243,923	357,384
Liabilities for which fair value are disclosed				
Debentures	-	25,837,365	-	25,837,365

(Unit: Thousand Baht)

Consolidated financial statements				
As at 31 December 2022				
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Equity instruments designated at fair value				
through other comprehensive income	610,077	-	451,715	1,062,492
Derivative financial instruments	27,221	743,957	234,694	1,005,872
Land and building	-	-	20,550,272	20,550,272
Investment properties	-	-	235,341	235,341
Liabilities measured at fair value				
Derivative financial instruments	6,472	79,948	9,968	96,388
Liabilities for which fair value are disclosed				
Debentures	-	27,284,304	-	27,284,304

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(Unit: Thousand Baht)

	Separate financial statements			
	As at 31 December 2023			
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Equity instruments designated at fair value				
through other comprehensive income	38,333	-	-	38,333
Derivative financial instruments	10,589	300,175	-	310,764
Land and building	-	-	7,278,501	7,278,501
Investment properties	-	-	89,643	89,643
Liabilities measured at fair value				
Derivative financial instruments	21,623	47,226	268,168	337,017
Liabilities for which fair value are disclosed				
Debentures	-	24,291,512	-	24,291,512

(Unit: Thousand Baht)

	Separate financial statements			
	As at 31 December 2022			
	Level 1	Level 2	Level 3	Total
Assets measured at fair value				
Equity instruments designated at fair value				
through other comprehensive income	38,280	-	-	38,280
Derivative financial instruments	27,222	361,232	253,192	641,646
Land and building	-	-	6,981,245	6,981,245
Investment properties	-	-	89,643	89,643
Liabilities measured at fair value				
Derivative financial instruments	5,832	4,058	-	9,890
Liabilities for which fair value are disclosed				
Debentures	-	25,712,004	-	25,712,004

During the current year, there are no transfer within the fair value hierarchy.



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36. Financial instruments

36.1 Derivatives and hedge accounting

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2023	2022	2023	2022
Current derivative assets				
<i>Derivative assets not designated as hedging instruments</i>				
Rubber options	943	1,963	943	-
Rubber price swaps	-	5,682	-	5,682
Forward foreign exchange contracts	2,453	21,053	-	-
Rubber futures	19,767	27,222	10,589	27,222
Equity accumulator	378	12	-	-
<i>Derivative assets designated as hedging instruments</i>				
Forward foreign exchange contracts	425,296	713,249	299,232	355,550
Open rubber sale contracts	-	234,694	-	253,192
Total current derivative assets	448,837	1,003,875	310,764	641,646
Non - current derivative assets				
<i>Derivative assets designated as hedging instruments</i>				
Interest rate swaps	1,516	1,997	-	-
Total non - current derivative assets	1,516	1,997	-	-
Total derivative assets	450,353	1,005,872	310,764	641,646

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	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	2023	2022	2023	2022
Current derivative liabilities				
<i>Derivative liabilities not designated as hedging instruments</i>				
Rubber options	46,838	2,800	46,838	2,800
Forward foreign exchange contracts	4,944	58,935	-	-
Rubber futures	60,444	6,472	21,623	5,832
Equity accumulators	-	15,511	-	-
<i>Derivative liabilities designated as hedging instruments</i>				
Forward foreign exchange contracts	1,235	1,575	388	1,258
Open rubber sale contracts	243,923	9,968	268,168	-
Total current derivative liabilities	357,384	95,261	337,017	9,890
Non - current derivative liabilities				
<i>Derivative liabilities designated as hedging instruments</i>				
Interest rate swaps	-	1,127	-	-
Total non - current derivative liabilities	-	1,127	-	-
Total derivative liabilities	357,384	96,388	337,017	9,890

Derivatives not designated as hedging instruments

The Group has entered into contracts of derivative financial instruments as described in Note 4.21. The contracts are entered into for periods consistent with the underlying transactions, generally within 1 year.



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Derivatives designated as hedging instruments

Cash flow hedges

Interest rate risk

The Group has an interest rate swap agreement to hedge the exposure to cash flow volatility which the Group has to pay. The Group receives a variable rate of interest and pays fixed rate of interest.

There is an economic relationship between the hedged item and the hedging instrument as the terms of the interest rate swap match the terms of the variable interest rate loan (i.e., interest rate, notional amount, maturity and payment dates). There is no ineffectiveness portion of such hedge.

	(Unit Million Baht)	
	Consolidated financial statements	
	<u>2023</u>	<u>2022</u>
Carrying liability amount of the interest rate swap		
Assets	2	2
Liabilities	-	(1)
Notional amount	259	883
Hedge ratio	1 : 1	1 : 1
Maturity date	March 2025	June 2023 to March 2025
Changes in fair value of the hedging instruments		
used for measuring ineffectiveness	1	22
Cash flow hedge reserve	1	1

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Foreign currency risk

Foreign exchange forward contracts are designated as hedging instruments in cash flow hedges of forecast sales in US dollar. These forecast transactions are highly probable. The foreign exchange forward contract balances vary with the level of expected foreign currency sales and changes in foreign exchange forward rates.

In addition, hedge ineffectiveness can arise from changes to the forecasted amount of cash flows of hedged items and hedging instruments.

	(Unit: Million Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Carrying amount of the foreign exchange forward contracts				
Assets	425	713	299	356
Liabilities	(1)	(2)	(1)	(1)
Notional amount (USD)	1,087	516	334	296
Hedge ratio	1 : 1	1 : 1	1 : 1	1 : 1
Maturity date	January to July 2024	January to July 2023	January to July 2024	January to July 2023
Changes in fair value of the hedging instruments used for measuring ineffectiveness	(288)	321	(55)	186
Cash flow hedge reserve	245	226	204	149



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Impact of hedging on equity

Set out below is a reconciliation of each component of equity and analysis of other comprehensive income:

	(Unit: Million Baht)	
	Cash flow hedge reserve	
	Consolidated financial statements	Separate financial statements
As at 1 January 2022	(30)	10
Effective portion of changes in fair value arising from derivatives designated as hedging instruments for cash flow hedges	737	343
Amount reclassified to profit or loss	(378)	(169)
Tax effect	(62)	(35)
As at 31 December 2022	267	149
Effective portion of changes in fair value arising from derivatives designated as hedging instruments for cash flow hedges	(287)	(55)
Amount reclassified to profit or loss	237	92
Tax effect	30	18
As at 31 December 2023	247	204

Fair value hedge

Commodity price risk (rubber)

For natural rubber product segment of the Group, it purchases cup lump which is main raw material of block rubber manufacturing. The Group enters into open rubber sale contracts to hedge against risks of rubber price volatility in sales expected to be delivered in the future in accordance with the risk management strategy outlined by the Board of Directors.

There is an economic relationship between the open rubber sale contracts and the cup lump or block rubber as the significant terms, i.e. volume and deliver period, match those of the forecast sales considered to be highly probable within the next 12 months.

In addition, hedge ineffectiveness can arise from quality inspection results of block rubber or cup lump not complied with the term of sale contracts, or changes in conditions of sale contracts.

Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries

For the year ended 31 December 2023

(Unit: Million Baht)

	As at 31 December			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Carrying amount of the open rubber sale contracts				
Assets	-	225	-	253
Liabilities	(244)	-	(268)	-
Delivery period	January to	January to	January to	January to
	July 2024	May 2023	July 2024	March 2023
Reference rubber price at end of year	1,542 -	1,296 -	1,542 -	1,296 -
(USD per ton)	1,561	1,350	1,561	1,326
Hedge ratio	1 : 1	1 : 1	1 : 1	1 : 1
Changes in fair value of the hedging instruments				
used for measuring ineffectiveness (presented in				
profit or loss net of sales of goods)	(244)	225	(268)	253
Changes in fair value of the hedged items used for				
measuring ineffectiveness (presented in profit or				
loss net of cost of sales)	243	(198)	260	(187)
Carrying amount with accumulated fair value				
adjustments of inventories only part of cup lump,				
crepe rubber and block rubber which are the				
hedged items (presented in statement of				
financial position as inventories)	243	(198)	260	(187)

36.2 Financial risk management

The Group's activities expose it to a variety of financial risks: market risk (including foreign currency risk, cash flow interest rate risk and price risk), credit risk and liquidity risk. Thus, risk management plan for the Group focusing on the fluctuation of financial market to reduce the effect of risk to the Group's operations. The Group uses financial instruments to protect potential risk.



Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries

For the year ended 31 December 2023

Risk management is carried out under supervision by the Group management, who identifies, evaluates and hedges financial risks. In addition, the Group applies hedge accounting as follows.

- Interest rate swap to leverage risk of volatility of interest rate
- Forward foreign exchange contracts to leverage risk of volatility of foreign currency
- Open rubber sale contracts to leverage risk of volatility of raw material and finished goods price

The Group's financial instruments principally comprise cash and cash equivalents, trade accounts receivable, loans to subsidiaries, investments, short-term and long-term loans from financial institutions and debentures. The financial risks associated with these financial instruments and how they are managed is described below.

Credit risk

The Group is exposed to credit risk primarily with respect to trade and other receivables, deposits with banks and financial institutions and loans. The Group manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. In addition, the Group does not have high concentrations of credit risk since it has a large customer base. The maximum exposure to credit risk is limited to the carrying amounts of trade and other receivables and loans as stated in the statement of financial position.

Trade receivables

The Group manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. Outstanding trade receivables are regularly monitored. In addition, the Group does not have high concentrations of credit risk since it has a large customer.

An impairment analysis is performed at each reporting date to measure expected credit losses. The allowance rates are based on days past due for groupings of various customer segments with similar credit risks based on past experience updated with future forecast information. The Group classifies customer into different segments by geography, product type, customer type and customer rating.

Cash deposits and financial instruments

Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries

For the year ended 31 December 2023

Interest rate risk

The Group's exposure to interest rate risk relates primarily to its cash at banks, loan to subsidiaries, short-term and long-term borrowings from financial institutions and debentures. Most of the Group's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate.

The Group manages its interest rate risk by having a balanced portfolio of fixed and variable rate loans and borrowings. To manage this, the Group enters into interest rate swaps, in which it agrees to exchange, at specified intervals, between fixed and variable rate interest amounts calculated by reference to an agreed-upon notional principal amount.

