



LET'S GROW TOGETHER **SUSTAINABILITY TOGETHER**



THAI EASTERN GROUP HOLDINGS PUBLIC COMPANY LIMITED
ANNUAL REPORT 2023 (FORM 56-1 ONE REPORT)

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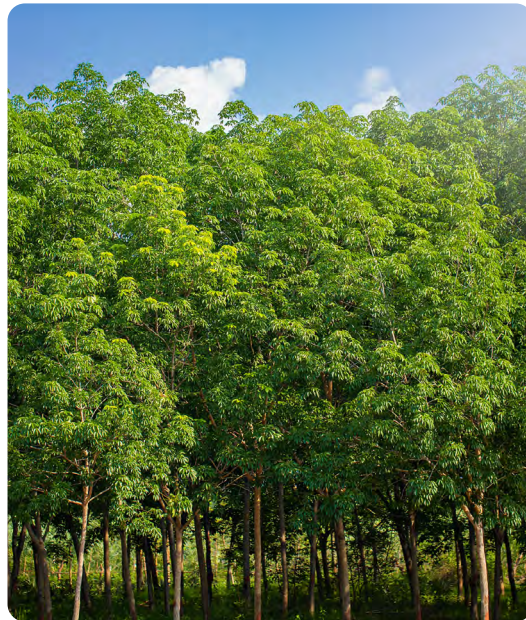
Vision

Your Global Strategic Partner that Creates Sustainable Value Chains



We give priority to the development of the value chain from farmers, communities, employees, business partners, and customers of the company to achieve cooperation as a sustainable business alliance

We focus on sustainable business operations based on the principle of interdependence (Thai Eastern Symbiosis) to preserve the abundance of resources for recycling (Circular Economy) and efficient use of resources as a zero-waste industry (Zero Waste).



We aim to develop the organization to grow with the community and maintain a good environment in a balanced way, with cooperation in the value chain system to become a leader in the production of sustainable products (World Best Sustainable Materials Producer).

We focus on using clean energy in our production processes to reduce greenhouse gas emissions into the atmosphere and have effective waste management systems to make our related products environmentally friendly.





Mission

1

SUSTAINABLE MATERIAL

To be an organization that produces international quality products by choosing raw materials that are sustainable, traceable, and produced in a process that is friendly to the environment and the community.

2

CORPORATE INNOVATION

To be an organization that encourages innovation in production and work processes which can create a premium price.

3

CONTINUOUS GROWTH

To be an organization that continues to grow both organic and inorganic growth. Investment opportunities and joint ventures for a reasonable return on investment.

4

BIO CIRCULAR GREEN

To be an organization that focuses on utilizing resources within the group to develop a circular industry and maximize economic benefits.

5

OPERATIONAL EXCELLENT

To be an organization with excellent management efficient and has a competitive cost. (Digitalization, Lean, Productivity, Efficiency, Cost-Effective, Premium Quality)

6

SMART PEOPLE

To be an organization that creates a culture that leads to happy learning. There is a continuous development of human resources, who are valuable personnel to the organization and good citizens of the society



Our Business

We are one of the major manufacturers and distributors of natural rubber and crude palm oil in the eastern region and one of the central integrated bio-energy renewable energy producers in the Eastern Economic Corridor. (Thailand Eastern Economic Corridor: EEC)

Natural rubber

The company produces and sells natural rubber to manufacturers both in Thailand and abroad to use as raw materials in the production of products. The Company's natural rubber products are two types which are blocked rubber and concentrated latex, under the Company's brand



Our Business

THAI EASTERN GROUP HOLDINGS PUBLIC COMPANY LIMITED

- Business of producing and distributing rubber products
- Business of producing and distributing crude palm oil products
- Renewable Energy Production and Organic Waste Management Business
- Other businesses such as joint venture and logistics business



Palm oil

Crude palm oil is a product extracted from fresh palm fruit. It is generally used as a raw material in a variety of downstream industries, including the edible oil industry for consumption, the food industry, the animal feed industry, the biodiesel industry, and the oleochemical industry

Renewable energy and Organic waste management

The company manages solid and liquid organic waste, including community organic waste. The organic waste will be used as raw materials for the bio-production system, which is renewable energy with combustion properties that can be applied instead of using fossil fuels and can be used to produce 4 megawatts of electricity.



Logistics

Service trucks for transporting goods and raw materials to cover central, northern, eastern, and northeastern regions parts of Thailand. To provide delivery services to affiliated companies, the company had many types of vehicles fit for any work, such as fresh latex trucks, ten-wheelers, flatbed vehicles, six-wheel vehicles, trailers, and tractors

Joint venture

The company recognizes the importance of having a strong and potential "business partner" Because it is considered another important cog that will continue to lead to stable and sustainable growth. Therefore, the company has adhered to the concept of enhancing cooperation from customers to business partners to join forces to strengthen the business



The company considered being the country's leading producer of sustainable natural rubber raw materials and crude palm oil. It is outstanding in producing quality products that have been accepted by leading worldwide tire manufacturers and have many types of products that can improve product properties according to customer needs to respond to want variety. There is renewable energy production for using in production processing and recycling waste to create added value and maximize benefits

The company focuses on creating sustainability throughout the value chain from farmers, employees, partners, and customers of the company to achieve cooperation. The products are classified as sustainable and environmentally friendly products



Message from the Chairman of the Board

Year 2023 marked the completion of TEGH's first year as a registered company on the Stock Exchange of Thailand, and it was a year filled with challenges amidst rapidly changing economic conditions, political uncertainties both domestically and internationally, and even clearer signs of global warming, all of which impacted the company's operations. The enforcement of various laws, particularly those related to climate change, intensified for our key trading partners.

Aligned with our commitment to responsible business practices across environmental, social, economic, and governance dimensions, TEGH remains steadfast in its mission to foster sustainable value chains. We integrate principles of circular economy, technology and innovation to produce goods and services of international standards while being eco-friendly (Eco Products), efficiently meeting the needs of our customers. This ensures the company's readiness to comply with new regulations.

The board of directors, management, and all employees have united to monitor these ongoing changes and adjust strategies accordingly to capitalize on positive transformations and mitigate negative impacts. This has enabled TEGH to maintain its leadership position in sustainable production of rubber and palm oil, serving premium clientele both domestically and internationally. Furthermore, we have the capacity to continuously expand our business; we are increasing Block Rubber production by an additional 35,000 tons per year and have plans for continuous capacity expansion across all three business lines. We are also developing a Traceability program to trace the origin of raw materials in preparation for compliance with the EU Deforestation Free Regulation (EUDR).

Additionally, the company operates with adherence to good governance principles, transparency, reliable auditing processes, and risk management to ensure that our business operations are conducted ethically and appropriately. We have achieved a "Excellent" rating in Corporate Governance Evaluation (CGR) for the fiscal year 2023, received a "Excellent" rating on the AGM Checklist, and have been certified as a member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC). We have also been honored with the SET Award in the category of Outstanding Innovative Company. All of the aforementioned factors are crucial drivers behind TEGH's growth, alongside our commitment to caring for stakeholders, communities, society, and the environment in a balanced and sustainable manner.

I would like to express my sincere gratitude to everyone for their trust and contribution to TEGH's success in the year 2023, and I hope that each of you will continue to be a part of TEGH's growth and success.

Mr. Anon Sirisaengtaksin

Chairman





Board of Directors



1

Mr. Anon Sirisaengtaksin

Independent Director / Chairman



2

Mr. Prawit Kijpaisalrattana

Independent Director / Chairman
of the Auditing and Corporate
Governance Committee



3

Mr. Apichart Kasemkulsiri

Independent Director / Chairman
of the Risk and Sustainability
Management Committee



4

Dr. Ekarin Vasanassong

Independent Director / Member
of the Auditing and Corporate
Governance Committee / Chairman
of the Nomination and Remuneration
Committee



5

Dr. Worapong Janyangyuen

Independent Director / Member
of the Auditing and Corporate
Governance Committee /
Member of the Nomination and
Remuneration Committee



6

Mr. Chalerm Kokanutaporn

Chief Executive Officer



7

Ms. Sineenuch Kokanutaporn

Managing Director / Member of the
Risk and Sustainability Management
Committee



8

Mr. Kongkit Kokanutaporn

Chief Operating Officer



9

Mr. Kerkkun Kokanutaporn

Chief Operating Officer / Member
of the Risk and Sustainability
Management Committee



Executive Committee



1

Mr. Chalerm Kokanutaporn
Director/ Chief Executive Officer



2

Ms. Sineenuch Kokanutaporn
Director/ Managing director



3

Mr. Kongkit Kokanutaporn
Director/ Chief Operating Officer
- Energy



4

Mr. Kerkkun Kokanutaporn
Director/ Chief Operating Officer -
Rubber and Palm



5

Dr. Kamolthip Komolyudtaphaet
Chief Financial Officer



6

Mr. Wongkrit Jiamsripong
Chief Strategy Officer



7

Mrs. Siriwan Kokanutaporn
Corporate HR Manager



8

Ms. Pornthip Wongjirattikarn
Corporate Marketing Manager



9

Mrs. Sutanya Kokanutaporn
Corporate Finance Manager



Awards and Achievements

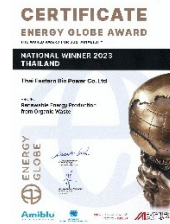
Environmental



1st Runner-up Asean Energy Awards
2023 in the Off-Grid (Thermal) Category



Thailand Energy Award 2022
in the Off-Grid (Thermal) Category



Energy Globe Award,
National Winner 2023 Thailand.
The world Award for Sustainability



Circular Economy
Management System : CEMS



Eco Factory for Waste Processor



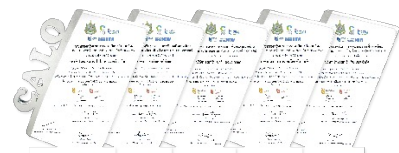
The International REC Standard
(I-REC)



Thailand Voluntary Emission
Reduction Program (T-VER)



Low Emission Support Scheme : LESS



Climate Action Leading Organization :
CALO

Social



Corporate Social Responsibility
Department of Industrial Works
(CSR-DIW Continuous)



Corporate Social Responsibility
Department of Industrial Works
(CSR-DIW)



Green Industry Level 4
(Green Culture)



Certification for Evaluation and
Development to Enhance the
Efficiency of Applying Circular
Economy Principles



The Drive Toward Net
Zero Project in the Eastern
Economic Corridor (EEC)



Award for Outstanding Human
Resources Relations and
Employee Welfare 2023,
National Level



Zero Accident 2023

Governance



SET Award 2023 :
Outstanding Innovative
Company Awards



“Excellent” in Corporate Governance
Rating (CGR) Assessment



Silver Medal from the Ecovadis
Sustainability Rating assessment



Certification Thai Private
Sector Collective Action
Against Corruption (CAC)
membership



“Excellent” in Annual General
Meeting (AGM) Assessment



Good Governance Standard
2023



The Prime Minister's Industry
Award 2023 in Increasing
Productivity category

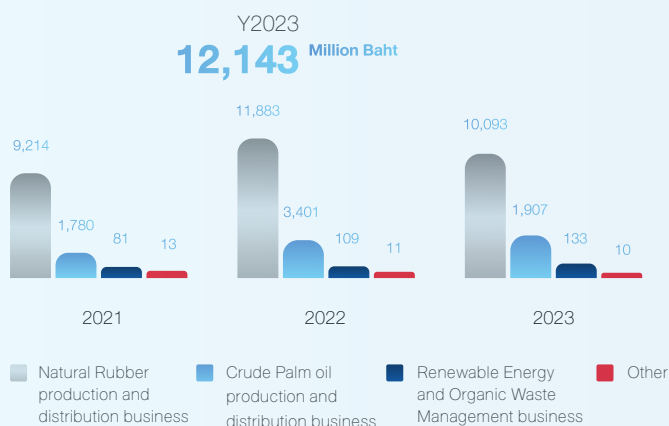


Table showing important financial information

	2023		2022		2021	
List	MTHB	%	MTHB	%	MTHB	%
Asset						
Current assets						
Cash and cash equivalents	67.54	0.91	214.97	3.10	38.93	0.60
Trade and other receivables	721.51	9.74	1,116.23	16.09	680.82	10.50
Short-term loans to related parties	102.94	1.39	99.88	1.44	94.17	1.45
Inventory	3,021.73	40.78	2,228.61	32.12	2,953.60	45.56
Derivative assets	33.61	0.45	13.33	0.19	-	-
Other current financial assets-bank deposit	2.96	0.04	13.56	0.20	1.51	0.02
Other circulating assets	74.16	1.00	77.92	1.12	42.09	0.65
Total current assets	4,024.45	54.31	3,764.49	54.26	3,811.12	58.79
Non-current assets						
Restricted bank deposits as collateral	89.18	1.20	89.18	1.29	104.70	1.62
Investment in joint ventures	474.94	6.41	498.81	7.19	461.27	7.12
Investments in Associated Companies	0.13	0.00	0.13	0.00	-	-
Property, building and equipment	2,330.59	31.45	2,051.24	29.56	1,658.72	25.59
Right-of-use assets	419.50	5.66	433.44	6.25	359.08	5.54
Intangible Assets - Computer Software	22.51	0.30	17.95	0.26	21.99	0.34
Deferred tax assets - net	8.70	0.12	5.37	0.08	9.15	0.14
Other non-current assets	39.52	0.53	77.50	1.12	56.30	0.87
Total non-current assets	3,385.07	45.69	3,173.61	45.74	2,671.19	41.21
Total assets	7,409.52	100.00	6,938.10	100.00	6,482.32	100.00



Total Income from sales and service



Natural Rubber production and distribution business

10,093 Million Baht

Crude Palm oil production and distribution business

1,907 Million Baht

Renewable Energy and Organic Waste Management business

133 Million Baht

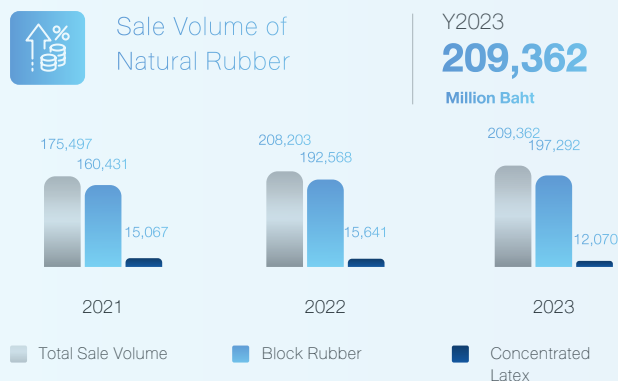
Other

10 Million Baht

* Data base on Y2023



Sale Volume of Natural Rubber



Total Sale Volume

209,362 Ton

Block Rubber

197,292 Ton

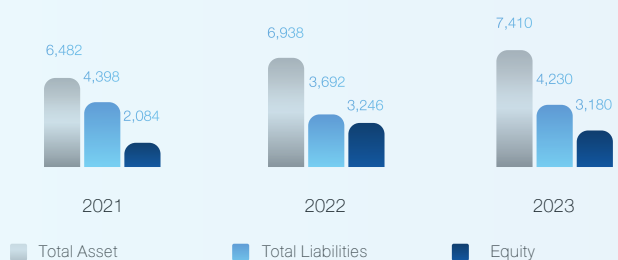
Concentrated Latex

12,070 Ton



Asset Liabilities and Shareholder's Equity

Unit : Million Baht



Total Asset

7,410 Million Baht

Total Liabilities

4,230 Million Baht

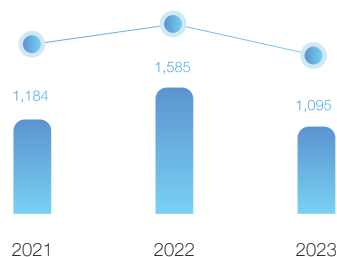
Equity

3,180 Million Baht



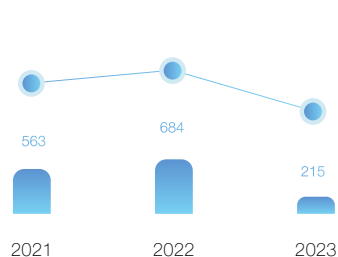
Gross Profit

Y2023
1,095.45 Million Baht



Net Profit

Y2023
214.98 Million Baht





1

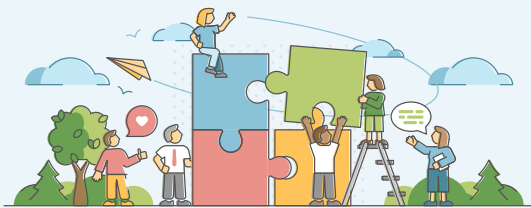
BUSINESS OPERATIONS AND PERFORMANCE





Corporate Values

Good thinking, good at doing, creating innovation,
adhering to virtue for sustainable success



TEAMWORK

Teamwork, Support and Unity



PROFESSIONAL

Deep knowledge, Authentic knowledge,
Work professionally



INNOVATION

Create new ideas and focus on development and
innovation.



ACHIEVEMENT

Focus on success to reach the same goal



MORALITY

Focusing on virtue, Creating virtue, Having professional ethics

1.1 Business Policy and Overview

Thai Eastern Group Holdings Public Company Limited (“TEGH”) operates as a holding company, managing its businesses across three main segments: (1) natural rubber production and distribution, (2) crude palm oil production and distribution, (3) renewable energy production and organic waste management, and (4) other businesses including joint ventures and logistics operations through its subsidiary companies and one associate company as follows:

1. EQ Rubber Co., Ltd.
2. Thai Eastern Innovation Co., Ltd. (TEI)
3. Thai Eastern Rubber Co., Ltd. (TER)
4. Eastern Palm Oil Co., Ltd. (EPO)
5. Thai Eastern Topseeds Oil Co., Ltd. (TETSO)
6. Thai Eastern Trat Co., Ltd. (TET)
7. Thai Eastern Bio Power Co., Ltd. (TEBP)
8. Thai Eastern Power Co., Ltd. (TEPW)
9. Thai Eastern Corporation Co., Ltd. (TEC)
10. Sumirubber Thai Eastern Plantation Co., Ltd. (STEP)
11. Thai Eastern Logistics Co., Ltd. (TEL)
12. Sumirubber Thai Eastern Corporation Co., Ltd. (STEC)

With dedication and investment over the past 30 years, TEGH has expanded its business from agricultural industries to become a major producer and distributor of natural rubber and crude palm oil in the Eastern Economic Corridor (EEC). Currently, TEGH is a leading sustainable raw material producer, focusing on creating

sustainable value chains, adding value through waste utilization, producing renewable energy, and implementing comprehensive organic waste management in the EEC. TEGH is recognized as a sustainable raw material producer in the global market, providing eco-friendly products with lower carbon emissions and traceability.

The natural rubber segment is the main business, with the largest block rubber production facility in the Eastern region, producing over 320,000 tons of natural rubber in 2023 (excluding joint venture block rubber production capacity). Natural rubber products include block rubber and concentrated latex, meeting both industrial and premium grades with customizable properties to meet customer requirements. The main customers for block rubber are leading tire manufacturers worldwide.

The crude palm oil segment’s main products include crude palm oil (CPO), crude palm kernel oil (CPKO), palm kernels, palm kernel cake, and by-products. The main customers are the consumer palm oil industry, biodiesel industry, and animal feed industry, with downstream business expansion opportunities.

The renewable energy and organic waste management segment excels in utilizing waste to produce biogas and green electricity, providing clean fuel alternatives for production processes and offering organic waste

management services compliant with regulations, aiming to become the Organic Waste Management Hub of the EEC.

Currently, TEGH has completed its first year as a listed company on the Stock Exchange of Thailand as of September 30, 2023. The company continues to improve and develop under

a transparent, ethical management system, emphasizing community and environmental responsibility, earning recognition from leading customers both domestically and internationally, fostering strong business partnerships with trade allies such as Sumitomo Rubber Industries Limited and Sime Darby Oils Singapore Limited.

1.1.1 Vision, Mission, Objectives, and Strategies

GLOBAL BUSINESS PARTNERSHIPS FOR SUSTAINABLE VALUE CHAIN

The six missions are as follows:

(1) SUSTAINABLE MATERIAL:

To be an organization that produces globally recognized quality products by selecting sustainable raw materials, ensuring traceability, and manufacturing through environmentally friendly processes that benefit both the environment and communities.

(2) BIO CIRCULAR GREEN ECONOMY :

To focus on utilizing resources within the group of companies to develop a bio circular agriculture industry and maximize economic benefits, aiming to transition towards a low-carbon economy.

(3) CORPORATE INNOVATION :

To promote innovation in product, process, and business model innovations that enhance efficiency, create added value, and command premium prices.

(4) CONTINUOUS GROWTH :

To achieve continuous growth through both organic and inorganic means, seeking investment opportunities, partnerships, and business expansion to create added value and returns on investment.

(5) OPERATIONAL EXCELLENT :

To manage operations efficiently, comply with relevant legal requirements, and manage costs competitively through digitalization, lean practices, productivity enhancements, and maintaining premium quality and legality.

(6) SMART PEOPLE :

To foster a culture of joyful collective learning, continuous employee development, and promotion of valuable individuals for the organization and society's benefit.

The company is committed to developing sustainably to meet the needs of all stakeholders and aims to achieve the following significant business goals within the next 3-5 years:

(1) To become a green carbon economy organization, aiming to achieve carbon neutrality by reducing carbon dioxide emissions from all activities within the organization's three scopes. The company aims to increase the proportion of renewable energy use, leading to environmentally friendly products.

(2) To expand production capacity for the company's core businesses in all three segments to support future industry growth. Targets include increasing block rubber production to 430,000 tons per year by 2025, expanding crude palm oil production to 788,400 tons of fresh fruit bunches per year by 2026, increasing organic waste management capacity to 870,000 tons per year by 2025, expanding biogas production capacity to 49 million cubic meters per year by 2025, and increasing electricity production from biogas to 62 million kilowatt-hours per year by 2024, with a revenue target of 22,000 million baht by 2026.

(3) To lead in sustainable material production, both for natural rubber and palm oil in Thailand, to meet leading customers' sustainable policy requirements. The goal is to source 100% of raw materials from non-deforestation sources by 2025.

(4) To become a leader in producing comprehensive bio-energy and organic waste management services, aiming to use 100% renewable energy by 2025 and establish the company as the Organic Waste Management Hub of the Eastern Economic Corridor (EEC).

(5) To efficiently manage operations, adapt to changes promptly, and apply technology and innovation such as sensor systems and artificial intelligence to elevate the agricultural industry to a global level.



1.1.2 Significant Changes and Development Initiatives.

Key Events of the Company Summarized as Follows:

Year	Significant Changes
2010	<ul style="list-style-type: none"> Joint venture with Sumitomo Rubber Industries Ltd., a Japanese manufacturer and distributor of automotive tires, through two projects: <ol style="list-style-type: none"> STEP by TEC holding 51.0% shares STEC by TEC holding 30.0% shares
2013	<ul style="list-style-type: none"> Joint venture with Sime Darby Oils Singapore Ltd. to establish a crude palm oil extraction plant in Mueang District, Trat Province. The company holds TET shares through EPO at 60.0%.
2014	<ul style="list-style-type: none"> Joint venture with Global Green Chemical Public Company Limited ("GGC") on July 23, 2014, with initial registered capital of 1.0 million baht to establish an oil extraction plant from palm seeds in Nong Yai District, Chonburi Province. A portion of the crude palm seed oil will be sold to GGC. The company holds TETSO shares through EPO at 70.0%.
2017	<ul style="list-style-type: none"> Restructuring of shareholding within the company group by exchanging shares to make TEGH the Holding Company and have control over subsidiary companies including EQR, EPO, TEBP, and TEC, preparing for IPO.
2021	<ul style="list-style-type: none"> The company converted from a limited company to a public limited company and changed its name to Thai Eastern Group Holdings Public Company Limited. The company increased its registered capital from 785,992,800 baht to 1,080,000,000 baht and changed the par value from 100 baht per share to 1 baht per share to facilitate its initial public offering (IPO) to the general public.
2022	<ul style="list-style-type: none"> EPO acquired 30.0% of TETSO shares from Global Green Chemical Public Company Limited on January 13, 2025. Resolutions passed at the 3rd/2022 Board of Directors meeting of TEGH on July 1, 2025: <ul style="list-style-type: none"> Approved issuance and offering of debentures up to 2,000 million baht to the general public, specific investors, major investors, and institutional investors, with the purpose of improving financial flexibility, debt repayment, investment in business expansion, future project investment, and company operations. Resolutions passed at the 8th/2022 Board of Directors meeting of TEGH on November 28, 2022: <ul style="list-style-type: none"> Approved investment in two waste-to-energy projects with a total capacity of 9.9 megawatts by acquiring shares in SSTIE and STES in a 25% shareholding proportion each. The rubber block products of the company group received Carbon Footprint of Product (CFP) certificates, with STR 20 rubber block product at 290 gCO₂e/kg and STR10 rubber block product at 289 gCO₂e/kg, and obtained Carbon Footprint Reduction Label for both products. EQR, TEI, EPO, and TEBP received Carbon Footprint for Organization (CFO) certificates based on greenhouse gas emissions data from various direct and indirect organizational activities compare to year 2021 as based year.

Year	Significant Changes
2023	<ul style="list-style-type: none"> • Thai Eastern Group Holdings Public Company Limited: <ul style="list-style-type: none"> - Became a member of the Thai Private Sector Collective Action Coalition Against Corruption (CAC). - Received the SET Award 2023: Outstanding Innovative Company Awards and Business Excellence, listed on SET. - Received Excellent Quality of Annual General Meeting (AGM) Management Checklist for 2023. • E. Q. Rubber Company Limited: <ul style="list-style-type: none"> - Ranked at the Silver level by Ecovadis. - Honored as an outstanding business establishment for labor relations and welfare in 2023. - Participated in the Low Emission Support Scheme (LESS). - Received the CSR-DIW Continuous Award for social and community responsibility in 2023. • Thai Eastern Innovation Company Limited: <ul style="list-style-type: none"> - Participated in the Low Emission Support Scheme (LESS). - Recognized as a Climate Action Leading Organization (CALO) under the Thailand Carbon Neutral Network in 2023. • Thai Eastern Bio Power Company Limited: <ul style="list-style-type: none"> - Certified under the T-VER standard for reducing greenhouse gas emissions. - Received The International REC Standard (I-REC) certification. - Awarded the ASEAN Energy Awards 2023 for Off-Grid (Thermal) category. • Eastern Palm Oil Company Limited: <ul style="list-style-type: none"> - Recognized as a Climate Action Leading Organization (CALO) under the Thailand Carbon Neutral Network in 2023. - Increased registered capital from 365,000,000 baht to 560,000,000 baht.

1.1.3 Objectives of Fund Utilization from Capital Raising

The company aims to utilize the funds raised from the common stock offering totaling 1,254.56 million baht, after deducting fees and expenses associated with the securities offering, for the following purposes:

Objectives of Fund Utilization	Est. amount of Money Used (MB)	Period	Details / Progress of Fund Utilization
1. To use as investment capital for expanding the business and investing in future projects of the company group, including process development and improving operational efficiency within the group of company.	260.00 - 475.00	2022 - 2023	Investing to expand production capacity in the natural rubber, palm oil, and energy businesses, totaling 264.56 million baht.
2. Repaying loans borrowed from financial institutions.	700.00	2022	Repaying loans borrowed from Kasikornbank Public Company Limited (KBank) in the amount of 700 million baht.
3. To use it as working capital.	79.56 - 294.56	2022 - 2023	290.00
Total	1,254.56		1,254.56

1.1.4 Commitments

None

1.1.5 General Information

Company Name	: Thai Eastern Group Holdings Public Company Limited
Stock Abbreviation	: TEGH
Date of Company Establishment	: February 14, 2007
Date of Conversion to Public Company	: March 11, 2022
Company Registration Number	: 0107565000107
Headquarters Address	: 171 Moo 2, Chonburi-Klang Road, Khao Sok Sub-district, Nong Yai District, Chonburi Province
Business Type	: Holding Company
Telephone	: (66) 38 - 168555
Fax	: (66) 38 - 168560
Website	: www.thaieasterngroup.com
Registered Capital	: 1,080,000,000 Baht, divided into 1,080,000,00 ordinary shares
Paid-up Capital	: 1,080,000,000 Baht
Par Value per Share	: 1.00 Baht

1.2 Business Nature

1.2.1 Revenue Structure Segmented by Business Unit

The Company primarily generates revenue from the production and distribution of natural rubber. For the fiscal years ending on December 31, 2021, 2022, and 2023, the company had revenues from the production and distribution of natural rubber amounting to 9,214.2 million baht, 11,882.5 million baht, and 10,092.6 million baht, respectively. These figures represent 83.1%, 77.1%, and 83.1% of the total revenue from product sales and services of The Company, respectively, for the corresponding fiscal years.

Table 1-1 illustrates the revenue from product sales categorized by product groups of The Company for the fiscal years ending on December 31, 2021, 2022, and 2023.

Revenue Segmentation by Business Unit	For the Fiscal Year ending on December 31 2023					
	2021		2022		2023	
	MB	% ⁽¹⁾	MB	% ⁽¹⁾	MB	% ⁽¹⁾
Rubber Business Unit	9,214.2	83.1	11,882.5	77.1	10,092.6	83.1
Palm Oil Business Unit	1,779.6	16.0	3,401.1	22.1	1,907.3	15.7
Renewable Energy and Organic Waste Management Unit	80.6	0.7	108.5	0.7	132.8	1.1
Others ⁽²⁾	13.4	0.1	11.2	0.1	9.8	0.1
Total Revenue from Sales and Services	11,087.8	100.0	15,403.3	100.0	12,142.5	100.0

Note: ⁽¹⁾ Percentage of Revenue from Sales and Services

⁽²⁾ Other components, including revenue from TEL

1.2.2 Product Information

(1) Characteristics of Products and Services

(1.1) Natural Rubber Business

The Company focuses on producing natural rubber products that meet international quality standards to meet the needs of global customers. The company can customize rubber products to meet the varying needs of individual customers.

The natural rubber products can be divided into 2 main categories: Block Rubber and Concentrated Latex, under the company's brand. Details of each type of product are as follows:

(1.1.1) Block Rubber

Block Rubber is a raw material primarily used in the tire industry. The companies produce and distribute various grades of block rubber according to customer requirements.

The Block rubber products are divided into 2 main types based on properties and chemical compositions used in production: Standard Thai Rubber (STR 20, STR 10, and CV Rubber) and Premium Grade Rubber, which can be customized to meet customer requirements.

A) Standard Thai Rubber (STR 20 STR 10 and CV rubber)

Standard Industrial Grade Rubber is the standards and specifications set for Thai block rubber according to the Rubber Standardization Manual of the Rubber Research Institute, Department of Agriculture. Primary customers for standard grade block rubber include tire manufacturers, automotive parts industries, footwear industries, and conveyor belt industries.

Additionally, the company can produce and distribute compound rubber, which is a product formed by mixing processed rubber with synthetic rubber and/or various chemicals according to customer specifications. Primary customers for compound rubber include tire manufacturers in India and China.



Compound Rubber and Mixture Rubber



B) Premium Block Rubber (Customization)

- STR 20, STR 10, or CV grade block rubber products that control special properties beyond the specified standards and limitations of Standard Thai block rubber, according to the STR Block Rubber Standard Manual by the Rubber Research Institute, Department of Agricultural Extension. This includes grades developed by The Company Group's research team to tailor products and adjust production formulas or compositions according to customer requirements. The Company's premium grade block rubber products include STR 20 Premium Block Rubber, STR 10 Premium Block Rubber, and CV Premium Block Rubber.
- FSC Grade Block Rubber, certified by the Forest Stewardship Council (FSC). FSC-certified products undergo a thorough supply chain verification to ensure they originate from responsibly managed commercial forests, comply with laws, and do not harm the environment. FSC standards are widely accepted by international buyers, including various customer groups such as tire industries, footwear, and yoga mat manufacturers. The Company is the first rubber block producer in Thailand to receive FSC Chain of Custody certification from the Forest Stewardship Council.
- EUDR Block Rubber, a product developed

by The Company Group to comply with the requirements of the European Union Deforestation Free Regulation (EUDR), announced in 2023. The regulation mandates that rubber products imported into the EU must undergo scrutiny and reporting on the origin of the raw materials to ensure they are not sourced from deforested areas. The Company aims to achieve 100% EUDR standard block rubber sales by 2025.

Additionally, The Company has products currently under development, including:

- Low Carbon Block Rubber: Produced through processes that minimize carbon dioxide emissions from sustainable rubber farming, transportation, and energy-efficient manufacturing to achieve the lowest possible Carbon Footprint of Product (CFP).
- Odorless STR Block Rubber: Developed to meet the demand for rubber products without the natural rubber odor, particularly beneficial for factories located near communities. This product line involves special production processes that control every stage from raw material collection, processing, storage, to delivery.

(1.1.2) Concentrated Latex

Concentrated Latex is a thick, milky liquid produced from raw natural rubber latex, processed to increase the concentration of Dry Rubber Content (DRC) to approximately 60-65%. It adheres to quality standards set for the concentrated latex industry, or MOQ. 980-2552, established by the Industrial Standardization Bureau, Ministry of Industry (TISI). The concentrated latex produced by The Company can be divided into two main types:

(a) Standard Grade Concentrated Latex:

Standard Grade Concentrated Latex is classified into three grades based on the level of ammonia added to preserve the quality of the latex

according to customer requirements, varying depending on the industry it is used for manufacturing:

1. High Ammonia (HA) Concentrated Latex, used in the production of medical gloves, medical examination gloves, and adhesive tapes.
2. Medium Ammonia (MA) Concentrated Latex, suitable for customers looking to reduce costs by eliminating the need for ammonia removal before use and requiring less latex preservation. It is suitable for producing rubber thread products.
3. Low Ammonia (LA) Concentrated Latex, suitable for manufacturing pillows, mattresses, and tennis balls.

(b) Premium Grade Concentrated Latex:

The Company manufactures and distributes various types of premium grade concentrated latex, including:

- Ultra Low Ammonia Latex: Used for making rubberized roads, para rubber oil cement for sub-base construction, and latex-coated ponds to reinforce them with raw fabric material, offering better durability and a lifespan of over 10 years.
- Sustainable Products: Such as concentrated latex without Tetramethyl thiuram desulphated (TMTD) and Zinc Oxide (ZnO), which serve to preserve the freshness of latex, preventing it from deteriorating before being processed into concentrated latex.
- GOLS Latex: Produced from raw materials certified under the Global Organic Latex Standard (GOLS), highly sought after in the European and American markets.
- FSC Latex: FSC-certified concentrated latex, with The Company being the first producer in Thailand to receive FSC Chain of Custody certification from the Forest Stewardship Council.
- EUDR Latex: Designed for European

customers who require latex imports from rubber plantations that do not contribute to deforestation and comply with country regulations.

(1.2) Palm Oil Business Unit



The company operates palm oil production and processing businesses under international standards such as the Roundtable on Sustainable Palm Oil (RSPO) to meet the needs of customers exporting to the European zone. The company plans to expand the volume of products under the RSPO standard and increase standards to accommodate more European customers and importers, such as the International Sustainability and Carbon Certification (ISCC) standard. The products of the palm oil production and processing business can be classified into four main types as follows:

(1.2.1) Crude Palm Oil: CPO



Crude Palm Oil (CPO) is a product extracted from fresh palm fruit bunches (FFB). It is typically a dark brownish-red liquid. Generally, crude palm oil is used as a raw material in various continuous industries, including the consumer

vegetable oil industry, food industry, animal feed industry, biofuel industry (biodiesel), and oleochemical industry.

(1.2.2) Palm Kernel



Palm Kernel is a product derived from the production process of crude palm oil, obtained from the inner part of the palm fruit. It has a whitish-gray seed-like appearance with relatively hard flesh. It can be extracted into crude palm kernel oil, which serves as a primary raw material in various industries. The company distributes palm kernels to both its own palm kernel oil extraction plants and domestic palm kernel oil extraction plants.

(1.2.3) Crude Palm Kernel Oil : CPKO



Crude Palm Kernel Oil, or CPKO, is a product extracted from palm kernels. It has a light yellow color, not as deep red as crude palm oil. CPKO is rich in fat content and heat resistant. Generally, it is used similarly to palm oil or as a substitute for coconut oil. Additionally, CPKO is utilized in various continuous industries, such as the production of saturated and unsaturated fatty acids, as well as fatty acid methyl ester (FAME) for biodiesel production.

(1.2.4) Kernel Cake



During the process of extracting crude palm kernel oil, palm kernel meal is obtained. It has a coarse, granular texture, light brown color, and a fragrant aroma reminiscent of toasted coconut. Nutritionally, it contains protein and fat content similar to fine ground meal. It can be used as a substitute ingredient in animal feed, particularly suitable for ruminant animals.

(1.2.5) By Product

Decanter Cake



Shell



EFB



Palm Fiber



The Company produces by-products resulting from the crude palm oil production process, which are divided into four main types as follows:

- Decanter Cake: This is a type of sludge generated from the filtration process during crude palm oil production. It typically appears as fine powder and can be used as a raw material for the biogas production process of the Company. The remaining portion is sold to industries requiring it as raw material for compost production.
- Palm Kernel Shell: It is the component located between the palm fruit and the palm kernel. It has a brown color, a hard texture, and a high energy value per unit. This shell is used as biomass fuel supplied to industries using steam boilers that require an alternative to coal.
- Empty Fruit Bunch (EFB): This is a product obtained from the process of separating fresh palm fruit from palm fruit bunches. It can be utilized in various beneficial ways, such as mushroom cultivation, compost production, soil mulching material, or as biomass fuel for steam boilers in biomass power plants.
- Palm Fiber: Derived from the palm kernel after the oil extraction process, it appears as fibrous strands with a sticky and durable texture. It can be used as biomass fuel in steam boilers of the Company's palm oil mills and sold to customers in various industries requiring palm fiber as a wood chip alternative.

(1.3) Renewable Energy and Organic Waste Management Business Unit

The products and services of the renewable energy and organic waste management business line of the Company consist of three main parts, which are:

(1.3.1) Organic Waste Management (OWM)

TEBP manages residual organic waste from both the agricultural and industrial sectors, capable of accommodating organic waste throughout the year, up to a maximum of 610,000 tons per year. It employs environmentally friendly biological methods for waste management. The Company can handle two main types of organic waste, as follows:

- **Solid Organic Waste: (SOW)**

It is characterized by being solid, fatty, viscous, or lumpy, such as sludge from wastewater treatment systems, fatty sludge, or raw material

scraps from the food and beverage processing industry, agricultural processing industry, and paper industry, etc.

- **Liquid Organic Waste: (LOW)**

It refers to liquid characteristics, non-stationary, or having water as a primary component. It pertains to organic waste that has a high Chemical Oxygen Demand (COD), which is necessary for chemical decomposition of organic matter and organic nutrients. The company's process can utilize this type of organic waste (LOW) as a secondary material to produce biogas. For example, degraded raw materials, concentrated wastewater sludge from food and beverage processing industries, and agricultural processing industries, etc.



(1.3.2) Biogas Production

The Company operates a biogas production system with a total production capacity of 23 million cubic meters per year. The produced biogas has the characteristic of being a clean fuel with methane gas (CH₄) concentration ranging from 55-60 percent, which can be used as a substitute for fossil fuels. Currently, The Company produces and supplies biogas to its subsidiaries for use in the manufacturing process as a substitute for LPG and cooking oil, and part of it is utilized for electricity generation.

(1.3.3) Bio Electricity Production (Electricity from Biogas)

The Company has a biogas power generation capacity of 4.0 megawatts for sale to its subsidiaries and for electricity sales to the Provincial Electricity Authority (PEA) and the Metropolitan Electricity Authority (MEA) under a FIT (Feed-In Tariff) scheme, with a capacity of 1.0 megawatts. The biogas energy group has a sales contract duration of 20 years. Commercial electricity sales commenced on May 16, 2016.

(1.4) The strengths of the company:

(1) Customer base consisting of leading global tire manufacturers

The company focuses on producing premium-grade products, making its tire products widely accepted by leading tire manufacturers both domestically and internationally, accounting for over 84% direct distribution to customers as of December 31, 2023. Furthermore, over 95% of the total sales of natural rubber products are distributed. It is a major global tire manufacturer with stability and continuous increase in demand for tire products. Its customer base is well-diversified globally across Asia-Pacific, Europe, Africa, the Americas, and the Middle East, reducing dependency risks on any particular country or company, both politically and economically.

(2) Eco Products

The company is a major producer and distributor of natural rubber in the Eastern region, utilizing modern and environmentally friendly production technologies. It efficiently controls production processes and quality, selecting raw materials certified as sustainable materials or those meeting customers' requirements. The company customizes product quality according to the needs of each customer group and develops programs that can trace back to the source of raw materials (Traceability). Moreover, it utilizes clean energy in production processes, up to 90%, resulting in low carbon emissions compared to the industry average (Low Carbon Rubber). These environmentally friendly products (Eco Products) meet customer demands and align with the country's carbon emission reduction policies.

(3) Product & service Diversification

The company's products are diverse, covering natural rubber, palm oil, which are major economic crops in Thailand, serving as key raw materials for consumer goods used in daily life. It also encompasses businesses in renewable energy and organic waste management, which help diversify income sources and mitigate risks from solely relying on the natural rubber production and distribution business. Additionally, it can reduce risks related to seasonal crop yields. The company aims to become an Organic Waste Management Hub of Eastern Economic Corridor (EEC) in the future.

(4) Strong Partnership

The company has formed partnerships with globally renowned companies with strong financial capabilities. These include Sumitomo Rubber Industries, Ltd., a major tire manufacturer from Japan, and Sime Darby Oils Singapore Limited, a leading global producer of palm oil and food products. These partnerships contribute to the sustainable growth of the company group and open opportunities for growth alongside partners in new business opportunities in the future.

(5) Holistic Management Process (Thai Eastern Symbiosis) Towards Sustainable Development

The company operates an environmentally friendly agricultural processing industry with a holistic management approach called TEGH Symbiosis. This approach efficiently utilizes resources, promotes a sharing economy within the group, and manages energy, water, and waste efficiently. It converts waste into bioenergy (Waste to Energy) and adds value (Waste to Value), resulting in zero waste discharge and supporting the use of renewable energy to

reduce carbon emissions. Additionally, it employs carbon adsorption processes to move towards a low-carbon society and aims to become a carbon-neutral organization.

Moreover, the company group promotes collaborative development in the bio-economy, circular economy, and green economy, or Bio Circular Economy (BCG), which aims to develop the bio-agricultural industry alongside community care and environmental conservation for sustainable biodiversity preservation.

(6) Internationally Recognized Standardized Facilities

The company has been certified with various international standards for management and product quality, including ISO 9001, ISO 14001, ISO 45001, ISO 50001, IATF 16949, ISO/IEC 17025, GHPs & HACCP, sustainable forest management standards (FSC-FM, FSC-COC), Global Organic Latex Standard (GOLS) for organic rubber production and processing, and the National Organic Program (USDA-NOP) for organic agriculture. Additionally, the group is the first natural rubber producer in Thailand to be certified with the Forest Stewardship Council (FSC) Chain of Custody standard, and the sole producer of organic latex in Thailand certified with GOLS and USDA-NOP standards. The commitment to these standards enhances the potential for profit in the Blue Ocean Market.

(7) Continuous Research and Development

The company operates a central laboratory research and development (R&D) center licensed to conduct analysis and quality testing of rubber products under its own operation (License STR3) and latex quality testing (License STR4) under

the Rubber Control Act B.E.2542. Moreover, it has been certified with the ISO/IEC 17025 standard, enabling the group to efficiently and swiftly respond to customer demands and new innovations. This includes the development and enhancement of new products such as Odorless STR rubber. Additionally, there are collaborative projects with customers to research and develop products tailored to their specific needs. The implementation of automation systems, robots, IoT, and ERP within the organization increases production efficiency and reduces costs.

(8) Strategic Location

The company is situated in an area with minimal natural disaster risks within the purple zone of the Eastern Economic Corridor (EEC) development project, which is Thailand's industrial hub. It is close to industrial estates in Chonburi and Rayong provinces, where several leading tire manufacturers have their factories. Additionally, it is near Suvarnabhumi International Airport and Laem Chabang Port, facilitating international shipping and emergency order fulfillment. Furthermore, the company's factories are close to rubber and oil palm plantations in the eastern region, with branches and raw material procurement points nationwide, enabling the sourcing of raw materials from various regions throughout the year. The infrastructure and utilities are ready to support continuous production expansion and growth in the future.

(9) Experienced Management:

The management of the company possesses extensive knowledge and experience in the rubber and oil palm industries, with over 30 years of expertise. They are highly skilled professionals capable of navigating the company through market cycles and crises, both domestically and

internationally. Management focuses on ethical management practices, customer care, employee well-being, community, and environmental conservation.

(1.5) Research and Innovation Development

The company prioritizes research, development, and advancement of products and manufacturing processes. Therefore, a policy has been announced to promote creativity and innovation management, aiming to drive innovation through organizational strategies. The goal is to foster innovation that enhances value for the business, creates economic benefits, and contributes to society and/or the environment. This is achieved by promoting and supporting learning, developing creative thinking skills, and fostering innovation in all processes. Employee involvement at all levels is encouraged to drive innovation throughout the organization, aiming to create value, make a difference, and swiftly respond to the rapidly changing needs and expectations of customers and stakeholders. Additionally, raising the quality standards of the group's products is intended to enhance long-term competitiveness and promote sustainable innovations that benefit communities, society, and the environment.

The company has a centralized testing laboratory, serving as a research and development center located at the main office in Nong Yai district, Chonburi province. Equipped with state-of-the-art testing equipment, this facility ensures that all products meet internationally recognized standards accepted by customers both domestically and internationally. Additionally, it serves as a comprehensive research and development data

source for various products. Moreover, the research and development center of the group of companies is licensed to conduct rubber quality analysis and testing under its own operations (STR3 License) and to provide testing services for rubber quality (STR4 License) as per the Rubber Control Act of B.E. 2542. It has also been academically accredited according to the international ISO/IEC 17025 standard by the Industrial Product Standards Office (TIS).

Furthermore, the company emphasizes collaboration in research with educational and research institutions, both public and private sectors, to align with business strategies and innovation promotion policies. The objectives of research and development include:

- Meeting customer requirements by delivering high-quality products.
- Adding value to products and creating new ones.
- Developing efficient and modern manufacturing processes
- Promoting quality standards for agricultural raw materials

Additionally, activities are organized to involve employees in improving work processes by utilizing innovation and technology to stimulate organizational business growth. This is achieved through various innovation competitions such as product innovation, process innovation, and new business model innovation.

The Company has implemented over 60 research and development projects. A budget of approximately 12 million baht has been allocated for research and development expenses for the years 2021-2023. These projects can be categorized based on business types, with details of prominent projects summarized as follows:

Rubber Business Unit	
Project	Details
<p>Portable Cup-Lump and Latex Analyzer, PCLLA)</p> <p>Project period: 2021-2024</p>	<p>The Company has the concept of developing tools to reduce time, minimize errors, and establish standards for measuring the dry rubber content percentage. Additionally, these tools aim to enhance the credibility of purchasing cup rubber from farmers. There will be advancements to measure chemical values such as ammonia, volatile fatty acids (VFA), and differentiate between types of acids used to coagulate rubber, such as sulfuric acid, formic acid, acetic acid, and smokehouse acid, in a portable manner.</p> <p>Quantitative Business Benefits:</p> <ul style="list-style-type: none"> Establishing purchasing-selling standards for rubber-growing farmers. <p>Quantitative Social and/or Environmental Benefits:</p> <ul style="list-style-type: none"> Reducing chemical usage and waste generated from laboratory analysis. <p>Knowledge Gained:</p> <ul style="list-style-type: none"> Standardizing measurement techniques using NIR technology to replace visual assessment.
<p>Odorless cup lump and block rubber</p> <p>Project period: 2022-2024</p>	<p>The Company has innovated the production of cup lump rubber and odorless rubber sheets by introducing a new method that prevents the generation of foul odors from bacterial reactions with components in the latex. This method replaces the traditional acid coagulation process used in rubber sheet production. Besides reducing odor, it also shortens the rubber curing time before entering the sheet production process, thereby enhancing the quality of rubber sheets.</p> <p>Quantitative Business Benefits:</p> <ul style="list-style-type: none"> Establishing a standard for processing raw rubber, saving time. <p>Quantitative Social and/or Environmental Benefits:</p> <ul style="list-style-type: none"> Reducing odor from the rotting of cup lump rubber and rubber sheets. <p>Knowledge Gained:</p> <ul style="list-style-type: none"> New methods for producing cup lump rubber to be used in raw rubber processing.
Palm Oil Business Unit	
Project	Details
<p>Palm Oils Nano-emulsion</p> <p>Project period: 2022-2024</p>	<p>In addition to its use in the food industry, The Company has developed palm oil into nanostructured lipids for delivering key substances. Utilizing encapsulation technology to enhance stability, it's suitable for applications in storing pharmaceuticals or cosmetics. Palm oil, a primary product of the company, has been found to possess antioxidant, anti-inflammatory, antibacterial, and anti-enzymatic properties, making it particularly suitable for use in the cosmetics industry.</p> <p>Quantitative Business Benefits:</p> <ul style="list-style-type: none"> Creating a cost-effective carrier for pharmaceuticals and cosmetics, making them easily accessible and safe for consumers. <p>Quantitative Social and/or Environmental Benefits:</p> <ul style="list-style-type: none"> Biodegradability, with no environmental residue, ensuring environmental friendliness. <p>Knowledge Gained:</p> <ul style="list-style-type: none"> Adding value to palm oil by using it as a main ingredient in preparing nano-level substances.

Renewable Energy and Organic Waste Management Business

Project	Detail
<p>Organic Waste Management System using Multi Feed Bio-Digester with Double Stage Reactor</p> <p>Implementation Plan: 2021-2023</p>	<p>The system that can utilize organic waste with high BOD (Biological Oxygen Demand) / COD (Chemical Oxygen Demand), including solid, liquid, and fat waste that require specialized treatment such as chemical substances or relatively complex technology, and incur high management costs, as raw materials for producing biogas through a two-step Anaerobic Digestion process using selectively screened bacteria in each step to efficiently decompose organic waste.</p> <p>Quantitative Business Benefits:</p> <ul style="list-style-type: none"> Reducing energy costs by using biogas instead of LPG, saving over 80,000,000 baht per year, and reducing freshwater consumption by 1,480,000 cubic meters per year. No wastewater or waste is released externally. <p>Quantitative Social and/or Environmental Benefits:</p> <ul style="list-style-type: none"> Helping rubber and oil palm farmers reduce fertilizer costs by up to 30% by supporting the use of soil amendments derived from decomposed palm kernel cake instead of chemical fertilizers, totaling 350,000 tons per year. It can also help reduce the amount of waste sent to landfills by over 250,000 tons per year, promoting biological diversity and community environmental conservation, and reducing carbon dioxide emissions by approximately 120,000 tons per year. <p>Knowledge Gained:</p> <ul style="list-style-type: none"> Innovative solutions for managing various forms of organic waste efficiently, using community and environmentally friendly technologies, and creating new business opportunities for the organization.
<p>Development of Bio-Hythane production technology from industrial waste and acidic from carbon dioxide using a two-step anaerobic fermentation process and carbon dioxide conversion into acidic by Clostridium Thailanders TISTR 2984.</p> <p>Implementation Plan: 2021-2024</p>	<p>The production of biogas from organic solid waste using a single-step anaerobic fermentation process may not result in fully efficient biogas production. Therefore, the company has developed a two-step anaerobic fermentation technology to enhance the production of "Bio-Hythane" which increases the proportion of methane (CH₄) and hydrogen (H₂) in biogas. This technology enables the efficient production of biogas from both solid and liquid organic waste.</p> <p>Additionally, the carbon dioxide (CO₂) generated in the system is converted into acetic acid (C₂H₄O₂) by special bacteria. This acetic acid can be used as a starting material in various industries, contributing to reducing carbon dioxide emissions into the atmosphere.</p> <p>Quantitative Business Benefits:</p> <ul style="list-style-type: none"> Adding value to agricultural residues by creating added value. <p>Quantitative Social and/or Environmental Benefits:</p> <ul style="list-style-type: none"> Establishing waste as a resource center to manage organic waste and agricultural residues, reducing accumulation in conventional waste disposal systems, and helping to reduce greenhouse gas emissions. <p>Knowledge Gained:</p> <ul style="list-style-type: none"> Increasing the value of palm oil by using it as a primary raw material in nanoscale substance preparation.

Renewable Energy and Organic Waste Management Business

Topic	Detail
<p>Development of Soil Conditioner from Biogas Slurry Residue and Agricultural Industrial Waste.</p> <p>Implementation Plan: 2022-2024</p>	<p>The waste residue from the industrial biogas plant of the company group is a residue left over from the biogas production system, which utilizes organic residues from the food and beverage industry as feedstock. This residue has favorable properties for use as soil amendments in plant cultivation. The development formula created by the company produces soil amendments with optimal levels of essential nutrients and heavy metals within acceptable standards. When used as soil amendments, there is a trend towards increased crop yields per hectare and reduced fertilizer usage.</p> <p>Quantitative Business Benefits:</p> <ul style="list-style-type: none"> Producing soil amendments for use in agriculture. <p>Quantitative Social and/or Environmental Benefits:</p> <ul style="list-style-type: none"> Adding organic matter to the soil without long-term negative effects on plants. <p>Knowledge Gained:</p> <ul style="list-style-type: none"> Utilizing waste materials from the circular economy process in line with the principles of the Bio-Circular-Green (BCG) economy management system.
<p>Development of Plant Nutrient Solution from Biology Agricultural Wastewater to Promote Circular Economy (Fermented Water).</p> <p>Implementation Plan: 2022-2024</p>	<p>The wastewater from the agro-biotechnology industry is generated from processes related to agricultural production, resulting in a significant amount of nutrients that plants require being left in the water. To address issues of water scarcity in agriculture and the high cost of chemical fertilizers, the company conducted research to utilize the wastewater from biogas production processes as a nutrient solution for economic crop irrigation. It was found that this wastewater could be used as a nutrient solution for plants without long-term negative effects on the plants and soil. This approach helps reduce the use of freshwater, enhances soil fertility, and accelerates plant growth, thereby providing an alternative to expensive chemical fertilizers for farmers.</p> <p>Quantitative Business Benefits:</p> <ul style="list-style-type: none"> Promoting a new direction for agriculture to increase farmers' income in the future, as labor and water resources, which are key factors in agricultural production, are decreasing. <p>Quantitative Social and/or Environmental Benefits:</p> <ul style="list-style-type: none"> Reducing the use of freshwater, chemical fertilizers, and greenhouse gas emissions. Enhancing soil fertility. <p>Knowledge Gained:</p> <ul style="list-style-type: none"> Suitable methods for using nutrient solutions that are compatible with target plants.

Furthermore, in the development of Intellectual Property, the company has actively promoted consideration of innovation projects. If they meet the criteria, the company proceeds to apply for patents with the Department of Intellectual Property. In the year 2023, the company was in the process of developing one project, namely the development of portable analysis equipment for cup lump rubber and para rubber latex.

It should be noted that the duration of development, success outcomes, and the value of research and development in each of the aforementioned projects may vary depending on research results and various factors such as design analysis, experimental outcomes, standard quality, technology improvements, and marketing strategies.

Business–Community Collaboration Innovation Example:

- Project Name** : Support Project for Biogas Digester Construction from School Food Waste
- Project Objectives** :
- 1) To transfer technology and innovation for biogas production from organic waste to the community as a learning resource for schools and the community, encouraging practical implementation.
 - 2) To assist in food waste disposal and reduce energy costs for schools.
- Project Duration** : April 1st to August 31st, 2023
- Project Budget** : 20,000 Baht
- Project Outcomes** :
- 1) Reduced Liquefied Petroleum Gas (LPG) expenditure by approximately 18,161 Baht per year.
 - 2) Achieved 100% reduction in the quantity of food waste to be disposed of, equivalent to 571 kilograms.
 - 3) Reduced greenhouse gas emissions by approximately 2,005 kgCO₂e.



Picture 1-1: Example of Transforming Food Waste in school to Biogas to substitution LPG

(1.6) Investment Promotion

EQR, TEI, and STEC have been granted tax privileges by the Board of Investment (BOI) under the conditions specified in the Investment Promotion Act B.E. 2520. The details of the investment promotion certificate are as follows:

Detail	EQR	TEI	STEC
To promote investment in business ventures	<ul style="list-style-type: none"> • Manufacturing Natural Rubber Products • Initial Rubber Processing 	<ul style="list-style-type: none"> • Manufacturing Natural Rubber Products 	<ul style="list-style-type: none"> • Manufacturing Natural Rubber Products
Type of Product	Block Rubber	Block Rubber	Block Rubber
Tax privileges 1. Granted exemption from corporate income tax for net profits derived from operating business activities at a rate of 100 percent.	8 years and 3 years (Total value of exemptions not exceeding 545 and 466 million baht, and 388 million baht respectively)	8 years, 2 cards (Total value of exemptions not exceeding 30 million baht per card)	8 years (Total value of exemptions not exceeding 130 million baht)

Detail	EQR	TEI	STEC
2. Exempted from including dividends derived from promoted activities, which have already been exempted from corporate income tax, in the calculation of income tax throughout the promotion recipient's tax exemption period	Received	Received	Received
3. Authorized to deduct investment in installation or construction of facilities at a rate of 25 percent of the investment amount, in addition to regular depreciation deductions	Not received	Not received	Not received
Approved Promotion Date	January 31, 2014 June 5, 2020 and September 5, 2023	September 5, 2012 and November 7, 2014	June 19, 2013
The date when received income from operation	December 2, 2014 December 3, 2022 and still no income	December 8, 2014 and March 12, 2019	November 14, 2014

EPO, TET, and TETSO have been granted tax privileges by the Board of Investment (BOI) under the conditions specified in the Investment Promotion Act B.E. 2520. The details of the investment promotion certificate are as follows:

Detail	EPO	TET	TETSO
To promote investment in business operations.	Producing oil or fat from plants or animals (excluding soybean oil).	Producing crude palm oil and palm kernel oil.	Producing crude palm kernel oil.
Type of product.	Crude palm oil and dried palm kernels	Crude palm oil and palm kernels	Crude palm kernel oil
Tax privileges			
1. Granted exemption from corporate income tax for net profits derived from operating business activities at a rate of 100 percent.	5 years (Total value of exemptions not exceeding 353 million baht)	8 years (Total value of exemptions not exceeding 196.88 million baht)	5 years (Total value of exemptions not exceeding 342 million baht)
2. Exempted from including dividends derived from promoted activities, which have already been exempted from corporate income tax, in the calculation of income tax throughout the promotion recipient's tax exemption period	Received	Received	Received

Detail	EPO	TET	TETSO
3. Authorized to deduct investment in installation or construction of facilities at a rate of 25 percent of the investment amount, in addition to regular depreciation deductions	Not received	Received	Not received
Approved Promotion Date	October 22, 2019	September 29, 2014	December 29, 2016
The date when received income from operation	No income yet	May 25, 2016	May 1, 2018

TEBP has been granted tax privileges by the Board of Investment (BOI) under the Investment Promotion Act B.E. 1977, subject to the specified conditions. The details of the investment promotion certificate are as follows:

Detail	TEBP	TEBP
To promote investment in business operations.	The production of Alcohol or fuel from agricultural produce, including residues or waste.	The production of fuel from scraps, waste materials, or residues obtained from agricultural produce.
Type of product.	Biogas	Biogas
Tax privileges		
1. Granted exemption from corporate income tax for net profits derived from operating business activities at a rate of 100 percent.	8 years	8 years
2. Exempted from including dividends derived from promoted activities, which have already been exempted from corporate income tax, in the calculation of income tax throughout the promotion recipient's tax exemption period	Received	Received
3. Authorized to deduct investment in installation or construction of facilities at a rate of 25 percent of the investment amount, in addition to regular depreciation deductions	Not received	Not received
Approved Promotion Date	December 22, 2014	February 25, 2022
The date when received income from operation	April 30, 2016	Not yet operated

(2) Marketing and Competition

(2.1) Natural Rubber Production and Distribution Business

(2.1.1) Market

(A) Target Customer Group

The Company manufactures and distributes natural rubber products to customers both domestically and internationally, such as countries within the European Union, America, China, India, and Africa, among others. For the fiscal years ending on December 31, 2021, 2022, and 2023, The Company, which has revenue shares from the sale of natural rubber products domestically and internationally, as follows:

Revenue from natural rubber segmented by customer	for year ended 31 December					
	2021		2022		2023	
	Million THB	% ⁽¹⁾	Million THB	% ⁽¹⁾	Million THB	% ⁽¹⁾
Local	4,435.2	48.1	5,558.5	46.8	5,184.6	51.4
Export	4,779.0	51.9	6,324.0	53.2	4,908.0	48.6
Total	9,214.2	100.0	11,882.5	100.0	10,092.6	100.0

Note: ⁽¹⁾ Percentage of total value of natural rubber product sales

Between the years 2021 to 2023, The Company did not have any customers with a sales and service share exceeding 30 percent.

B) Distribution Proportions Segmented by Geography

The Company's natural rubber products, including rubber sheets and latex, have been sold to customers worldwide over the past three years. The distribution proportions to various continents during this period are as follows:

Sales volume segmented by geography	for year ended 31 December					
	2021		2022		2023	
	Ton	% ⁽¹⁾	Ton	% ⁽¹⁾	Ton	% ⁽¹⁾
Thailand	76,601.0	42.0	93,263.0	43.1	103,059.4	47.8
America	22,954.4	12.6	25,956.0	12.0	19,409.0	9.0
Europe	34,443.8	18.9	34,851.6	16.1	29,495.8	13.7
China	5,636.8	3.1	6,756.1	3.1	5,384.0	2.5
India	17,065.4	9.4	20,272.2	9.4	32,598.7	15.1
Korea	3,206.7	1.8	9,867.9	4.6	13,137.2	6.1
Others	22,361.9	12.2	25,375.2	11.7	12,752.1	5.8
Total	182,270.0	100.0	216,342.0	100.0	215,836.2	100.0

Note: ⁽¹⁾ Percentage of total value of natural rubber product sales

C) Block Rubber and Concentrated Latex Pricing Policies

For the products of Block Rubber and Concentrated Latex, the Company sets prices based on advance agricultural commodity market prices and announced prices from state agencies to align with costs and maintain profitability rates. The Company has principles for controlling and managing profit margins from the effective sale of natural rubber products. In the process of setting sales prices with customers, the sales department will know the basic product costs from coordinating between the sales and procurement departments before negotiating with buyers. The contracts of the Company are divided into 2 types: Spot Sales and Long-Term Contracts, which have pricing criteria as follows:

- 1.) **Spot Sales:** The Company determines the price based on the current market price on that day (Spot Price), plus a cost-plus margin according to the nature of the product, taking into account the prices of competitors that can be competitive.
- 2.) **Long-Term Contracts:** The Company sets the price based on the average market price from the past 1-2 months for each delivery

round. Additionally, the Company adds a profit margin, divided into: 1) Profit margin from long-term delivery contracts, and 2) Profit margin, which varies depending on the nature of the product. The Company sells natural rubber products through entering into purchase contracts, generally with a duration of about 1 year, during which the Company is obligated to deliver products every month. The pricing structure for products sold through long-term contracts is based on the average price of the previous month before the Company delivers the products. This price is referenced from the forward natural rubber price in Singapore (SICOM), or the forward delivery price of concentrated latex in Malaysia's MRB market (Malaysian Rubber Board), or the FOB Bangkok delivery price for concentrated latex in Thailand, or any other agreed-upon conditions in the purchase contract. The Company plans the proportion of sales targets that will be sold through long-term contracts with customers each year to manage revenue and profit margins according to the sales targets for each year.

D) Distribution and Distribution Channels

The Company has a strategy focused on direct sales to end users to benefit the development of products and to respond directly to customer needs. For the fiscal years ending on December 31, 2021, 2022, and 2023, The Company had revenue shares from the sale of natural rubber products through its groups, Distributors (Traders) and Sales representatives (Agents) as follows:

Revenue from natural rubber (million baht)	for year ended 31 December					
	2021		2022		2023	
	Million THB	% ⁽¹⁾	Million THB	% ⁽¹⁾	Million THB	% ⁽¹⁾
Direct Sale	8,219.4	89.2	9,704.8	81.8	7,431.6	73.6
Traders	190.5	2.1	808.6	6.8	1,637.2	16.2
Distributors (Agent) ⁽²⁾	804.3	8.7	1,348.4	11.4	1,023.8	10.1
Total	9,214.2	100.0	11,861.8	100.0	10,092.6	100.0

Note : ⁽¹⁾ Percentage of total value of natural rubber product sale

⁽²⁾ The Company distributes natural rubber products through sales agents to certain groups of international customers, such as China and South Korea, for example. This is because these customer groups typically source raw materials through agents who may procure them from various suppliers.

E) Advertising and Public Relations

Currently, The Company has a customer base at both national and global levels, consisting of long-standing customers who have been purchasing products from The Company for a long time. Although the primary mode of communication is through email, The Company still plans to continuously expand its customer base. The strategies for contacting customers and establishing standards to receive referrals are as follows:

- 1) Publicity through booth exhibitions:** The Company promotes its products through various events such as Business Matching events to create recognition among international customer groups.
- 2) Referrals from partners:** Due to The Company's reliable production standards and strong partner network, including customers and business partners such as the National Metal and Materials Technology Center (MTEC) and the Thai Rubber Association, The Company receives referrals from these organizations as well as from existing customers within the same industry.
- 3) External websites:** Customers seeking internationally standardized rubber sheets and latex products can learn about The Company through external websites such as FSC or Organic Latex standards.

F) Future Production Expansion Plan

The Company plans to expand its production capacity in the natural rubber manufacturing and distribution business to 456,000 tons in 2025 to meet the current demand for natural rubber raw materials from customers. This expansion is in line with customers' future business expansion plans

(2.1.2) Industrial Landscape and Competitiveness

The Company is the largest natural rubber manufacturer in the Eastern region. Its main competitors are Sri Trang Agro-Industry Public Company Limited, Thai Hua Rubber Public Company Limited, Southland Rubber Co., Ltd., and North East Rubber Public Company Limited.

The Company has a sustainable business operation policy, catering to the needs of customers who are leading global brand manufacturers requiring products sourced sustainably. The group prioritizes environmental concerns, human rights, legal compliance, transparency, and traceability. It has established a risk management and sustainability management team aimed at developing Eco Products, focusing on reducing carbon dioxide emissions. The Company also produces annual reports and organizational sustainability reports.

Continuous quality improvement has led to regular orders from customers, and the company's stable customer base has enabled business growth in tandem with customer expansion plans. With high-quality products accepted by customers, the Company has a competitive edge in the market, consistently attracting new customers every year.

The Company's extensive experience in producing high-quality natural rubber products for leading global brands allows it to receive feedback and insights from customers, enabling continuous improvement in production processes, product quality, and customer satisfaction. Consequently, the Company has received prestigious global quality awards and sustainability awards from several customers such as Pirelli, Apollo, and Sumitomo.

In response to the current Climate Change trend, there is a growing awareness globally about natural resource conservation and measures to reduce global warming. Many customers, especially those in Europe, prioritize Low Carbon products and EUDR standard rubber. This presents both challenges and opportunities for the Company. While it's challenging for smaller rubber producers and those unprepared to adjust their processes, it's an opportunity for the Company due to its decade-long commitment to developing traceability systems, implementing Supplier Code of Conduct with raw material suppliers, and adjusting production processes to increase the use of renewable energy and cleaner energy sources.

A) Industry Competitive Landscape in the Past Year

Over the past 5 years, global natural rubber production has increased by 2.31% annually, rising from 13.80 million tons in 2018 to 14.93 million tons in 2022. This increase is attributed to continuous expansion of cultivated land and higher yields per hectare in rubber-producing countries. Additionally, some tapped areas have entered a period of higher productivity.

Regarding global natural rubber consumption, there has been an annual increase of 3.87%, rising from 14.01 million tons in 2018 to 15.58 million tons in 2022. This increase is due to the gradual easing of the COVID-19 pandemic situation and the continuous industrial demand for natural rubber. The main customers of the Company group are from the regions with the highest natural rubber consumption, namely Europe and America, and currently, we are expanding our market to include more customers from China and India.

World Natural Rubber Production and Demand for 2022 - 2026

Year	Production	Demand
2019	13.802	14.007
2020	13.577	13.145
2021	14.095	14.562
2022	14.586	15.400
2023*	14.927	15.575
Growth Rate (%)	2.31	3.87

Note : * Estimated

Source : International Rubber Organization

Natural Rubber Demand by countries for 2022 - 2026

Year	Natural Rubber Consumption by key consuming countries (million tons)			
	China	Europe	America	Japan
2019	5.818	1.188	1.003	0.714
2020	5.889	1.025	0.802	0.581
2021	6.063	1.167	0.956	0.678
2022	6.480	1.149	1.001	0.682
2023*	6.710	1.150	1.006	0.688
Growth Rate (%)	3.88	0.49	2.30	0.86

Note : * Estimated

Source : International Rubber Organization

B) Industry Trends and Competitive Landscape in the Future

In 2023, it is expected that the global production of natural rubber will decrease compared to the previous year due to the increasing severity of the El Niño phenomenon and the issue of leaf fall disease affecting rubber-producing countries in the Asian region, which are major rubber-producing countries in the world. This will significantly reduce the global production of natural rubber.