As at 31 December 2023 and 2022, significant financial assets and liabilities classified by type of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

((Unit: Thousand Baht))

Consolidated financial statements as at 31 December 2023							
	Fixed interest rates			Floating interest rate	Non- interest bearing	Total	Effective interest rate
	Within 1 year	1 - 5 years	Over 5 years				
Financial Assets							
Cash and cash equivalent	3,108,580	-	-	2,670,158	1,207,485	6,986,223	0.13 - 6.0
Trade and other receivables*	-	-	-	-	6,878,295	6,878,295	
Amounts due from future brokers	648,478	-	-	-	-	648,478	(1)
Other financial assets	5,213,142	-	-	-	4,724,824	9,937,966	
Total	8,970,200	-	-	2,670,158	12,810,604	24,450,962	
Financial liabilities							
Trade and other payables*	-	-	-	-	2,773,815	2,773,815	-
Short-term borrowings from financial institutions	5,130,610	-	-	364,429	-	5,495,039	(1)
Debentures	2,500,000	12,658,000	10,680,000	-	213,622	26,051,622	(1)
Long-term borrowings from financial institutions*	-	-	-	5,411,982	-	5,411,982	(2) , (4)
Total	7,630,610	12,658,000	10,680,000	5,776,411	2,987,437	39,732,458	

* excluded from non-financial assets or liabilities



Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
For the year ended 31 December 2023

((Unit: Thousand Baht))

Consolidated financial statements as at 31 December 2022

	Fixed interest rates			Floating interest rate	Non- interest bearing	Total	Effective interest rate
	Within 1 year	1 - 5 years	Over 5 years				
Financial Assets							
Cash and cash equivalent	6,431,653	-	-	15,427,761	641,014	22,500,428	0.05 - 8.55
Trade and other receivables*	-	-	-	-	7,129,784	7,129,784	-
Amounts due from future brokers	660,608	-	-	-	-	660,608	(1)
Other financial assets	-	-	-	-	1,062,492	1,062,492	-
Total	7,092,261	-	-	15,427,761	8,833,290	31,353,312	
Financial liabilities							
Trade and other payables*	-	-	-	-	3,185,780	3,185,780	-
Short-term borrowings from financial institutions	5,487,549	-	-	402,323	-	5,889,872	(1)
Debentures	1,000,000	13,908,000	11,930,000	-	213,980	27,051,980	(1)
Long-term borrowings from financial institutions*	-	-	-	7,127,697	-	7,127,697	(2) , (3)
Total	6,487,549	13,908,000	11,930,000	7,530,020	3,399,760	43,255,329	

* excluded from non-financial assets or liabilities

((Unit: Thousand Baht))

Separate financial statements as at 31 December 2023

	Fixed interest rates			Floating interest rate	Non - interest bearing	Total	Effective interest rate
	Within 1 year	1 - 5 years	Over 5 years				
Financial Assets							
Cash and cash equivalent	-	-	-	202,491	361,737	564,228	0.13 - 2.65
Trade and other receivables*	-	-	-	-	3,683,995	3,683,995	-
Other financial assets	-	-	-	-	38,333	38,333	-
Total	-	-	-	202,491	4,084,065	4,286,556	
Financial liabilities							
Trade and other payables*	-	-	-	-	1,079,668	1,079,668	-
Short-term borrowings from financial institutions	814,000	-	-	-	-	814,000	(1)
Debentures	2,500,000	12,108,000	9,730,000	-	200,953	24,538,953	(1)
Total	3,314,000	12,108,000	9,730,000	-	1,280,621	26,432,621	

* excluded from non-financial assets or liabilities

Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries

For the year ended 31 December 2023

(Unit: Thousand Baht)

Separate financial statements as at 31 December 2022

	Fixed interest rates					Total	Effective interest rate
	Within 1 year	1 - 5 years	Over 5 years	Floating interest rate	Non - interest bearing		
Financial Assets							
Cash and cash equivalent	-	-	-	5,240,969	133,009	5,373,978	0.10 - 0.45
Trade and other receivables*	-	-	-	-	3,929,071	3,929,071	-
Long-term loans to subsidiary	343,913	-	-	-	-	343,913	(1)
Other financial assets	-	-	-	-	38,280	38,280	-
Total	343,913	-	-	5,240,969	4,100,360	9,685,242	
Financial liabilities							
Trade and other payables*	-	-	-	-	1,186,592	1,186,592	-
Short-term borrowings from financial institutions	347,335	-	-	-	-	347,335	(1)
Short-term borrowings from subsidiary	145,000	-	-	-	-	145,000	(1)
Debentures	1,000,000	13,358,000	10,980,000	-	201,762	25,539,762	(1)
Total	1,492,335	13,358,000	10,980,000	-	1,388,354	27,218,689	

* excluded from non-financial assets or liabilities

(1) Fixed rate per annum

(2) MLR less fixed rate per annum

(3) THBFIX6M plus fixed rate per annum

(4) THOR plus fixed rate per annum



Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
For the year ended 31 December 2023

Interest rate sensitivity analysis

The Group's interest rate risk arises from long-term borrowings. The borrowings on which interest is charged at floating rates expose the Group to risk in respect of interest cash flows. If the interest rate changes by 1.00% per annum (2022: 0.10% per annum), with all other variables held constant, the impact of floating rate borrowings on profit before tax would be as follows.

(Unit: Thousand Baht)

	For the year ended 31 December	
	Consolidated financial statements	
	<u>2023</u>	<u>2022</u>
Impact to profit before tax		
in the statements of comprehensive income		
- Decrease in interest rate by 0.10%		
Pre-tax profit increase	-	6,245
- Increase in interest rate by 0.10%		
Pre-tax profit decrease	-	(6,245)
- Decrease in interest rate by 1.00%		
Pre-tax profit increase	48,943	-
- Increase in interest rate by 1.00%		
Pre-tax profit decrease	(48,943)	-

Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries

For the year ended 31 December 2023

Foreign currency risk

The Group's exposure to foreign currency risk arises mainly from trading transactions and loans that are denominated in foreign currencies. The Group manages its risk by hedging transactions that are expected to occur within a maximum 12-month period for hedges of forecasted foreign sales by entering into forward foreign exchange contracts with maturity within one year.

the Group negotiates the terms of forward foreign exchange contracts to match the terms of such sales. The derivative covers the period of exposure from the point the cash flows of the transactions are forecasted up to the point of settlement of the resulting receivable that is denominated in the foreign currency.

As at 31 December 2023 and 2022, the balances of financial assets and liabilities denominated in foreign currencies were summarised below.

Foreign currency	Consolidated financial statements					
	Financial assets		Financial liabilities		Average exchange rate	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
	(Million)	(Million)	(Million)	(Million)	(Baht per 1 foreign currency unit)	
US dollar	113.9	116.1	18.0	20.2	34.2233	34.5624
Japan yen	1,657.0	1,112.0	-	-	0.2423	0.2609
Singapore dollar	3.4	3.2	-	0.1	25.9733	25.7206
China renminbi	70.9	67.8	-	-	4.8071	4.9664
Euro	0.7	-	0.7	2.6	38.0334	36.8274

Foreign currency	Separate financial statements					
	Financial assets		Financial liabilities		Average exchange rate	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
	(Million)	(Million)	(Million)	(Million)	(Baht per 1 foreign currency unit)	
US dollar	61.0	70.5	6.6	16.1	34.2233	34.5624
Singapore dollar	0.1	0.1	-	-	25.9733	25.7206

In addition, the Group's exposures to foreign currency risk arises from investments in overseas subsidiaries companies and an indirect joint venture which are unhedged. The management of the Group intends to hold such investments for the long term, and has no plans to dispose of them in the future.



Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries

For the year ended 31 December 2023

Foreign currency sensitivity analysis

The Group operates internationally and is exposed to foreign currency risk in respect of various foreign currencies, primarily the US Dollar and Indonesian Rupiah. Foreign currency risk arises from commercial transactions, net investment in foreign operations and borrowings. If the exchange rate of the Thai Baht changes by 2.76% (2022: 1.93%) against the US Dollar and by 1.04% (2022: 1.01%) against the Indonesian Rupiah, with all other variables held constant, profit before tax and shareholders' equity would be affected as follows.

(Unit: Thousand Baht)

	For the year ended 31 December			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Impact to profit before tax				
in the statements of comprehensive income				
THB against USD				
- Weakened	90,645	215,142	51,640	30,791
- Strengthened	(90,645)	(215,142)	(51,640)	(30,791)
Impact to shareholders' equity				
in the statements of financial position				
THB against USD				
- Weakened	540,434	285,213	-	-
- Strengthened	(540,434)	(285,213)	-	-
THB against IDR				
- Weakened	13,573	8,109	-	-
- Strengthened	(13,573)	(8,109)	-	-

Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries

For the year ended 31 December 2023

Risk from fluctuation in raw material and finished goods prices

The Group is exposed to natural rubber price risk. The Group, therefore, enters into rubber options, rubber price swaps, rubber futures, physical forward contracts and open rubber sale contracts to manage the risks arising from such rubber price fluctuations.

Commodity price sensitivity analysis

The Group uses derivative instruments to manage commodity price risk exposure. If the price of natural rubber changes by 0.40% (2022: 3.90%), with all other variables held constant, profit before tax for the years would be affected as follows.

(Unit: Thousand Baht)

	For the year ended 31 December			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Impact to profit before tax				
in the statements of comprehensive income				
- Decrease in price of natural rubber				
Pre-tax profit decrease	(6,996)	(62,648)	(2,906)	(58,887)
- Increase in price of natural rubber				
Pre-tax profit increase	6,996	62,648	2,906	58,887

Liquidity risk

The Group monitors its liquidity requirements to ensure it has sufficient cash to meet operational needs.

The table below analyses the Group's maturity grouping based on the remaining periods at the date of statements of financial position to the contractual maturity date based on notional amount.



Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
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The amounts disclosed below are the contractual undiscounted cash flows.