In terms of demand for natural rubber, it is anticipated that global demand will increase compared to the previous year due to the global economic recovery trend and stimulus policies of major importing countries, which affect the demand for natural rubber. Additionally, there is support for the use of electric trains in many

countries. However, caution should be exercised due to the inflationary pressure and the impact of foreign wars.

Regarding the price of natural rubber, it is expected to trend higher than the previous year due to the decreasing global production impacted by El Niño and leaf fall disease, coupled with the expansion of the automotive industry, Saudi Arabia's policy to reduce oil production capacity, and the geopolitical situation. This may lead to higher global crude oil prices, resulting in increased demand for natural rubber as a substitute for synthetic rubber, which has significantly higher prices.

(2.2) Palm Oil Production and Distribution Business

(2.2.1) Marketing

A) Target Customer Group

The company produces and distributes crude palm oil and palm oil products to customers within the country, categorizing target customer groups into 5 main groups based on industry type and product usage objectives for appropriate marketing planning, as follows:

Target Group	Type / Purpose
1) palm oil refineries and crude palm kernel oil refineries.	The group of customers who require crude palm oil, dried palm kernel, and crude palm kernel oil to be used as raw materials in the production of refined palm oil, refined palm kernel oil, and palm olein oil for continuous industry in the food sector or related continuous industries producing products used in daily life
2) Biodiesel	The group of customers who require crude palm oil as a raw material in the biodiesel production process.
3) Animal Feeds	The group of customers who require crude palm oil, palm kernel oil, and palm kernel meal as alternatives to soybean oil and soybean meal in animal feed production or as ingredients in animal feed.
4) Trader	The group of customers who act as intermediaries by purchasing and reselling crude palm oil, palm kernels, palm kernel oil, and various by-products derived from the production process of crude palm oil
5) Others	The group of customers who purchase palm oil by-products to utilize them in various processes, such as: <ul style="list-style-type: none"> Those who buy palm kernel shells and palm fiber to use as biofuel. Agriculturalists who purchase palm fronds to cultivate mushrooms or for other purposes.

B) Distribution Proportions Segmented by Geography

For the fiscal years ending December 31, 2021, 2022, and 2023, the group of companies had revenue from the sale of products in the manufacturing and distribution of crude palm oil, palm kernel oil, separated by domestic and international sales, and segmented by customer groups, as shown in the following table.

Sales volume segmented by geography	for year ended 31 December					
	2021		2022		2023	
	Ton	% ⁽¹⁾	Ton	% ⁽¹⁾	Ton	% ⁽¹⁾
Refined Palm Oil and Refined Palm Kernel Oil	370.9	20.8	624.7	18.4	733.6	38.5
Biodiesel Producers	405.5	22.8	1,255.4	36.9	553.5	29.0
Others	1,003.2	56.4	1,521.0	44.7	620.2	32.5
Total	1,779.6	100.0	3,401.1	100.0	1,907.3	100.0

Note : ⁽¹⁾Percentage of total value of palm oil product sale

The demand for products in the crude palm oil manufacturing and distribution business of the group of companies continues to follow normal market mechanisms. The sales of crude palm oil and palm kernel oil have seen growth both in terms of volume and revenue. The main factor contributing to the change in revenue proportion from the crude palm oil business in 2023 compared to 2022 came from the decrease in the prices of other vegetable oils, including the decrease in the price of petroleum oil. This led to a decrease in the average prices of crude palm oil and palm kernel oil in 2023 in the same direction. The refined oil refining factories also continued to grow due to the recovery in consumer demand after the relaxation of COVID measures, both in households and tourism, although still lower than pre-pandemic levels. The company saw an increase in revenue from customers in the biodiesel production group, attributed to the recognition of revenue from long-term sales contracts with one customer in the biodiesel and oleochemical production group.

C) Palm Oil Pricing Policy

The Company considers product pricing by referencing market prices, prices of competitors producing products of similar quality, including prices of other vegetable oils that can be substituted, and the announced prices by state agencies, as well as external factors that may impact price adjustments, such as fluctuations in raw material costs, to ensure that the selling prices of the Company's products are competitive in the market. The sales contracts of the group of companies are divided into two types: Spot sales and Long-Term Contracts, with the following criteria for price determination:

- 1) Spot Sales: The company sets prices based on the prevailing market prices at the time (Spot Price), following the policy of setting product prices from the cost price plus the profit margin.

- 2) Long-Term Contracts: The company sets prices based on the average crude palm oil prices announced by the Department of Internal Trade (DIT) one week before delivery, minus discounts as agreed upon with customers.

D) Distribution and Distribution Channels

For the fiscal year ending December 31, 2024, the company sold crude palm oil and palm kernel oil products exclusively to customers within the country, without any sales to foreign customers or exports. These domestic sales were conducted solely through the sales team of company, without involving any intermediaries. The sales team was responsible for contacting and presenting the group's products directly to customers, negotiating terms and quantities according to customer requirements, and ensuring the production of products that meet the quality and standards desired by customers. The majority of these customers are long-standing operators in industries that have been using crude palm oil as a raw material for a long time, maintaining regular buying and selling relationships with the company.

E) Advertising and Public Relations

The company utilizes LINE Application as a channel for online communication to advertise, promote, and communicate with palm oil plantation farmers. This is done to provide news, information, and notify them of any changes in raw material prices. Additionally, the company conducts training sessions to educate farmers on producing high-quality raw materials, thereby helping to generate additional income from the production of high-quality raw materials and promoting sustainable palm plantation management.

Furthermore, the company has developed a website to provide details about its products, including crude palm oil, palm kernels, palm fiber, and palm leaves. Interested customers can

contact the company through the website for more information, and samples of products can be provided for testing before making purchasing decisions. Moreover, the company regularly visits customers to maintain good relationships, exchange news and information, present various products, and gather feedback to improve and tailor products to better meet customer needs.

F) Future Production Expansion Plan

The company plans to expand production capacity to 60/75 tons of fresh palm fruit per hour within the year 2567 to accommodate the expansion of palm plantation areas by surrounding farmers and increasing demand in the future.

(2.2.2) Industrial Landscape and Competitiveness

The company is a major producer of crude palm oil, ranking second, and the largest producer of crude palm kernel oil in the eastern region. Its main competitors include Sukhsomboon Palm Oil Company Limited, which is a competitor in raw material sourcing but a customer of crude palm oil, and Golden Time Enterprise Co., Ltd., which is a palm kernel oil extraction plant. Both are located in close proximity to the manufacturing facilities of the company group.

Given the trend towards environmentally conscious product manufacturing, many countries and groups of countries emphasize reducing greenhouse gas emissions in the production of various industrial and agricultural products. Therefore, the company group has adopted sustainable palm oil production standards (Roundtable on Sustainable Palm Oil) in the Mass Balance format. It has farmers in the network who participate as Smallholder group members. The company provides care and guidance to ensure that palm plantations comply with standards, do not encroach on forest areas, manage plantations appropriately, comply with laws, and produce

quality, chemical-free products. It collaborates with partner groups to transform the production and sourcing of palm oil into a sustainable industry that is environmentally friendly, traceable, and transparent. This trend is increasingly desired by consumers of palm oil, palm kernel oil, and palm-based products, who seek products manufactured to these standards more each year.

Additionally, the company has partner networks that invest in production plant facilities, engage in long-term contracts, ensuring efficiency, knowledge sharing, and stable distribution channels. Furthermore, the strategic location of the group's production facilities in the eastern region, away from the Bangkok metropolitan area and its suburbs, gives it a competitive advantage in terms of distance, as many of its customers' facilities are located nearby.

A) Industrial Landscape and Competitiveness

The palm oil industry in 2023 experienced fluctuations due to weather conditions shifting from La Niña to El Niño, causing production seasons to vary. In 2023, production was high in the early part of the year and gradually decreased towards the end, though it remained sufficient to meet domestic demand. Demand continued to recover steadily from 2022, following the reopening of the country after the COVID-19 pandemic, increased consumption due to a rise in tourist numbers, and the implementation of a policy to increase biodiesel blending from B5 to B7. However, exports slowed down due to Thailand's higher crude palm oil prices compared to the global market and a slowdown in palm oil demand in the latter half of the year due to decreased prices of other vegetable oils and palm oil.

Estimated palm oil production in 2023 covered an area of approximately 6.25 million rai, up from 6.13 million rai in 2022, representing an increase of 1.96%. The quantity of fresh palm fruit was approximately 18.2 million tons, averaging 2,912

kilograms per rai per year in 2023, down from 19.0 million tons, averaging 3,100 kilograms per rai per year in 2022, a decrease of 4.21% and 6.06%, respectively. The increased area resulted from rubber replanting and reclaimed areas in 2020 that began to yield production. However, some production was affected by hot and dry weather conditions in the early part of 2023 and reduced fertilizer application due to expensive fertilizer prices in the previous year, leading to decreased production volume and yield per rai. (Source: Office of Agricultural Economics and Department of Internal Trade)

Table 1-2: Oil palm cultivation area, production, and crude palm oil production for the years 2021-2023

		2021	2022	2023*
Palm Oil Plantation Area	Million Rai	6.08	6.13	6.25
Palm Oil Yield	Kg/rai	2,730	3,100	2,912
Fresh Fruit Bunches Used for Production	Million ton	16.6	19.0	18.2
Domestic Crude Palm Oil Production	Million ton	2.96	3.38	3.34

Source : Department of Internal Trade, Office of Agricultural Economics, *Forecast Data as of December 2023

In terms of consumption and demand, in 2023, the demand and consumption were approximately 2.5 million tons, an increase from 2.17 million tons in 2022, representing a 15.21% increase. This was primarily driven by consumption in the food and industrial sectors, totaling around 1.46 million tons, up from 1.25 million tons in 2022, marking a 16.8% increase. This increase was attributed to the economic recovery post-COVID, the recovery of the tourism industry, restaurants, and hotels.

Regarding alternative energy consumption, approximately 1.05 million tons were consumed, up from 0.92 million tons in 2022, marking a

13.93% increase. This was due to the continuous adjustment and increase in the biodiesel blending ratio from 5% (B5) to 7% (B7) since October 2022, throughout 2023, as well as the revival of goods transportation activities.

In terms of palm oil exports, approximately 0.90 million tons of crude palm oil were exported in 2023, down from 1.03 million tons in 2022, representing a decrease of 12.62%. This decline was attributed to the reduction in global crude palm oil prices in 2023, stemming from the volatile vegetable oil market in 2022, which was impacted by the Russia-Ukraine conflict. Palm oil exports faced challenges in the early part of the year due to the war situation, but after the situation eased, export conditions and the vegetable oil market improved. However, as Thailand's palm oil production began to decline in 2023, domestic palm oil prices became higher than international prices in some periods, leading to a slowdown in exports.

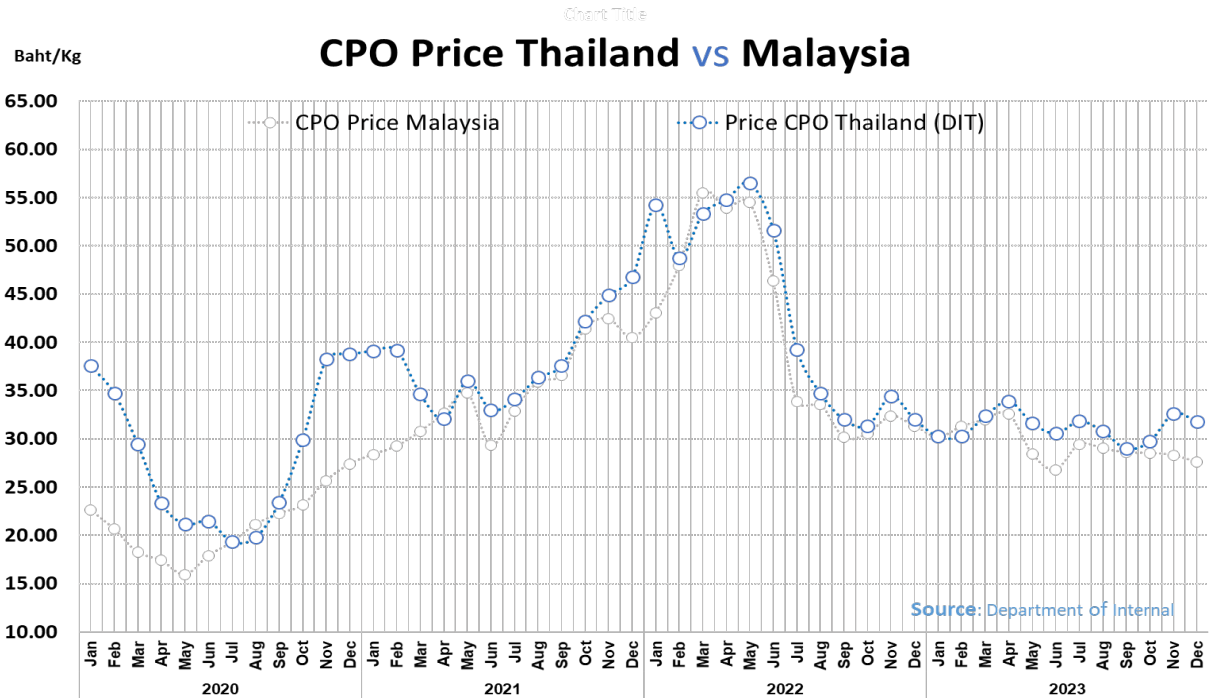
Table 1-3: Production Quantity, Consumption, and Remaining Stock of Palm Oil for 2021-2023

	2021	2022	2023
Total quantity of crude palm oil production	2,963	3,376	3,340
Imports - as crude palm oil	1	1	0
Domestic demand (tons)	2,381	1,250	1,463
• Consumption and other industries	1,235	1,250	1,464
• Biodiesel production	1,146	919	1,035
Exports - as crude palm oil	619	1,031	906
Remaining stock at the end of the year	173	348	284

Source : Quantity of production, consumption, and remaining stock of palm oil compiled from reports submitted by operators according to the announcement of the Central Committee on Prices of Goods and Services (CCPGS), Ministry of Internal Trade

In 2023, the price situation saw a downward trend in line with the global palm oil market. However, due to the reduction in production, Thai crude palm oil prices were higher than international prices.

Thailand and Malaysia crude palm oil selling prices comparison chart 2022-2026



(B) Industry Trends and Competitive Landscape in the Future

In 2024, the palm oil industry is expected to begin experiencing the impacts of the El Niño phenomenon, which is forecasted to be severe in the early months of the year. This will cause a delay in production, but it will still be sufficient to meet domestic demand. Regarding demand, there is a stable trend among consumers, although consumption growth is expected to decrease slightly due to high household debt levels, leading to cautious spending behavior. The policy of using B7 biodiesel remains unchanged, although transportation activities are expected to remain stable, agricultural product transportation may decrease due to the impact of reduced production caused by drought conditions. It is also anticipated that exports will trend lower than in 2023 due to reduced production, resulting in Thai crude palm oil prices being higher than international prices in certain periods.

Production estimates for palm oil in 2024 project an area yielding approximately 6.38 million rai, an increase from 6.25 million rai in 2023, representing a 2.08% increase. Estimated fresh palm fruit production is around 18.1 million tons, averaging 2,836 kilograms per rai per year, down from 18.2 million tons, averaging 2,912 kilograms per rai per year, in 2023, representing decreases of 0.55% and 2.61%, respectively. This is attributed to the severe El Niño phenomenon experienced from January to April 2023, resulting in hot and dry weather conditions, which are expected to reduce the number and weight of palm fruit bunches, leading to a downward trend in production for 2024.

As for consumption, it is estimated that the demand will be approximately 2.46 million tons in 2024, down from 2.50 million tons in 2023, representing a decrease of 4.00%. This includes consumption for both food and industrial purposes, estimated at around 1.44 million tons, down from

1.46 million tons in 2023, representing a 2.0% decrease, and consumption for alternative energy is estimated at around 1.02 million tons, down from 1.04 million tons in 2023.

Regarding palm oil exports, it is estimated that approximately 0.85 million tons of crude palm oil will be exported in 2024, down from 0.90 million tons in 2023, representing a decrease of 5.55% due to the reduction in Thai palm oil production in 2024. This contributes to higher domestic crude palm oil prices compared to international prices in certain periods.

(2.3) Renewable Energy and Management of Organic Waste Business

(2.3.1) Market

(A) Target Customer Group

The company categorize target customer types (excluding the affiliated companies) according to business as follows

Business Type	Customer target
1. Organic Waste Management Services	<ul style="list-style-type: none"> Our direct clientele encompasses entities from the agricultural sector, including industrial agriculture, biodynamic farming, as well as the food and beverage processing industries. Additionally, we cater to businesses involved in waste disposal operations that lack the facilities for the management of liquid and organic waste types.
2. Production and Sale of Biogas	<ul style="list-style-type: none"> Industrial factory operators in the Thai Eastern Industrial Zone area.
3. Production and sale of electricity from biogas	<ul style="list-style-type: none"> The Provincial Electricity Authority and factories within the Thai Eastern Industrial Zone.

Future Customer

Business Type	Customer target
1. Organic Waste Management Services	<ul style="list-style-type: none"> Business operators aiming to reduce their organization's carbon dioxide emissions (CO2).
2. Production and Sale of Biogas	<ul style="list-style-type: none"> Industrial factory operators in the Thai Eastern Industrial Zone area.
3. Production and sale of electricity from biogas	<ul style="list-style-type: none"> Industrial factory operators who wish to utilize electricity from clean energy sources

B) Distribution Proportions separated by product

Currently, The Company has a total domestic sales and service provision ratio, capable of categorizing revenue from sales and services separately by product as follows:

Revenue separated by product	for year ended 31 December					
	2021		2022		2023	
	Million baht	% ⁽¹⁾	Million baht	% ⁽¹⁾	Million baht	% ⁽¹⁾
1) Organic Waste Management Services	55.4	68.7	78.0	71.9	101.1	76.1
2) Production and Sale of Biogas	2.8	3.5	3.6	3.3	1.6	1.2
3) Production and sale of electricity from biogas	22.4	27.8	26.9	24.8	30.1	22.7
Total	80.6	100.0	108.5	100.0	132.8	100.0

Note : ⁽¹⁾ The percentage of the total sales and service value of the renewable energy business line and organic waste management services.

C) Organic waste management setting prices Policy

The company sets products and services prices as follows

(3.1) Fee for organic waste management services

The company sets prices based on the cost of providing organic waste management services plus an additional profit margin (Cost Plus Margin) to make the price competitive. They may charge compensation as proposed in the quotation or as specified in the organic waste management.

(3.2) Production and sale of biogas

The Company sets prices for the sale of biogas based on the price of liquid petroleum gas (LPG) as referenced from www.eppo.go.th.

1) Production and sale of electricity

The Company sets prices for the sale of electricity into the grid to the Electricity Generating Authority of Thailand (EGAT) according to the feed-in tariff (FIT) rates for purchasing electricity from renewable energy sources. This is in line with government policies and support guidelines, whereby electricity companies are obligated to purchase electricity from renewable energy sources at the specified prices and durations.

D) Distribution and Distribution Channels

The company categorizes types of distribution channels (excluding the affiliated companies) as follows

Business Type	Customer target
1. Organic Waste Management Services	Engage directly with target customers, distributors, or through the bidding process according to the procurement procedures of the target customers.
2. Production and Sale of Biogas	Contact target customers directly or through the bidding process in accordance with the target customers' procurement procedures.
3. Production and sale of electricity from biogas	Generate electricity for sale to the Provincial Electricity Authority and customers within the Thai Eastern Industrial Zone who wish to use electricity produced from clean energy.

E) Advertising and Public Relations

As the products and services of the company are of the B2B (Business to Business) type, direct customer contact is utilized for introducing the company and inviting customers to visit the business premises. Additionally, the company has created corporate awareness by participating in energy management competitions at both national (Thailand Energy Award) and regional levels (ASEAN Energy Award). TEBP has consistently won awards, thereby instilling confidence in customers regarding its services and its management of organic waste towards clean energy, thus reducing environmental impact.

F) Future Production Expansion Plan

The Company plans to expand their organic waste management capacity by an additional 700 tons per day. This expansion will allow for an increase in biogas production by approximately 70,000 cubic meters per day. Additionally, there are plans to further expand electricity production capacity from biogas by an additional 2.2 megawatts, which will be tested within the year 2025.

(2.3.2) Industrial Landscape and Competitiveness

The organic waste management business group is capable of handling both solid organic waste (SOW) and liquid organic waste (LOW), providing a complete waste management solution. Moreover,

the use of microorganisms in the decomposition process is an environmentally friendly method that takes less time compared to landfilling. The gas produced from the decomposition process is used to produce biogas, which is then utilized to generate electricity and replace fossil fuels. This helps reduce greenhouse gas emissions and contributes to environmental conservation efforts

(a) Industry Competitive Landscape in the Past Year

The competitors are waste operators who dispose of organic waste by landfilling (permit type 105) or those who use organic waste as raw materials for fertilizer production (permit type 106), of which there are approximately 200 companies in the country. However, landfilling may have environmental impacts in terms of odor and methane gas emissions, contributing to greenhouse gas issues. Similarly, using organic waste for fertilizer production may have environmental impacts in terms of odor and becoming a source of disease vectors, especially during the rainy season. Additionally, producers of various types of renewable energy, such as solar power producers, biomass power producers, independent power producers (IPP), small power producers (SPP), biogas producers, and waste-to-energy projects, are also considered competitors.

(3) Procurement of products or services

(3.1) Manufacturing plant and production capacity

(3.1.1) Natural rubber production and distribution business

In the year 2023, the company had a total of 4 factories producing natural rubber products, consisting of 3 factories producing rubber sheets and 1 factory producing concentrated latex. The total maximum production capacity exceeded 400,000 tons per year. The details are as follows:

1. E.Q. Rubber Company Limited (EQR) - A block rubber manufacturing plant located in the Eastern Industrial Estate, Nong Yai District, Chonburi Province.
2. Thai Eastern Innovation Company Limited (TEI) - A premium-grade block rubber manufacturing plant located in the Eastern Industrial Estate, Nong Yai District, Chonburi Province.
3. Sumirubber Thai Eastern Corporation Limited (STEC) - An STR20 block rubber manufacturing plant located in Chiang Phin Subdistrict, Mueang Udon Thani District, Udon Thani Province. This company is a joint venture with Sumitomo Rubber Industries Limited, Japan.
4. Thai Eastern Rubber Company Limited (TER) - A concentrated latex manufacturing plant located in the Eastern Industrial Estate, Nong Yai District, Chonburi Province.

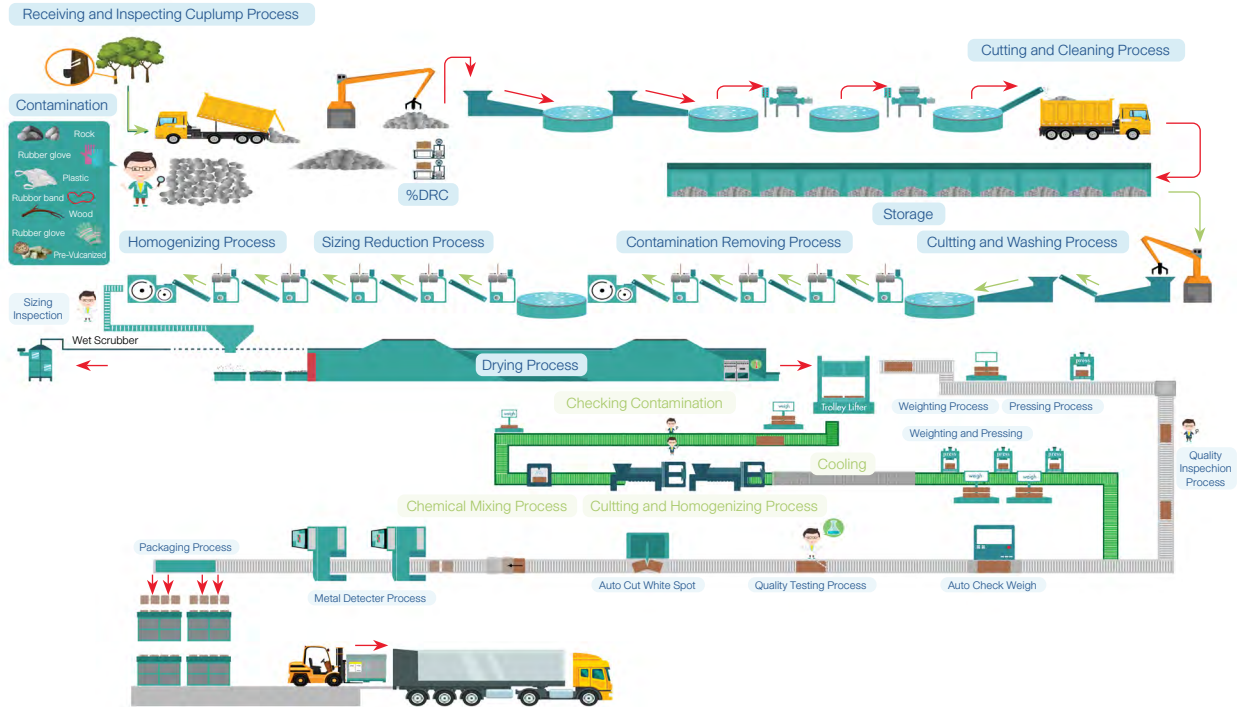


Picture 1-1: Block rubber factory (EQR)

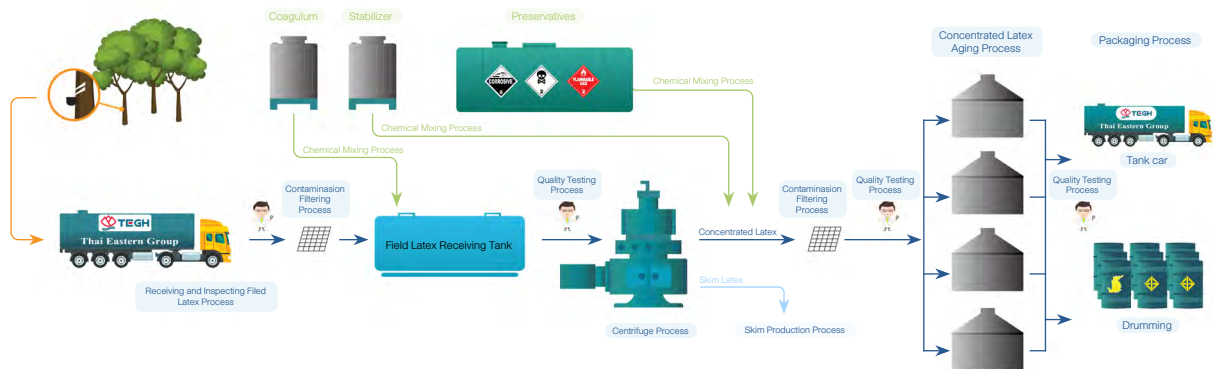


Picture 1-2: Concentrated Latex factory (TER)

PRODUCTION PROCESS



Picture 1-3 Block Rubber production process



Picture 1-4 Concentrated Latex production process

(3.1.2) Palm Oil production and Distribution Business

In the year 2023, the company had a total of 3 factories producing crude palm oil products, divided into 2 crude palm oil extraction plants and 1 palm kernel oil extraction plant. The total maximum production capacity exceeded 769,000 tons of palm fruit bunches per year. The details are as follows:

1. Eastern Palm Oil Company Limited (EPO) - A crude palm oil extraction plant located in the Eastern Industrial Estate, Nong Yai District, Chonburi Province.
2. Thai Eastern Trat Company Limited (TET) - A crude palm oil extraction plant located in Wang Krachae Subdistrict, Mueang District, Trat Province. This company is a joint venture with Sime Darby Oils Singapore Limited, Malaysia.
3. Thai Eastern Top Seeds Oil Company Limited (TETSO) - A palm kernel oil extraction plant located in the Eastern Industrial Estate, Nong Yai District, Chonburi Province.

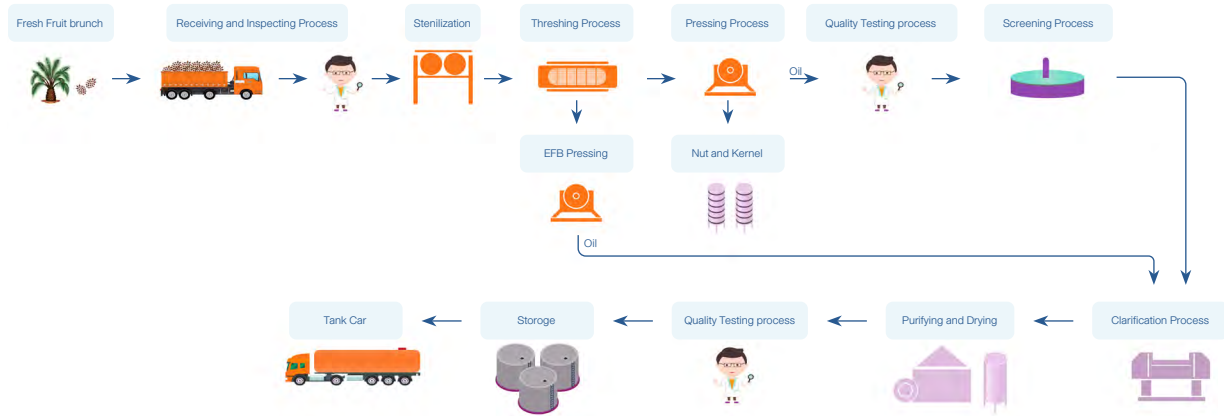


Picture 1-5 Crude Palm Oil Factory (EPO)

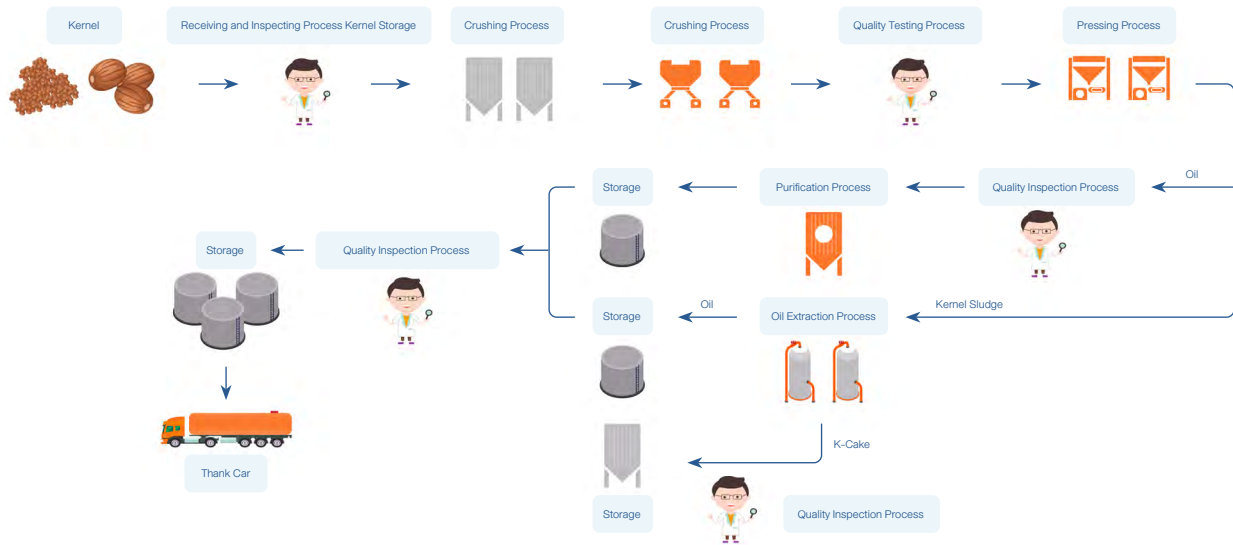


Picture 1-6 Crude Palm Kernel Oil Factory (TETSO)

PRODUCTION PROCESS



Picture 1-7 Crude Palm Oil Production Process



Picture 1-8 Crude Palm Kernel Oil Production process

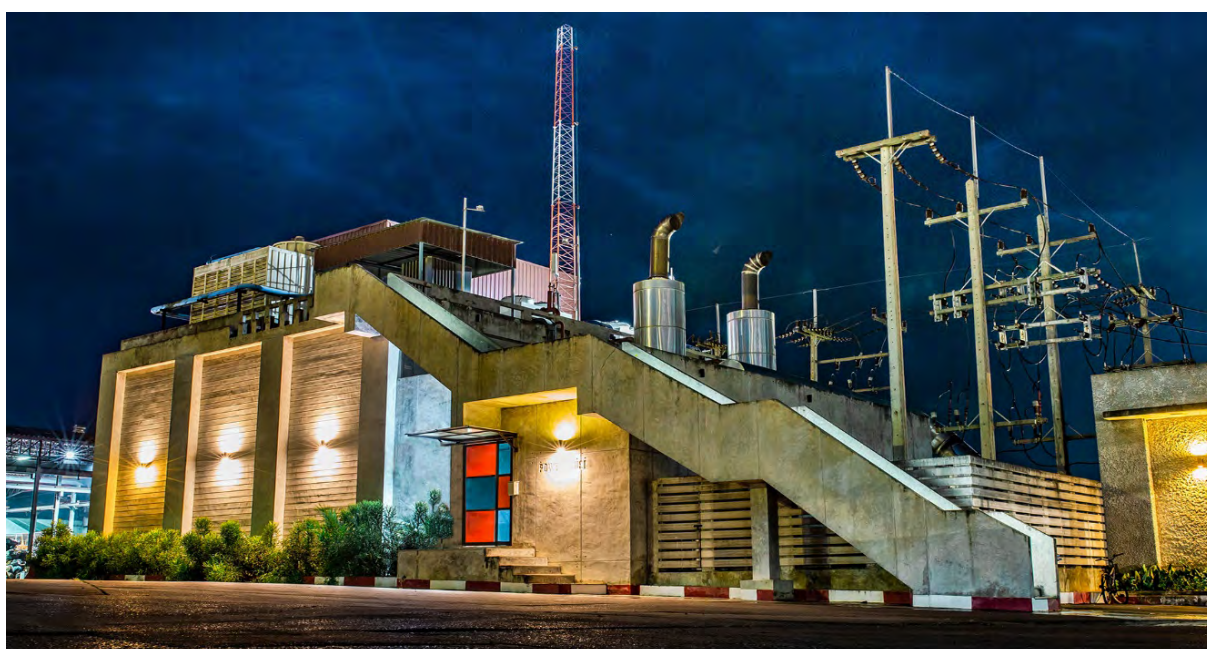
(3.1.3) Renewable Energy and Organic Waste Management Business

In the year 2023, the company had 1 biogas production plant capable of handling organic waste up to 610,000 tons per year. It had a maximum biogas production capacity of 23,000,000 cubic meters per year and 1 power plant from biogas with a maximum combined production capacity of 43,000,000 kilowatt-hours per year. The details are as follows:

1. Thai Eastern Bio Power Company Limited (TEBP) - A biogas production plant for sale to affiliated companies located in the Eastern Industrial Estate, Nong Yai District, Chonburi Province.
2. Thai Eastern Bio Power Company Limited (TEBP) - A biogas power plant for sale to affiliated companies and regional power utilities located in the Eastern Industrial Estate, Nong Yai District, Chonburi Province.



Picture 1-9 Biogas Factory (TEBP)



Picture 1-10 Green Electricity Power Plant (TEBP)

The main raw materials used in the production process of the company include natural rubber and fresh palm fruit bunches. The sources of raw materials purchased domestically are 100 percent, all of which come from external individuals. The raw materials that the company can procure cover all regions nationwide in Thailand, as follows:

Raw Material	East	Central	North	Northeast	South
Cuplump	34%	-	19%	44%	3%
Field Latex	80%	-	3%	3%	13%
Oil Palm	93%	7%	-	-	-

To sustainably manage raw materials, the company has developed a Sustainable Supply Chain Management Guide, following the framework of the UN Global Compact's Sustainable Supply Chain Management Guidelines. This guide aligns with the practices and standards of the Global Platform on Sustainable Natural Rubber (GPSNR), EU Deforestation Regulation (EUDR), Roundtable on Sustainable Palm Oil (RSPO), Forest Stewardship Council (FSC), United States Department of Agriculture – National Organic Program (USDA NOP), International Sustainability and Carbon Certification (ISCC), and the United Nations Guiding Principles on Business and Human Rights (UNGPs). These regulations and standards promote responsible sourcing of raw materials as stated in the organization's Sustainable Supply Chain Management Policy.

The company has clear objectives for its operations. Raw material suppliers must source their materials from non-deforestation and non-forest degradation sources, following environmentally friendly practices such as reducing chemical usage, pesticides, and insecticides, implementing sustainable farming practices to maintain soil fertility, protecting biodiversity in agricultural plots, and responsibly utilizing agricultural water resources. This includes complying with laws governing public water usage for agriculture and reducing greenhouse gas emissions.

Furthermore, the company promotes socially responsible practices such as ethical conduct, respect for human rights, legal labor practices, no forced or child labor, occupational health and safety, community engagement, and encourages raw material suppliers to obtain certifications such as RSPO Supply Chain, Forest Stewardship Council (FSC-COC), and Global Organic Latex Standard (GOLS) throughout the supply chain.

Recognizing the importance of raw material management, as natural rubber and fresh palm fruit bunches account for over 90% of production costs, besides procuring raw materials directly from local farmers and external sources, the company has established nine Raw Material Procurement Zones covering areas in the Eastern region, including Chachoengsao, Chonburi, Rayong, Chanthaburi, Sa Kaeo, and Trat. These zones strategically target significant agricultural areas close to natural rubber and fresh palm fruit bunch sources. Currently, the company can proportionately source raw materials from the Eastern region, as follows:

Raw Material from East	%
Cuplump	34
Field Latex	15
Oil Palm	24

The procurement of raw materials, primarily natural rubber and fresh palm fruit bunches, by the company group mostly comes from smallholder farmers operating under the company’s operations. The transportation of raw materials is carried out through three channels:

1. Farmers directly sell raw materials at the factory.
2. Farmers sell raw materials through branches.
3. Farmers sell their produce through the procurement zones established by the company and independently through designated purchasing points associated with the company.

An overview of the procurement of natural rubber and fresh palm fruit bunches by the company group in the year 2023 (B.E. 2023 corresponds to 2023-2024 in the Gregorian calendar) indicates that the company group did not procure raw materials from any single supplier exceeding 10% of its total raw material purchases. The breakdown of procurement groups is as follows:

Oil Palm		Natural Rubber	
Supplier	%	Supplier	%
Farmers (Small Holder)	20	Farmers (Small Holder)	3
Branch	21	Branch	23
Purchase Area	15	Purchase Area	10
Purchase Point	44	Purchase Point	62
Company	-	Company	1

The company has a policy for quality selection of raw materials, including collaboration in developing new products, to ensure that the company group has options to access diverse raw material sources. The raw materials used in the manufacturing process must comply with the specified quality criteria. The Raw Material Procurement Team for natural rubber and fresh palm fruit bunches promotes and provides agricultural knowledge to farmers for sustainable management of oil palm and rubber plantations, ensuring quality in raw material harvesting, and encouraging suppliers to operate in accordance with the company group's policies. Additionally, the company group takes responsibility for ensuring the quality of imported raw materials under the standards for inspecting the quality of natural rubber and fresh palm fruit bunches from strict raw material procurement agencies.

In response to sustainable material usage policies, the company conducts oil palm breeding research projects. Several experimental plots with various oil palm varieties are provided for farmers to study and select suitable seedlings for cultivation in their areas, aiming to achieve sustainable goals for natural rubber and fresh palm fruit bunches. The company encourages smallholder farmers and raw material collectors to adhere to relevant international agricultural standards, including:

- Sustainable Oil Palm Standards
- International Rubber Quality Standards

Tables 1-4 show the targets and areas (in hectares) of certified natural rubber and oil palm sources of the company group in the year 2023

Raw Material	Standards	Certificated (Rai)	Target (Rai)	Noted
Cuplump	Forest Stewardship Council (FSC)	38,168	51,074	within 2026
Field Latex	United State Department of Agriculture – National Organic Program (USDA NOP)	6,606	Maintain Status	Maintain Status
Oil Palm	Roundtable on Sustainable Palm Oil : Smallholder	16,597	50,000	within 2025

In addition to promoting the aforementioned international standards, the company has provided knowledge and preparedness plans, as well as set operational goals for farmers, raw material collectors, and the raw material procurement team regarding the regulations on deforestation-free wood cutting of the European Union (EU Deforestation Free Regulation). Farmers have shown great interest and

cooperation. In the year 2023, the company group compiled a database of sources of raw materials that comply with regulations against deforestation, as follows:

Sustainable Raw Material (EUDR)	Data base 2023 (Rai)	Target 2024 (Rai)	Noted
Cuplump	123,851	700,000	100% < 2025
Field Latex	23,280	50,000	100% < 2025
Oil Palm	40,028	80,000	100% < 2026

The company has categorized its raw material suppliers by identifying key suppliers critical to the business through spending analysis. This is done to identify critical tier 1 suppliers, along with considering the importance of other suppliers throughout the supply chain to identify critical non-tier 1 suppliers. This analysis is based on business factors and sustainability factors. There is a regular review of the list of top 1 key suppliers and regularly important indirect suppliers at least once a year or when significant changes occur within the organization's context. Additionally, there is a process of conducting farmer due diligence and dealer due diligence for both existing and new

suppliers to assess the risks involved in sourcing rubber and fresh palm oil fruits. Moreover, there is a development of traceability and Sustainable Supply Chain Management (SSCM) applications that can trace back to the sources of products to ensure they are not produced from deforestation areas. The company also practices responsible management concerning social and environmental aspects and ensures compliance with legal and ethical standards. Further details are provided in the Sustainability Report for the year 2023 under the Social Operations section and the subsection titled "Supply Chain Management."

In 2023, the company successfully categorized the critical raw material suppliers as follows

Table 1-5 shows the percentage of critical raw material supplier

Critical Supplier	Critical Tier 1	Critical Non-Tier 1	Total	%
Raw Material	63	0	19,015	0.34

(3.3) Procurement of Organic Waste and Raw Material Management of Biogas and Green Electricity

Procurement of main Organic waste management services

The company has a plan for the quantity of organic waste required as raw material in the biogas production process of the company. The company will procure or manage organic waste (as applicable) directly from customers through the bidding process following the customer's procurement process, representatives, or from waste management companies receiving contracts for waste disposal from general industrial factories that produce organic liquid and fat waste. The company will agree on service conditions with customers in an annual contract format. The company group has established an Approved Vendor List, where vendors are selected based on their suitability for providing organic waste for biogas production, as well as quality testing, including heavy metal screening, before acceptance for management.

- 1) **Procurement and Selection of Organic Waste:** The company annually prepares a biogas production plan to guide the procurement of raw materials. Suitable organic waste is then selected based on considerations of quality, price, and quantity. The company can source organic waste from various regions across the country, which can be transported to the factory. The company conducts quality checks on raw materials to ensure they meet predefined criteria before entering the system.
- 2) **Vendor Registration and Vendor History Registration:** The company selects vendors based on key criteria such as quantity, price, and quality. If vendors meet these criteria, they are registered as approved vendors for future organic waste procurement.

Procurement of main raw material : Biogas

From the aforementioned management of organic waste, the organic waste will be used as raw material in TEBP's biogas production system. The company will have a management plan for solid organic waste, liquid organic waste, as well as community organic waste, for use in biogas production. Quality control measures will be implemented to ensure the biogas meets standards. However, the rate of gas generation will depend on the type of organic matter being decomposed. In addition to organic waste used as the main raw material for biogas production, the company can also utilize napier grass as an alternative energy source. This can be procured from industrial factories or farmers growing napier grass in nearby areas.

Procurement of main raw material : Green electricity

The company has utilized the biogas produced to generate electricity using an internal combustion engine system. This electricity is then supplied to the power grid for distribution within the industrial estates in Eastern Thailand, and another portion is sold to the Provincial Electricity Authority (PEA) through the power grid.

(4) Assets used in business operations

(4.1) Investment

As of 31 December 2023, the company had direct investment in 5 subsidiaries and joint venture investments in 3 companies. Details are as follows

Direct Subsidiary Companies

1. E.Q. Rubber Co., Ltd. ("EQR")
2. Eastern Palm Oil Co., Ltd. ("EPO")
3. Thai Eastern Bio Power Co., Ltd. ("TEBP")
4. Thai Eastern Corporation Co., Ltd. ("TEC")
5. Thai Eastern Logistics Co., Ltd. ("TEL")

joint venture

1. Thai Eastern Trat Co., Ltd. ("TET")
2. Sumirubber Thai Eastern Plantation Co., Ltd. ("STEP")
3. Sumirubber Thai Eastern Corporation Co., Ltd. ("STEC")

The investment in subsidiaries and joint ventures, as per the company's financial statements as of December 31, 2023, is detailed as follows:

Company	Shareholding (%)	Investment Value at Cost (Million Baht)	Investment Value at Equity Method (Million Baht)
Direct Investment in Subsidiary Companies			
EQR	100.0	394.8	-
EPO	100.0	560.0	-
TEBP	99.9	40.0	-
TEC	99.7	2.5	-
TEL	100.0	1.3	-
Total		998.5	
Investment in Joint Ventures			
TET	60.0	112.8	173.86
STEP	50.8	204.0	168.66
STEC	29.9	60.0	132.4
Total	-	376.8	474.99

(4.2) Main Fixed Assets Used in the Business by the Company and Subsidiaries

As of December 31, 2023, the parent company and its subsidiaries had fixed assets used in their core businesses as follows:

1. Fixed assets used in the core business operations

Fixed assets used in the main business operations and the net book value of the main fixed assets, according to the consolidated financial statements of the company as of December 31, 2023, are detailed as follows:

Company	Land (million Baht)	Buildings and land improvements (million baht)	Machinery and factory equipment (million baht)	Office equipment and supplies (million baht)	Vehicles (million baht)	Assets under construction and installation (million baht)	Net book value as of 31 December, 2023 (million baht)
1. Company							
TEGH	-	-	-	1.3	0.3	-	1.6
2. Direct subsidiary company							
EQR	6.8	378.0	252.5	4.0	24.5	210.2	876.0
EPO	1.8	70.0	93.8	0.3	6.1	118.7	290.7
TEBP	14.3	176.0	127.5	0.3	5.3	333.0	656.4
TEC	-	-	-	-	-	-	0
TEL	-	-	5.2	-	22.7	-	27.9
3. Indirect subsidiary company							
TER	4.6	25.4	5.2	0.2	-	5.1	40.5
TEI	11.5	105.3	75.5	0.3	9.8	48.5	250.9
TEPW	-	-	-	-	-	-	0
TETSO	-	70.5	114.6	-	0.4	1.1	186.6
Total	39.0	825.2	674.3	6.4	69.1	716.6	2,330.6

2. Land

The land as shown in the consolidated financial statements of the company as of 31 December 2023, as follows

Company	Location	Area			Purpose of Ownership	Ownership Rights	Net book value as of 31 December 2023 (million baht)	Liabilities
		Rai	Ngan	Sqaure Wa				
1. Direct subsidiary company								
EQR	Khaosok Subdistrict, Nong Yai District, Chonburi Province	27	0	0	Block Rubber Factory	Ownership	6.8	Used as collateral with financial institutions
EPO	Khaosok Subdistrict, Nong Yai District, Chonburi Province	33	3	69	Crude Palm Oil Factory	Ownership	1.8	Used as collateral with financial institutions
TEBP	Khaosok Subdistrict, Nong Yai District, Chonburi Province	32	1	70	Biogas Plant	Ownership	8.1	Used as collateral with financial institutions
		6	2	98			1.7	
		22	1	56			1.4	
		47	1	2			3.0	
2. Indirect subsidiary company								
TER	Khaosok Subdistrict, Nong Yai District, Chonburi Province	23	0	87	Concentrated Layex Factory	Ownership	1.5	Used as collateral with financial institutions
	Nong Yong Subdistrict, Pak Khat District, Bueng Kan Province	100	2	28			3.2	
TEI	Na Charoen Subdistrict, Det Udom District, Ubon Ratchathani Province	22	3	28	Block Rubber Factory	Ownership	1.8	-
	Tha Pho Si Subdistrict, Det Udom District, Ubon Ratchathani Province	49	1	73			5.5	
	Somsa-at Subdistrict, Det Udom District, Ubon Ratchathani Province	25	2	86.1			3.1	
		9	0	25.8			1.1	
Total							39.0	

3. Buildings and land improvements

Buildings and land improvements as shown in the consolidated financial statements of the company as of 31 December 2023, are as follow

Company	Details of Assets / Purpose of Ownership	Ownership Rights	Net book value as of 31 December 2023 (million baht)	Liabilities
1. Direct subsidiary company				
EQR	Factory buildings, wastewater treatment ponds, raw material storage buildings, residential buildings, and facilities supporting operations.	Ownership	378.0	Used as collateral with financial institutions
EPO	Factory buildings, wastewater treatment ponds, raw material storage buildings, residential buildings, and facilities supporting operations.	Ownership	70.0	Used as collateral with financial institutions
TEBP	Power plants, waste sorting facilities, residential buildings, and facilities supporting operations.	Ownership	176.0	-
2. Indirect subsidiary company				
TER	Factory buildings, wastewater treatment systems, office buildings, and residential houses	Ownership	25.4	Used as collateral with financial institutions
TEI	Factory buildings, purchasing buildings, rubber crepe Building, warehouses, and residential buildings.	Ownership	105.3	Used as collateral with financial institutions
TETSO	Factory buildings, raw material storage buildings, warehouses, and office buildings	Ownership	70.5	Used as collateral with financial institutions
Total			825.2	-

4. Machinery and Factory Equipment

Machinery and factory equipment as showed in the financial statements of the company as of 31 December 2023, are as follows

Company	Details of Assets / Purpose of Ownership	Ownership Rights	Net book value as of 31 December 2023 (million baht)	Liabilities
1. Company				
TEGH	Used for the holdings company business	Ownership	0.0	-
2. Direct subsidiary company				
EQR	Used for the production and distribution standard block rubber and premium block rubber business	Ownership	252.5	Used as collateral with financial institutions

Company	Details of Assets / Purpose of Ownership	Ownership Rights	Net book value as of 31 December 2023 (million baht)	Liabilities
EPO	Used for the production and distribution crude palm oil business	Ownership	93.8	Used as collateral with financial institutions
TEBP	Used for the production and distribution biogas and green electricity, as well as providing organic waste management services	Ownership	127.5	Used as collateral with financial institutions
TEL	Used for the transporting product and raw materials business	Ownership	5.2	-
3. Indirect subsidiary company				
TER	Used for the production and distribution concentrated latex business	Ownership	5.2	-
TEI	Used for the production and distribution standard block rubber and premium block rubber business	Ownership	75.5	Used as collateral with financial institutions
TETSO	Used for the production and distribution crude palm kernel oil business	Ownership	114.6	Used as collateral with financial institutions
Total			674.3	-

5. Other assets

Other assets as shown in the company's consolidated financial statements as of 31 December 2023 as follows

Company	Details of Assets / Purpose of Ownership	Ownership Rights	Net book value as of 31 December 2023 (million baht)	Liabilities
Office equipment and supplies	Office equipment for general office use	Ownership	6.4	-
Vehicle	For transporting raw materials and goods	Ownership	69.1	-
Assets under construction and installation	Machines for expanding block rubber production capacity, steam boilers, biogas production equipment, and building expansion	Ownership	716.6	-
Total			792.1	-

6. Intangible Assets

Intangible Assets as of 31 December 2023, as shown in the consolidated financial statements of the company, are as follows

Intangible Assets	Detail	Net book value as of 31 December 2023 (million baht)
Computer Software	NAV program (ERP)	14.3
Computer Software Installation	Customize MS NAV 2018 Phase 2 and Robotic Process Automation	8.2
Total		22.5

(4.3) Policy for Investment in Subsidiary Companies and Joint Ventures

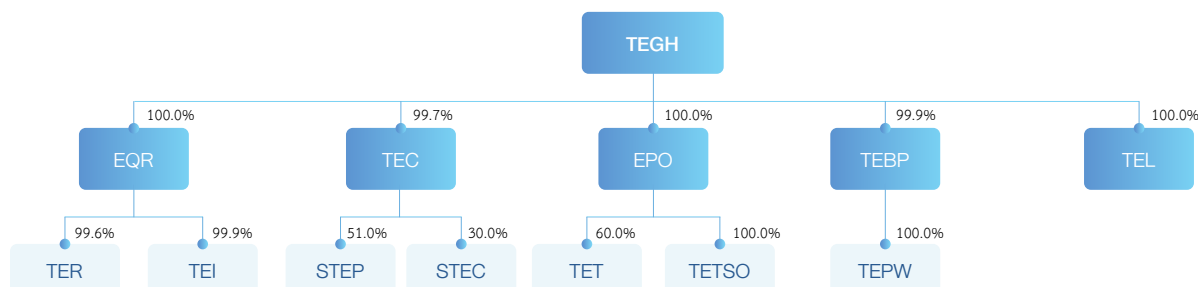
The company has a policy to invest in subsidiaries or joint ventures that are engaged in businesses complementary to the company's main operations. These may include rubber plantation, production, and distribution of raw latex, concentrated latex, rubber sheets, and rubber blocks, as well as the manufacturing and distribution of products using raw latex, concentrated latex, rubber sheets, and rubber blocks as primary materials. Other potential investment areas may involve palm plantation, crude palm oil (CPO) and palm kernel oil (CPKO) production and distribution, palm cake, palm kernel, palm shell, palm fiber, biogas power plants, and related businesses or ventures that support the company's operations. The focus of these investments is on ventures with growth potential aligned with the company's objectives and strategic plans, aiming to generate satisfactory returns on investment. Approval for investments in subsidiaries and joint ventures will be jointly considered by the company's board of directors, taking into account necessity, suitability, and benefits to the company and its shareholders, in compliance with relevant laws, regulations, and announcements. Investments in other businesses that do not conflict with or oppose the company's operations may also be considered.

Currently, such investments must be proportionate to the company's business conditions, policies, objectives, and strategic directions, with the proportion of investment in non-core businesses not exceeding 25% of the company's size, unless exempted or amended according to the regulations of the Securities and Exchange Commission regarding the issuance of common or preferred registered securities. In making any investment decisions, the company will analyze project feasibility and assess potential risks, following a suitable investment evaluation process to ensure alignment with the company's goals, objectives, and strategic plans. This includes plans to involve employees in management and oversight to ensure efficient and effective business operations and investment returns in line with expectations. Budget allocation for investments will be approved according to the company's significant investment approval schedule, subject to consideration at board meetings and/or shareholder meetings. This process will adhere to relevant criteria specified in the company's and subsidiaries' regulations, as well as other applicable requirements.

1.3 Company Shareholding Structure

1.3.1 Company Shareholding Structure

As of 31 December 2023, the company comprised 11 subsidiary companies and 1 joint venture company. The summary of the group structure and shareholding of the companies is as follows



The information of legal entities holding shares of Thai Eastern Group Holdings Plc. begins with 10 percent or more of the total number of shares sold by that legal entity as of 31 December 2023

1. E.Q.RUBBER CO., LTD.

Head Office Location	: 140, 141, 142 Moo. 2 Khaosok Subdistrict, Nongyai District, Chonburi Province
Bunch Location	: 1. No. 66 Moo. 1 Pak Khat Subdistrict, Nong Yong District, Bung Kan Province 2. No. 99 Moo. 7 Tha Muen Ram Subdistrict, Wang Thong District, Phitsanulok Provinc 3. No. 138 Moo. 2 Khaosok Subdistrict, Nongyai District, Chonburi Province
Type of business	: Production and Distribution Block Rubber
Phone	: 038-168555
Fax	: 038-168560
Type of shares	: Common share
Number of shares	: 394,781 shares
Percentage	: 100

2. EASTERN PALM OIL CO., LTD.

Head Office Location	: 157 Moo. 2 Khaosok Subdistrict, Nongyai District, Chonburi Province
Bunch Location	: 1. No. 156 Moo. 2 Khaosok Subdistrict, Nongyai District, Chonburi Province 2. No. 160 Moo. 2 Khaosok Subdistrict, Nongyai District, Chonburi Province
Type of business	: Production and Distribution Crude Palm Oil
Phone	: 038-168555
Fax	: 038-168560
Type of shares	: Common share
Number of shares	: 5,599,993 shares
Percentage	: 100

3. THAI EASTERN BIO POWER CO., LTD.

Head Office Location	: 188 Moo. 2 Khaosok Subdistrict, Nongyai District, Chonburi Province
Bunch Location	: N/A
Type of business	: Production and Distribution Biogas
Phone	: 038-168555
Fax	: 038-168560
Type of shares	: Common share
Number of shares	: 399,700 shares
Percentage	: 99.93

4. THAI EASTERN CORPORATION CO., LTD.

Head Office Location	: 199 Moo. 2 Khaosok Subdistrict, Nongyai District, Chonburi Province
Bunch Location	: N/A
Type of business	: Holding company
Phone	: 038-168555
Fax	: 038-168560
Type of shares	: Common share
Number of shares	: 99,700 shares
Percentage	: 99.70

Company	Type of business	Registered capital paid as of 31 December 2023	Net book value of investments as of 31 December 2023	Shareholding proportion ⁽¹⁾ (%)
1. Production and Distribution Natural Rubber Business				
Subsidiary Company				
EQR	ผลิตและจำหน่ายยางแท่ง	394,788,000	394,781,000	100.0
TER	ผลิตและจำหน่ายน้ำยางข้น	60,100,000	-	99.6
TEI	ผลิตและจำหน่ายยางแท่ง	50,000,000	-	99.9
TEC	ถือหุ้นในบริษัทอื่น (Holding Company)	2,500,000	2,492,500	99.7
STEP	ทำสวนยางพารา	400,000,000	168,659,087	50.8
Joint Venture				
STEC	ผลิตและจำหน่ายยางแท่ง	200,000,000	132,417,447	29.9

Company	Type of business	Registered capital paid as of 31 December 2023	Net book value of investments as of 31 December 2023	Shareholding proportion ⁽¹⁾ (%)
2. Production and Distribution Oil Palm Business				
Subsidiary Company				
EPO	Production and Distribution crude palm oil (CPO)	560,000,000	507,299,300	100.0
TETSO	Production and Distribution crude palm kernal oil (CPKO)	310,000,000	-	100.0
TET	Production and Distribution crude palm oil (CPO)	250,000,000	173,859,787	60.0
3. Renewable Energy and Organic Waste Management Business				
Subsidiary Company				
TEBP	Production and distribution of biogas and green electricity, including organic waste management	40,000,000	39,970,000	99.9
TEPW	Production and distribution of green electricity (Not yet operational)	5,075,000	4,576,080	99.9
4. Others				
Subsidiary Company				
TEL	Providing transportation services for goods and raw materials	1,250,000	1,249,925	100.0

Note: ⁽¹⁾Calculated based on the proportion of shareholding

1.3.2 Individuals who may have conflicting interests holding shares in subsidiary companies or joint venture companies collectively exceeding 10 percent
-N/A-

1.3.3 Relationship with the major shareholder group

- Reference no. 9.2.1 Individuals who may have conflicts of interest
- Reference no. 9.2.2 Related Transactions

1.3.4 Major Shareholders

1) Major Shareholders

List of major shareholders ⁽¹⁾ holding proportion of at least 0.5% of paid-up capital, but not less than 10 individuals, as of 31 December 2023 is as follows

No.	Name	Number of Shares	%
1.	TEG Asset Co., Ltd. ⁽²⁾	405,000,000	37.50
2.	SK INTERTRADE PTE. LTD. ⁽³⁾	270,000,000	25.00
3.	Mr. Somchai Kokanutaporn	27,913,548	2.58
4.	Mrs. Kallaya Kokanutaporn	25,261,215	2.34
5.	Miss Sineenuch Kokanutaporn	22,082,948	2.04
6.	นายเกียรติศักดิ์ ไตรตริงษ์ภักดี	20,450,000	1.89
7.	Mr. Chalerm Kokanutaporn	20,439,159	1.89
8.	Mr. Kongkit Kokanutaporn	19,131,048	1.77
9.	Mr. Kerkkun Kokanutaporn	19,131,048	1.77
10.	Ms. Rerngnapha Nimnuan	8,054,200	0.75
11.	Ms. Napapak Tatiyawong	6,566,800	0.61
12.	นายพงษ์สิทธิ์ มโนมัยอุดม	6,431,500	0.60
13.	Mr. Charuwat Sukphantavorn	5,570,000	0.52
	Total	856,031,466	79.26

Note : ⁽¹⁾ The information is provided by Thailand Securities Depository Company Limited (TSD)

⁽²⁾ The shareholding structure of TEG Asset Co., Ltd. can be summarized as follows:

Mr. Somchai Kokanutaporn holds 20.4 percent, Mrs. Kallaya Kokanutaporn holds 19.2 percent, Mr. Chalerm Kokanutaporn holds 15.1 percent, Miss Sineenuch Kokanutaporn holds 14.1 percent, Mr. Kongkit Kokanutaporn holds 14.1 percent, Mr. Kerkkun Kokanutaporn holds 14.1 percent, and Mr. Chavanin Kokanutaporn holds 3.0 percent of the total paid-up capital of TEG Asset Co., Ltd.

⁽³⁾ SK Intertrade Pte. Ltd. is a company engaged in holding shares in other companies (incorporated under the laws of Singapore), with K Ventures Capital Company Limited being the sole shareholder. K Ventures Capital Company Limited, in turn, has shareholders and beneficiaries who are members of the Kokanutaporn family, including Mr. Somchai Kokanutaporn, Mrs. Kallaya Kokanutaporn, Mr. Chalerm Kokanutaporn, Miss Sineenuch Kokanutaporn, Mr. Kongkit Kokanutaporn, Mr. Kerkkun Kokanutaporn, and Mr. Chawanin Kokanutaporn, who hold shares in the company.

2) List of Shareholders of Subsidiary Companies Engaged in Core Business

1. E.Q. Rubber Co., Ltd. (EQR)

No.	Name	No. of shares	%
1.	Thai Eastern Group Holdings Plc.	394,781	100.00
2.	Mr. Somchai Kokanutaporn	1	0.00
3.	Mrs. Kallaya Kokanutaporn	1	0.00
4.	Mr. Chalerm Kokanutaporn	1	0.00
5.	Miss Sineenuch Kokanutaporn	1	0.00
6.	Mr. Kongkit Kokanutaporn	1	0.00
7.	Mr. Kerckun Kokanutaporn	1	0.00
8.	Mr. Chavanin Kokanutaporn	1	0.00
	Total	394,788	100.00

2. Thai Eastern Rubber Co., Ltd. (TER)

No.	Name	No. of shares	%
1.	E.Q. Rubber Co., Ltd.	69,700	99.57
2.	Mr. Somchai Kokanutaporn	100	0.14
3.	Mrs. Kallaya Kokanutaporn	100	0.14
4.	Mr. Chalerm Kokanutaporn	100	0.14
	Total	70,000	100.00

3. Thai i (TEI)

No.	Name	No. of shares	%
1.	E.Q. Rubber Co., Ltd.	499,700	99.94
2.	Mr. Somchai Kokanutaporn	100	0.02
3.	Mrs. Kallaya Kokanutaporn	100	0.02
4.	Mr. Chalerm Kokanutaporn	100	0.02
	Total	500,000	100.00

4. Eastern Plam Oil Co., Ltd. (EPO)

No.	Name	No. of shares	%
1.	Thai Eastern Group Holdings Plc.	5,599,993	100.00
2.	Mr. Somchai Kokanutaporn	1	0.00
3.	Mrs. Kallaya Kokanutaporn	1	0.00
4.	Mr. Chalerm Kokanutaporn	1	0.00
5.	Miss Sineenuch Kokanutaporn	1	0.00
6.	Mr. Kongkit Kokanutaporn	1	0.00
7.	Mr. Kerkkun Kokanutaporn	1	0.00
8.	Mr. Chavanin Kokanutaporn	1	0.00
	Total	5,600,000	100.00

5. Thai Eastern Top Seed Oil Co., Ltd. (TETSO)

No.	Name	No. of shares	%
1.	Eastern Palm Oil Co., Ltd.	3,099,998	100.00
2.	Mr. Chalerm Kokanutaporn	1	0.00
3.	Miss Sineenuch Kokanutaporn	1	0.00
	Total	3,100,000	100.00

6. Thai Eastern Bio Power Co., Ltd. (TEBP)

No.	Name	No. of shares	%
1.	Thai Eastern Group Holdings Plc.	399,700	99.93
2.	Mr. Somchai Kokanutaporn	100	0.03
3.	Mrs. Kallaya Kokanutaporn	100	0.03
4.	Mr. Chalerm Kokanutaporn	100	0.03
	Total	400,000	100.00

7. Thai Eastern Power Co., Ltd. (TEPW)

No.	Name	No. of shares	%
1.	Thai Eastern Bio Power Co., Ltd.	199,998	100.00
2.	Mr. Chalerm Kokanutaporn	1	0.00
3.	Miss Sineenuch Kokanutaporn	1	0.00
	Total	200,000	100.00

8. Thai Eastern Corporation Co., Ltd. (TEC)

No.	Name	No. of shares	%
1.	Thai Eastern Group Holdings Plc.	99,700	99.70
2.	Mr. Somchai Kokanutaporn	100	0.10
3.	Mrs. Kallaya Kokanutaporn	100	0.10
4.	Mr. Chalerm Kokanutaporn	100	0.10
	Total	100,000	100.00

9. Thai Eastern Trat Co., Ltd. (TET)

No.	Name	No. of shares	%
1.	Eastern Palm Oil Co., Ltd.	1,499,999	60.00
2.	Sime Darby Oil Singapore Limited	1,000,000	40.00
3.	Miss Sineenuch Kokanutaporn	1	0.00
	Total	2,500,000	100.00

10. Sumirubber Thai Eastern Plantation Co., Ltd. (STEP)

No.	Name	No. of shares	%
1.	Thai Eastern Corporation Co., Ltd.	2,039,998	51.00
2.	Sumitomo Rubber Industries Limited	1,959,999	49.00
3.	Mr. Naoya Ijika	1	0.00
4.	Miss Sineenuch Kokanutaporn	1	0.00
5.	Mr. Kerkkun Kokanutaporn	1	0.00
	Total	4,000,000	100.00

3) Agreement between major shareholders

- N/A -

1.4 Registered and Paid-Up Capital

1.4.1 Registered Capital / Paid-Up Capital / Number of Shares / Registered Market

The company has a registered capital of 1,080,000,000 Baht (One billion and eighty million Baht), fully paid-up at 1,080,000,000 Baht (One billion and eighty million Baht), divided into 1,080,000,000 ordinary shares, each with a par value of 1 Baht (One Baht), registered on the Stock Exchange of Thailand (SET).

1.4.2 Other Types of Shares with Rights or Conditions Different from Common Share

- N/A -

1.4.3 Convertible Shares and Securities

- N/A -

1.5 Other Securities

- N/A -

1.6 Dividend Payment Policy

1.6.1 Company Dividend Payment Policy

The company has a dividend policy to distribute dividends at a rate of not less than 40 percent of the net profit according to the financial statements of the company's operations each year after deducting corporate income tax and various reserves as required by law. Each time dividends are paid, a portion of the net profit must be allocated to reserves as stipulated by law. However, the distribution of dividends may change from the specified rate, depending on various factors such as operational performance, financial position, liquidity, the necessity of using working capital for operations, investment plans, future business expansion, financial structures, financial commitments, market conditions, and other factors related to the company's operations and management, as deemed appropriate by the company's board of directors.

1.6.2 Subsidiary Dividend Payment Policy

The subsidiary company's dividend policy aligns with the parent company's policy. The board of directors of the subsidiary company will consider and propose for approval at the shareholders' meeting of each subsidiary company regarding dividend payments. However, dividend payments by the subsidiary company will take into account various factors such as operational performance, financial position, liquidity, the necessity of using working capital for operations, investment plans, future business expansion, financial structures, financial commitments, market conditions, and other factors related to the subsidiary company's operations and management, as deemed appropriate by the subsidiary company's board of directors. In cases where the subsidiary company generates profits but does not pay dividends consistent with the parent company's dividend policy, the subsidiary company must obtain approval from the subsidiary company's board of directors at the meeting in accordance with the subsidiary company's regulations.