(Unit: Thousand Baht)

Consolidated financial statements as at 31 December 2023					
	Less than 1 year	Between 1 to 2 years	Between 2 to 5 years	Over 5 years	Total
Short-term borrowings					
from financial institutions	5,527,452	-	-	-	5,527,452
Trade and other payables*	2,773,815	-	-	-	2,773,815
Long-term borrowings					
from financial institutions	2,105,926	2,114,313	1,588,247	-	5,808,486
Debentures	299,505	8,481,956	9,458,090	12,032,259	30,271,810
Finance lease liabilities	212,281	175,613	99,045	-	486,939
Derivative liabilities	357,384	-	-	-	357,384

(Unit: Thousand Baht)

Consolidated financial statements as at 31 December 2022					
	Less than 1 year	Between 1 to 2 years	Between 2 to 5 years	Over 5 years	Total
Short-term borrowings					
from financial institutions	5,952,560	-	-	-	5,952,560
Trade and other payables*	3,185,780	-	-	-	3,185,780
Long-term borrowings					
from financial institutions	1,932,975	2,050,317	3,657,613	-	7,640,905
Debentures	1,866,461	3,347,867	13,313,957	13,609,986	32,138,271
Finance lease liabilities	182,909	140,394	108,962	-	432,265
Derivative liabilities	95,261	1,127	-	-	96,388

(Unit: Thousand Baht)

Separate financial statements as at 31 December 2023					
	Less than 1 year	Between 1 to 2 years	Between 2 to 5 years	Over 5 years	Total
Short-term borrowings					
from financial institutions	815,446	-	-	-	815,446
Trade and other payables*	1,079,668	-	-	-	1,079,668
Debentures	244,155	7,880,768	9,341,045	10,982,888	28,448,856
Finance lease liabilities	59,940	44,433	21,985	-	126,358
Derivative liabilities	337,017	-	-	-	337,017

* excluded from non-financial liabilities

Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries

For the year ended 31 December 2023

(Unit: Thousand Baht)

	Separate financial statements as at 31 December 2022				
	Less than 1 year	Between 1 to 2 years	Between 2 to 5 years	Over 5 years	Total
Short-term borrowings					
from financial institutions	350,919	-	-	-	350,919
Trade and other payables*	1,186,592	-	-	-	1,186,592
Debentures	1,811,111	3,292,517	12,634,740	12,521,600	30,259,968
Finance lease liabilities	58,102	37,193	28,885	-	124,180
Derivative liabilities	9,890	-	-	-	9,890

* excluded from non-financial liabilities

36.3 Fair values of financial instruments

Since the majority of the Group's financial instruments are short-term in nature or carrying interest at rates close to the market interest rates, their fair value is not expected to be materially different from the amounts presented in the statement of financial position.

The methods and assumptions used by the Grouping estimating the fair value of financial instruments are as follows:

- The fair value of derivatives has been determined by using a discounted future cash flow model and a valuation model technique. Most of the inputs used for the valuation are observable in the relevant market, such as spot rates of foreign currencies, yield curves of the respective currencies, interest rate yield curves and commodity price yield curves. The Group has considered counterparty credit risk when determining the fair value of derivatives.
- The fair value of fixed rate debentures is estimated by discounting expected future cash flow by the current market interest rate of debentures with similar terms and conditions.
- The carrying amounts of long-term loans carrying interest at rates approximating the market rate, in the statement of financial position approximates their fair value.
- The fair value of equity securities is generally derived from quoted market prices, or based on generally accepted pricing models when no market price is available.

During the current year, there are no transfers within the fair value hierarchy.



Notes to consolidated financial statements

Sri Trang Agro-Industry Public Company Limited and its subsidiaries
For the year ended 31 December 2023

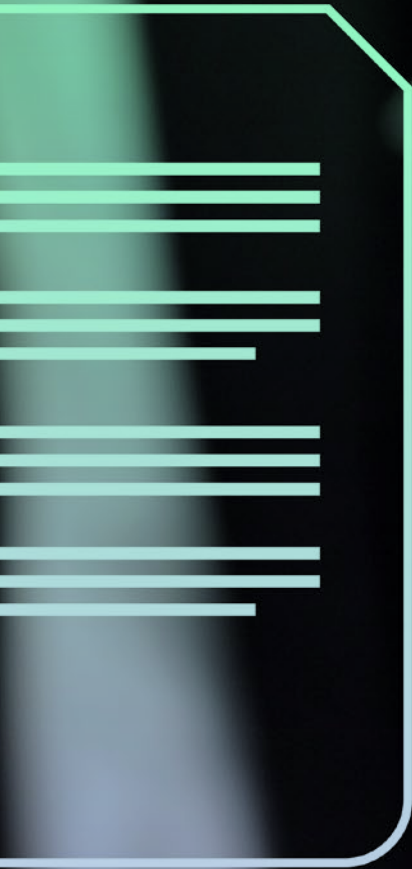
37. Capital management

The primary objective of the Group's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value and it meets financial covenants attached to the loan and debenture agreements. The Group has complied with these covenants throughout the reporting periods.

38. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 16 February 2024.





***Certification of Information
and Data Accuracy for
Submitting One Report***



Certification of Information and Data Accuracy for Submitting One Report

Having carefully verified the information and data shown in this annual registration statement/ annual report, the authorized director shall affix the director's signature along with the Company seal (if any) in the annual registration/ annual report including delegating any person to sign the document as well, by using the text and formats as follows;

"The Company certifies that they are completely accurate, factual, and not misleading or lacking in essential detail. In addition:

- (1) The financial statements and data summarized in annual registration statement / annual report show essentially accurate information and data about its financial standing, performance, and cash flow of STA and its subsidiaries.
- (2) It has put in place a good information and data disclosure system to ensure that it discloses essential details about itself and its subsidiaries completely and accurately, while ensuring due compliance.
- (3) It has put in place a good internal control system and ensured due compliance with such system. The Company has provided internal control system assessment details as of the latest update, to the external auditor and the Audit Committee, including defects and key changes in the internal control system together with wrongdoing potentially affecting the preparation of the financial reports for itself and its subsidiaries.

As evidence that all documents are identical to those certified by STA, the Company has assigned Mr. Vitchaphol Sincharoenkul to put his initials on every page of the documents. Therefore, if his initials are missing on any given page, STA will disown such data.

Name	Position
1. Mr. Chaiyos Sincharoenkul	Director
2. Mr. Kitichai Sincharoenkul	Director

Name	Position
Authorized person Mr. Vitchaphol Sincharoenkul	Director



Section 89/20 *** of the Securities and Exchange Act B.E. 2535 as amended by the Securities and Exchange Act (No. 4) B.E. 2551 stipulates that the directors and the executives shall be jointly liable to a person who traded securities of the Company for any damages arising from disclosure of information to shareholders or the public which contains a false statement or concealing material facts following section 56 which should have been stated in the following cases, unless the directors or the executives can prove that, by his position, he could not have been aware of the truthfulness of information or lack of information.

Note: *** Applies to companies that are subject to Chapter 3/1 of the Securities and Exchange Act B.E. 2535 as amended by the Securities and Exchange Act (No. 4) B.E. 2551 only.



PART

4

Attachment



Enclosure 1

Details of the Directors, Executives and Controlling Persons of STA had the following interests in the ordinary STA shares as of 31 December 2023



Mr. Viyavood Sincharoenkul

Chairman /

Chairman of the Executive Committee
(the authorized director pursuant to
the Company's Articles of Association)

Age 68 Years

Date of Appointment 27 December 1993

Educational Qualifications and Training Courses

Ph.D. in Chemistry

Queen Elizabeth's College,
University of London

Bachelor's Degree in Chemistry (First Class),
Queen Elizabeth's College,
University of London



Percentage of Shareholding in STA (%)⁽¹⁾

- 9.14



Family Relationship Among Executives⁽²⁾

- Elder Brother of Mr. Kitichai Sincharoenkul
- Younger Brother of Mr. Paul Sumade Lee
- Father of Mr. Veerasith Sinchareonkul and Mr. Vitchaphol Sincharoenkul



Work Experiences

Positions in Listed Companies

2019 – Present

- Chairman of the Executive Committee and Director, Sri Trang Gloves (Thailand) PLC.

2010 – Present

- Chairman and Chairman of the Executive Committee, STA

1993 – 2021

- Managing Director, STA

Positions in Non-Listed Companies

2021 – Present

- Director, Sri Trang Gloves (Singapore) Pte. Ltd.
- Director, Sri Trang Gloves Global Pte. Ltd.

2019 – Present

- Director, Sri Trang IBC

2017 – Present

- Director, Shidong Shanghai Medical Equipment
- Director, Planet Earth Capital Pte., Ltd.

2010 – Present

- Director, Shi Dong Shanghai

2009 – Present

- Director, Shi Dong Investments

2002 – Present

- Director, Sri Trang International

1996 – Present

- Director, Semperflex Asia

1990 – Present

- Director, Sri Trang Holdings
- Director, Thai Tech Rubber

2015 – 2018

- Director, Sri Trang Ayeyar

2010 – 2012

- Director, Tai Yang Investment Pte. Ltd.

2002 – 2020

- Director, Pattana Agro Futures

1999 – 2017

- Director, T.R.I Global Co., Ltd.

1989 – 2019

- Director, Sri Trang Gloves (Thailand) Co., Ltd.

1987 – 1993

- Managing Director, Sri Trang Agro-Industry Co., Ltd.

1985 – 1987

- General Manager, Yang Thai Paktai Co., Ltd.



Ms. Anusra Chittmittrapap

Vice Chairman / Independent Director
/ Chairman of the Audit Committee /
Chairman of the Corporate Governance
Committee / Chairman of the
Remuneration Committee

Age 69 Years

Date of Appointment 21 September 2017



Educational Qualifications and Training Courses

Bachelor of Communication Arts (Honors),
Chulalongkorn University

Certified Degree

by King Prajadhipok's Institute (2005)

Thai Institute of Directors Association

- Chartered Director Class 2014
- Role of the Compensation Committee (RCC) 2014
- Director Certification Program (DCP) 2011
- Audit Committee Forum 2023

**The Securities and Exchange Commission,
Thailand**

- Course, roles and duties of directors and executives of listed companies
- The importance of the audit committee and confidence in the Thai capital market

**Program for Senior Executives on Justice
Administration,**

- Class 18, year 2014, Judicial Training Institute

**Curriculum of Association of Capital Market
Academy (ACMA) Class 11**

**Advanced Curriculum of Office of Insurance
Commission (OIC), class 3**



Percentage of Shareholding in STA (%)⁽¹⁾

- None



Family Relationship Among Executives⁽²⁾

- None



Work Experiences

Positions in Listed Companies

2022 – Present

- Chairman of the Corporate Governance Committee, STA
- Chairman of the Audit Committee, STA
- Chairman of the Remuneration Committee, STA

2019 – Present

- Vice Chairman, STA

2017 – Present

- Independent Director, STA
- Advisor, Berli Jucker Plc.

2019 – 2022

- Member of the Audit Committee, STA
- Member of the Remuneration Committee, STA

2018 – 2021

- Chairman, CMO PLC

2016 – 2021

- Independent Director and Member of the Audit Committee, CMO PLC.

Positions in Non-Listed Companies

2018 – Present

- Advisor, Banpu Infinergy Co., Ltd

2015 – Present

- Managing Director, Me and Music Co., Ltd.

2020 – 2022

- Member of the Corporate Governance Sub-Committee, CAAT

2015 – 2016

- Director, The Queen Sirikit Botanic Garden

2014-2015

- Chairman, Thailandpost Distribution Co., Ltd.

2014 – 2015

- Vice Chairman, Thailandpost Co., Ltd.

2011 – 2014

- Managing Director, Thailandpost Co., Ltd.