2

Risk Management

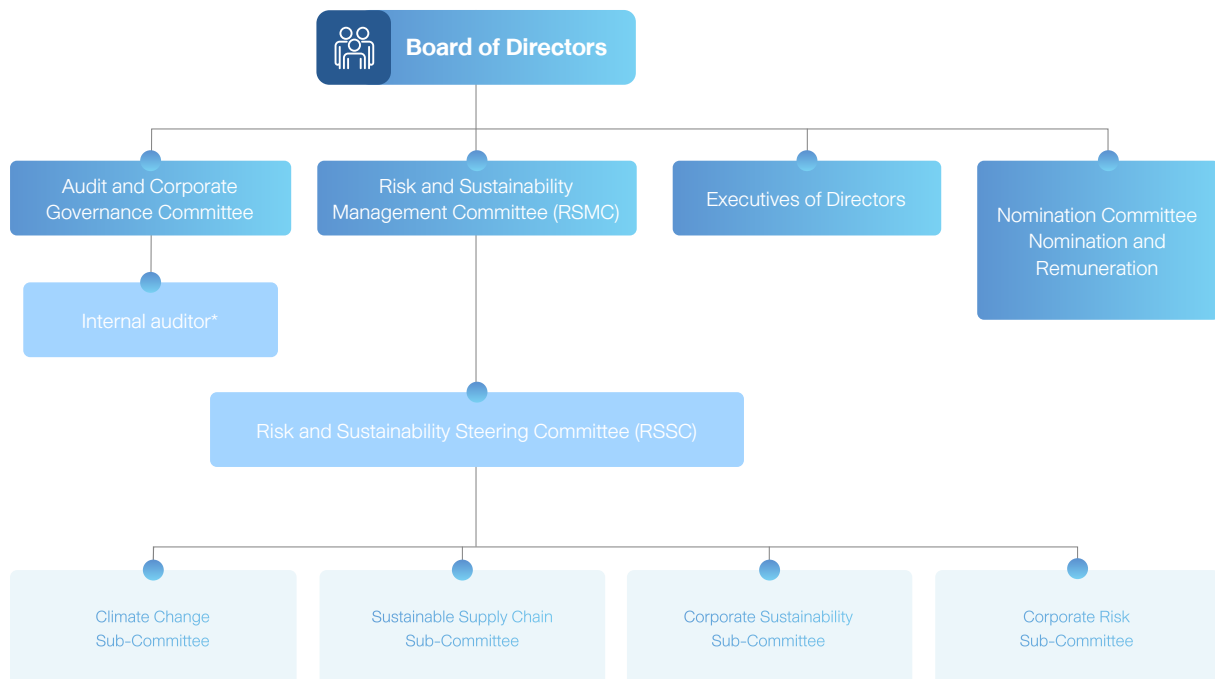
2.1 Risk Management Policy and Plan

The company places importance on risk management throughout the organization's processes to prepare for uncertain events that may lead to errors, losses, leaks, wastage, or undesired events, or any actions that may occur under uncertain circumstances. These events may occur in the future and have an impact on the company's image and reputation or hinder the successful achievement of the company's objectives and goals in terms of strategy, operations, finance, and management. Additionally, emphasis is placed on climate change, sustainability,

and supply chain concerns, which are disclosed on the group of companies' website.

The company establishes committees and working groups responsible for defining frameworks and processes for risk management and organizational sustainability. They analyze and monitor risks and organizational sustainability aspects to ensure that risk management and organizational sustainability align with the established policies. These responsibilities include the following:

The organizational corporate risk management and sustainability include



* Appointing KPS Audits Co., Ltd., as the internal auditor and designating the Internal Control Department as the coordinating unit.

The organizational structure for risk management and organizational sustainability is designed to be independent of business units to ensure autonomy in risk oversight. The company’s board of directors passed a resolution to appoint KPS Audit Co., Ltd., an external unit, as the internal auditor independent from the risk management unit. They designated the internal control unit as the coordinating body.

The company specified that the executive management team is ultimately responsible for operational risk management to ensure compliance with established policies. The Chief Accountant and Finance Officer were designated as the highest-ranking individuals responsible for organizational risk management and internal evaluation within the organization to ensure effective risk management.

2.1.1 Risk and Sustainability Management Committee (RSMC)

The independent committee comprises three members tasked with setting policies for risk management and organizational sustainability that cover the entire group of companies. They oversee the establishment of systems or activities for managing risks and organizational sustainability

to control and mitigate the impacts that may arise from risks to the organization’s business. This is essential for the organization’s stability and sustainable growth. This committee is distinct from the Internal Audit, which reports to the Audit and Corporate Governance Committee. The Internal Control unit is designated as the coordinating body.

2.1.2 Risk and Sustainability Steering Committee (RSSC)

The Board of Directors/Managing Director (MD) is the ultimate responsible party, tasked with managing organizational risk and sustainability. They establish, analyze, and monitor various risks that arise, as well as track the outcomes of risk management and organizational sustainability efforts.

Additionally, there is a promotion and development of modern information technology used in the risk management process and the establishment of risk management reporting systems for the group of companies and subsidiaries to ensure effective risk management. The Risk Management and Organizational Sustainability Committee will divide responsibilities into 4 main areas as follows:

Table 2-1 showed the roles and responsibilities of the Risk and Sustainability Steering Committee

Climate Change	Sustainable Supply Chain	Corporate Risk	Sustainability
Responsibilities include developing and monitoring the Carbon Emission Reduction Plan with the aim of achieving carbon neutrality for the organization by the year 2030.	Responsibilities include evaluating and monitoring the comprehensive risks of stakeholders, referring to standards such as FSC, RSPO, ISCC, GPSNR, EUDR, as well as human rights requirements in the supply chain, among others.	Responsibilities include overseeing the operational outcomes related to risk arising from the company’s business operations, referencing the COSO framework and various international standards such as IATF 16949, ISO 9001, ISO 14001, ISO 45001, as well as risks related to human rights within the organization in line with practices concerning Human Rights Due Diligence (HRDD), etc.	Responsibilities include assessing and monitoring the risks associated with key sustainability issues of the organization, developing plans, and overseeing to ensure that the company operates in accordance with policies covering environmental, social, and governance (ESG) dimensions.

2.1.3 Creating a risk management culture

The company is committed to fostering a culture of risk management throughout the organization by:

- (1) Senior management communicates policies and fosters understanding of the importance of risk management, serving as trainers in risk management and organizational sustainability for employees from operational to managerial levels.
- (2) Supporting employee self-learning through online teaching materials and setting learning hours on risk management as key performance indicators (KPIs) for employee evaluations to raise awareness among employees.
- (3) Defining clear structures, roles, and responsibilities for risk management in each area.
- (4) Involving all employees in risk identification, analysis, and evaluation at the departmental, company, and organizational levels to raise awareness and emphasize the importance of their own risks.
- (5) Incorporating risk management as part of the annual strategic planning, plan development, and operations of the company and its subsidiaries to achieve objectives, goals, and strategies, aligning with the vision and mission, and serving as a crucial factor in decision-making prior to investing in various projects.

2.1.4 Risk Management Report

In the 2023, the Risk and Sustainability Management Committee (RSMC) convened 3 times, and there were 4 meetings of the Risk and Sustainability Steering Committee (RSSC). The key tasks performed during these meetings were summarized as follows:

- (1) Reviewing risk assessment results and ensuring alignment with the group of

companies' strategies and objectives, including developing continuous monitoring plans quarterly.

- (2) Developing Key Risk Indicators (KRIs) for low-risk issues and formulating risk reduction plans for high-risk issues on a monthly basis.
- (3) Conducting reviews and monitoring the results of the Business Continuity Management Plan (BCP) exercises annually.
- (4) Examining the risk and sustainability policies annually for reporting to the company's board of directors quarterly.

2.2 Risk Factors in Business Operation

2.2.1 Business Risks

The company has established an effective risk management process at every stage of operations in accordance with the principles of Good Corporate Governance. This is achieved by adopting the principles of Enterprise Risk Management (ERM) following the guidelines of the COSO framework (The Committee of Sponsoring Organizations of the Treadway Commission), which serves as the global standard for risk management practices. The aim is to ensure that risk management is successful and highly efficient, with a focus on covering risks across 5 dimensions:

1. Strategy Risk
2. Financial Risk
3. Operational Risk
4. Compliance Risk
5. ESG (Environmental, Social, and Governance) Risk

(1) Strategy Risk

1.1 Biogas production not meeting projections Risk

Important raw materials in the production of biogas for the company include organic waste, which is fermented in biogas digesters by microorganisms to produce biogas. Therefore,

a shortage of organic waste or events causing damage to the biogas digesters would have an impact on the ability to produce biogas and electricity. Biogas is a key raw material in the production of electricity for the company. Consequently, this would affect the revenue from selling biogas and electricity and could lead to increased expenses for purchasing electricity from external sources. In 2021, 2022, and 2023, the company was able to produce substitute electricity for external purchases at 51.3%, 41.7%, and 30.2%, respectively. This could have a negative impact on the business, cash flow, financial position, operational performance, and business opportunities of the group of companies.

Risk management

The company is aware of the risks associated with the production of biogas, including the possibility of shortages of organic waste and damage to the biogas digesters. Therefore, they have planned to increase the sourcing of raw materials and implement preventive maintenance plans for the biogas digesters and related equipment. This includes regularly inspecting and measuring the quantity and characteristics of microorganisms in the digesters to ensure their strength, safety, and efficiency in biogas production in the long term.

(2) Financial Risk

2.1 Exchange rate Risk

The company generates revenue from the sale of goods and services to customers in foreign countries, which is significantly important. For the fiscal years ending on December 31, 2021, 2022, and 2023, the group had revenues from international sales of 4,779 million baht, 6,324 million baht, and 4,908 million baht, respectively. These amounts represent approximately 43.10%, 41.06%, and 40.42% of the total revenue from sales of goods and services for each respective year.

It is noteworthy that the group primarily sells products in foreign countries in US dollars, while

all raw material purchases are made in Thai baht. Therefore, if the Thai baht strengthens, the revenue from exports, when converted into Thai baht, may decrease, potentially impacting the business negatively in terms of cash flow, financial position, operational performance, and business opportunities.

Risk management

The company is aware of the risk arising from the volatility of foreign exchange rates. Therefore, the company has established procedures to control the risk from foreign exchange rate fluctuations. According to the principle, when the company receives confirmed orders from foreign customers, it progressively enters into forward contracts with commercial banks to buy or sell foreign currency in advance until all contracts are fulfilled. This is done to ensure that upon receiving payment from foreign customers, the cash flow received when converted into Thai baht maintains an appropriate level of profit margin. The Chief Financial Officer is designated as responsible for monitoring and controlling this process at the organizational level.

2.2 Interest rate Risk

According to the consolidated financial statements for the fiscal year ending on December 31, 2023, the group of companies had total interest-bearing debt of 3,560 million baht. The majority of this debt came from loans obtained from financial institutions to be used as working capital and investment in expanding production capacity, as well as improving the efficiency of machinery. Additionally, there were liabilities from lease agreements, most of which carried floating interest rates. Therefore, any changes in the interest rates on loans could have a negative impact on the business, cash flow, financial position, operational results, and business opportunities of the company.

Risk management

The company monitors trade receivables and inventory to plan borrowing from financial institutions and regularly tracks changes in interest rates to minimize borrowing from sources with the lowest interest rates. The Chief Financial Officer is responsible for overseeing this monitoring and control process.

(3) Operation Risk

3.1 Cyber Risk

The COVID-19 pandemic has led to changes in business operations and employee work practices. Working from home or remotely has become a factor contributing to cybersecurity risks, including personal data security. Meanwhile, cyberattacks by cybercriminals using various techniques occur regularly and continuously. Employees lacking security knowledge may inadvertently become victims of cyberattacks, resulting in damage and impacting the reputation of the company.

Risk management

The company designates the IT Manager as responsible for overseeing and controlling:

- Installation and regular updating of software, including operating systems and security software, to ensure they are always up to date.
- Implementation of standard firewall systems, along with continuous monitoring and automatic antivirus updates.
- Awareness-raising and training sessions for employees on cybersecurity, emphasizing the importance of not disclosing personal or financial information online.
- Conducting emergency preparedness drills, such as system failure contingency plans or simulating events like internet phishing attacks.
- Data backup procedures, including server backup systems such as On Cloud, VM systems, and DR Site systems, to provide backup redundancy in case of server failures and prevent workflow disruptions.

(4) Compliance Risk

4.1 Human Rights Risk

The company emphasizes the importance of human rights violations and mandates the assessment of risks throughout the value chain, involving stakeholders such as employees, business partners, farmers, and communities. It ensures compliance with legal regulations and implements sustainable supply chain management practices in line with the framework of the UN Global Compact.

Risk management

The company designates the Director of Human Resources as responsible for monitoring and overseeing the following:

- Operating under a human rights policy throughout the supply chain, covering critical issues such as child labor, forced labor, discrimination, sexual harassment, and workplace safety.
- Establishing procedures and methods for conducting audits, risk assessments, impact assessments, corrective actions, and remediation in cases of human rights violations, with regular quarterly reporting to the company's board.
- Providing channels for community feedback on a monthly and quarterly basis and conducting external stakeholder engagement (EIA) twice a year.

(5) ESG Risk

5.1 Climate Change Risk

Climate change is a global environmental issue that focuses on reducing greenhouse gas emissions. The impacts of climate change affect health, agriculture, habitat, safety, and work. Consequences include severe droughts, water

scarcity, flooding, and loss of biodiversity.

Risk management

The company assigns the head of the climate change task force to be responsible for monitoring and controlling the following:

- The company has established policies and measures, including developing low-carbon production products by setting plans to reduce carbon emissions towards carbon neutrality by 2030 and net-zero by 2050.
- The company also undertakes to apply for certification for the amount of greenhouse gases emitted from organizational activities (Carbon Footprint for Organization: CFO) and the amount of greenhouse gases emitted from products (Carbon Footprint of Product: CFP).
- It registers projects to reduce greenhouse gas emissions voluntarily under the standards of the Thailand Voluntary Emission Reduction Program (T-VER), where the reduced amount of greenhouse gases (carbon credits) can be used to offset emissions, aiming to enter a low-carbon society in the future.
- Additionally, the company conducts water management by establishing policies, objectives, and raw water usage quantities. It designs machinery and develops technologies to enable water reuse without compromising product quality, thus using resources efficiently.

(6) Emerging Risk

6.1 Geopolitical Risk (Israel-Palestine conflict)

In the Red Sea crisis situation, tensions escalated after Houthi rebels attacked and seized cargo ships associated with Israel, passing through the Bab-el-Mandeb Strait in the Red Sea, in defiance of Israel's involvement in the Yemen conflict. This has impacted shipping, leading to increased transportation costs for Thai goods destined for Central and Eastern Europe, Northern Africa, and partially for the eastern coast of the United States.

Risk management

The company assigns the Director of Marketing at the organizational level to be responsible for monitoring and controlling as follows:

- Establishing FOB (Free on Board) trading conditions to reduce transportation cost risks.
- Regularly monitoring the status of pending deliveries and coordinating with customers to prepare for transportation adjustments.
- Adjusting sales plans by increasing the proportion of sales to other customer groups, such as Chinese customers in Thailand.

6.2 Disease outbreaks Risk

Since the year 2021-2022, many countries around the world, including Thailand, have been facing the spread of the Covid-19 disease, which has had wide-ranging impacts on the economy and society. The company has had robust plans to deal with such situations, which prevented any significant impact on production. Additionally, during the year 2023, there was an outbreak of influenza, which is a respiratory system infection with symptoms similar to Covid-19, ranging from asymptomatic to severe illness and mortality. In 2023, there was also the emergence of Long Covid, affecting the respiratory system. The cause of Long Covid is still unclear and might be due to decreased immunity.

Risk Management:

The company assigns the Director of Human Resources at the organizational level to be responsible for monitoring and controlling and emphasizes proactive risk management. Therefore, various preventive projects have been implemented as follows:

- Proactive health screening programs at the workplace for early detection of abnormal trends in health test results and providing guidance on behavioral adjustments

before the onset of illness.

- Supplementary vaccination programs for influenza prevention with all four strains, resulting in employees of the company not experiencing severe illness or fatalities from influenza during the outbreak.

6.3 EU Deforestation Regulation (EUDR) Risk

The EU Deforestation-free products is a regulation that prohibits the import or export of products associated with deforestation into the markets of the European Union (EU). Products must undergo a due diligence process before being allowed to enter or leave the EU. If any product is found to originate from deforestation or contributes to forest degradation, it is considered to violate this regulation. This regulation affects products from seven categories: cattle and cattle-related products, paper and pulp products, palm oil and palm oil-related products, soybeans, coffee, cocoa, and rubber and rubber-related products.

Impact on Rubber and Palm Oil Business: This regulation may lead to higher costs due to the reporting and retrospective auditing along the supply chain.

Risk Management:

The company assigns the Chief Marketing Manager at the organizational level to be responsible for monitoring and controlling and places importance on proactive risk management. Therefore, various preventive projects have been implemented as follows:

- The company has announced a Due Diligence Statement (TEG-QMS 047) to comply with the Global Platform for Sustainable Natural Rubber (GPSNR) framework and the EU Deforestation Regulation (EUDR). The company has ceased purchasing raw materials such as rubber and palm oil from areas associated

with deforestation and forest degradation. Additionally, procurement regulations have been established to prevent trade ties, unfair competition, corruption, and to foster new responsible suppliers who adhere to social and environmental responsibilities and comply with legal and ethical principles. This includes not using child labor, forced labor, or violating human rights, and respecting indigenous community rights.

- Procedures have been implemented to comply with the EU Deforestation (EUDR) requirements for the procurement of rubber and palm oil raw materials by the company group, starting from registering farmers, purchasing raw materials, transportation, storage, production planning, and production for delivery to customers. This includes documentation showing the verification of the origin of raw materials. Additionally, risk assessment, risk reduction planning in case of non-negligible risk, and annual risk reviews are conducted.

2.2.2 Investment of security holders Risk

- N/A -

2.2.3 Investment in foreign securities Risk

- N/A -

3 Driving Sustainability Business

3.1 Policy and objectives for sustainability management

The company is committed to being a leader in the sustainable production of natural rubber and palm oil, underpinned by a business approach with social and environmental responsibility, and a concern for the entire value chain. This is aligned with the vision of being a globally recognized business partner that creates sustainable value chains.

Therefore, the company has developed a “Sustainable Development Policy,” where the company’s board plays a crucial role in setting and implementing policies to be used as guidelines for developing and driving the organization’s sustainability across all dimensions: social, environmental, and economic. A Risk Management and Organizational Sustainability Committee, appointed by the company’s board, is responsible for ensuring that sustainability policies and guidelines are implemented, tracking sustainability performance, and reporting to the company’s board and Risk Management and Organizational Sustainability Committee quarterly, to raise awareness and importance of conducting business, not solely for business performance but also in line with international standards generally accepted, and aligned with the group’s business vision and strategy, as a producer and processor of agricultural products, particularly natural rubber and palm oil. Therefore, the actions towards the sustainable development of the group of companies encompass the development of Sustainable Natural Rubber and Sustainable Palm Oil, alongside risk management and the potential impacts of business operations, including creating value and benefits for society, communities, and preserving the environment.

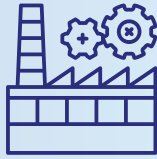
The company has developed a Sustainable Development Framework (TEGH Sustainability Framework), with a key mechanism being the Thai Eastern Symbiosis Model, which is a resource management model of the company that maximizes efficiency within existing limitations, based on the Sufficiency Economy Philosophy of His Majesty King Bhumibol Adulyadej the Great. This is applied under the six principles covering all aspects of organizational sustainability operations, as follows:

1. Sustainable Raw Material

In each section, there will be specific goals, action plans, and clear timelines to ensure that the



The company supports the use of natural rubber and palm oil materials sourced from sustainably managed plantations and has declared a Due Diligence Statement to promote the use of raw materials sourced from areas where deforestation does not occur, following the practices of the Global Platform for Sustainable Natural Rubber (GPSNR) and the EU Deforestation Regulation (EUDR). Additionally, they support farmers in networks to adhere to international standards in the sustainable management of rubber and palm oil plantations, such as the Roundtable on Sustainable Palm Oil (RSPO), Forest Stewardship Council (FSC), and United States Department of Agriculture – National Organic Program (USDA NOP), etc.



2. Eco Factory

The company prioritizes conducting business operations without negative impacts on communities and the environment. They implement efficient production processes and control quality according to international standards at every stage to produce environmentally friendly products (Eco Products). Additionally, they apply innovation and technology to reduce costs and enhance operational efficiency. They utilize renewable energy in their processes to minimize impacts on communities and the environment, such as reducing noise, odorous pollutants that cause discomfort, particulate matter, and air pollutants harmful to living organisms, as well as reducing carbon dioxide emissions into the atmosphere. They are dedicated to developing towards achieving low-carbon industry goals.



3. Sustainable Supply Chain Management

Sustainable supply chain management is implemented, covering both the companies and their raw material suppliers. There is a Sustainable Supplier Code of Conduct in place, supporting the sourcing of sustainable raw materials such as rubber and palm oil, with traceability back to the sources. Procurement regulations are established to ensure compliance with legal and ethical standards, emphasizing transparency, fairness, and conducting business with socially responsible partners. Promoting environmental and social responsibility, human rights are prioritized, and efforts are made to reduce carbon dioxide emissions and preserve biodiversity.



4. Resource Efficiency

The Company implements integrated resource management in the form of a Circular Economy, following the Thai Eastern Symbiosis model. This involves maximizing the benefits from limited resources, aiming to become a leader in sustainable product manufacturing.



5. Good Governance

The business is conducted based on principles of ethics, morality, integrity, transparency, and adherence to good corporate governance practices. Internal audits are conducted to cover all stages of operations. Risk analysis and management are implemented, along with processes for analyzing, evaluating, and setting guidelines for stakeholder care as appropriate.



6. Biodiversity

The Company is committed to protecting biodiversity, promoting sustainable coexistence of living organisms in the vicinity of the factories, and fostering practices that are friendly to biodiversity. This is aimed at creating a balance between nature and industrial progress for the well-being of future generations.

company can achieve the sustainability strategy of the organization. It will also be a driving force for the implementation of the Bio Circular Green (BCG) economic policy set by the Ministry of Industry, which was designated as a national agenda in the year 2021. Additionally, it will be aligned with the Sustainable Development Goals (SDGs) of the United Nations in a suitable manner and comply with relevant regulations related to business operations both domestically and internationally.

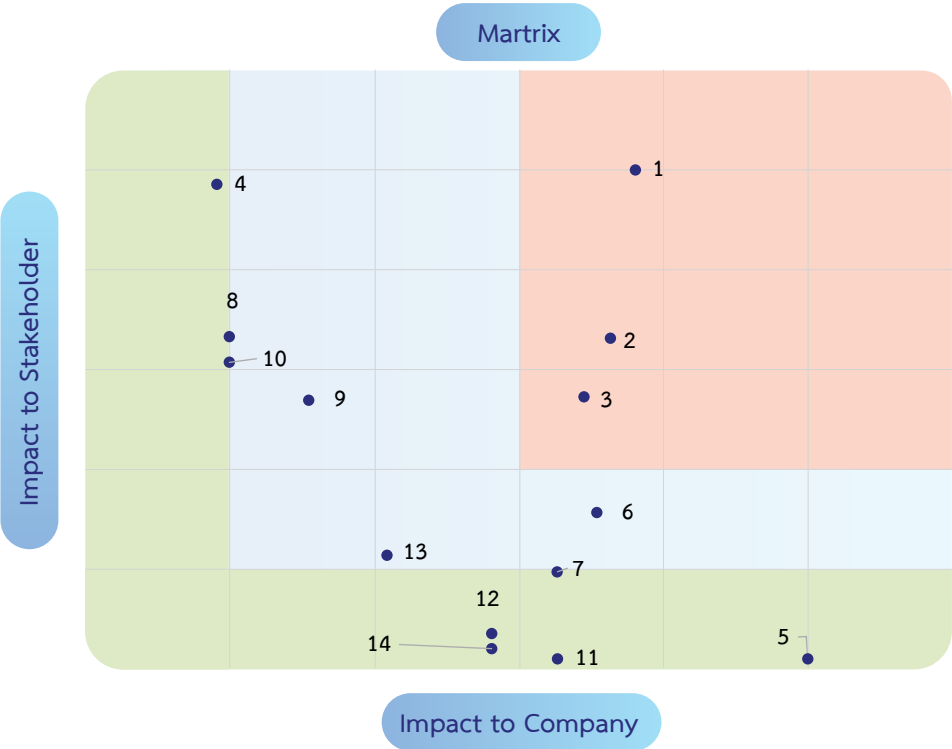
3.1.1 Sustainable materiality issue and the process of identifying sustainable materiality issue

In order for the company’s economic, social, and environmental operations to achieve sustainable development goals, clear indicators are needed to effectively respond to expectations and create value for stakeholders, both present and future. This will help maintain competitiveness, generate long-term value, and continuously support sustainable business practices. The company has identified materiality topics that impact both the company’s operations and stakeholders. Plans have been developed to address these issues, with quarterly reporting to the company’s board of directors.

The company follows the process of determining organizational sustainability priorities according to the Global Reporting Initiative (GRI) Standards. Every year, the importance of materiality topics is reviewed and prioritized based on their economic, environmental, and social impacts on both the company group and stakeholders. This is done through a process of identifying key sustainability issues, as outlined in the Sustainability Report for the year 2566. The key sustainability issues have been analyzed and approved by the company’s board of directors.

In 2023, the company had sustainability materiality issues according to the Materiality Matrix as follows

The prioritization of key issues is as follows:



- | | |
|---|--|
| (1) Low Carbon Economy | Product Sustainability) |
| (2) Water Management | (9) Eco Products and Services |
| (3) Stakeholder Engagement | (10) Corporate Good Governance |
| (4) Sustainable Supply Chain | (11) Employee Development and Knowledge Management |
| (5) Biodiversity | (12) Innovation and Digitalization |
| (6) Happy Workplace (Employee Well-being, Occupational Health and Safety) | (13) Human Rights |
| (7) Energy Management | (14) Waste Management |
| (8) Sustainable Material (Raw Material and | |

3.2 Management of impacts on stakeholders in the business value chain

3.2.1 Business Value Chain

With a commitment to becoming a “global partner that creates sustainable value chains” and maintaining leadership in sustainable production of natural rubber and palm oil, to collectively drive sustainability within the value chain, develop the organization in tandem with communities, and uphold a balanced environment, the group prioritizes collaborative efforts with stakeholders throughout the value chain. These efforts include:



(1) Sustainable Raw Material Procurement:

Focus on sourcing natural rubber and palm oil from non-deforestation sources, sustainable agricultural practices, and traceability. Promote and educate agricultural networks on international standard farm management to minimize impacts on communities and the environment. Provide transportation services for produce delivery to reduce transportation costs for smallholder farmers. Develop a Supplier Code of Conduct to support procurement from partners adhering to the company’s Green Procurement policy. Implement selection and evaluation processes based on ESG dimensions to support environmentally friendly product procurement.



(2) Eco-Friendly Manufacturing Processes:

Implement environmentally friendly production processes, promote the use of renewable energy, and adopt the Thai Eastern Symbiosis Model for resource utilization efficiency. Manage energy consumption efficiently, utilize wastewater treatment systems for 100% water recycling (Zero Discharge), convert waste into energy (Waste to Energy), reduce landfilling, and add value to waste (Waste to Value) in accordance with circular economy principles. Conduct R&D to enhance product value and efficiency, employing innovation, technology, and digital systems to improve operations, reduce costs, eliminate odors, and decrease carbon dioxide emissions, resulting in products with lower carbon emissions compared to industry averages.



(3) Logistics & Warehouse Management:

Manage logistics and warehouse systems efficiently to reduce transportation costs and time. Offer diverse transportation channels and systems suitable for different types of products, such as pipelines, conveyor systems, logistics systems, and various types of transport vehicles. Reduce transportation costs and provide convenience to customers to expand customer bases in the future. Design transportation routes to promote environmentally friendly transportation and reduce carbon dioxide emissions.



(4) Sales & Sales Promotion:

Employ ethical sales teams to provide product information and communication to customers through various channels, focusing on direct sales to accurately understand customer needs and respond promptly. Utilize Big Data to develop programs that can check the origins of raw materials, transportation status, and product certificates. Employ various communication channels with customers, including participation in activities organized by government agencies, private sectors, and various networks to reach target customer groups and increase opportunities to expand customer bases. Develop the organization into a Solution Provider for customer groups, partners, and target industries.



(5) After-Sales Services:

Create customer engagement between the company and customers, conduct satisfaction surveys, and inquire about future customer needs. Provide complaint channels and complaint management systems to respond to customers quickly and efficiently. Utilize survey results or recommendations to develop and improve the company's processes and services to meet future customer needs.

3.2.2 Analysis of Stakeholders in the Business Value Chain

The company emphasizes the importance of engaging with stakeholders throughout the business value chain. The company has identified and analyzed stakeholder groups, covering those who are impacted by business operations or whose actions affect the operations of the company group. This is to establish collaborative approaches with each stakeholder group appropriately.

In 2023, the company categorized stakeholders into 7 groups as follows: (1) Partners/Farmers/Raw Material Suppliers, (2) Employees, (3) Customers, (4) Communities, (5) Shareholders/Investors, (6) Creditors/Banks, and (7) Government Agencies/NGOs/Private Sector Entities. The company assigned roles and responsibilities to relevant departments for surveying and responding to stakeholders according to the company's guidelines.

They conducted surveys to understand the needs and expectations of stakeholders accurately and promptly. Additionally, they established processes for assessing, prioritizing, and reviewing stakeholders' needs and expectations annually to improve response methods as needed. Furthermore, they designated a risk and organizational sustainability management task force responsible for overseeing plan implementation, monitoring progress, and reporting assessment results, prioritization, and company involvement to the board of directors and the risk and sustainability management committee regularly, every quarter.

(Details of the stakeholder analysis results in order of importance are outlined in the Sustainability Report for 2023 under the topic "Stakeholders in the Business Value Chain").

3.3 Environmental Sustainability Management

3.3.1 Environmental Policy and Practices

The company has announced BOD-016, the Social and Environmental Responsibility Policy, as follows:

The company is committed to conducting business in an environmentally friendly manner by controlling, preventing, and reducing environmental impacts throughout the value chain. The focus is on pollution prevention at the source by improving energy efficiency, using resources sustainably in accordance with circular economy principles, preserving biodiversity and ecosystems, adapting to climate change, and moving towards a low-carbon society in line with the Bio Circular Green Economy concept as follows:

(1) Monitoring changes and compliance with environmental management laws, regulations, and other relevant standards.

- (2) Supporting and promoting environmental and climate change awareness among employees and stakeholders throughout the value chain.
- (3) Efficient water management to reduce water usage, develop adequate water reserves, and promote water reuse for maximum benefit.
- (4) Proper waste management and utilization of materials in a circular economy to maximize benefits before disposal.
- (5) Improving production processes and products to be environmentally friendly (Eco Product, Low Carbon Product).
- (6) Supporting the procurement and use of renewable energy to replace fossil fuels, managing energy efficiently, and promoting energy use efficiency.
- (7) Managing risks arising from climate change by establishing guidelines for greenhouse gas management to reduce direct and indirect emissions.
- (8) Establishing plans for monitoring and controlling environmental quality to comply with international standards and environmental laws.
- (9) Collaborating with local and international organizations in resource management, environmental care, adaptation, and mitigation of climate change impacts.
- (10) Supporting and emphasizing environmental -friendly business operations as part of the supply chain for trading partners with clear environmental policies.
- (11) Assessing environmental impacts according to international standards by recognized organizations such as FSC (Forest Stewardship Council) or RSPO (Roundtable On Sustainable Palm Oil).

These practices align with the operations of the company as producers and processors of agricultural products such as natural rubber and palm oil, which are key raw materials in the global consumer and industrial supply chains. Therefore, the company's operations cover the development of sustainable natural rubber and sustainable palm oil without deforestation.

These practices are guided by the company group's sustainability policy in six dimensions:

- (1) Sustainable raw material sourcing
- (2) Environmentally and community-friendly production processes
- (3) Sustainable supply chain management
- (4) Efficient resource utilization
- (5) Good governance
- (6) Biodiversity conservation.

3.3.2 Environmental Performance

1. ENVIRONMENTAL MANAGEMENT SYSTEM (ISO14001)

In order to align with the organization's mission and goals, the focus is on utilizing resources within the group for sustainable growth. The company has announced an Environmental Management System Policy and appointed committees or individuals responsible for environmental management as follows:

- (1) The Environmental, Occupational Health, and Safety Management Committee are responsible for overseeing the environmental, occupational health, and safety management system, conducting internal assessments

according to annual plans, undergoing external assessments by certifying bodies, providing annual environmental performance reports to senior management, and reviewing annual policies.

- (2) Environmental Officers within the company are responsible for the company's environmental aspects, controlling and managing water and air pollution, waste management, and resource usage such as water and electricity.
- (3) The Occupational Health and Safety Committee (OHSC) oversees environmental, occupational health, and safety matters in the workplace, setting guidelines for operations under ISO14001 environmental management requirements and relevant laws to ensure that the company group has an efficient environmental management system.

The company has organized training courses to increase awareness of environmental management and related topics in the annual training plan. In the year 2023, training courses included ISO14001 requirements and implementation in the organization, environmental management for controllers and operators, carbon footprint management for the organization and products, and courses related to circular economy. Training was conducted in various formats such as online training, video learning, and self-learning, totaling 1,598 hours.

Additionally, employees are encouraged to participate in environmental management within the organization through Environmental Kaizen activities. In 2023, employees participated in proposing environmental improvement ideas, with 71 proposals for environmental improvement and 14 proposals for energy conservation, resulting in monthly energy cost savings of 10,000 baht.

2. ENERGY MANAGEMENT

The company is conscious and committed to managing the efficient use of electricity and fuel resources in an integrated manner to ensure cost-effectiveness, minimize environmental impacts, and reduce energy costs. The company has developed an Energy Management System (ISO50001) by announcing an energy management policy and appointing an ISO50001 committee to oversee the energy management system. Additionally, an energy conservation committee and energy manager are appointed to implement energy conservation measures, save various resources, and comply with relevant laws and regulations. Internal assessments are conducted annually as per the plan, and external assessments by certified bodies are obtained to ensure that the company group has an efficient management system. Reports are submitted periodically, including performance reports, resource readiness, energy-related issues, risks and opportunities, and relevant statistics to senior management, along with an annual review of the policy by the ISO50001 committee.

The company has demonstrated a commitment to energy conservation by participating in the “Energy Beyond Standard” network of the Department of Alternative Energy Development and Efficiency, Ministry of Energy, and becoming a member of the Thai Renewable Energy Association, RE100. Furthermore, the company has been certified with Renewable Energy Certificates (RECs), supporting the production of electricity from renewable energy sources through the purchase and sale of renewable energy certificates, promoting the use of renewable energy as a substitute for continuous fossil fuel energy consumption. Projects / Activities undertaken include:

1. Projects / Activities to reducing electricity or energy consumption from non-renewable sources

Projects / Activities to reducing electricity or energy consumption	Results Achieved in 2023
The installation of inverter bucket PB1, 3 project	Electricity consumption reduction 10,454.40 kWh/yr, represents 0.03% of the total electricity consumption
Upgrading rubber press motors project	Electricity consumption reduction 58,653.50 kWh/yr, represents 0.15% of the total electricity consumption
Improving rubber shredding efficiency project	Electricity consumption reduction 2,351,379.47 kWh/yr, represents 5.91% of the total electricity consumption



2. Projects / Activities to substitute electricity or energy consumption from non-renewable sources

Projects / activities aimed at replacing the use of electricity or energy from depleted sources	Results Achieved in 2023
A project that utilizes biogas to generate electricity, intended to replace the electricity purchased from the Provincial Electricity Authority (PEA).	Electricity generated from biogas, amounting to 6,072,604.00 kWh/yr, is used to substitute electricity from the Provincial Electricity Authority (PEA), accounting for 17.94% of the total electricity consumption.
A project that utilizes steam generated from biomass fuel for electricity production, intended to replace the electricity purchased from the Provincial Electricity Authority (PEA).	Electricity generated from steam produced by biomass fuel, amounting to 5,716,428.00 kWh/yr, is used to replace electricity from the PEA, accounting for 16.89% of the total electricity consumption.
A project to install solar cells for the use of solar power to replace the electricity purchased from the Provincial Electricity Authority (PEA).	Electricity generated from solar panels, amounting to 222,870.00 kWh/yr, is used to replace electricity from the PEA, accounting for 0.66 % of the total electricity consumption.
A project that utilizes biogas as an alternative fuel to replace liquefied petroleum gas (LPG).	Biogas is used as an alternative fuel to replace liquefied petroleum gas (LPG), amounting to 3,377,205 Kg, which accounts for 81.48 % of the total fuel energy consumption.

Table 3-1 : Information of electricity consumption

Electricity Consumption	Unit	2021	2022	2023
Provincial Electricity Authority (PEA)	kWh	16,077,254	22,307,197	27,753,647
Renewable Electricity	kWh	16,946,544	15,977,742	12,011,902

Note: The data included information of natural rubber and oil palm business only.

Table 3-2 : Information of fuel consumption

Volume of Fuel Consumption	Unit	2021	2022	2023
Liquid petroleum gas (LPG) consumption	Kg	349,067	1,123,031	418,925
Renewable Fuel consumption	Kg	2,921,759	3,002,967	3,377,205

Note: The data included information of natural rubber and oil palm business only.

Table 3-3 : Electricity / energy consumption reduction target

Electricity / Energy consumption reduction target	Unit	2021		2022		2023	
		Target	Result	Target	Result	Target	Result
Biogas substitute LPG	%	≥ 70	70.04	≥ 70	72.80	≥ 80	81.48
Reduction of electricity consumption per unit	%	-	-	> 3 Compared 2021	4.72	> 5 Compared 2021	6.45

Note: The data included information of natural rubber and oil palm business only.



3. WATER MANAGEMENT

3.1 Water Management

The company prioritizes water resources, which are crucial factors in agricultural business operations. Therefore, Policy BOD-016 on social and environmental responsibility has been announced, focusing on efficient water management. This includes reducing water usage, developing sufficient reserve water sources, reusing water, recycling treated water, and preventing the leakage of pollutants into the environment.

Monitoring the available water quantity, estimating additional water from rainfall, checking the quantity and quality of water used in processes, and conducting water management risk assessments are essential components. These risk assessments are reviewed at least once a year, and the results are used to determine projects/plans for water management to mitigate risks and ensure that the company's water usage does not adversely affect the surrounding environment and communities.

Table 3-4 : Water Risk Assessment

Water Risk Assessment	Impact	Risk Management
Non-compliance with laws and regulations related to water that has been altered.	<ul style="list-style-type: none"> The cost of technology adaptation increases to comply with the law. 	<ul style="list-style-type: none"> Monitor compliance with the law according to the monthly plan.
Water prices have increased.	<ul style="list-style-type: none"> Increases the cost of doing business. 	<ul style="list-style-type: none"> Expand or provide more water sources.
The quality of water used in production is not suitable for its intended use.	<ul style="list-style-type: none"> Affects the quality of the product. 	<ul style="list-style-type: none"> Quality control of raw water plan.
The amount of water used in production is insufficient.	<ul style="list-style-type: none"> Production is disrupted. 	<ul style="list-style-type: none"> Expand or provide more water sources Increasing Reused / Recycled water consumption.
Farmers face water shortages for rubber and palm plantations.	<ul style="list-style-type: none"> Shortage of raw materials for production. 	<ul style="list-style-type: none"> Expand more raw material sources.
Water pollution is leaking into external water sources	<ul style="list-style-type: none"> Impact on the biodiversity of water sources. Community complaints lead to reputational damage. 	<ul style="list-style-type: none"> ทำการป้องกันการรั่วไหลของน้ำออกสู่ภายนอก Preventive water leakage to outside.
Conflicts with surrounding communities arise from water usage.	<ul style="list-style-type: none"> Business operations may be disrupted. Community complaints tarnish the image. 	<ul style="list-style-type: none"> Expand or provide more water sources. Increasing Reused / Recycled water consumption.

Refer the water risk assessment above, the company has Projects / Activities for increase water efficient as follows

Table 3-5 : Projects / Activities for increase water efficient

No.	Projects / Activities for increase water efficient	Results Achieved in 2023
1.	Water Reuse Self-cleaning process to circulate water in production process system as a reused water by without treatment system	Water consumption reduction 16,148 m³/yr (Represents 1.02% of the total water demand and 0.06 m ³ /ton of block rubber)
2.	Water Recycle Using treated water as a recycled water to substitute fresh water	Water consumption reduction 1,478,366 m³/yr (Represents 93.55% of the total water demand and 5.78 m ³ /ton of block rubber)

Table 3-6 : Record of water consumption

Water Consumption	Unit	2021	2022	2023
Fresh Water	m ³	129,283	92,373	101,960
Recycled Water	m ³	1,087,771	1,270,939	1,478,366

Note : ⁽¹⁾ The data included information of natural rubber business only.

⁽²⁾ Fresh Water include Raw water, RO water, Tap water and Soft water.

Table 3-7 : Reducing water usage target

Reducing water usage	Unit	2021		2022		2023	
		Target	Result	Target	Result	Target	Result
Water usage in block rubber production	m ³ /ton	≤ 7	6.6	≤ 7	6.2	≤ 7	6.18
Reduce water usage per unit of production ลดการใช้น้ำดิบต่อหน่วยการผลิต	ร้อยละ	-	-	≥ 3 Compared 2021	3.85	≥ 3 Compared 2021	4.17

Note : The data included information of natural rubber business only.

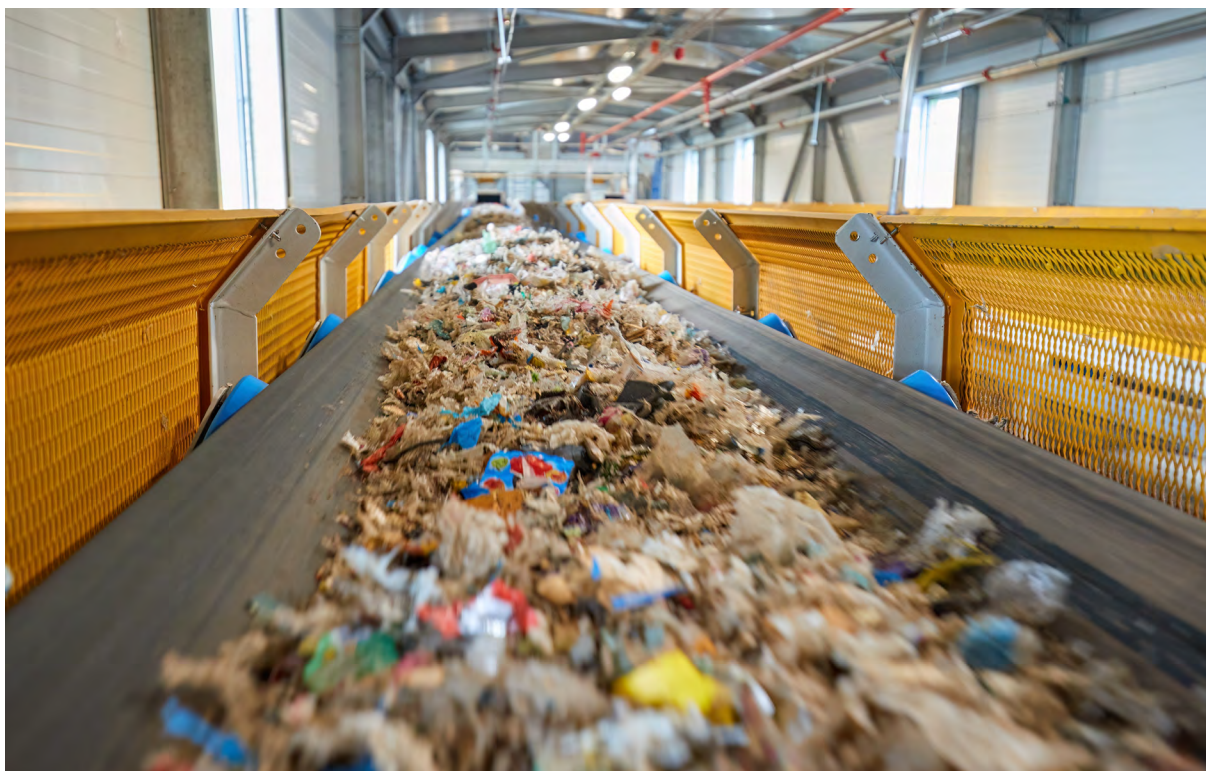
3.2 Waste Water Management

The company utilizes standardized, efficient, and environmentally friendly technologies for wastewater treatment to achieve the highest efficiency. Daily monitoring of treated water quality is conducted, and BOD and COD online measuring devices are installed at the final treatment pond to ensure that the quality of the treated water meets legal standards. This ensures that over 90% of the treated water can be recycled back into the production process, with the remaining water in the green area of the company's premises being discharged outside (Zero Discharge). The company aims to increase the volume of recycled water to replace new water usage by 100% by the year 2030.

Table 3-8 : Target of water management

Water management	Unit	2021		2022		2023	
		Target	Result	Target	Result	Target	Result
Using treated water to substitute raw water	%	≥ 85	89.38	≥ 90	93.22	≥ 90	93.55

Note : The data included information of natural rubber business only.



4. RESOURCE & WASTE MANAGEMENT

The company focuses on holistic resource and waste management throughout the organization, adhering to the principle of Zero Waste, which involves utilizing materials left over from the production process for beneficial purposes and adding value to every part (Transform Zero Waste to Waste to Value). This is done in conjunction with compliance with legal requirements to

provide a framework for operations that align with the goal of transitioning to a Green Industry system. This is in line with the policy to drive the development of the bioeconomy, circular economy, and green economy (Bio-Circular-Green Economy: BCG Model) to minimize waste generation.

Table 3-9 : Information non-hazardous waste and general waste

Non-hazardous waste and general waste	Unit	2021	2022	2023
Biodegradable waste (wood, leaves, sand)	Ton	985.97	754	454.67
Non-hazardous waste (Paper, metal, plastic)	Ton	695.94	244	504.64
Total	Ton	1,681.91	998	959.31

Note : The data included information of natural rubber business, palm oil business and renewable energy business.

The company emphasizes the importance of waste separation, specifying its sources and management methods, utilizing the 5Rs principle (Reduce, Reuse, Recycle, Refuse, Refill) to help minimize environmental impact and either reuse or dispose of waste in accordance with relevant regulations and laws. This includes projects and activities aimed at reducing non-hazardous waste and non-hazardous materials, as follows:

Table 3-10 : Projects / Activities to reduce non-hazardous waste

Type of waste	Project / Activity	Target	Results Achieved in 2023
Paper	<ul style="list-style-type: none"> • Use double-sided printing • Utilize electronic files • Utilize applications 	Reduce paper usage > 100 reams	<ul style="list-style-type: none"> • Reduce paper usage by 140 ream, represent 0.04% of the total non-hazardous waste
Packaging	<ul style="list-style-type: none"> • Designing new packaging to circulation enable packaging 	Reduce packaging usage > 100 ton	<ul style="list-style-type: none"> • Reduce packaging usage by 245.96 ton, represent 25.64 % of the total non-hazardous waste
Plastic	<ul style="list-style-type: none"> • Reducing the thickness of block rubber packaging. • Reducing the width of plastic sheets from 66 to 60 inches. • Changing the delivering method to customers by eliminating plastic sheets. 	Reduce plastic usage > 200 ton	<ul style="list-style-type: none"> • Reduce plastic usage by 251.82 ton, represent 25.26 % of the total non-hazardous waste

Table 3-11 : Projects / Activities to reduce Non-hazardous waste to landfills

Type of waste	Project / Activity	Target	Results Achieved in 2023
Metal	<ul style="list-style-type: none"> • Upcycling Activity • Repairing Activity 	Reduce Metal Waste >0.50 Ton	<ul style="list-style-type: none"> • "Reduced metal waste by 1 ton, equivalent to 0.10 percent of total non-hazardous waste volume."
Plastic	<ul style="list-style-type: none"> • Reuse Plastic Interleave 	Reduce Plastic Waste >50 Ton	<ul style="list-style-type: none"> • "Reduced plastic waste by 87.10 tons, equivalent to 9.08 percent of total non-hazardous waste volume."
Metal Sheet	<ul style="list-style-type: none"> • Donating unused metal roofing sheets to nearby schools and communities 	Reduce metal sheets waste 100%	<ul style="list-style-type: none"> • "Reduced metal sheet waste by 1,850 sheets, equivalent to 100 percent of the total metal sheet waste volume."
Electronic devices	<ul style="list-style-type: none"> • Donating unused computers and electronic devices to associations for disabilities people 	Reduce electronic waste 100%	<ul style="list-style-type: none"> • Reduced electronic waste by 1.89 tons, accounting for 100% of all electronic waste.
Waste Sludge, Wood chips, leaves, Stone and Sand	<ul style="list-style-type: none"> • Utilized waste from the biogas production process and wastewater treatment proces, wood, leaves, stones, and soil, into soil conditioner. • Applied waste to improve the soil in plantation 	Reduce organic waste 100%	<ul style="list-style-type: none"> • Reduced organic waste by 454.67 tons, accounting for 100% of all organic waste.
Food waste	<ul style="list-style-type: none"> • Collect food waste from canteens, schools, and nearby communities as a raw material to biogas production system 		<ul style="list-style-type: none"> • Reduce the community's burden by helping disposal 15,094 kg of organic waste management in 2023. • 1,429.60 m³ of biogas production from food waste. • 9,544 kgCO₂e carbon emission reduction from No landfill

The company has managed unused materials through the i-Industry system of the Department of Industrial Works, achieving a 100% compliance rate. Additionally, only companies authorized as registered waste disposers by the Department of Industrial Works have been selected to ensure proper waste management in accordance with legal regulations.

Table 3-12 : Reducing non-hazardous waste target

Waste management	Unit	2021		2022		2023	
		Target	Result	Target	Result	Target	Result
Reduce non-hazardous waste	%	-	-	> 30 Compared 2021	40.66	> 30 Compared 2021	42.96

Note : The data included information of natural rubber business, palm oil business and renewable energy business.





5. Air Quality Management

The company has managed air quality by reducing the impact from emission sources. Suitable odor and air pollution treatment systems have been installed in the factories of the company with emission outlets. Air quality monitoring stations have been established in the area to closely monitor air quality. Companies using rubber cup raw materials have reduced odors by using EM (Effective Microorganisms) and covering the raw material piles with fabric to prevent odors that cause discomfort. This is in accordance with the requirements of the international standard ISO 14001, considering the management of air pollution impacts on stakeholders such as employees, contractors working in the company group's areas, as well as communities and the environment surrounding the factory areas. As a result, in 2022, the company group received no complaints regarding odors or pollutants from any source, and air quality inspections were conducted in accordance with legal requirements.

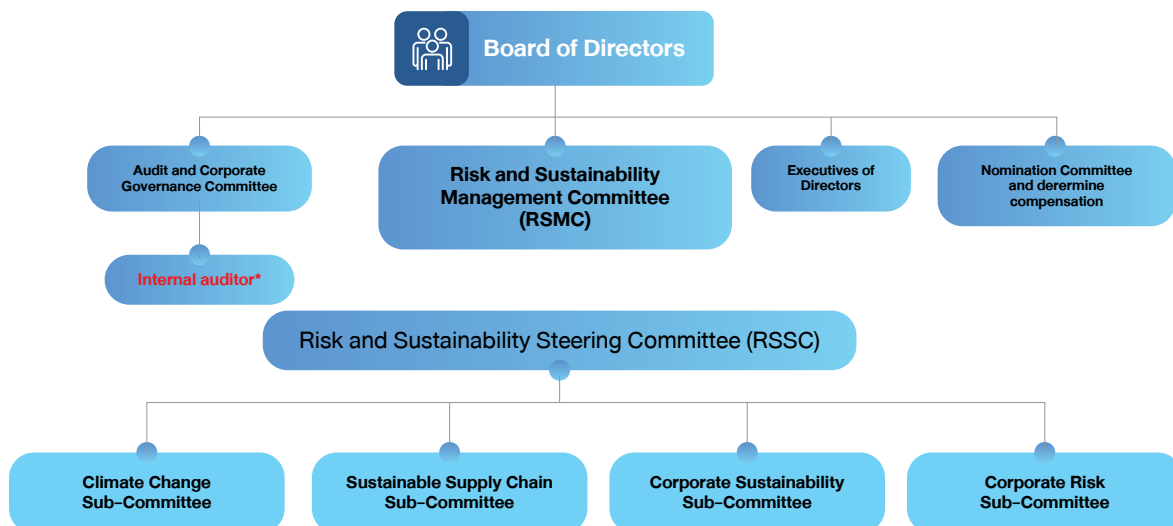
Table 3-13 : Air quality management performance

Air quality management	Unit	2021	2022	2023	2024
Total Suspended Particle (TSP)	mg/m ³	≤ 320	47.0	90.0	14.11
Nitrogen oxides component (NOx)	ppm	≤ 200	1.10	6.70	1.71
Sulfur dioxide component (SOx)	ppm	≤ 60	1.30	0.74	2.51



6. Climate Change Management

The company emphasizes the importance of reducing the impact of business operations on climate change. Senior management recognizes the significance of the impact of climate change and has therefore established frameworks and goals focusing on management practices capable of significantly and appropriately reducing greenhouse gas emissions in line with the business context. A Climate Change Committee has been appointed to oversee and control the quantity of greenhouse gas emissions to align with the set targets. Progress reports are submitted to the Risk and Sustainability Steering Committee (RSSC), which in turn reports the outcomes to the Risk and Sustainability Management Committee (RSMC) and the Board of Directors on a quarterly basis.



* means Independent external organization not under the business functions aimed at providing independence in risk oversight, with the internal control unit as the coordinator.

The company has conducted a risk assessment stemming from climate change to plan management strategies for associated impacts and to devise greenhouse gas management plans to mitigate climate change. The focus is on utilizing resources with maximum efficiency.

Table 3-14 : Climate change risk assessment and climate change risks management

Risk	Risk Issue	Impact	Risk management
Financial Risk	Failure to comply with laws or regulations	<ul style="list-style-type: none"> Business operating costs increase 	<ul style="list-style-type: none"> Establish structure for decarbonization management
Compliance Risk	Increased stringency of environmental laws and regulations such as carbon taxes and environmental measures, leading to trade barriers	<ul style="list-style-type: none"> คู่ค้าปรับตัวตามมาตรการทางกฎหมายไม่ทัน ทำให้ปริมาณวัตถุดิบลดลง มาตรการต่างๆ เช่น CBAM EUDR ทำให้การขายสินค้ายากขึ้น Counterparties adjust to legal measures, leading to raw material shortage Various measures such as CBAM and EUDR make selling more difficult 	<ul style="list-style-type: none"> Sourcing more raw materials source Adapt to low carbon business
Strategic Risk	Technologies development to low GHG emissions	<ul style="list-style-type: none"> Decrease demand for high GHG emissions products Increased investment in R&D project Increased expenses for upgrading technology 	<ul style="list-style-type: none"> Develop innovative strategies to meet future consumer and investor demands.
Operational Risk	Increasing frequency and severity of droughts and floods	<ul style="list-style-type: none"> Raw material shortages Problems in water sharing with communities Energy shortages (gas, oil) leading to production stoppages 	<ul style="list-style-type: none"> Sourcing more raw materials source Sourcing or expand reserve water sources Increase water usage efficiency and implement water recycling Use renewable energy instead of fossil fuels
	Global Warming Increased	<ul style="list-style-type: none"> Employees fall ill from heat, leading to labor shortages 	<ul style="list-style-type: none"> Improve workplace environment to adapt to climate change.

From these risks, the company has assessed the greenhouse gas emissions of its products throughout the supply chain and has had external third-party organizations review and certify its greenhouse gas emission data. Additionally, it has obtained Carbon Footprint for Organization (CFO) certification from the Carbon Management Organization and has participated in the Thailand Voluntary Emission Reduction Program (T-VER) to prepare for participating in Thailand's greenhouse gas emissions trading scheme and to transition into a low-carbon organization. The company group has developed plans and strategies for climate management, focusing on improving energy efficiency and investing in energy-saving technologies such as alternative and renewable energy projects, low-carbon product research and development, Carbon Capture and Storage (CCS) technology, and renewable energy. It also monitors progress to achieve the set greenhouse gas emission reduction targets.

Table 3-15 : Projects / Activities Aimed at Reducing Greenhouse Gas Emissions

GHG Emission Reduction Project	Results in 2023
Renewable Energy to substitute Fossil Fuels	The use of biofuel gas as a substitute for liquefied petroleum gas (LPG) amounted to 216,544,369 megajoules, representing a replacement rate of 81.48%.
Renewable Electricity (To substitute PEA Electricity)	The utilization of electricity generated from biogas as a substitute for electricity from the Provincial Electricity Authority (PEA) amounted to 21,861,374 megajoules, representing a replacement rate of 17.94%.
Solar Roof	The production of electricity from solar energy as a substitute for electricity from the Provincial Electricity Authority (PEA) amounted to 802,332 megajoules, representing a replacement rate of 0.66%.
EV vehicles in production process.	Replacing electric trains with oil-powered ones in the production process accounted for 48.48% of the vehicles used in the process.
Low Emission Support Scheme (LESS)	12 LESS Projects
Thailand Voluntary Emission Reduction Program: (T-VER)	Received Carbon Credits from registering T-Ver projects amounted to 51,732 TonCO ₂ eq.
Low Carbon Product	<ul style="list-style-type: none"> • CFP for rubber bar products: 278 KgCO₂ eq per ton • Carbon Footprint Print (CFP) label: 6 products • Carbon Reduction (CFR) label: 2 products
Carbon Capture and Storage Technology (CCS)	Currently in the process of researching and developing technology for capturing and sequestering carbon dioxide from biogas.

Table 3-16 : Greenhouse Gas Emission Data

Carbon Emission 2023	Unit	Rubber Unit	Palm Oil Unit	Energy Unit
Scope 1	TonCO ₂ eq	3,739	1,375	159
Scope 2	TonCO ₂ eq	13,587	78	587
Scope 3	TonCO ₂ eq	22,408	19,188	122

Note: The carbon footprint (CFO) data of companies under TEGH Group that have been certified by Thailand Greenhouse Gas Management Organization.

The company aims to reduce greenhouse gas emissions per production unit (Scope 1 and 2) by 4.2 percent from the 2022 baseline year and strives to become a Carbon Neutrality Organization by 2573 by utilizing carbon credit trading mechanisms, coupled with carbon offsetting and carbon sequestration activities, to transition towards becoming a Net Zero Carbon Organization by 2050.

Table 3-17 : The Target for reducing greenhouse gas emissions per production unit.

Target	Unit	2023	
		Target	Results
Carbon Emission Reduction per production unit (Carbon Intensity)	%	≥ 4.2 Compare to 2022	27.16

In addition, the company aims to develop environmentally friendly products to meet consumer demand for sustainability, particularly addressing issues such as global warming and climate change. Therefore, it has promoted the production of Low Carbon Products to enhance competitiveness while working towards the goal of achieving net zero greenhouse gas emissions. Currently, the quantitative benefits obtained by the company include:

- Certification of the Carbon Footprint of Products (CFP) for 6 products, accounting for 60% of the total products of the company group. The company's rubber strip products have been certified with a carbon footprint label of 289 g CO₂ per kg of STR, which is lower than the average standard for rubber strip products in Thailand.
- Certification of Carbon Footprint Reduction (CFR) labels for 2 products, demonstrating that the rubber strip products of the company group can reduce greenhouse gas emissions by more than 2% compared to 2021. Additionally, the company has set a target to limit carbon dioxide emissions from rubber strip products to less than 200 g CO₂ per kg of STR by 2026.



**Carbon Footprint Products
6 Products**



**Carbon Emission Reduction
2 Products**

Table 3-18 : Greenhouse gas emissions per Block Rubber

Carbon Footprint Product	Unit	2023
STR 20	kgCO ₂ eq / Ton	289

Note: Carbon Footprint (CFP) block rubber from EQR.



7. Biodiversity Conservation

The company does not engage in business activities in areas designated as global heritage sites and protected areas by the International Union for Conservation of Nature (IUCN), categories 1-4, namely Strict Nature Reserves, National Parks, Natural Monuments, and Habitat/Species Management Areas. These areas are not considered high conservation value areas (HCV). Additionally, the company group complies with the European Union Deforestation Free Regulation (EUDR) to conduct business without forest intrusion, thereby minimizing impacts on biodiversity.

The company actively promotes biodiversity conservation and natural resource preservation, as well as continuous community engagement. In 2023, the company, along with external organizations, conducted tree planting activities both internally and externally, including mangrove reforestation, expanding green areas, and constructing artificial reefs. These initiatives aimed to increase habitat for living organisms and preserve biodiversity.

Furthermore, the company conducts environmental impact assessments twice a year to ensure that its operations do not adversely affect the environment and surrounding communities. From the community surveys conducted in 2023, no negative environmental impacts were found, and there were no complaints from the communities regarding environmental issues related to the company's operations.

Table 3-19 : Biodiversity Data

Biodiversity	Unit	2023
Number of Species of Organisms Nearby	Species	76

Note: Survey conducted within a 5-kilometer radius .

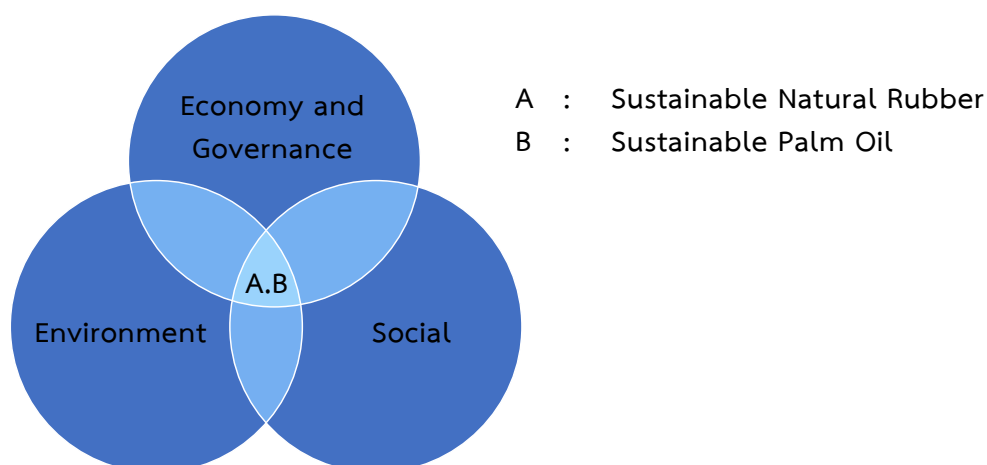
3.4 Social Sustainability Management

3.4.1 Social Policy and Practices

(1) Social and Environmental Responsibility Policy (BOD 016)

To meet the expectations of stakeholders in human rights and demonstrate the company's social responsibility towards society and customers, as well as community and social support, the company aims to ensure that its business operations benefit the overall community while contributing to the company's growth. More information can be found on the company's website (<https://www.thaieasterngroup.com/thaieastern/corporate-governance.php>). This is divided into 8 categories:

1. Conducting business with integrity.
2. Combating corruption.
3. Respecting human rights.
4. Fair labor practices.
5. Customer responsibility.
6. Responsibility towards business partners.
7. Environmental care and conservation.
8. Community and social development collaboration.



Picture 3-1 Framework for Sustainable Development

(2) Sustainable Development Policy (BOD 028)

The Sustainable Development Policy (BOD 028) focuses on three aspects and includes other operational frameworks to promote sustainability in the procurement of raw materials for rubber and palm oil (which are the main raw materials of the company) as follows:

1. Economy and Governance Economy

- Establishing a framework for business development within the Bio Circular Green Economy concept by maximizing the utilization of various resources.
- Developing and promoting innovation to create added value, reduce costs, and enhance efficiency for the company group's

operations, as well as to strengthen social and environmental benefits.

- Supporting and assisting customers, partners, and stakeholders throughout the value chain to conduct business sustainably.
- Increasing opportunities to generate value from operations aimed at transforming waste into zero waste products or new businesses.
- Generating income by transitioning towards a Low Carbon Economy.
- Setting and overseeing the objectives and main goals of the company, as well as the group's strategies, towards sustainability by utilizing appropriate and safe innovations and technologies to create value for the business, customers, stakeholders, and society as a whole, meeting the needs of all stakeholders.

Governance

- Ensuring that the company group operates transparently, with accountability, integrity, and resistance to corruption, in accordance with good corporate governance principles, by adhering to policies such as good corporate governance (BOD 002), internal control and auditing (BOD 003), risk management policy (BOD 005), business ethics (BOD 006), company confidentiality and internal data usage policy (BOD 008), and anti-corruption and anti-collusion policy (BOD 013).
- Compliance with all laws, regulations, and rules related to fair and equitable competition that are enforceable in each country and region, and not obstructing fair and equitable competition, including compliance with other laws and regulations related to the proper conduct of the company's business.
- Establishing assessment and risk management practices in accordance with international standards to ensure the sustainability of the company.

2. Society

- Respect for Human Rights according to Business Ethics (BOD 006) Policy, Human Resources Management (BOD 025), and the law, by:
 - Preventing employees from being threatened or coerced into actions based on beliefs, religion, ethnicity, nationality, language, social status, education, gender, sexual orientation, or physical disabilities, as well as cultural practices and customs of individuals, while respecting their dignity, characteristics, and privacy.
 - Creating a conducive working environment where employees can work without violating human rights, facing threats, or discriminatory practices, ensuring equal opportunities and providing channels for direct complaints to management to communicate the impact of unfair treatment or rights violations, with the aim for the company group to improve.
 - Promoting awareness among employees about basic labor rights and eliminating inhumane labor practices that undermine human dignity.
 - Respecting freedom of negotiation
- Emphasizing the importance of personnel and employee management of the company according to the Human Resources Management Policy (BOD 025).
- Developing personnel through continuous training to enhance their abilities and improve their work skills to make company operations more efficient, fostering motivation among employees to remain with the company group and contribute to ongoing organizational development.
- Safety and Occupational Health:
 - Compliance with laws and regulations regarding safety and occupational health.

- Proactive measures such as defining safety areas or inspecting workplace safety to ensure all employees have comprehensive awareness of safety issues.
- Establishing indices related to safety and occupational health and promoting a work environment and culture that encourages all employees to be fully aware of safety concerns.
- Promote activities that foster good relationships with the community by collaborating with community development for environmental improvement, including promoting activities that contribute to social responsibility within the company's supply chain, following the company's social responsibility ethics.
- Utilize the expertise of the company group to create value and enhance the quality of life of the community and society sustainably.
- Share resources with neighboring communities and local farmers, including providing knowledge to farmers in the community on soil efficiency improvement, reducing chemical usage, to create green communities with efficient and safe production that help reduce deforestation and prevent impacts on native plant and animal species.
- Properly manage waste and residual materials according to regulations, and circulate waste and residual materials for maximum benefit before disposal (Circular Economy).
- Improve production processes to produce environmentally friendly products (Eco Products, Low Carbon Products).
- Support the procurement and use of renewable energy to replace fossil fuels, manage energy consumption, and promote energy efficiency.
- Establish guidelines for managing greenhouse gases to reduce direct and indirect emissions.
- Develop plans to monitor and control environmental quality to comply with international standards and environmental laws.
- Collaborate with local and international organizations in resource management, environmental protection, adaptation, and mitigation of climate change.
- Support and prioritize environmental considerations as part of the supply chain in business operations of environmentally-conscious partners, with clear environmental-friendly business operation policies.
- Evaluate environmental impacts according to international standards by recognized organizations such as FSC (Forest Stewardship Council) or RSPO (Roundtable On Sustainable Palm Oil).

3. Environment

The company is committed to conducting environmentally friendly business operations and considering environmental impacts according to the principles of the Bio Circular Green Economy as follows:

- Comply with environmental management requirements according to international standards and relevant laws.
- Efficiently manage water resources, reduce water usage, develop sufficient reserve water sources, and recycle water for maximum benefit.

4. Other frameworks

for promoting sustainable sourcing of natural rubber and palm oil (which are key raw materials for the company) include the following commitments:

- Support farmers in complying with regional and local labor hiring conditions, such as wages, working conditions, and standards

under employment contracts as outlined in the ILO C110 concerning the conditions of employment of plantation workers.

- Raise awareness of safety among farmers, partners, and stakeholders by regularly communicating safety practices and information appropriately.
- Transparently purchase raw materials at fair and reasonable prices, in accordance with relevant criteria and laws.
- Avoid purchasing raw materials from high-risk sources that contribute to environmental destruction, deforestation, human rights violations, or any practices inconsistent with relevant regulations.
- Source raw materials from sustainably managed sources that can be traced back to ensure compliance with this Sustainable Development Policy for sustainable material sourcing throughout the entire supply chain.
- Assisting in improving the efficiency and productivity of farmers by implementing the following actions:
 - Disseminating sustainable farming management information to enhance agricultural productivity.
 - Selecting and supporting suitable crop varieties for the region.
 - Assisting farmers in improving the quality of raw materials to achieve high quality standards.
- Encouraging farmers to consider environmental impacts (reduce environmental burden) by:
 - Promoting compliance with all laws and regulations related to forest conservation.
 - Focusing on conserving threatened forests, high conservation value (HCV) forests, and forests in areas with high carbon stocks (HCS).
 - Encouraging farmers to cease deforestation, halt forest burning, maintain soil fertility, and refrain from

planting crops in illegal areas, including forest reserves.

- Promoting the reduction of chemical usage, pesticides, herbicides, and insecticides, minimizing their impact on wildlife and the environment.
- Supporting the appropriate use of water resources.
- Adhering to Participatory Planning, Implementation, and Communication (PPIC) guidelines when engaging with indigenous peoples and local communities affected by land use, and respecting the use of forest resources in the daily lives of indigenous peoples and local communities.

(3) Human Rights Policy

The company is consistently aware of the value and dignity of human beings. Therefore, it is committed to adhering to laws regarding human rights and internationally recognized standards, particularly supporting compliance with the Universal Declaration of Human Rights (UDHR), the United Nations Global Compact (UNGC) for sustainable development, the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the International Labour Organization's Fundamental Principles and Rights at Work (ILO).