Mr. Chaiyos Sincharoenkul

Director / Executive Director
(the authorized director pursuant to
the company's Articles)

Age 72 Years

Date of Appointment 27 December 1993



Educational Qualifications and Training Courses

Executive Micro MBA

Thammasat University

Thai Institute of Directors Association

- DAP 66/2007

Stock Exchange of Thailand

- Engaging Board in ESG:
The Path to Effective Sustainability



Percentage of Shareholding in STA (%)⁽¹⁾

- 0.36



Family Relationship Among Executives⁽²⁾

- None



Work Experiences

Positions in Listed Companies

1993 – Present

- Director, STA

Positions in Non-Listed Companies

2021 – Present

- Committee of the Association of
Agricultural Producers and Exporters,
Board of Trade of Thailand
- Agricultural Plant Value Added
Committee, Board of Trade of Thailand

2020 – Present

- Director, 20-Year Strategy for Driving
Natural Rubber Committee, Ministry of
Agriculture and Cooperatives

2018 – Present

- Regional Research Network Committee,
National Research Council of Thailand

2017 – Present

- Chairman and Director,
Shidong Shanghai Medical Equipment
- Arbitration Committee,
Thailand Futures Exchange (TFEX)

2016 – Present

- Director, Rubberland Products
- Director, Nam Hua Rubber
- Director, Anvar Parawood
- Director, Startex Rubber
- Director, Starlight Express Transport
- Director, Sri Trang Holdings
- Chairman and Director,
Shi Dong Shanghai

2014 – Present

- Executive Director, International Rubber
Consortium Limited (IRCOS)
- Director, International Tripartite Rubber
Council (ITRC)

2012 – Present

- President,
The Thai Rubber Association
- Director, Natural Rubber Policy
Committee, Ministry of Agricultural
- Director, Executive Committee of Loan
Supporting Project for Being A Working
Capital for Natural Rubber Producers
(Dry Rubber), RAOT
- Trade Environment Committee,
Thai National Shippers' Council
- Business Development Committee,
Board of Trade of Thailand
- Trade Association Committee,
The Agricultural Producer & Export
Group, Board of Trade of Thailand

2019 – 2021

- Executive Director, International Rubber
Association (IRA)

2017 – 2021

- Sub-Committee, Committee for Standard
Definition of Rubber odor in Rubber
Factory, The Pollution Control Department

2017 – 2020

- Chairman, Asian Rubber Business Council
(ARBC)

2016 – 2021

- Director, Sadao P.S. Rubber
- Director, Premier System Engineering

2016 – 2018

- Director, Cluster Committee of Natural
rubber and Rubber Wood, Federation of
Thai Industries

2015 – 2021

- Working Group, Working Group for
Process Reduction in Government Sector,
Rubber Product, Customs Department

2014 – 2016

- Member of Sub-Committee Considering
and Studying Agricultural Productivity,
Committee on Agriculture and Co-
operatives, National Legislative Assembly

2014 – 2015

- Member of Sub-Committee for
Considering Rubber Organization, The
Extraordinary Committee on the Bill on
Rubber of Thailand, National Legislative
Assembly

2012 – 2021

- Director, R&D Supervisory Committee,
Aiming to Support Country Development
(Committee No.1), Natural Rubber Group,
National Research Council of Thailand
- Vice Chairman of Economic Crops
(Natural Rubber Group),
Board of Trade of Thailand

2008 – 2014

- Director,
The Federations of Thai Industries

2008 – 2012

- Chairman, The Federations of Thai
Industries, Songkhla Province

2008 – 2010

- Vice Chairman, IMT-GT Joint Business
Council, Thailand
- Chairman, Working Group for Agricultural,
Industrial Agricultural and Environment
Sector

1990 – 2004

- Director, Thai Tech Rubber

1987 – 1993

- Director, Sri Trang Agro-Industry Co., Ltd.



Mr. Kitichai Sincharoenkul

Director / Executive Director /
Member of the Nomination Committee
(the authorized director pursuant to
the Company's Articles of Association)

Age 64 Years

Date of Appointment 10 April 1995



Educational Qualifications and Training Courses

Master of Business Administration,
Indiana State University, United States of America

Bachelor in Economics,
Thammasat University

Thai Institute of Directors Association

- DAP 67/2007

SGX Listed Companies Development
Programme:

- Understanding the Regulatory Environment in Singapore: What Every Director Ought to Know



Percentage of Shareholding in STA (%)⁽¹⁾

- 1.20



Family Relationship Among Executives⁽²⁾

- Younger Brother of Mr. Viyavood Sincharoenkul and Mr. Paul Sumade Lee
- Uncle of Mr. Veerasith Sincharoenkul and Mr. Vitchaphol Sincharoenkul



Work Experiences

Positions in Listed Companies

2021 – Present

- Member of the Remuneration Committee,
Sri Trang Gloves (Thailand) PLC.

2019 – Present

- Vice Chairman, Executive Director,
Sri Trang Gloves (Thailand) PLC.
- Chairman of the Nomination Committee,
Sri Trang Gloves (Thailand) PLC.

2011 – Present

- Executive Director,
STA (Bangkok branch)

2010 – Present

- Member of the Nomination Committee, STA
- Group Manager of Legal & Administration, STA

1995 – Present

- Director, STA

1988 – 2006

- Branch Manager,
STA (Bangkok branch)

Positions in Non-Listed Companies

2022 – Present

- Director, Sri Trang Gloves Philippines Inc.

2019 – Present

- Director, Sri Trang IBC

2016 – Present

- Director, PT Thaitech Rubber Indonesia

2014 – Present

- Director, Sri Trang Ayeyar

2010 – Present

- Director, Shi Dong Investments

2002 – Present

- Director, Sri Trang International

1996 – Present

- Director, Semperflex Asia

1990 – Present

- Director, Sri Trang Holdings

2021

- Director,
Sri Trang Gloves Global Pte.Ltd.
- Director, Sri Trang Gloves (Singapore) Pte. Ltd.

2004 – 2020

- Director, Pattana Agro Futures

1989 – 2019

- Director, Sri Trang Gloves (Thailand) Co., Ltd.

1984 – 1987

- Credit Department, Citibank



Mr. Veerasith Sinchareonkul

Managing Director / Executive Director /
Chairman of the Risk Management
Committee / Chairman of Sustainability
Development Committee / Member of
the Corporate Governance Committee
(the authorized director pursuant
to the Company's Articles of Association)

Age 39 Years

Date of Appointment 28 April 2010

Educational Qualifications and Training Courses

**Master of Business Administration
(Finance and Marketing),**

Sasin Graduate Institute of Business Administration,
Chulalongkorn University, Thailand

Bachelor of Computer Science and Cybernetics,
University of Reading, United Kingdom

Thai Institute of Directors Association

- Director Accreditation Program (DAP)
Class 85/2010
- Financial Statements for Directors (FSD)
Class 26/2014

Thai Listed Companies Association

- Executive Development Program (EDP)
Class 10



Percentage of Shareholding in STA (%)⁽¹⁾

- 1.46



Family Relationship Among Executives⁽²⁾

- Son of Mr. Viyavood Sincharoenkul
- Nephew of Mr. Kitichai Sincharoenkul and Mr. Paul Sumade Lee
- Elder brother of Mr. Vitchaphol Sincharoenkul



Work Experiences

Positions in Listed Companies

2022 – Present

- Chairman of the Sustainability
Development Committee, STA
- Member of the Corporate
Governance Committee, STA

2021 – Present

- Managing Director, STA

2019 – Present

- Director,
Sri Trang Gloves (Thailand) PLC.
- Chairman of the Risk Management
Committee,
Sri Trang Gloves (Thailand) PLC.

2013 – Present

- Chairman of the Risk Management
Committee, STA

2010 – Present

- Director, STA

2020 – 2021

- Member of the Remuneration
Committee,
Sri Trang Gloves (Thailand) PLC.

2008 – 2011

- Corporate Credit Analyst,
Kasikornbank PLC.

Positions in Non-Listed Companies

2022 – Present

- Director,
Sri Trang Gloves Philippines INC.
- Chairman, Sri Trang Africa SA.

2021 – Present

- Director,
Sri Trang Gloves (Singapore) Pte. Ltd.
- Director,
Sri Trang Gloves Global Pte. Ltd.
- Director, Sadao P.S. Rubber

2019 – Present

- Director, Sri Trang IBC

2018 – Present

- Chairman of Thai Rubber Glove
Manufacturers Association,
Thai Rubber Glove Manufacturers
Association

2017 – Present

- Chairman and Director,
Sri Trang Ayeyar

2016 – Present

- Director, Thai Tech Rubber
- Chairman and Director, Sri Trang USA
- Director, PT Sri Trang Lingga
- Director, PT Thailech Rubber
Indonesia

2015 – Present

- Director, Sri Trang Rubber and
Plantation
- Director, Semperflex Asia
- Director, Rubberland Products
- Director, Starlight Express Transport
- Director, Premier System Engineering

2018 – 2022

- Director,
The Federation of Thai Industries

2017 – 2019

- Director,
Sri Trang Gloves (Thailand) Co., Ltd.



Mr. Vitchaphol Sincharoenkul

Director / Executive Director / Member
of the Sustainability Development
Committee

(the authorized director pursuant to
the Company's Articles of Association)

Age 37 Year

Date of Appointment 2 March 2020



Educational Qualifications and Training Courses

Bachelor of Business Administration
(International Business Management),
Assumption University

Thai Institute of Directors Association

- Director Accreditation Program (DAP) Class 172/2020

Thai Listed Companies Association

- GPF-Bloomberg Sustainable Investing Forum



Percentage of Shareholding in STA (%)⁽¹⁾

- 1.73



Family Relationship Among Executives⁽²⁾

- Son of Mr. Viyavood Sincharoenkul
- Nephew of Mr. Kitichai Sincharoenkul and Mr. Paul Sumade Lee
- Younger Brother of Mr. Veerasith Sinchareonkul



Work Experiences

Positions in Listed Companies

2022 – Present

- Member of the Sustainability Development Committee, STA

2020 – Present

- Director, STA

2019 – 2020

- Marketing Manager, STA

2017 – 2018

- Assistant Manager - Business Development and Investor Relations, STA

2016

- Marketing Development Division Head, STA

Positions in Non-Listed Companies

2022 – Present

- Director, Sri Trang AFRICA SA.

2021 – Present

- Deputy Secretary-General of the Thai Rubber Association

2018 – Present

- Director, Sri Trang USA Inc.

2017 – Present

- Director, Thai Rubber Joint Venture Limited

2015 – Present

- Director, Nam Hua Rubber Co., Ltd.

2021

- Director, Sri Trang Gloves Global Pte. Ltd.