To ensure that the company's business operations are free from human rights violations, the company's board has established this Human Rights Policy as a guideline to prevent human rights violations against stakeholders throughout the value chain. This policy applies to all business activities of the company, including promoting and supporting stakeholders such as employees, customers, partners, joint venture partners, and investors to adhere to human rights principles. The company is committed to caring for communities, society, and the environment

alongside conducting business to thrive sustainably. The company discloses this Human Rights Policy on its website (<https://www.thaieasterngroup.com/thaieastern/corporate-governance.php>)

The company’s human rights policy covers the following points:

- 1. Treating employees with equality and fairness, without discrimination, and ensuring that employee rights are in accordance with various legal requirements such as compensation, workplace safety and health, freedom of association, and collective bargaining.
- 2. Not employing child labor below the legal age or engaging in forced labor within the company or its supply chain.
- 3. Non-discrimination against stakeholders of the organization, such as customers and partners.

- 4. Respecting customer rights, such as fair treatment and not violating customers’ personal information.
- 5. Respecting partner rights, such as fair treatment, ensuring transparent procurement processes to promote fair competition and adherence to human rights principles.
- 6. Respecting community rights, such as being aware of community rights, listening to feedback, and supporting community involvement.
- 7. Supporting joint venture companies to adhere to human rights principles regarding stakeholders.
- 8. Implementing comprehensive human rights due diligence processes (HRDD).

Picture 3-2 Human Right Due Diligence (HRDD) Process for stakeholders in value chain (business partners, suppliers, and employees)

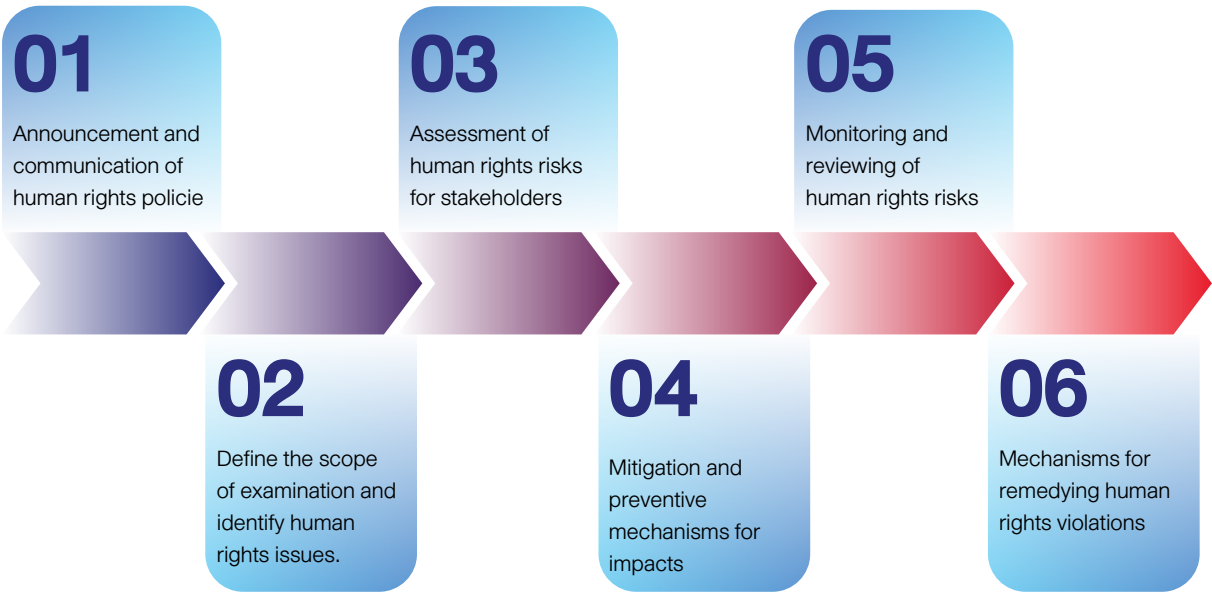


Table 3-20 showed issues related to the human rights risk in organization and value chain.

	As an employer	As a Producer	As a Buyer	As a Seller
	Labor Practices	Social and Environment Practices	Supplier / Sub-Contractor Practices	Customer Practices
Human Rights-Related Risk Issues	<ul style="list-style-type: none"> • Child labor / Fair labor practices • Compensation • Freedom of association • Non-discrimination / Harassment • Health and safety • Working environment • Privacy violation 	<ul style="list-style-type: none"> • Occupational health and safety • Natural resource usage • Waste management • Access to community water sources • Standards of living and community quality of life • Impact on local environment 	<ul style="list-style-type: none"> • Labor utilization • Labor practices • Non-discrimination / Harassment • Health and safety • Protection of trading partner data • Violation of trading partners' community rights 	<ul style="list-style-type: none"> • Customer confidentiality • Customer treatment practices • Violation of customer privacy data
Results of risk assessment	• No high risk	• No high risk	• No high risk	• No high risk
Mechanism for remedying violations	<ul style="list-style-type: none"> • Acceptance and issuance of apology letters, or • Compensation for damages 			

Table 3-21 : Show measures to mitigate risks and preventive mechanisms for human rights issues.

1. Employee rights

Risk Issue	Operational risk measures
<ul style="list-style-type: none"> • Fair treatment of labor/work practices. • Freedom in the workplace. • Non-discrimination practices/violations. • Health and safety. • Personal data protection. 	<ul style="list-style-type: none"> • Declare and adhere to human rights and labor protection policies and laws. • Declare and adhere to personal data protection policies. • Organize welfare committee meetings to gather employee feedback and Occupational Health, Safety, and Environment (OHSE) committee meetings to monitor employee safety issues. • Conduct job risk assessments and establish work standards. • Provide personal protective equipment and ensure a safe working environment. • Conduct annual health check-ups based on risk factors.

2. Community rights

Risk Issue	Operational risk measures
<ul style="list-style-type: none"> • Occupational health and safety • Natural resource utilization • Waste management • Access to community water sources • Standards of living and community quality of life • Environmental impact on the community 	<ul style="list-style-type: none"> • Adherence to social and environmental responsibility policies. • Compliance with ISO 14001 and ISO 45001 standards. • Facilitating community environmental impact assessments conducted by external agencies (EIA). • Regular monitoring of water and air quality. • Implementation of circular economy waste management practices. • Water management (water recycling) to reduce community water usage.

3. Suppliers/Contractors rights

Risk Issue	Operational risk measures
<ul style="list-style-type: none"> • Labor practices / Treatment of workers • Selection of practices / Violations • Health and safety • Protection of trading partner data 	<ul style="list-style-type: none"> • Establish criteria for selecting trading partners and systematic procurement processes. • Implement a Sustainable Supplier Code of Conduct to ensure sustainable procurement practices. • Define procedures for assessing job risks before commencement and appoint a safety officer to oversee subcontractors' work safety. (For high-risk jobs, obtaining a work permit before starting work is mandatory.) • Announce and adhere to a personal data protection policy. • Set guidelines for assessing suppliers/contractors. • Conduct annual surveys to gauge trading partners' satisfaction.

4. Customer rights

Risk Issue	Operational risk measures
<ul style="list-style-type: none"> • Customer confidentiality • Selecting practices towards customers 	<ul style="list-style-type: none"> • Announce and adhere to business ethics to ensure employees' appropriate and accurate conduct. • Announce and adhere to the company's and clients' confidentiality policy. • Establish transparent customer complaint procedures. • Conduct regular customer satisfaction surveys.

Table 3-22 Assign responsibility for monitoring human rights issues.

Stakeholder	Responsibility for monitoring	Frequency
Employee	Welfare committee	Monthly
Community	The Safety, Health, and Environment Committee	Monthly
Suppliers/Contractors	Procurement Officer	Yearly
Customer	Sales and Marketing Officer	Yearly

(3.1) Risk identification process

Criteria for assessing risks serve as tools to prioritize risk levels by measuring the severity of impact and the likelihood of events occurring:

- Risk Measurement Matrix. This risk assessment criterion utilizes a Risk Measurement Matrix, which evaluates the severity of impact and the likelihood of events. The risk assessment criteria include two perspectives:
 - 1) Likelihood Assessment Scale: This assesses the probability or likelihood of risks occurring for each event.
 - 2) Impact Assessment Scale: This evaluates various factors that may impact the company.

After evaluating the impact and likelihood of each risk, the scores from both criteria are multiplied together to determine the Risk Level score.

Setting criteria for assessing the risks of stakeholders in value chain.

- 1) Raw material Suppliers: Define criteria for assessing risks in 2 dimensions are
- Dimension 1:** Impact Severity Level (Impact) is an assessment of the impact on the company if a particular risk issue occurs. Severity levels are divided into 5 categories, which are:

Intensity	Level
Breaking the law, violating terms, contract cancellation, product returns, facing lawsuits, media coverage.	5
Violating terms, not breaking the law, product returns, no lawsuits filed, no media coverage. Top of Form	4
Not violating terms, not breaking the law, no product returns, dissatisfaction from major customers, but regular product orders continue.	3
Not violating terms, not breaking the law, dissatisfaction from minor customers, but regular product orders continue.	2
Not violating terms, not breaking the law, no impact on overall satisfaction, no impact on product orders.	1

Dimension 2: Risk Assessment Score Range is a score derived from operations conducted to obtain raw materials from suppliers, which may pose risks in that area. Severity levels are divided into 5 categories, which are:

Score	Level
Very High	5
High	4
Medium	3
Low	2
Very Low	1

Table of Sustainable Risk Assessment

Intensity					
Critical 5	Medium	High	High	Very High	Very High
Serious 4	Medium	Medium	High	High	Very High
Moderate 3	Low	Medium	Medium	High	High
Minor 2	Very Low	Low	Medium	Medium	High
Insignificant 1	Very Low	Very Low	Low	Medium	Medium
	1 Very low score	2 Low score	3 Medium score	4 High score	5 Very light score

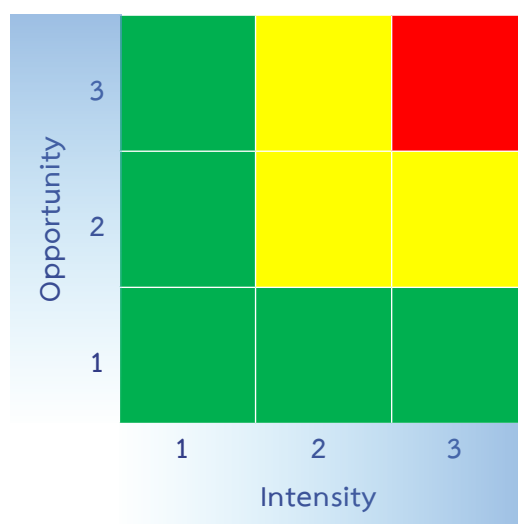
Risk Level Assessment

- 2) Suppliers/Contractors: Define criteria for assessing risks in 2 dimensions are
Dimension 1: Severity of Impact is an assessment of the impact to the company, divided into 3 levels are

Impact	Level
Compliance impact	3
Company's image impact	2
Indirect impact	1

Dimension 2: Likelihood of Risk Occurrence, divided into 2 levels are

Likelihood	Level
Comply with risk factors	2
No comply with risk factors	1



- 3) Employee : Define criteria for assessing risks in 2 dimensions are
Dimension 1: Severity of Impact is an assessment of the impact to the company, divided into 3 levels are

Impact	Level
Compliance Impact	3
Selective or unequal	2
Minimal impact	1

Dimension 2: Probability of risk occurrence, separated into 2 levels

Frequency	Likelihood
Comply with risk factors	3
Not sure comply with risk factors	2
No comply with risk factors	1

(4) Relationship with stakeholders

4.1) Customer Relationship

The company adheres to business ethics related to customers, emphasizing the production of quality products and services at fair prices to ensure maximum customer satisfaction. We disclose accurate and sufficient information promptly to customers to keep them informed about our products and services, aiming to build trust and confidence. We adhere to quality standards, safety, environmental sustainability, and energy management in production. Additionally, we maintain communication channels with customers, including clear procedures for handling complaints about quality and services. The company has set a target for customer satisfaction at 80%, and based on customer satisfaction surveys, we develop plans to enhance and improve products, services, and business processes.

4.2) Raw material supplier Relationship

The company has announced a sustainable development policy and developed a Sustainability Supply Chain Management guide to demonstrate its commitment to promoting suppliers' compliance with legal requirements, awareness of safety and environmental concerns, and reduction of chemical usage, pesticides, and insecticides. The company aims to procure raw materials transparently and ethically, avoiding sources associated with deforestation and human rights violations. Sustainable sourcing practices involve implementing traceability processes to ensure sustainability throughout the supply chain.

The company has implemented a raw material management system based on FSC, RSPO, USDA-NOP standards, and EUDR regulations to encourage suppliers/agricultural producers to participate in sustainable development policies. Training seminars on rubber and palm oil plantation management are organized to promote cooperation among small-scale farmers for

sustainable agricultural standardization. These standards improve farmers' living conditions, reduce costs through soil quality checks, and decrease unnecessary chemical fertilization, leading to better health through annual blood chemical residue checks. Increased raw material yields per hectare result from proper farm management. Additionally, the company has trained procurement staff to specialize in farm management to provide guidance to farmers and raw material suppliers, ensuring compliance with standards and regulations while promoting sustainable development policies.

4.3) Suppliers/Contractors Relationship

The company has developed a Sustainability Supply Chain Management guide and procurement regulations to provide guidelines for proper operation and to establish sustainable procurement and contracting practices. Additionally, a Sustainable Supplier Code of Conduct has been formulated and provided to suppliers/contractors for acknowledgment and signing before registration. Suppliers/contractors are required to confirm and adhere to the code, with a minimum confirmation rate of 75%. Furthermore, a thorough assessment is conducted before the main supplier registration process, ensuring 100% compliance.

Each year, customer satisfaction surveys are conducted to gather feedback and improve systems and processes accordingly, with the goal of achieving a customer satisfaction rate of over 85%. Additionally, the company has initiated a Green Procurement system by creating a Green Product Directory, which serves as a standard for products used within the organization to align with sustainable development policies.

4.4) Employee Care and Development

The company which includes our company, prioritizes employee welfare within the organization. Consequently, we have established policies for

personnel management and succession planning. We provide opportunities for development to employees at all levels, analyzing their training needs to plan for enhancing their capabilities through various formats such as E-learning, in-house training, and public training. Our target is an average of 40 training hours per employee per year for officers and above.

We also have programs aimed at promoting employee advancement, such as in-factory school initiatives focusing on electronics skills, sponsorship for employees pursuing master's degrees in sustainability, and training sessions on the EEC Model and rubber technology. Additionally, we conduct in-house training courses for electricians and participate in programs like the ESG DNA initiative with the Stock Exchange of Thailand.

Moreover, we prioritize fostering internal cohesion by conducting annual employee satisfaction surveys, aiming for a satisfaction rate of 85%. The results of these surveys guide our plans for improvements and developments within our yearly strategic plans.

4.5) Community and Social Development Engagement

The Company is conscious of its role in participating in social and community care and adheres to policies of social and environmental responsibility, which are considered a part of supporting sustainable business growth. The company thus emphasizes community development, strengthening, and enhancing community well-being, alongside the significance of sustainable

business growth (Corporate Social Responsibilities). Therefore, it is stipulated that water and air quality assessments be conducted regularly every month, and efficient water management plans are put in place to ensure there are no adverse impacts on community water resources, while simultaneously ensuring benefits for the collective well-being and growth of the company.

The Company provides avenues for receiving feedback and addressing the needs and issues of the community through community engagement activities and regular meetings or forums. This open approach allows everyone in the community to express opinions, expectations, concerns, and complaints to the company. Furthermore, external agencies are engaged to conduct Environmental Impact Assessments (EIA) annually, ensuring transparency, with community complaints serving as focal points for improvement initiatives.

3.4.2 Social Performance

(1) Occupational Health and Safety

The company has been certified in environmental management, occupational health, and safety systems according to the ISO 14001:2015 and ISO 45001:2018 standards, with annual performance monitoring. The company provides healthcare services including occupational medicine and nursing facilities, along with annual health check-ups for employees. Additionally, the company conducts training in occupational health and safety for both employees and contractors/subcontractors, either before commencing work or when changing roles, considering the necessary training courses based on job nature, associated risks, and legal compliance.

Table 3-23 : Occupational Health and Safety performance

Performance	Target	2021	2022	2023
Work-related fatal accidents: Employees	0 person	0 person	0 person	0 person
Work-related fatal accidents: Supplier / Contractor	0 person	0 person	0 person	0 person
Lost Time Injury Frequency Rate (LTIFR) : Employees	0.5 %	1.10 %	2.47 %	0.05 %
Lost Time Injury Frequency Rate (LTIFR) : Supplier / Contractor	0.5 %	0 %	0 %	0 %

In 2023, the company also organized projects and activities to care for the health and safety of employees in situations of epidemic diseases and other illnesses, such as:

- Providing influenza vaccination projects for employees at the workplace.
- Implementing proactive health check-up projects to promote employees' self-care.
- Conducting educational programs on breast cancer and cervical cancer screening for female employees.

Table 3-24 : Projects / Activities to promote the health and safety of employees

Projects / Activities	Target	Result
Influenza vaccination program	100%	96%
Workplace health screening program	100%	96%
Educational program on breast and cervical cancer screening	100%	95%

1. Project vaccines booster to protect against 4 strains of influenza



2. Project proactive health care services for insured individuals in workplace



3. Self-examination for breast cancer and screening for cervical cancer



(2) Human Rights

The company has communicated its human rights policy to employees to ensure strict adherence throughout the organization. Additionally, it has developed a human rights risk assessment aligned with ESG principles for both employees and partners. The company also conducts risk assessments with relevant stakeholders. The results of the human rights risk assessment are as follows:

Table 3-25: Show the number of human rights violations

Year	2021	2022	2023
The number of human rights violations.	No	No	No

In the past 3 quarters, the company has not experienced any instances of human rights violations. However, the company has established procedures to address and remedy any such incidents if they occur, as follows:

- 1. Acknowledgement and issuance of a formal apology letter.
- 2. Compensation for damages.

The company mandates the presence of employee representatives responsible for negotiating with the company regarding agreements that impact employees through the Employee Welfare Committee (MS-QWL). They actively participate in discussions/meetings concerning welfare, benefits, and changes in regulations on a monthly basis.

(3) Stakeholders Relationship

3.1) Customer Realtionship

The company is committed to building good relationships with customers by producing high-quality products that meet standards and fulfill customer needs. We ensure timely delivery of products, strictly adhering to customer requirements. We collaborate with customers in various operational aspects, including sustainability. Customer satisfaction surveys are conducted regularly, with the company setting a target of at least 80% satisfaction. In 2023, the customer satisfaction survey yielded the following results:



The company has analyzed the data from customer satisfaction surveys to develop improvement plans and/or product, process, and service development plans. This is to ensure confidence in our ability to effectively and promptly meet customer needs.

Example Project Product and Service Development from Customer Satisfaction Evaluation

Project Name: Development of Special Grade Block Rubber with Consistent Viscosity

Source: A major global tire manufacturer, with production bases located overseas, evaluated the satisfaction with the quality of strip rubber products from the company group at a very high level. This evaluation played a significant role in the decision-making process to select the company group to participate in the special grade strip rubber development project. This collaboration between the company group and the customer involved establishing teams to study, research, and develop products, as well as the strip rubber production process, resulting in new products that could generate revenue and facilitate current trading.

Outcome: The ability to produce and deliver new products (New Product) with consistent viscosity control under a more complex production process than regular grade strip rubber. This enabled the delivery of more than 9,000 tons to customers in 2566, an increase of 494% from 2561. This

special grade strip rubber made it easier for customers to mold tire rubber, reducing energy consumption in their production processes. With positive feedback from customers, we continued to research, innovate, and develop products to meet customer needs in future projects.

3.2) Raw Material Supplier

The company has strategies to promote sustainable partnerships with palm oil and rubber raw material suppliers to ensure a stable and sustainable supply chain. This includes encouraging smallholder farmers to form community enterprises and large-scale farmer groups to work on developing standards such as the Round Table on Sustainable Palm Oil (RSPO), Forest Stewardship Council (FSC), and United States Department of Agriculture – National Organic Program (USDA NOP).

The company has successfully facilitated the formation of three groups of smallholder farmers, including the Sustainable Palm Oil Producers Community Network of Thailand Eastern, currently with 486 members; the Sustainable Rubber Producers Community Network, currently with 84 members; and the Sanamchai District Large-Scale Farmer Group, currently with 68 members.

By encouraging raw material suppliers, considered crucial links in the supply chain, to adopt international standards in rubber and palm oil plantation processes, the company has aligned its current operations with sustainability goals for rubber and fresh palm oil fruit bunches. This includes the following standards:

Raw material	Standard	Target	Certificated (Rai)
Cuplump	Forest Stewardship Council (FSC)	within 2026 51,074.00	47,074.00
Field Latex	United State Department of Agriculture – National Organic Program (USDA NOP)	Maintain Status	6,606.00
Oil Palm	Roundtable on Sustainable Palm Oil : Smallholder	Within 2025 50,000.00	16,597.38

In addition to promoting the aforementioned international standards, the company group advocates for sustainable management practices. This involves encouraging raw material suppliers to adopt environmentally friendly practices. Suppliers must source raw materials from areas that do not encroach on forested areas or contribute to deforestation. They must have conservation plans for areas of High Conservation Value (HCVs), implement plans to reduce chemical usage in rubber and palm oil plantations, adhere to laws governing public water usage for agriculture, and reduce greenhouse gas emissions.

Furthermore, the company promotes social and ethical practices, such as employing legal labor, avoiding forced labor and child labor, and

upholding human rights, occupational health, and safety standards. Additionally, the company fosters community engagement.

In addition to promoting these international standards, the company has declared a Due Diligence Statement (TEGH-QMS047/2567) to comply with the Global Platform for Sustainable Natural Rubber (GPSNR) framework and the EU Deforestation Free Regulation (EUDR). This involves ceasing the purchase of rubber and fresh palm oil fruit bunches from areas associated with deforestation and forest degradation after April 30, 2019 (2562 BE). The company has prepared an action plan, including setting operational targets for smallholder farmers, raw material collectors, and procurement teams regarding compliance with the EU Deforestation Free Regulation.

Sustainable Raw material (EUDR)	Data base (Rai)	Target 2024 (Rai)	Note
Cuplump	123,851	700,000	100% within 2025
Field Latex	23,280	50,000	100% within 2025
Oil Palm	40,028	80,000	100% within 2025

3.3) Supplier / Contractor Relationships

The company has defined criteria for identifying critical supplier, as follows:

Supplier		Criteria for identifying critical supplier
Tier 1	Critical Tier 1	<ul style="list-style-type: none"> 80% of the total value of goods and services ordered the assessment year, with a minimum value 1 million baht. Few suppliers or key component suppliers for production. Others as appropriate, such as strategically related partners.
	Non Critical Tier 1	<ul style="list-style-type: none"> Suppliers that provide goods and services crucial to the products and manufacturing process, with multiple options available.
Tier 2	Critical Non Tier 1	<ul style="list-style-type: none"> Tier 1 suppliers, primary partners of the company, crucial for delivering goods and services to the company.
	Non Critical Tier 2	<ul style="list-style-type: none"> Suppliers providing products and services that support the production and manufacturing process, with multiple options available.

In 2023, there were 10 Critical Tier 1 suppliers of a total of 370 suppliers, accounting for 2.7%. The company established the requirement for signing the Sustainable Supplier Code of Conduct and Supplier Due Diligence, with the following details:

Table 3-26 : The proportion of Critical Tier 1 suppliers and Critical Non-Tier 1 suppliers is as follows

Critical	Amount	%
Critical Tier1	10	2.7
Critical Non Tier 1	No	0

3.3.1 Supplier Risk Assessment

(1.) Risk from relying on a single source supplier

In conducting business, considering the importance of managing the supply chain and procuring goods and services related to products, which are crucial factors for production and timely delivery to customers, if the company has few or reliant suppliers, it may impact the company's ability to produce goods on schedule. The company has therefore conducted an economic risk assessment of its suppliers, and from the assessment, "no significant risks were identified."

Risk Management

1. Establish a registry to control the inventory of materials, equipment, and machinery ordered from a single source.
2. Identify alternative backup suppliers and comparable suppliers to serve as options for procurement.

During the past year 2023, the company surveyed the satisfaction of its suppliers. The results of the satisfaction survey are as follows:

Satisfaction Statistics (%)	Target	2021	2022	2023
Supplier / Contracting	>90%	93.21%	90.64%	95.14%

(2) ESG Risk from Suppliers

The company has established and assessed the risks of its partners, covering issues such as human rights, employee care and labor, business ethics, health, and safety, environmental compliance, etc. In the past year, the company conducted an ESG risk assessment of its partners, totaling 47 entities, accounting for 12.7 percent of all partners, and "no high-risk issues were found."

3.3.2 Supplier Risk Assessment Process

The company conducts Supplier Due Diligence according to ESG principles (Environmental, Social, and Governance) through Self-Assessment to analyze the risk factors of each supplier/contractor for future improvement and development planning. The Supplier Due Diligence process consists of two cases:

1. For new suppliers, an assessment will be conducted before registration.
2. For key suppliers, an annual assessment will be conducted.

In cases where the supplier assessment reveals high-risk issues, the company will temporarily suspend procurement and require the supplier to develop a risk reduction plan. The company will then monitor and review the supplier's risk continuously.

(4) Employee Care and Development

The company places importance on taking care of employees and prioritizes safety and good health, beyond legal compensation. Employees also receive compensation based on their specific skills and additional benefits to motivate them and ensure a good quality of life. For instance, there are retirement funds, projects to enhance employee quality of life, and promotion of employment opportunities for disadvantaged individuals and people with disabilities. Furthermore, the company has hired disabled individuals in accordance with the complete provisions of Section 33 of the Rehabilitation of Persons with Disabilities Act B.E. 2550, as stipulated by law.

Table 3-27 : Information on hiring in 2023

Information on hiring	Unit	Target	Result
Number of employees: Male: Female	Person %	-	775 : 500 61 : 39
Hiring of disabilities person and disadvantaged individuals	Person	11	11
Voluntary resignation rate of employees	%	<15	7.66

The company has set forth an annual training plan and various development activities to promote internal learning, enhance necessary skills for the present, and prepare employees for the future. The employee development formats are diverse, focusing on ensuring that employees have the knowledge and abilities required for their roles according to the Training Roadmap and Competency framework. Additionally, career path plans are established to facilitate continuous growth aligned with professional aspirations. Beyond career path planning, emphasis is placed on specialized professional development.

The company also mandates the analysis of training needs to enhance employee potential according to the Training Roadmap and identify competency gaps among employees. This analysis is based on the positions and levels of employees, as well as their performance evaluations. Furthermore, development plans are formulated to equip employees with suitable knowledge and skills for their designated roles. In 2566, the company promoted educational funding for employees' learning at various educational levels, including initiatives such as in-factory school programs and electronics branch programs. Additionally, sustainability education programs were implemented to support the organization's sustainable development objectives.

Table 3-28 : Targets and outcomes in promoting knowledge or implementing employee development projects

Indicators for employee care and development	Unit	Target	Result 2023
Employee training hours (Officer and up)	hr / person / yr	40	60.25
Employee scholarship program			
• Bachelor's degree: Electrical Engineering	Person	-	4
• Master's degree: Sustainability	Person	-	3
Professional skill development program for employees	Person	15	15
• Electrical Technician Training Program			
Foundamental sustainability training program Staff and up (ESG DNA ACADEMY)	%	50	94.46%

For the employee development and training programs aimed at promoting progress among employees in 2566, one notable initiative was the in-building electrician course, which involved 15 participants. The benefits derived from this development and advancement promotion included employees passing the standardized competency test for the in-building electrician profession at level 1. This achievement led to increased professional compensation for employees. Additionally, they gained skills in installing indoor lighting systems, troubleshooting

burners, and efficiently managing electrical control panels. As a result, the company was able to reduce expenses by 1.99 million baht by minimizing reliance on external service providers.

Furthermore, efforts were made to promote employee participation in organizational development through quality improvement activities. In 2566, the company participated in the Greenhouse Gas Reduction Project and the LESS (Supporting Greenhouse Gas Reduction Activities) initiative.

Table 3-29 : Quality improvement activities

Activities	Amount (Projects)	Saving Cost (Baht)
QCC	33	55.16 Million Baht
One Point Lesson	1,185	n/a
Kaizen	2,786	6,245,780
Improvement	38	7,205,470
LESS Project	12	n/a

Table 3-30 : Criteria for evaluating employee performance in 3 aspects

Criteria	Proportional
Performance in assigned tasks (KPIs) based on the Balance Scorecard and Sustainability principles	70%
Corporate culture (Core Values)	15%
Work performance	15%

The company utilizes the results of annual employee performance evaluations to compare and rank employees within the same group. These evaluations are also used to consider compensation adjustments and annual bonuses. Additionally, the company analyzes the competency assessments of talent and successor groups for each position to develop individualized employee training and development plans.

Furthermore, the company conducts employee satisfaction surveys annually. The results are

communicated to all employees through announcements on the company's intranet system and displayed on the company's bulletin boards.

In 2023, the company used the results of the employee satisfaction surveys to develop improvement plans for employee welfare, including initiatives such as:

1. Quality of life improvement projects
2. Increasing parking space for employees
3. Debt Financing programs
4. Housing improvement projects, and so forth

Table 3-31 : Targets and Employee Satisfaction Survey Results

	Target	2021	2022	2023
Employee Satisfaction Survey	85.00%	93.42%	94.20%	92.34%

(5) Community and Social Engagement Development

The company has set a framework for sustainable community development and social problem-solving, focusing on health promotion, creating a good environment and hygiene. Training provides knowledge and promotes sustainable management of rubber and oil palm plantations for farmers. The company emphasizes business growth along with social and community development.

In 2023, the company implemented community and social development projects as follows:

- Supporting the establishment of sustainable community enterprises for oil palm production in Eastern Thailand.
- Supporting oil palm farmers to comply with the Round Table on Sustainable Palm Oil (RSPO) standards.
- Supporting rubber farmers to comply with Forest Stewardship Council (FSC) standards.
- Supporting rubber farmers to comply with the United States Department of Agriculture - National Organic Program (USDA NOP) standards.
- Blood chemical testing for farmers at risk from chemical exposure.
- Supporting the annual general meeting budget of rubber cooperative funds.
- Providing training on RSPO palm oil management standards and quality cutting for farmers preparing to join large-scale farmer groups in Tha Takiab and Koh Chan.
- Training on RSPO palm oil management standards to prepare for membership in the Sanam Chai Ket large-scale farmer group.
- Preparation of raw material trading partners for regulatory compliance.
- Care for agricultural and community networks to promote sustainable income.

Results from the community and social engagement activities in year 2023 revealed that the company did not receive any complaints from the community for 3 years consecutive.

Performance	Target	2021	2022	2023
complaints from the community	0 issue	0 issue	0 issue	0 issue

4.1 Business Overview

Thai Eastern Group Holdings Limited (TEGH), a public company limited, operates as a holding company involved in three main businesses: (1) natural rubber production and distribution, (2) crude palm oil production and distribution, and (3) renewable energy and organic waste management. This is conducted through the operations of 11 subsidiary companies and joint ventures (where TEGH holds direct or indirect ownership of less than 50%). Collectively, these entities are referred to as the “TEGH Group of Companies.”

4.1.1 Natural Rubber Business

The company produces and distributes natural rubber to manufacturers of various products both domestically and internationally for use as raw materials in their manufacturing processes. The products of the group of companies can be divided into two main types: block rubber and concentrated latex. Under the product brands of the group of companies, block rubber products can be further categorized into two main types: industrial standard block rubber and premium-grade block rubber. Similarly, concentrated latex products are also divided into two main types: industrial standard concentrated latex and premium-grade concentrated latex. The classification of block rubber and concentrated latex products is based on the key properties of block rubber specified by the Rubber Research Institute, Department of Agricultural Research, and quality standards for the rubber industry (MOR. 980-2552) set by the Industrial Standards Office, Ministry of Industry, respectively.

4.1.2 Crude Palm Oil Business

The Company produces and distributes crude palm oil products to manufacturers within the country to be used as raw materials in their production processes. The palm oil products of the group of companies can be divided into four main types: crude palm oil (CPO), palm kernel, crude palm kernel oil (CPKO), and palm kernel cake. With standardized production processes, the company has established a customer base consisting of leading companies. The main customer groups for crude palm oil and palm kernel oil include vegetable oil producers, biodiesel producers, and animal feed producers, among others. As for the main customer group for palm kernel, it consists primarily of palm kernel oil producers, which is a primary raw material used in the production of various products in diverse industries such as consumer edible oil, food, animal feed, biodiesel, and oleochemical industries.

4.1.3 Renewable Energy and Organic Waste Management

The company has initiated a project to produce biogas by establishing a company called Thai Eastern Bio Power Co., Ltd. (TEBP). The project involves investing in the construction of biogas fermentation pits and production facilities on the premises of the main office factory located in Amphoe Nong Yai, Chonburi Province, with an installed production capacity of 23.0 million cubic meters per year. This initiative aims to support sustainable business growth by utilizing organic waste from the internal production processes within the factory, as well as managing residual organic waste in the agricultural, agro-

industrial, and food and beverage processing industries of partners. The waste is managed using standardized methods to produce biogas, creating a green economy system that reduces environmental impact, production costs, and ensures stable income for the group of companies.

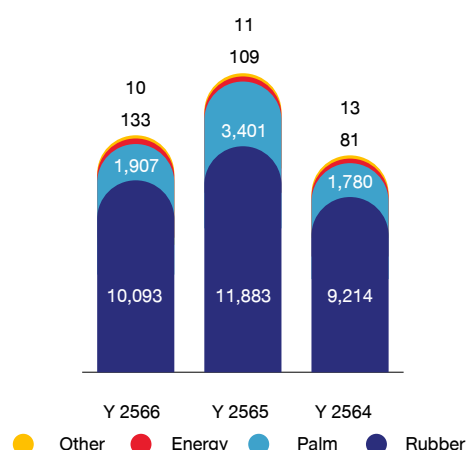
Currently, the renewable energy and organic waste management business of the group of companies consists of 3 parts of products and services as follows:

1. Organic waste management services which are divided into 2 types :
 - 1.1 Solid Organic Waste: (SOW)
 - 1.2 Liquid Organic Waste: (LOW)
2. Biogas production and distribution
3. Production and distribution of electricity from biogas

4.2 The Group's Business Performance

Overview of The Group's Business Performance

For the year ended 31 December 2023, the Group's revenues from the sale of goods and rendering of services was 12,142.55 million baht or 21.17 %, decrease comparing with Y 2022, and 9.51%, increase comparing with Y 2021, the proportion of the each business are consisted of the revenue of natural rubber business 83%, crude palm oil business 16% and renewable energy and organic waste management business 1%.