Mr. Lee Paul Sumade

Director / Executive Director

(the authorized director pursuant to the Company's Articles of Association)

Age 69 Years

Date of Appointment 28 June 2010

Educational Qualifications and Training Courses

Master of Business Administration,
International Institute for Management
Development, Lausanne, Switzerland

Bachelor of Commerce
University of New South Wales, Sydney,
Australia

SGX Listed Companies Development
Programme:

- Understanding the Regulatory Environment in Singapore: What Every Director Ought to Know



Percentage of Shareholding in STA (%)⁽¹⁾

- 2.48



Family Relationship Among Executives⁽²⁾

- Elder brother of Mr. Viyavood Sincharoenkul And Mr. Kitichai Sincharoenkul
- Uncle of Mr. Veerasith Sincharoenkul and Mr. Vitchaphol Sincharoenkul



Work Experiences

Positions in Listed Companies

2010– Present

- Director, STA

2010 – 2021

- Chief Marketing Officer, STA

Positions in Non-Listed Companies

2017 – Present

- Director, Shidong Shanghai Medical Equipment

2013 – Present

- Chairman and Director, Sri Trang International
- Director, Sri Trang Ayeyar

2010 – Present

- Chairman and Director, PT Star Rubber
- Director, Shi Dong Investments
- Director, Shi Dong Shanghai

2006 – Present

- Chairman, PT Sri Trang Lingga

2004 – Present

- Director, Thai Tech Rubber

1988 – 2003

- Global Market Director, ELDERS Finance / DRESDNER bank

1983 – 1987

- Programmer, Macquarie Bank

1982

- Programmer, Custom Credit Corporation

1979 – 1981

- Programmer, Computer Installation Development



Mr. Patrawut Panitkul

Director / Executive Director / Member of the Risk Management Committee / Chief Financial Officer (Authorized Director)

Age 55 Years

Date of Appointment 7 May 2014



Educational Qualifications and Training Courses

Bachelor of Business Administration in Accounting

Prince of Songkhla University

Thai Institute of Directors Association

- DCP 195/2014
- SFE24/2015 Successful Formulation & Execution of Strategy

Thai Listed Companies Association

- TLCA CFO Professional Development Program (TLCA CFO CPD) 2019, Automation & RPA (Robot Process Automation) for Accounting topic
- TLCA CFO CPD No. 2/2023 Risk Management for CFOs
- TLCA CFO CPD No. 6/2023 What is the future of the CFO role?

Federation of Accounting Profession

- Course "Information System Design for Decision"
- Course "Corporate Finance", class 2/65

Dharmniti Seminar and Training Co., Ltd.

- Course "Accounting Manager's Tax Management Techniques and Tax Privileges"
- Course "Transfer pricing: Impact on accounting records that accountants must perform correctly"



Percentage of Shareholding in STA (%)⁽¹⁾

- None



Family Relationship Among Executives⁽²⁾

- None



Work Experiences

Positions in Listed Companies

2014 – Present

- Director, STA

2013 – Present

- Member of the Risk Management Committee, STA

2010 – Present

- Chief Financial Officer (CFO), STA

2001 – 2009

- Accounting Manager, STA

Positions in Non-Listed Companies

2022 – Present

- Director, Sri Trang AFRICA SA.

2019 – Present

- Director, Sri Trang IBC

2016 – Present

- Director, PT Sri Trang Lingga

2015 – Present

- Director, Rubberland Products
- Director, Nam Hua Rubber
- Anvar Parawood
- Startex Rubber
- Starlight Express Transport

2017

- Director, Sri Trang Gloves (Thailand) Co., Ltd.

2015 – 2021

- Director, Sadao P.S. Rubber

1992 – 2000

- Accounting Manager, Sri Trang Gloves (Thailand) Co., Ltd.



Mr. Chalernpop Khanjan

Director / Executive Director / Member of the Risk Management Committee / Member of the Sustainability Development Committee (the authorized director pursuant to the company's Articles of Association)
Age 53 Years
Date of Appointment 29 October 2015

Educational Qualifications and Training Courses

Master Degree in Public Administration,
Faculty of Art, Western University

Bachelor of Public Administration in
Political Science,
Faculty of Humanities and Social Sciences,
Southern College of Technology

Executive Micro MBA
Thammasat University

Thai Institute of Directors Association

- DAP 132/2016

National Innovation Agency
(Public Organization)

- Strategic Innovation Management Training



Percentage of Shareholding in STA (%)⁽¹⁾

- None



Family Relationship Among Executives⁽²⁾

- None



Work Experiences

Positions in Listed Companies

2022 – Present

- Member of the Sustainability Development Committee, STA

2015 – Present

- Director, STA

2013 – Present

- Member of the Risk Management Committee, STA

2010 – Present

- Production Manager, STA

1994 – 1997

- Assistant to LTX Factory Manager, STA

Positions in Non-Listed Companies

2015 – Present

- Director, Rubberland Products
- Director, Nam Hua Rubber
- Director, Anvar Parawood
- Director, Starlight Express Transport

2015 – 2020

- Director, Sadao P.S. Rubber

2006 – Present

- Production Manager, Rubberland Products

1998 – 2005

- Factory Manager, Rubberland Products



Gen Thanasorn Pongarna

Independent Director, Member of the Audit Committee, Chairman of the Nomination Committee

Age 67 Years

Date of Appointment 8 July 2019



Educational Qualifications and Training Courses

Degree National Defence College of Thailand
Year 2013

Chief of Staff,

Command and General Staff College

Master's Degree, Political and

Administrative Science,

NIDA

Bachelor's Degree, Mechanical Engineering,

Chulachomklao Royal Military Academy

Thai Institute of Directors Association

- DAP 140/2017

The Securities and Exchange Commission,
Thailand

- Course, roles and duties of directors and executives of listed companies
- The importance of the audit committee and confidence in the Thai capital market



Percentage of Shareholding in STA (%)⁽¹⁾

- None



Family Relationship Among Executives⁽²⁾

- None



Work Experiences

Positions in Listed Companies

2022 – Present

- Member of the Audit Committee, STA
- Chairman of the Nomination Committee, STA

2021 – Present

- Director, Star Sitthi Solution Public Company Limited.

2020 – Present

- Chairman of the Nomination and Remuneration Committee, the Corporate Governance Committee and the Risk Management Committee, Star Sitthi Solution Public Company Limited.

2019 – Present

- Independent Director, STA

Positions in Non-Listed Companies

2016 – 2017

- Special Advisor, The Royal Thai Armed Forces Headquarters

2015 – 2016

- Deputy, Armed Forces Development Command, the Royal Thai Armed Forces Headquarters

2014 – 2015

- Special Professional, The Royal Thai Armed Forces Headquarters

2009 – 2011

- Director of Region 4, Military Development Office

2003 – 2007

- Commander of Mobility Development Unit 41, Narathiwat

1997 – 2001

- Training center commander Military students No. 42

1990 – 1995

- Commander of the 5th Artillery Battalion



Mr. Thanatip Upatising

Independent Director / Member of the
Corporate Governance Committee

Age 63 Year

Date of Appointment 2 April 2021

Educational Qualifications and Training Courses

**Master Of Art (History, Philosophy and
Politics),**

Macquarie University, Australia

Bachelor of Arts (International Relations),
Chulalongkorn University, Thailand

Thai Institute of Directors Association

- DCP 301/2021

**Fiscal Policy Research Institute
Foundation Collaboratuin with The
Kellogg School of Management School
of Management, the Schulich
School of Business and the Maxwell**

School of Citizenship and Public Affairs

- Certificate, Corporate Leadership
Development under Globalization Fiscal
policy Research Institute

National Defense College Course Academic

- Year 2009

Office of the Civil Service Commission (OCSC)

- Civil Service Executive Program Class 38



Percentage of Shareholding in STA (%)⁽¹⁾

- 0.00033



Family Relationship Among Executives⁽²⁾

- None



Work Experiences

Positions in Listed Companies

2022 – Present

- Member of the Corporate Governance Committee, STA
- Independent Director, Sri Trang Gloves (Thailand) PLC.

2021 – Present

- Independent Director, STA
- Chairman and Independent Director, Sky Power Public Company Limited.

Positions in Non-Listed Companies

2018 – 2020

- Ambassador of the Russian Federation in Moscow, Russia,
Ministry of Foreign Affairs

2015 – 2018

- Ambassador, Manila, Philipines, Ministry of Foreign Affairs

2012 – 2015

- Ambassador, Tokyo, Japan, Ministry of Foreign Affairs

2010 – 2012

- Ambassador, Jarkarta, Indonesia, Ministry of Foreign Affairs

2008

- Director (By the position of Director of International Economic Affairs,
Ministry of Foreign Affairs), EXIM Bank

2000 – 2001

- Director, Neighbouring Countries Economic Development Cooperation
Agency (NEDA)



Ms. Nongram Laohaareedilok

Independent Director / Member of the Audit Committee / Member of the Nomination Committee / Member of the Remuneration Committee

Age 69 Years

Date of Appointment 7 April 2022



Educational Qualifications and Training Courses

Bachelor of Business Administration (Accounting)
Ramkhamhaeng University

Thai Institute of Directors Association

- Course DAP 30/2004
- Audit Committee Forum 2023

The Securities and Exchange Commission, Thailand

- Course, roles and duties of directors and executives of listed companies
- The importance of the audit committee and confidence in the Thai capital market

The Association of National Defence College of Thailand Under The Royal Patronage of His Majesty (ANDCT)

- Security management course for senior executives

Institute of Business and Industrial Development (IBID)

- Course "Senior Executives in Industrial Business Development and Investment", Class 8

Federation of Accounting Professions Under The Royal Patronage of His Majesty The King

- Tax Accountant Certificate Project: Certificate of Tax Accountant : CTA, Class 3

EY Company Limited

- Decorating financial statements to commit corruption in the Thai capital market and sustainability under the economic recession and measures to reduce global warming



Percentage of Shareholding in STA (%)⁽¹⁾

- 0.0004



Family Relationship Among Executives⁽²⁾

- None



Work Experiences

Positions in Listed Companies

2022 – Present

- Independent Director, Member of Audit Committee, Member of Nomination Committee, Member of Remuneration Committee, STA

2004 – 2017

- Independent Director and Member of Audit Committee, Forth Corporation Public Company Limited.

Positions in Non-Listed Companies

Present

- Certified Public Accountant approved, by the Office of the Securities and Exchange Commission.

2022 – Present

- Independent Director, Member of Audit Committee and Member of Risk Management Committee, Forth Corporation Public Company Limited.

2020 – Present

- The Accounting Profession in Tax Accounting Committee, Federation of Accounting Professions under the Royal Patronage of His Majesty the King (full term in 2023)

1993 – Present

- Senior partner, AST Master Company Limited.

1991 – Present

- Vice managing director, AST Master Company Limited.

2017 – 2018

- Independent Director and Audit Committee Member, Right Tunnelling Company Limited

2014 – 2017

- The Accounting Profession in Tax Accounting Committee, Federation of Accounting Professions under the Royal Patronage of His Majesty the King



Mr. Chaidet Pruksanusak
Group Manager of Quality Assurance
Age 55 Years



Educational Qualifications and Training Courses

- Diploma in Finance and Banking,
Bangkok Commercial College
- Executive Micro MBA, Thammasat University



Percentage of Shareholding in STA (%)⁽¹⁾

- None



Family Relationship Among Executives⁽²⁾

- Younger Brother of Mr. Udom Pruksanusak



Work Experiences

Positions in Listed Companies

2010 – Present

- Group Manager of Quality Assurance, STA

2007 – 2008

- Coordinated Officer, STA

1999 – 2006

- Factory Manager, STA

Positions in Non-Listed Companies

2000 – Present

- Director, Prukso Rubber



Mr. Udom Pruksanusak
CEO- Plantation
Age 62 Years



Educational Qualifications and Training Courses

- Master of Agriculture, Kasetsart University
- Bachelor of Marketing Science,
Prince of Songkhla University
- Executive Micro MBA, Thammasat University



Percentage of Shareholding in STA (%)⁽¹⁾

- 0.001



Family Relationship Among Executives⁽²⁾

- Elder Brother of Mr. Chaidet Pruksanusak



Work Experiences

Positions in Listed Companies

2015 – Present

- CEO – Plantation, STA

2000 – 2007

- Group Manager of Human Resources, STA

Positions in Non-Listed Companies

2015 – Present

- Director, Sri Trang Rubber & Plantation
- Director, Startex Rubber

2008 – Present

- Director, Prukso Isarn Co., Ltd.

2003 – Present

- Director, Prukso Rubber Co., Ltd.

2000 – 2014

- Human Resources Manager, Sri Trang Gloves (Thailand)

1998 – 1999

- Factory Manager, Semperflex Asia

1997 – 1998

- Production Manager, Sri Trang Gloves (Thailand)



Miss Nuchanart Chaiyarat
Group Manager of Human Resources
Age 56 Years



Educational Qualifications and Training Courses

- Bachelor of Marketing Science,
Prince of Songkhla University
- Executive Micro MBA, Thammasat University
- Human rights and non-discrimination by the National
Human Rights Commission of Thailand
- Sri Trang Group provident fund Investment plan by
SCB Asset Management Co., Ltd.



Percentage of Shareholding in STA (%)⁽¹⁾

- 0.0016



Family Relationship Among Executives⁽²⁾

- None



Work Experiences

Positions in Listed Companies

2010 – Present

- Group Manager of Human Resources, STA

2008 – 2009

- Human Resources Division Manager, STA

Positions in Non-Listed Companies

2015 – 2018

- Director, STH

2000 – 2007

- Purchasing Manager, Sri Trang Gloves (Thailand)



Mr. Nattee Thiraputbhokin
Group Manager of Marketing
Age 42 Years



Educational Qualifications and Training Courses

- Bachelor of Management Science,
Faculty of Management Science,
Prince of Songkhla University



Percentage of Shareholding in STA (%)⁽¹⁾

- 0.005



Family Relationship Among Executives⁽²⁾

- None



Work Experiences

Positions in Listed Companies

2021 – Present

- Group Manager of Marketing, STA

2012 – 2021

- Marketing Manager, STA

2003 – 2005

- Marketing Officer, STA

Positions in Non-Listed Companies

2008 – 2011

- Marketing Manager, Sri Trang International Pte. Ltd.

2007 – 2008

- Marketing Manager, PT Sri Trang Lingga Indonesia

2005 – 2007

- Marketing Manager, Sri Trang International Pte. Ltd.



Mr. Rattapong Laparojkit
Group Manager of Engineering
Age 50 Years



Educational Qualifications and Training Courses

- Bachelor of Civil Engineering Technology,
University of Southern Colorado at Pueblo, United States



Percentage of Shareholding in STA (%)⁽¹⁾

- None



Family Relationship Among Executives⁽²⁾

- None



Work Experiences

Positions in Listed Companies

2023 – Present

- Group Manager of Engineering, STA

2010 – 2019

- Group Manager of Engineering, STA

Positions in Non-Listed Companies

2015 – Present

- Director, Premier System Engineering

2009 – Present

- Engineering Manager, Premier System Engineering

2003 – 2009

- Factory Manager of Technical, Premier System Engineering

2001 – 2003

- Factory Manager, Premier System Engineering

2000 – 2001

- Assistant Factory Manager, Premier System Engineering



Details of Company Secretary of STA

Mrs. Pacharin Anuwongwattanachai

Company Secretary

Age 56 Years



Educational Qualifications and Training Courses

- Bachelor of Accounting, University of the Thai Chamber of Commerce
- Corporate Secretary Development Program Class 14, Faculty of Commerce and Accountancy, Chulalongkorn University
- Criminal Liability of Representatives of Juristic Person, the Stock Exchange of Thailand
- Preparation of listed companies on a new CG Code, the Stock Exchange of Thailand
- Good IT Governance: Risk Managements and Data Responsibility, The Securities and Exchange Commission, Thailand
- Course on Personal Data Protection Act 2019: Processes and Practices (PDPA), the Political Science Association of Kasetsart University
- Techniques for organizing committee meetings by Thai Listed Companies Association (TLCA)
- Courses, roles and duties of directors and executives of listed companies by The Securities and Exchange Commission, Thailand (SEC)



Percentage of Shareholding in STA (%)⁽¹⁾

- 0.0003



Family Relationship Among Executives⁽²⁾

- None



Work Experiences

Positions in Listed Companies

2008 – Present

- Company Secretary, STA

2006 – Present

- Bangkok Branch Manager, STA

2002 – 2006

- Senior Admin Manager, STA

1997 – 2001

- Bangkok Branch, Accounting Manager, STA

1992 – 1997

- Accountant, Sri Trang Agro-Industry Co., Ltd.

Positions in Non-Listed Companies

1989 – 1991

- Auditor, Audit Firm, Sanan Ketudat and Friend

Details of Accountant of STA

Ms. Ruethai Wanathanasin

Accountant

Age 48 Years



Educational Qualifications and Training Courses

- Bachelor of Business Administration in Accounting, University of Technology Krungthep
- Summary of the changes and key points in TFRS (Revised edition 2023) For members and the general public, Batch 1/66
- Comprehensive Cost Accounting Batch 2/66



Percentage of Shareholding in STA (%)⁽¹⁾

- None



Family Relationship Among Executives⁽²⁾

- None



Work Experiences

Positions in Listed Companies

2016 – Present

- Accounting Manager, STA

Positions in Non-Listed Companies

2010 – 2016

- Accounting Manager, Bansuzuki Group

Remarks : The CFO and Accountant of the Company have qualification as required by the Stock Exchange of Thailand.

(1) The directors and executives of STA, who are in office as at 31 December 2023, including the shareholding of spouses and minor child had the shareholding portion in the ordinary STA shares as of 31 December 2023.

(2) Family relationship means relationship by blood, relationship by marriage and relationship by law.

Details of the Directors, Executives, and Authorized Persons of STA as of 31 December 2023

No.	Name of the Directors, Executives, and Authorized Person																
	Mr. Viyavood Sinchaoenkul	Mr. Chaiyos Sinchaoenkul	Mr. Kittichai Sinchaoenkul	Mr. Veerasith Sinchaoenkul	Mr. Vitchaphol Sinchaoenkul	Mr. Paul Sumadee Lee	Mr. Parawut Panikul	Mr. Chalermphop Khanjan	Miss Anusara Chittmittrapap	Miss Anusara Chittmittrapap	Mr. Thanatip Upasakling	Miss Nongram Lachhaareedilak	Miss Nongram Lachhaareedilak	Mr. Chaldet Pruksanuak	Miss Nuchanart Chaiyarat	Mr. Nattee Thiraputhbohin	Mr. Nattee Thiraputhbohin
1	STA	X, //	/, //	/, //	/, //	/, //	/, //	/, //	/	/	/	/	/	//	//	//	//
2	Subsidiaries																
	- Sri Trang Gloves (Thailand)	/, //		/, //	/, //						/						
	● Shidong Shanghai Medical Equipment	/	X, /			/											/
	● Sri Trang USA			X, /	/												
	● Sadao P.S. Rubber			/													
	● Premier System Engineering			/													/
	● Sri Trang Gloves Global	/, //		/													
	● Sri Trang Glove (Singapore)	/		/													
	● Sri Trang Gloves Philippines			/	X, /												
	- Rubberland Products		/		/		/				/						
	- Nam Hua Rubber		/		/		/				/						
	- Anwar Parawood		/		/		/				/						/
	- Startex Rubber		/		/		/				/						
	- Starlight Express Transport		/		/		/				/						
	- Sri Trang Rubber and Plantation			/											/		
	- Sri Trang IBC	/		/	/		/				/						
	- PT Sri Trang Lingga			/	/		/		X, /	/							
	- Sri Trang Africa			X, /	/		/				/						
	- PT Star Rubber								X, /								
	- Sri Trang International	/, //		/					X, //								
	- Shi Dong Investments	X, /		/			/		/								
	- Shi Dong Shanghai	/	X, /				/				/						
	- Sri Trang Ayeayar			/	X, /		/				/						
3	Associated Companies and JVs																
	- Thai Tech Rubber	/		/			/				/						
	- Semperflex Asia	/		/	/		/										
4	Related Companies																
	- Prueksa Rubber													/, //			/, //

Remarks: X = Chairman / = Director, and // = Executive Director / Executive



Enclosure 2

Details of the Directors of the Subsidiaries

Director Subsidiary*	Sri Trang (Gloves) Thailand	Rubberland Products	Sri Trang International
1. Mr. Viyavood Sincharoenkul	/, //		/, //
2. Mr. Kitichai Sincharoenkul	/, //		/
3. Mr. Paul Sumade Lee			X, //
4. Mr. Chaiyos Sincharoenkul		/	
5. Mr. Veerasith Sinchareonkul	/, //	/	
6. Mr. Patrawut Panitkul		/	
7. Mr. Chalernpop Khanjan		/	

Remarks:

X = Chairman / = Director // = Executive Director/ Eexecutive

* Subsidiary means any material subsidiary having revenue of more than 10% of the total revenue according to the latest consolidated Statements of Comprehensive Income of STA

Enclosure 3

Details of Head of Internal Audit

Name / Position	Age (Year)	Education / Certification	Numbers of Shares Held and Percentage of Shareholding in STA (%)	Family Relations with Executives	Work Experiences		
					Period	Position	Company
Mrs. Sudjai Thongcheen Internal Audit Manager	43	- Bachelor Degree in Accounting Rajamangala University of Technology Srivijaya	None	None	2019 – Present	- Internal Audit Manager	- STA
		- Certified Professional Internal Audit of Thailand (CPIAT)			2012 – 2019	- Head of Internal Audit	- STA
		Training Programs			2008 – 2012	- Internal Audit Officer	- STA
		- PDPA and Internal Audit - Top Risk for Internal Audit - Strategies for preventing and investigating corruption within the organization - Fraud Investigation skill &Technique For Internal Auditor - SAP Analytic Cloud – BI - Enterprise risk management (COSO ERM) - Corporate Governance - ACL Data Integrity &Verification Workshop and ACL Scripting Fundamental - ประกาศนียบัตรวิชาชีพตรวจสอบภายใน ของประเทศไทย (CPIAT) ปี 2554					



Duties and Responsibilities of Head of Internal Audit

1. To prepare an annual internal audit plan based on a risk-based methodology to present to the Executives and the Audit Committee for approval;
2. To audit as specified plan and act on special requested/assigned projects from the Executives and the Audit Committee;
3. To report the audit result including the progress of operation comparing to specified plan;
4. To support the operation, including providing necessary information for the Audit Committee and the Executives' auditing processes;
5. To develop the staff of Internal Audit unit to have adequate knowledge, professional skill and business, as well as support the staff in pursuing related Professional Certification;
6. To perform other tasks as assigned.

Enclosure 4

Corporate Governance Policy and Practices, Code of Conduct, and Other Key Policies

Policy	URL
Corporate Governance Policy	www.sriranggroup.com/en/cg/good-cg/report
Code of Conduct	www.sriranggroup.com/en/cg/code-of-conduct
Anti-Corruption Policy	www.sriranggroup.com/en/cg/important-policies
Risk Management Policy	www.sriranggroup.com/en/cg/important-policies
Whistleblowing Policy	www.sriranggroup.com/en/cg/good-cg/whistle-blowing
Conflict of Interest	www.sriranggroup.com/en/cg/important-policies
Non-infringement of Intellectual Property Policies and Practices	www.sriranggroup.com/en/cg/important-policies
Human Rights and Non-Discrimination Policy	www.sriranggroup.com/en/cg/important-policies
Research and Development Policy	www.sriranggroup.com/en/cg/important-policies
Privacy Policy	www.sriranggroup.com/en/privacy-policy
Other Policies	www.sriranggroup.com/en/cg/important-policies

Enclosure 5

The Audit Committee Report

The Audit Committee, appointed by the Board of Directors of Sri Trang Agro-Industry Public Company Limited (the “Company”), consists of 3 independent directors who are qualified, one of whom must have knowledge in accounting and finance. The Audit Committee comprises the following:

- | | |
|-------------------------------|---------------------------------|
| 1. Miss Anusra Chittmittrapap | Chairman of the Audit Committee |
| 2. Gen Thanasorn Pongarna | Audit Committee member |
| 3. Ms. Nongram Laohaareedilok | Audit Committee member |

Mrs Sudjai Thongcheen, Manager of Internal Audit, served as the secretary of the Audit Committee.

The Audit Committee performed its duties and responsibilities in 2023 as assigned by the Board of Directors and following the charter of the Audit Committee which aligns with the regulation of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) thoroughly. It reviewed and advocated STA’s corporate governance, along with ensuring and adequate risk management and internal control system, as well as the enforcement of compliance. It ensured that STA emphasizes being a transparent organization with efficient and effective internal audit activities.

In 2023, the Audit Committee convened a total of eight meetings, achieving 100% attendance from all Audit Committee’s members. The Audit Committee held meetings with related senior management, the head of Internal Audit, and external auditors to discuss relevant agenda items. The duties and responsibilities performed by the Audit Committee can be summarized as follows:

- Reviewing the accuracy and completeness of financial information, the Audit Committee examined the quarterly and annual financial statements for the year 2023 to ensure compliance with generally accepted accounting principles. This was done in collaboration with licensed auditors, the Chief Financial Officer (CFO), and company management to review the substance and accuracy of the company's financial statements. A thorough examination and review were conducted, emphasizing key issues, listening to explanations, and exchanging opinions on various points before endorsing them for presentation to the Board of Directors for approval. Additionally, the Audit Committee met with the external auditors without the presence of management during the Audit Committee’s meeting no. 2/2024, on 16 February 2024, where the external auditors did not have any significant concerns regarding the year 2023.
- Considering the internal audit plan and reviewing the results of internal audits conducted by the internal audit department, as well as assessing the adequacy, appropriateness, and effectiveness of the internal control and risk management systems. Furthermore, the Audit Committee established an internal audit policy to enhance the quality and efficiency of internal audits, focusing on performance and effectiveness beyond merely ensuring compliance. This aims to add value to the organization through the continuous development of personnel and the integration of technology into audit processes for more thorough examinations.

- Ensuring the Company complies with relevant laws and regulations, the principles of good corporate governance, its Articles of Association, and the regulations of SEC and SET, while also ensuring that the Company adequately and transparently discloses information.
- Reviewing the entering into and disclosure of related party transactions that could result in conflicts of interest between stakeholders and both the Company and its subsidiaries. The review concluded that the Company has complied with the laws and regulations of the SET regarding related party transactions.
- Proposing the names of auditors to be appointed as the Company's external auditors and suggesting auditing fees for the year 2023 to the Board of Directors to obtain approval from the Company's shareholders at the 2023 Annual General Meeting of Shareholders. In performing this duty, the Audit Committee took into consideration the performance, independence of the auditors, and the appropriateness of their remuneration.
- Reviewing the efficiency and effectiveness of the risk management process, including risk management policies, plans and guidelines for managing risks that impact the company's operating results. In addition, they provided suggestions for the development and improvement of these processes to ensure preparedness for scenarios that may deviate from expectations.

- Emphasizing safety in various operations, the committee provided recommendations to management to review operational processes and supervision, including the consideration of incorporating technology to support practices that enhance workplace safety.

In conclusion, the Audit Committee concluded that the Company's operations in 2023 were supported by a sufficient and appropriate internal control system and risk management system. The financial statements were prepared in accordance with generally accepted accounting principles, and the Company has complied with the laws and regulations of SEC and SET. Therefore, the Audit Committee has performed its duties with complete independence and discretion, without any restrictions on its access to information.

Miss Anusra Chittmittrapap
Chairman of the Audit Committee

Report of the Corporate Governance Committee

The Corporate Governance Committee, appointed by the Board of Directors, consists of 3 directors, namely,

- | | |
|--------------------------------|--|
| 1. Ms. Anusra Chittmittrapap | Chairman of the Corporate Governance Committee |
| 2. Mr. Thanatip Upatising | Member of the Corporate Governance Committee |
| 3. Mr. Veerasith Sinchareonkul | Member of the Corporate Governance Committee |

The company secretary serves as secretary of the Corporate Governance Committee.

The Corporate Governance Committee has duties and responsibilities to establish the Company's corporate governance policy and guidelines in accordance with the internationally accepted standards and to give recommendations and ensure that the Company's practices are in accordance with the principles of good corporate governance. The Corporate Governance Committee also has responsibilities to promote communications on good corporate governance to directors, management, employees of all levels and any persons involved to ensure awareness and understanding. The Corporate Governance Committee also reviews the Company's policy and practices to ensure that they remain effective and ensures the appropriate disclosure of information.

In year 2023, the Corporate Governance Committee discharged its duties as prescribed by the Board of Directors and convened 2 meetings. The summary of the activities of the Corporate Governance Committee is as follows:

1. The Corporate Governance Committee revised the Company's policy to comply with changes in the Corporate Governance Code (CG Code) announced by the Security and Exchange Commission (SEC) and other regulatory bodies in order to ensure that the Company's operations are conducted with integrity and suitable to the business environment, which will help drive the sustainable growth of the business. In addition, The Corporate Governance Committee also gave suggestions and guidelines for improvement.
2. The Corporate Governance Committee supervised to ensure that the Company's operations conform to the regulations and guidelines on good corporate governance.

3. The Corporate Governance Committee promoted the communication of corporate governance matters among directors and employees to ensure an understanding of the principles of good corporate governance with regard to the roles of directors and employee ethics and communicate, raise awareness and cultivate employees in following the principles of good governance. As well as organizing training on governance and anti-corruption policies every year.
4. The Corporate Governance Committee acknowledged the results of work according to the anti-corruption policy by reporting the progress and reviewing the anti-corruption policy. This year, the Company received the CAC CHANGE AGENT AWARD from the Thai Private Sector Collective Action Against Corruption (CAC) as the Company has expanded its transparent business network to partner companies and encouraged partner companies in the SME business group to join in declaring their intentions against corruption.
5. The Corporate Governance Committee acknowledged the score of the project to assess the quality of shareholder meetings (AGM Checklist) and the Corporate Governance Report of Thai Listed Companies (CGR).

The Corporate Governance Committee is committed to operations and management under the principles of good corporate governance together with an awareness of the social responsibility and the environment to ensure sustainable growth of the Company.

Ms. Anusra Chittmittrapap

Chairman of the Corporate Governance Committee

Report of the Remuneration Committee

The Remuneration Committee, appointed by the Board of Directors, consists of 3 independent directors, namely,

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

The Remuneration Committee has duties and responsibilities to establish the remuneration policy of the Company's senior management and to review the annual budget for the remuneration of the Board of Directors, which is then proposed to the Board of Directors before final approval by the meeting of shareholders.

In 2023, the Remuneration Committee convened 2 meetings, during which all committee members were present, to review the remuneration of senior management in accordance with the Company's policy and criteria, taking account of the financial results, industry competition and budget under the principles of good corporate governance.

The Remuneration Committee is of the opinion that the remuneration of the Board of Directors as detailed in the Annual Report 2023 is appropriate to the duties and responsibilities of the Board of Directors and in compliance with the Company's compensation criteria and remuneration policy, taking into account the Company's financial results, economic environment and overall industry competition.

Ms. Anusra Chittmittrapap
Chairman of the Remuneration Committee

Report of the Nomination Committee

Dear shareholders,

The Nomination Committee, appointed by the Board of Directors of Sri Trang Agro-Industry Public Company Limited (the “Company”), comprises the following 3 Director, 2 Independent Director and 1 Executive Director, as follows:

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

The Nomination Committee has duties and responsibilities to formulate the Company’s policy on human resources and to select persons to become Directors based on their credentials, skills, knowledge, and experience to ensure the advancement of the Company’s strategy and nominate such persons for approval by the Board of Directors before final approval by the meeting of shareholders.

In 2023, the Nomination Committee convened 2 meetings, during which all committee members were present, to select persons with the appropriate credentials and skill sets who will help advance the Company’s strategy in accordance with the principles of good corporate governance.

- Consider and appoint directors to replace Directors who completed their term at the annual general meeting of shareholders. The Nomination Committee carefully selected persons with knowledge, abilities, and appropriate qualifications according to the process and nominated such persons for approval by the Board of Directors before final approval by the meeting of shareholders, in compliance with the principles of good corporate governance with regard to shareholders’ rights.

- Consider and review the knowledge and expertise table (Board Skill Metrix) of the Board of Directors to be up to date to use as a guideline in selecting directors to be suitable for the business and operations of the Company. To obtain a committee that can perform its duties efficiently.
- Consider and review the scope of authority, duties and responsibilities. along with goals for director qualifications To be complete and consistent with the present.

Gen Thanasorn Pongarna
Chairman of the Nomination Committee

Report of the Risk Management Committee

Sri Trang Agro-Industry Public Company Limited had realized the importance of Good Corporate Governance and the Enterprise Risk Management throughout the organization. Especially, managing risks that affect the business achievement, objectives and goals of the organization which covers strategic risk, financial risk, operational risk, and compliance risk, ESG risk, emerging risk and project risk.

Therefore, the Company has established the Risk Management Committee which consist of executive directors who have knowledges, experiences and understanding the company's business operation to be responsible for setting, reviewing of policies and goals as well as setting risk management frameworks to be suitable for business. And, providing suggestions for the company's direction and action plans according to the company's risk management framework to ensure that the company will be able to manage the risks effectively in accordance with the company's visions, missions, and key objective shown to the stakeholders. The list of Risk Management Committee is following:

1. Mr. Veerasith Sinchareonkul	Chairman of the Risk Management Committee
2. Mr. Patrawut Panitkul	Member of the Risk Management Committee
3. Mr. Chalernpop Khanjan	Member of the Risk Management Committee
4. Mr. Chaidet Pruksanusak	Member of the Risk Management Committee
5. Mr. Nattee Thiraputhbhokin	Member of the Risk Management Committee

Performance of The Risk Management Committee in 2023

The Risk Management Committee has performed its duties within the scope of responsibility as assigned by the Board of Directors and as mandated by the Risk Management Committee Charter, which requires at least 4 meetings shall be held per year and special meetings can be held as appropriate. In 2023, the Risk Management Committee regularly held 4 meetings with a quorum and held 1 special meeting that there was 1 member absented. The meeting results can be summarized as follows:

1. Consider and review the company's risk management policies and charter by considering

the risk criteria, risk matrix, risk management process and risk appetite level in order to be suitable for the current situation and business operations.

2. Consider and approve the governance structure of risk management by appointing the Risk Working Group to manage enterprise risk and department risk in business activities.
3. Consider and approve the results of Key Risk Indicators (KRIs) to monitor, control and give a signal of risk factors related to the company's business operations. These are for setting a plan to manage or prevent risks appropriately and timely.

4. Consider and approve the results of enterprise risk assessment at the corporate and departmental level to focus on manage risks systematically and manage the risk at an acceptable level or reduce the likelihood of risks occurring in the future.
5. Consider and approve the result of new project/ business risk assessments to ensure that the new projects have significant mitigations for any risk factors and encourage to decision making of managements in approval processes.
6. Consider and approve for the Company's Risk Management Plan of 2023.
7. Consider and approve for the Business Continuity Management Policy and appoint the Crisis Management Team, BCP Working Group and Business Continuity Plan to implement to all the company for handle the impact of business disruption that might affect to company's performance or product delivery.
8. Oversight and continuously monitor the risk management process to be ensure the risks are within the appetite level. As well as, reporting the operation of risk management to the Board of Directors quarterly basis to ensure that the company has effective risk management, and it complies with the internal control system and guidelines for good corporate governance.

In 2023, the Risk Management committee had concluded that the company had systematically managed risks and followed up risk closely. The company still has continuously developed risk management process to increase the efficiency of the risk management process. As well as the company also has been embedding the enterprise-wide risk management as the corporate culture.

In 2024, the Risk Management Committee still commits to manage the Company's risk management to be efficient and effective under the changing business strategies. This is to ensure that the risk management is adequate, being implemented continuously, and be able to control the risk in acceptable level, enabling the company to achieve the goals and being able to add value to the company as well as delivering the maximum benefits to shareholders and stakeholders of the company fairly and sustainably.

Mr.Veerasith Sinchareonkul
Chairman of the Risk Management Committee

Report of the Sustainable Development Committee

The Board of Directors has appointed the Sustainable Development Committee to consider and determine sustainability-related policies, strategies, and targets covering the environmental dimension, social dimension, and governance and economic dimension. This leads to a corporate management system that is fair, transparent, and responsible to the environment and society throughout the value chain of the business to build trust among stakeholders, create added value and promote the Company's competitiveness for sustainable growth. The Sustainable Development Committee consists of 4 Directors as follows:

1. Mr. Veerasith Sinchareonkul	Chairman of the Sustainable Development Committee
2. Mr. Vitchaphol Sincharoenkul	Member of the Sustainable Development Committee
3. Mr. Chalermpop Khanjan	Member of the Sustainable Development Committee
4. Mr. Nattee Thiraputhbhokin	Member of the Sustainable Development Committee

In 2023, there were 5 Sustainable Development Committee meetings (1 special meeting) which were attended by all directors. The essence of the Sustainable Development Committee's performance can be summarized as follows:

- Considered and approved stakeholder prioritization and materiality topics for the year 2023
- Monitored sustainability progresses and performance for the year 2023
- Acknowledged the result of stakeholder's engagement.
- Acknowledged the results of ESG assessments and ratings of SET ESG Ratings (THSI), S&P Global corporate Sustainability Assessment.
- Considered and approved operations related to greenhouse gas management, such as registration for the Thailand Standard Voluntary Greenhouse Gas Reduction Project (T-VER) of Sri Trang Rubber and Plantation Company Limited. Registering the carbon footprint of products (CFP), opening a carbon account, etc.
- Considered and approved to apply to be member of Thailand Carbon Neutral Network (TCNN) member in Climate Action Leading Organization sector.
- Considered and approved Corporate Sustainability Policy and the Sustainable Natural Rubber Procurement Policy to comply with the Global Platform for Sustainable Natural Rubber (GPSNR) policy framework.
- Considered and reviewed the duties of the Sustainable Development Committee to comply with international standards IFRS S1 and IFRS S2, which focuses on roles and duties in considering, setting, and reviewing goals, strategies, risks, and opportunities related to the company's sustainable development as well as supervising, inspecting, and following up on operational performance and management related to climate change, including determining, reviewing, and improving related policies and/or practices. and manage such climate risks. As well as consider setting guidelines and strategies for operations and activities to reduce greenhouse gas emissions.
- Results of the performance assessment of the Sustainable Development Committee was 96.32% which found that the committee fully effective in the performance of its duties in accordance with its assignment, as well as being able to duties and exercise discretion independently.

Mr. Veerasith Sinchareonkul

Chairman of the Sustainable Development Committee

Enclosure 6

Glossary

Unless the context otherwise requires, terms defined shall have the following meanings:

WORD	MEAN
Group Companies	
Company or STA	: Sri Trang Agro-Industry Public Company Limited
Anvar Parawood	: Anvar Parawood Company Limited
Nam Hua Rubber	: Nam Hua Rubber Company Limited
Pattana Agro Futures	: Pattana Agro Futures Company Limited
Premier System Engineering	: Premier System Engineering Company Limited
PT Sri Trang Lingga	: PT Sri Trang Lingga Indonesia
PT Star Rubber	: PT Star Rubber Indonesia
Rubberland Products	: Rubberland Products Company Limited
Sadao P.S. Rubber	: Sadao P.S. Rubber Company Limited
Semperflex Asia or SAC	: Semperflex Asia Corporation Limited
Semperit	: Semperit Technische Produkte Gesellschaft m.b.H., a subsidiary of Semperit AG Holding
Shi Dong Investments	: Shi Dong Investments Pte. Ltd.
Shi Dong Shanghai	: Shi Dong Shanghai Rubber Co., Ltd.
Shidong Shanghai Medical Equipment	: Shidong Shanghai Medical Equipment Co., Ltd.
Sri Trang Ayeyar	: Sri Trang Ayeyar Rubber Industry Company Limited
Sri Trang Holding or STH	: Sri Trang Holding Co., Ltd.
Sri Trang IBC	: Sri Trang IBC Co., Ltd.
Sri Trang Indochina	: Sri Trang Indochina (Vietnam) Co., Ltd.
Sri Trang International	: Sri Trang International Pte. Ltd.
Sri Trang Gloves (Thailand) PLC or STGT	: Sri Trang Gloves (Thailand) Public Co., Ltd. or Sri Trang Gloves (Thailand) Co., Ltd.
Sri Trang Rubber & Plantation	: Sri Trang Rubber and Plantation Company Limited
Sri Trang USA	: Sri Trang USA, Inc.
Starlight Express Transport	: Starlight Express Transport Company Limited
Startex Rubber	: Startex Rubber Corporation Limited
STGG	: Sri Trang Gloves Global Pte. Ltd.



WORD	MEAN
STGI	: PT Sri Trang Gloves Indo
Sri Trang Indochina	: Sri Trang Indochina (Vietnam) Co., Ltd.
STGS	: Sri Trang Gloves (Singapore) Pte. Ltd.
STGV	: Sri Trang Gloves Vietnam Co., Ltd.
Thai Tech Rubber	: Thai Tech Rubber Corporation Limited

General

CDP	: The Central Depository (Pte) Limited
Code of Corporate Governance	: Singapore Code of Corporate Governance 2012
Concentrated Latex	: Liquid latex with a dry rubber content of approximately 60.0%
Listing Manual	: The listing manual of the SGX-ST
Natural Rubber Products	: RSS, TSR, and Concentrated Latex
NBR	: Nitrile Rubber
Office of the SEC	: The Office of the SEC
OTC	: Over the Counter
Other Finished Products	: Finished products, including high-pressure hydraulic hoses, escalator handrails and various rubber and plastic parts which are mainly used in electrical appliances
PLCA	: The Public Limited Companies Act B.E. 2535 (1992) of Thailand, as amended from time to time
RSS	: Ribbed smoked sheet
RAOT	: Rubber Authority of Thailand
SEC	: The Securities and Exchange Commission of Thailand
SEC Act	: The Securities and Exchange Act. B.E. 2535 (1992) of Thailand, as amended from time to time
SET	: The Stock Exchange of Thailand
SGX-ST	: Singapore Exchange Securities Trading Limited
SICOM	: Singapore Commodity Exchange Limited
STR	: Standard Thai Rubber
Thai GAAP	: Generally accepted accounting principles in Thailand
TSD	: Thailand Securities Depository Co., Ltd.
TSR	: Technically specified rubber, which includes STR and SIR



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