Statement of Comprehensive Income: Comparison for the 3 Years

(Unit : MTHB)	Y 2023	Y 2022	Y 2021	% Change	
				Y2023 - Y 2022	Y2023- Y 2021
Revenues from sales of goods and services	12,142.55	15,403.32	11,087.76	-21.17%	9.51%
Cost of sales and services	11,047.10	13,818.43	9,903.40	-20.06%	11.55%
Gross Profit	1,095.45	1,584.89	1,184.36	-30.88%	-7.51%
Other Revenue	32.51	46.56	32.79	-30.18%	-0.85%
Selling and distribution expenses	535.47	551.34	297.10	-2.88%	80.23%
Administrative expenses	222.58	229.48	185.25	-3.01%	19.76%
Gain on exchange rates	10.68	105.84	83.99	-89.91%	-87.28%
Share of profit from investments in joint ventures	(10.13)	61.53	19.65	-116.46%	-151.55%
EBIT	349.10	806.32	670.46	-56.70%	-47.82%
Finance income	7.55	10.17	6.30	-25.76%	19.84%
Finance cost	120.57	124.22	97.98	-2.94%	23.06%
Income tax	21.10	8.22	16.14	156.69%	30.73%
Profit for the period	214.98	684.05	562.64	-68.57%	-61.93%

Revenues from sales of goods and services

Revenue from natural rubber business

For the year ended 31 December 2023 , 2022 and 2021, the Group's revenues from the natural rubber business were at 10,092.52 million baht 11,882.54 million baht and 9,214.23 million baht respectively. Most of the revenue of this business were from the production and distribution of block rubber. This can be summarized as the table below:

Revenue from Natural Rubber Business	For The Ended 31 December					
	2023		2022		2021	
	MTHB	Percent ⁽¹⁾	MTHB	Percent ⁽¹⁾	MTHB	Percent ⁽¹⁾
1. Revenue from the Sale of Block Rubber	9,619.99	95.32	11,207.65	94.32	8,559.85	92.90
2. Revenue from the Sale of Concentrated Latex	444.03	4.40	654.28	5.51	640.47	6.95
3. Others	28.56	0.28	20.61	0.17	13.91	0.15
Total Revenue from Natural Rubber Business	10,092.58	100.00	11,882.54	100.00	9,214.23	100.00

Notes: ⁽¹⁾ Percentage of the total revenue from natural rubber business

For the year ended 31 December 2023, compare with Y2022, the Group's revenue from natural rubber business decreased by 1,789.96 million baht or 15.06%, such change was mainly due to:

- the sale of block rubber decreased by 1,587.66 million baht or 14.17%, which were resulted from (a) a higher sales volume as the tire industry has recovered along with the gradual global economy recovery ; and (b) decrease in the average selling price which decreased approximately 17.01%.

- the sale of concentrated latex decreased by 210.25 million baht or 32.13%, due to both volume and selling price decreased.

And for the year ended 31 December 2023, compare with Y2021, the Group's revenue from natural rubber business increased by 878.35 million baht or 9.53%, such change was mainly due to:

- the sale of block rubber increased by 1,606.14 million baht or 12.38%, which were resulted from (a) a higher sales volume of 23% because the tire industry has recovered along with the gradual global economy recovery ; and (b) decrease in the average selling price.
- the sale of concentrated latex decreased by 196.44 million baht or 30.67%, due to both volume and selling price decreased.

Revenue from crude palm oil business

For the year ended 31 December 2023 , 2022 and 2021, the Group's revenues from crude palm oil business were at 1,907.28 million baht 3,401.04 million baht and 1,779.58 million baht respectively. Most of this revenue were from the production and distribution of crude palm oil which can be summarized as follows:

Revenue from Crude Palm Oil Business	For The Ended 31 December					
	2023		2022		2021	
	MTHB	Percent ⁽¹⁾	MTHB	Percent ⁽¹⁾	MTHB	Percent ⁽¹⁾
Crude Palm Oil	1,439.10	75.45	2,045.72	60.15	1,528.25	85.88
Kernel	35.56	1.86	314.25	9.24	251.33	14.12
Crude Palm Kernel Oil	357.37	18.74	931.44	27.39	-	-
Others	75.25	3.95	109.63	3.22	-	-
Total Revenue from Crude Palm Oil Business	1,907.28	100.00	3,401.04	100.00	1,779.58	100.00

Notes: ⁽¹⁾ Percentage of the total revenue from crude palm oil business

For the year ended 31 December 2023, comparing with Y2022, the Group's revenue from the crude palm oil business decreased by 1,493.76 million baht or 43.92%, Such change was primarily due to the revenue from the sale of crude palm oil and crude palm kernel oil decreased mainly as a result of sales volume decreased and the average selling price are highly decrease due to the crude palm oil and crude palm kernel oil were affected by the recovery of sunflower oil exports and the increasing in volume of soybean oil product.

And for the year ended 31 December 2023, comparing with Y2021, the Group's revenue from the crude palm oil business increased by 127.7 million baht or increased by 7.18%, Such change was primarily due to the revenue from the sale of crude palm oil and crude palm kernel oil increased mainly as a result of a local sales volume of crude palm oil and crude palm kernel increased and a lower average selling price in accordance with the marker price of crude palm oil and crude palm kernel oil.



Revenue renewable energy and organic waste management business

For the year ended 31 December 2023 , 2022 and 2021, the Group's revenues from the renewable energy and organic waste management business were at 132.85 million baht 108.54 million baht and 80.56 million baht respectively, most of which were from the revenue from organic waste management service. This can be summarized as follows:

Renewable Energy and Organic Waste Management Business	For The Ended 31 December					
	2023		2022		2021	
	MTHB	Percent ⁽¹⁾	MTHB	Percent ⁽¹⁾	MTHB	Percent ⁽¹⁾
Organic Waste Management Service	101.14	76.13	78.02	71.88	55.36	68.72
Biogas	1.61	1.22	3.58	3.30	2.83	3.51
Electricity Generation from Biogas	30.10	22.65	26.94	24.82	22.37	27.77
Total Revenue from Renewable Energy and Organic Waste Management Business	132.85	100.00	108.54	100.00	80.56	100.00

Notes: ⁽¹⁾ Percentage of the total revenue from renewable energy and organic waste management business.

For the year ended 31 December 2023, compare with Y2022, the Group's revenues from the renewable energy and organic waste management business increased by 24.31 million baht or 22.40%, and for the year ended 31 December 2023, compare with Y2021, the Group's revenues from the renewable energy and organic waste management business increased by 52.29 million

baht or 64.91%, which the change in revenue was caused by (a) an increased amount of organic waste being managed following a higher demand of existing customers as well as new customers; and (b) a higher average service fee as the Group has increased its standard service fee for both existing and new customers.

Costs of Sales and Services

For the year ended 31 December 2023, 2022 and 2021, the Group's costs of sales and services were at 11,047.10 million baht 13,818.43 million baht and 9,903.40 million baht respectively, compare with 2022, decreasing by 2,771.33 million baht or 20.06%, and compare with 2021, increase 1,143.70 million baht or 11.55%. The costs of sales and services can be grouped by type of business as follows:

Costs of Sales and Services	For The Ended 31 December					
	2023		2022		2021	
	MTHB	Percent ⁽¹⁾	MTHB	Percent ⁽¹⁾	MTHB	Percent ⁽¹⁾
Cost of Natural Rubber Business	9,144.88	82.78	10,284.61	74.43	8,091.66	81.71
Cost of Crude Palm Oil Business	1,891.56	17.12	3,421.15	24.76	1,719.94	17.37
Cost of Renewable Energy and Organic Waste Management Business	110.97	1.00	98.79	0.71	78.25	0.79
Other Costs of Sales and Services	(100.31)	(0.91)	13.88	0.10	13.55	0.14
Total Costs of Sales and Services	11,047.10	100.00	13,818.43	100.00	9,903.40	100.00

Notes: ⁽¹⁾ Percentage of the total costs of sales and services.

(1) Natural rubber business

Major costs in the natural rubber business include a raw material cost, a labor cost, an energy cost, and depreciation and amortization. Regarding the year ended 31 December 2023 compare with 2022, the Group's cost of natural rubber business decreased by 1,139.73 million baht or 11.08% mainly due to decreased in para rubber price.

And for the year ended 31 December 2023, compare with 2021, the Group's cost of natural rubber business increased by 1,053.22 million baht or 13.02% mainly due to increased in para rubber price and increase in cost or energy.

(2) Crude palm oil business

Major costs in the crude palm oil business include a raw material cost, a labor cost, and depreciation and amortization. Regarding the year ended 31 December 2023, compare with 2022, the Group's cost of crude palm oil business decreased by 1,529.59 million baht or 44.71% mainly due to a lower raw material cost resulting from a decreasing market price of fresh fruit bunch and palm kernel.

And for the year ended 31 December 2023, compare with 2021, the Group's cost of crude palm oil business increased by 171.62 million baht or 9.98% mainly due to increase in raw material cost.

(3) Renewable energy and organic waste management business

Major costs in the renewable energy and organic waste management business include a raw material transportation cost, a labor cost, a maintenance cost and depreciation and amortization. Regarding the year ended 31 December 2023, comparing with 2022, the Group's cost of business increased by 12.18 million baht or 12.33% mainly due to increase in (a) a transportation expense and (c) a depreciation.

And for the year ended 31 December 2023, comparing with 2021, the Group's cost of business increased by 32.72 million baht or 41.81% mainly due to increase in (a) a transportation expense and (c) a depreciation.

Gross Profit

For the year ended 31 December 2023, 2022 and 2021, the Group had gross profits at 1,095.45 million baht 1,584.89 million baht and 1,184.36 million baht respectively, equaling to gross profit margins of 9.02% 10.29% and 10.68% respectively. The table below summarized the gross profits.

Gross Profit

Gross Profit	For The Ended 31 December					
	2023		2022		2021	
	MTHB	Percent ⁽¹⁾	MTHB	Percent ⁽¹⁾	MTHB	Percent ⁽¹⁾
Natural Rubber Business	947.70	86.51	1,597.93	100.82	1,122.57	94.78
Crude Palm Oil Business	15.72	1.43	(20.11)	(1.27)	59.64	5.04
Renewable Energy and Organic Waste Management Business	21.88	2.00	9.75	0.62	2.31	0.20
Other Businesses	110.15	10.05	(2.68)	(0.17)	(0.16)	(0.01)
Total Gross Profit	1,095.45	100.00	1,584.89	100.00	1,184.36	100.00

Notes: ⁽¹⁾ Percentage of the total revenue from sales of each business

(1) Natural rubber business

For the year ended 31 December 2023, 2022 and 2021, the gross profit proportion of the natural rubber business were at 86.51% 100.82% and 94.78% respectively. Compare with 2022, decreased 40.69% and compare with 2021, decrease 15.58% , Such was mainly caused by the difference between the prices of block rubber and cup lump rubber decreasing.

(2) Crude palm oil business

For the year ended 31 December 2023, 2022 and 2021, the gross profit (loss) proportion of the crude palm oil business were at 1.43% -1.27% and 5.04% respectively. Compare with 2022, increased 178.17% and compare with 2021, decrease 73.64%, Mainly caused by the difference between selling price and raw material are better than previous year and decrease in cost of depreciation.

(3) Renewable energy and organic waste management business

For the year ended 31 December 2023, 2022 and 2021, the gross profit proportion of the renewable energy and organic waste management business were at 2.00%, 0.62% and 0.20% respectively mainly resulted from (a) an increased amount of organic waste and (b) a higher average service fee so the revenue are increased while most of expenses are fixed cost.

Sales and Distribution Expenses

Most of the Group's sales and distribution expenses include contributions to the Rubber Replanting Aid Fund, transportation expense and export expense. For the year ended 31 December 2023, 2022 and 2021, the Group's sales and distribution expenses were at 535.47 million baht 551.34 million baht and 297.10 million baht respectively. For the year ended 31 December 2023, compare with 2022, decreased by 15.87 million baht or 2.88%, mainly due to lower of transportation cost, and compare with 2021, increased by 238.37 million baht or 80.23%, mainly due to higher export expense because of a change in incoterms of some customer by at DAP (Delivered at Place).

Administrative Expenses

Most of the Group's administrative expenses include employee benefits expense, service fee and depreciation and amortization. For the year ended 31 December 2023, 2022 and 2021, the Group's administrative expenses were at 222.58 million baht 229.48 million baht and 185.25 million baht respectively. For the year ended 31 December 2023, compare with 2022, decreased by 7.63 million baht or 3.32%, mainly due to decrease in employee expenses, services and depreciation, and compare with 2021, increase 36.60 million baht or 19.76% mainly due to an increase in employee expenses, research and development expenses, services and depreciation.

Net Profit and Net Profit Margin

For the year ended 31 December 2023, 2022 and 2021, the Group's net profits were at 214.98 million baht 684.05 million baht and 562.64 million baht respectively, and have net profit margin at 1.77% 4.43% and 5.06% respectively. For the year ended 31 December 2023, compare with 2022, decreased by 468.34 million baht or 68.47%, and compare with 2021, decrease 346.93 million baht or 61.66%, was resulted from decrease in the average selling price.

Analysis of the Group's Financial Position

Assets

Comparing as at 31 December 2023 and as at 31 December 2022, the total assets increased by 471.41 million baht or 6.79% , since cash and cash equivalent decreased by 147.42 million baht because there is a dividend payment in the year 2023 , the trade account and other receivables decreased by 394.72 million baht following a decrease in the revenue from the sales, inventory increased by 793.12 million baht because storage quantity of raw material increase and an increase in the land, building and equipment of 279.35 million baht which was caused by the construction for production capacity expansion of EQR and Renewable energy and organic waste management business has construction of Biogas Zone 3

And as at 31 December 2023 and as at 31 December 2021, the total assets increased by 927.19 million baht or 14.30%, since cash and cash equivalent increased by 28.61 million baht because there is the receipt of money from the offering of additional common shares in 2022, and some of amount carry to use the payments in 2023, the trade account and other receivables increased by 40.68 million baht following a increase in the revenue from the sales, inventory increased by 68.13 million baht because storage quantity of raw material increased from the previous year and an increase in the land,

building and equipment of 671.87 million baht which was caused by the construction for production capacity expansion of EQR and Renewable energy and organic waste management business has construction of Biogas Zone 3.

Liabilities

Comparing as at 31 December 2023 and 31 December 2022, the total liabilities increased by 537.24 million baht or 14.55% mainly due to a decrease in bank overdrafts and short-term borrowings from financial institutions in according to the decrease in trade receivables and increase in advances from customer.

And comparing as at 31 December 2023 and 31 December 2021, the total liabilities decreased by 168.12 million baht or 3.82% mainly due to a decrease in bank overdrafts and short-term borrowings from financial institutions in according to the decrease in trade receivables and inventory.

Equity

As at 31 December 2023, 2022 and 2021, the Group's equities were at 3,179.80 million baht 3,245.63 million baht and 2,084.49 million baht respectively, compare with 2022, decreasing by 65.83 million baht or 2.03% mainly due to dividend payment of the Group of Companies in the year 2023, and compare with 2021, increasing by 1,095.31 million baht or 52.55% Such increase was mainly due to the increase from the common shares and from the offering of additional common shares in 2022.

Financial Ratio

	Y 2023	Y 2022	Y 2021	% Change	
				Y 2566 - Y 2565	Y 2566 - Y 2564
Current Ratio (Times)	1.18	1.32	1.01	-10.54%	16.59%
Average Collection Period (Days)	21.69	26.45	22.41	-18.00%	-3.23%
Inventory Turnover (Days)	99.84	58.87	108.90	69.60%	-8.32%
Payment Period (Days)	11.71	8.16	11.18	43.45%	4.79%
Debt to Equity Ratio (Times)	1.33	1.14	2.11	16.90%	-36.96%
Gross Profit Margin (%)	9.02	10.29	10.68	-12.32%	-15.54%
Net Profit Margin (%)	1.77	4.43	5.06	-60.12%	-65.10%
Return On Assets (%)	2.90	9.86	8.68	-70.57%	-66.57%
Return On Equity (%)	6.76	21.08	26.99	-67.93%	-74.96%

Policy on Customer Credit Management

The Group of Companies has implemented a comprehensive credit management policy tailored for customers, encompassing meticulous guidelines for granting commercial credit (Credit Term) and ensuring adherence to the average debt collection period (Collection Period) within the specified 20 to 90-day range, with due consideration to prevailing industry dynamics. Each customer's historical payment behavior and financial solvency are subjected to rigorous scrutiny, serving as fundamental criteria for guiding trade credit management. The overarching objective is to vigilantly monitor, exercise prudent control, and proactively mitigate the risk of doubtful debts. In the fiscal year 2023, the Group attained a commendable average debt collection period of 21.69 days, epitomizing our unwavering commitment to the implementation of effective credit control mechanisms and proficient debt management practices. By steadfastly adhering to these principles, we aim to cultivate and nurture mutually advantageous relationships with customers, all the while safeguarding the financial integrity and sustainability of our operations.

Policy on repayment of debt to trading partners

The Group of Companies has established a policy for repaying debts to trading partners. The average debt repayment period is between 30 - 60 days or the debt repayment conditions as specified in the contract. In 2023, the group company has an average debt repayment period of 11.71 days, with no delayed debt repayment by the company.

Sustainable business operations

The Group of Companies is dedicated to leadership in producing sustainable rubber and palm oil raw materials. Our commitment extends across all aspects of our operations, prioritizing societal responsibility, environmental stewardship, and stakeholder engagement throughout the value chain. Our vision, 'Business Partners world class that creates a sustainable value chain', guides our efforts, supported by our Sustainability Development Policy. This policy serves as a comprehensive guideline encompassing social, environmental, and economic dimensions, underpinned by principles of good corporate governance.

Environmental

The Company are committed to operating an environment-friendly business by controlling, preventing and reducing environmental impacts throughout the value chain. This includes adhering to FSC standards (Forest Stewardship Council) for sustainable natural rubber development and RSPO standards (Roundtable On Sustainable Palm Oil) for sustainable oil palm cultivation. Furthermore, we prioritize proactive pollution prevention measures, including the enhancement of energy efficiency and the transition to biogas as a more sustainable alternative fuel source. Embracing the principles of the circular economy, our strategies for water management prioritize reuse and recycling, thereby conserving resources and safeguarding biodiversity.

Social

To be part of responding to the expectations of human rights stakeholders and shows the responsibility of the company towards customer society and participates in supporting the community and society. The company aims to conduct business to benefit the public along with the growth of the company. Our adherence to internationally recognized standards, as evidenced by our certification under ISO 14001:2015 and ISO 45001:2018 for environmental and occupational health and safety management systems. The Group of Companies has guidelines for promoting oil palm and rubber raw material suppliers to have a solid and sustainable foundation by encouraging small farmers to form groups and form community enterprises. Group of large plots of farmers to carry out work on developing international standards and organizing activities/projects together with the community to promote long-term community strength, such as Community Waste Project (Waste to Energy) “TEG MARKET PLACE” project, which is a project that provides an opportunity to use the community to sell products to employees in the company area to increase income for the community.

Governance

The company focuses on creating sustainability in business operations with a foundation that comes from following the principles of good corporate governance, ethics and no corruption. There is a system and process for purchasing raw materials that is transparent and verifiable at a fair purchase price, and a process for controlling the quality of products and services. Anti-corruption system and whistleblowing are implemented, which is in line with the requirements of the Thai Private Sector Coalition Against Corruption (CAC), and has an internal audit process for every process in the organization. from external and internal agencies.



5.1 General information (31 December 2023)

5.1.1 Securities Registrar (“TSD”)

Company Name : Thailand Securities Depository Co., Ltd.
 Address : 93 Ratchadaphisek Road, Din Daeng, Bangkok, Thailand
 Phone : (66) 2009-9000 TSD Call Center: (66) 2009-9999
 Fax : (66) 2009-9991
 Website : www.set.or.th/tsd

5.1.2 Auditor

Company name : EY Company Limited
 Address : 33rd Floor, Lake Rajada Office Complex,
 193/136-137 Rajadapisek Road, Klongtoey, Bangkok,
 Thailand
 Phone : (66) 2264 9090
 Fax : (66) 2264 0789-90
 Website : www.ey.com

5.1.3 Legal Advisor

Company name : The Capital Law Office Limited
 Address : 44 Smooth Life Tower 16th Fl., North Sathorn Rd.,
 Silom, Bangrak, Bangkok, Thailand
 Phone : (66) 2633 - 9088
 Fax : (66) 2633 - 9089
 Website : www.thecapitallaw.com

5.1.4 Internal Audit

Company name : KPS Audit Company Limited
 Address : 89/184, Moo 3, Nonnicha, Sai Ma, Muang,
 Nonthaburi, Thailand

5.2 Other importance information

-N/A-

5.3 Legal Disputes

As of December 31, 2023, the company did not have any outstanding legal disputes that could have a significant negative impact on its business operations or adversely affect the assets of the company or its subsidiaries, which represent more than 5.0 percent of the total shareholders' equity of the company's consolidated financial statements.

5.4 Secondary market

-N/A-

5.5 Financial institution's regular contact (only if the company issues debt instruments)

-N/A-



2

Corporate Governance



The company believes that good corporate governance processes are crucial for efficient and effective management, transparency, accountability, and stakeholder confidence. These processes help elevate trust and assurance among shareholders and stakeholders, ultimately contributing to the company's key objective of maximizing shareholder value.

6.1 Overview of Corporate Governance Policies and Practices

The company has developed a policy for good corporate governance to serve as a guideline for its operations. It firmly believes that adhering to principles of good corporate governance enhances competitiveness, fosters ethical business conduct, respects rights, and holds responsibility towards shareholders and stakeholders. This commitment supports society and environmental sustainability, aiming to create added value and sustainability for the company and its shareholders.

The corporate governance policy of the company encompasses the key practices outlined in the Corporate Governance Code for Listed Companies 2020 (CG Code) issued by the Securities and Exchange Commission (SEC). The summary of the policy includes:

6.1.1 Policies and guidelines for the Board of Directors

(1) The company's board of directors mandates the establishment of business ethics and various policies, including good corporate governance and sustainable development

policies, to create sustainable value for the company. This supports ethical business practices, respects rights, and holds responsibilities towards shareholders and stakeholders. The successful achievement of the company's business objectives is beneficial to society.

- (2) The board of directors oversees that directors and executives perform their duties with accountability and responsibility, exercising duty of care and loyalty to the organization. This is reflected in the operational plan to ensure that all organizational activities align with the company's objectives, core goals, and strategies.
- (3) The board of directors emphasizes the importance of setting objectives and core goals for the organization's business operations to grow sustainably alongside society, creating value and benefits for the company, customers, partners, employees, shareholders, stakeholders, and the community. They promote communication and cultivate an organizational culture where decisions and actions reflect the principles of good corporate governance.
- (4) The board of directors establishes frameworks for governance and management of information technology that align with the company's needs. They ensure that information technology is used to enhance business opportunities and support innovation, creating value for the business and benefiting stakeholders while maintaining social and environmental responsibility.

- (5) The board of directors ensures that the company has effective risk management and internal control systems to achieve objectives efficiently, comply with laws and relevant standards, and responsibly disclose financial information, financial liquidity, debt repayment capabilities, and key information of the company and its subsidiaries transparently.
 - (6) The board of directors has a clear policy to combat corruption and collusion, communicating this at all levels of the organization and externally to ensure practical implementation. They instill compliance with laws and regulations among all employees and relevant parties.
 - (7) The board of directors is responsible for overseeing the preparation of financial reports, financial liquidity, debt repayment capabilities, and the disclosure of key information of the company and its subsidiaries transparently.
 - (8) The board of directors has a policy to prepare sustainability reports as appropriate for disclosing information on compliance with laws, business ethics, anti-corruption and collusion policies, treatment of employees and stakeholders, fair practices, and respect for human rights, social responsibility, and environmental responsibility. This information may be disclosed in annual reports or separate volumes as appropriate.
 - (9) The board of directors mandates the establishment of an investor relations unit to communicate and publicize information beneficial to shareholders, investors, analysts, and relevant parties equitably and promptly.
- 1.1 The company shall respect the rights of shareholders, including rights to buy or transfer shares, rights to receive dividends, and rights to sufficient information and updates on company affairs.
 - 1.2 The company promotes and supports shareholders' exercise of various rights during annual general meetings, such as the right to propose agenda items in advance, the right to nominate candidates for director positions in advance, the right to submit questions before the meeting, the right to express opinions, and the right to ask questions during the meeting.
 - 1.3 The company supports and facilitates shareholders' participation in meetings by providing proxy forms that allow shareholders to specify their voting directions. Proxy forms are distributed to shareholders, and arrangements are made for those unable to attend meetings in person.
 - 1.4 The company will conduct annual general meetings of shareholders appropriately and provide opportunities for shareholders to ask questions to the board regarding agenda items or company matters and to express their opinions.
 - 1.5 The company will refrain from any actions that violate or restrict shareholders' rights to access company information that must be disclosed according to various regulations and to attend shareholder meetings.
 - 1.6 The company will facilitate shareholders' use of their rights, such as providing current information through the company's website.
 - 1.7 The company supports the promotion of technology, such as barcodes, voting cards, or other means, for use in shareholder meetings, including registration, vote counting, and result display, to ensure meetings are conducted quickly, accurately, transparently, and verifiably.

6.1.2 Policy and Guidelines of practices for Shareholders and stakeholders

(1) Guidelines for Shareholders

1.8 The company will ensure the accurate and complete disclosure of resolutions at shareholder meetings and the proper preparation of shareholder meeting reports.

(2) Practices Guidelines for Stakeholders

2.1 Customers: The company will make every effort to deliver quality products and services promptly, meeting customer needs at fair prices. It will provide accurate and sufficient information about products and services in a timely manner, maintaining the confidentiality of customer information and adhering strictly to agreed-upon conditions. Additionally, the company will establish a system for receiving customer complaints to improve and develop products and services according to customer preferences.

2.2 Business Partners: The company will treat business partners fairly and adhere to agreements and conditions agreed upon. It will provide opportunities for business partners to participate freely in price bidding and establish appropriate selection criteria.

2.3 Competitors: The company will conduct business with competitors under fair competition rules, avoiding actions that tarnish competitors' reputations or breach their trade secrets.

2.4 Community and Society: The company fosters a sense of social responsibility by adhering to policies for social sustainability development. It promotes creative activities for society and the environment conservation regularly. The company conducts its business in a manner that minimizes negative impacts on society and the quality of life of people in the community.

2.5 Employees: The company complies with relevant laws and regulations concerning employees, ensuring a safe working environment for their lives and property. It provides fair compensation and benefits and prioritizes employee development by offering equal opportunities and listening to feedback and suggestions from employees at all levels.

The company respects and adheres to the principles of human rights towards stakeholders, aiming to act fairly, impartially, without discrimination. Moreover, it provides clear communication channels to listen to the opinions of stakeholders.

6.2 Business Ethics

In conducting business in accordance with good corporate governance principles, the company regularly prepares a business ethics handbook and mandates annual reviews and communications. The business ethics focus on compliance with laws, regulations, and responsibilities to stakeholders throughout the value chain (customers, partners, employees, society, and communities). The business ethics cover various aspects, including:

- Anti-corruption and anti-collusion
- Prevention of conflicts of interest
- Whistleblowing
- Non-discrimination
- Maintenance of confidentiality and organizational secrets
- Fair competition
- Prevention of insider trading
- Social and environmental responsibility
- Consideration of safety, occupational health, and environmental conditions in the workplace
- Data security and information system integrity

(more information : <https://www.thaieasterngroup.com/thaieastern/corporate-governance.php>)

The company has organized training on business ethics for employees, orientation sessions for new employees, and conducts ethics tests to ensure that employees understand and adhere to the prescribed ethical standards. In the year 2566 (Buddhist calendar), employees who received training and passed the ethics test accounted for 93.33%.

The company establishes channels for reporting to individuals or responsible units via mail, telephone, or email at whistleblowing@thaieasterngroup.com. The company manages breaches of business ethics through investigation

procedures, problem resolution, punishment of offenders, providing remedies for affected parties, and implementing measures to prevent recurrence, as specified in the complaint reporting procedures document (P/HRM/004). Compliance with business ethics is regularly monitored and reported at management meetings monthly and to the audit and ethics committees and the board of directors quarterly. Additionally, internal assessment plans are implemented to ensure ongoing compliance with business ethics.

In the 2023, the company had statistics on business ethics violations as follows:

Table 6-1 : showed statistics on business ethics violations in year 2023

Types of business ethics violations	Number of reports received (issues)	Number of issues resolved (issues)	Number of issues under resolution (issues)
Fraud and corruption	1	1	-
Conflicts of interest	-	-	-
Unfair competition	-	-	-
Human rights violations / Non-Discrimination	-	-	-
Occupational health and safety	-	-	-
Customer confidentiality	-	-	-
Data/information security	-	-	-

In the past year, the company had 1 issue of business ethics violation, which has been rectified satisfactorily.

6.3 Major changes and developments in the policy and corporate governance system

6.3.1 The reviewing of policies, guidelines and corporate governance systems in the past year

The company's board of directors recognizes the importance of enhancing the effectiveness of corporate governance and raising the standards of corporate governance in line with the Corporate Governance Code (CG Code) for companies registered in 2017. The board has arranged for periodic reviews of the appropriateness of policies and practices to ensure they are up-to-date and responsive to current circumstances, with at least one review conducted annually and approved by the board of directors.

During the past year, there have been reviews and revisions of policies, practices, or charters in the following areas:

- (1) Human rights policy
- (2) Board of directors charter
- (3) Audit and ethics committee charter
- (4) Risk management and organizational sustainability committee charter
- (5) Anti-corruption and whistleblowing policy
- (6) Scope of authority of the CEO
- (7) Anti-corruption policy
- (8) Human resources management policy

6.3.2 Good Governance Practices

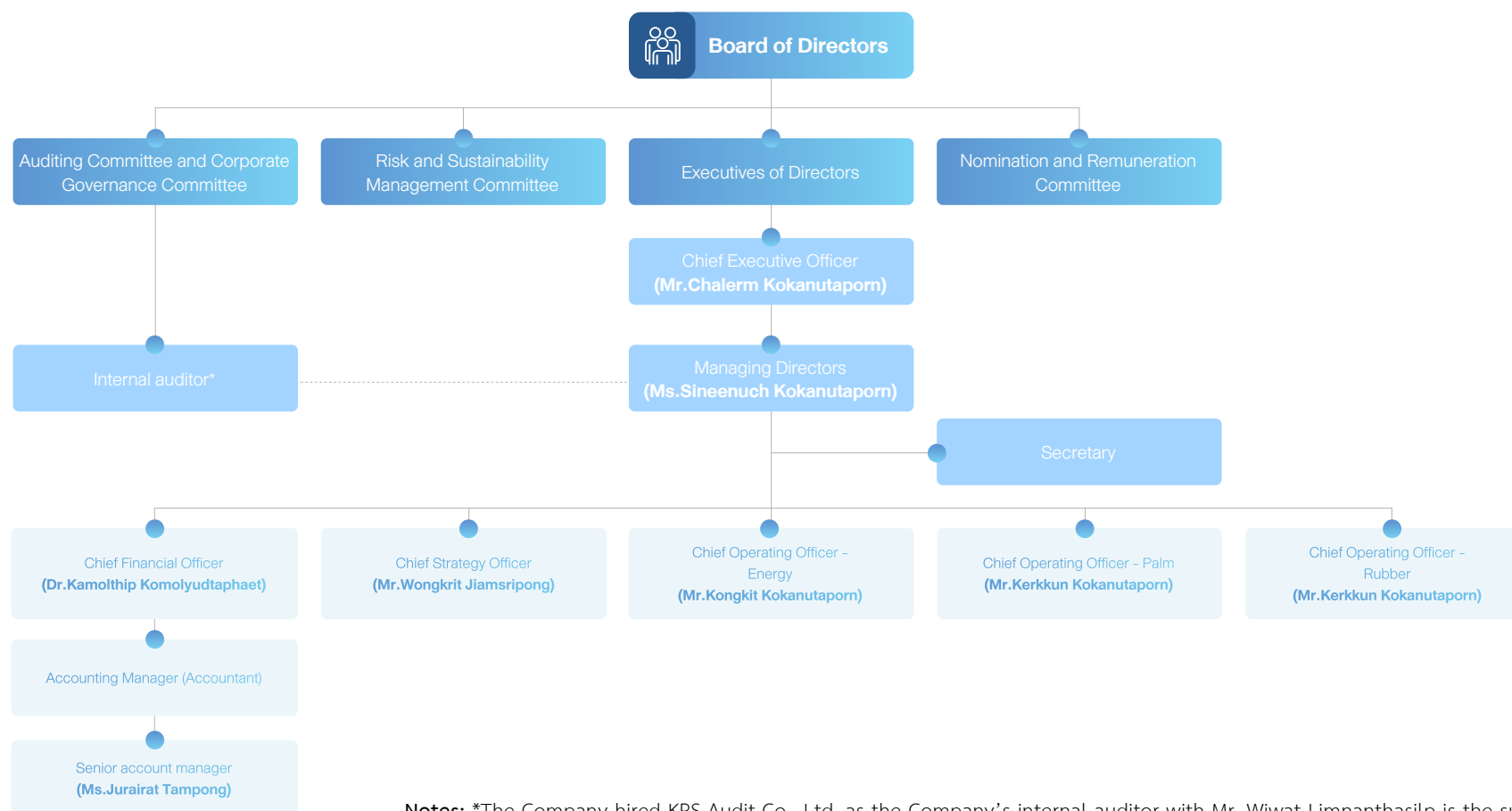
In order to enhance the effectiveness of corporate governance in the year 2023, the company's board of directors has approved the expansion of roles, responsibilities, and duties of two subcommittees as follows:

- (1) Audit Committee:** The committee's roles, responsibilities, and duties regarding governance oversight and compliance with organizational ethics have been enhanced. The committee's name has been changed to Auditing and Corporate Governance Committee
- (2) Risk Management Committee:** The committee's roles, responsibilities, and duties regarding organizational sustainability development have been expanded. The committee's name has been changed to Risk and Sustainability Management Committee.

7 Corporate Governance Structure Material Facts Related to The Board, Subcommittees, Executives, Employees and Others

7.1 Corporate Governance Structure

Organization structure as of 31 December 2023



Notes: *The Company hired KPS Audit Co., Ltd. as the Company's internal auditor with Mr. Wiwat Limnanthasilp is the supervisor

7.2 Information about the Board of Director

7.2.1 List of Board of Directors

Name – Surname	Position	Independent Director	Executive Director
Mr. Anon Sirisaengtaksin	Independent Director / Chairman	✓	
Mr. Prawit Kijpaisalrattana	Independent Director / Chairman of the Auditing and Corporate Governance Committee	✓	
Dr. Ekarin Vasanasong	Independent Director / Member of the Auditing and Corporate Governance Committee / Chairman of the Nomination and Remuneration Committee	✓	
Dr. Worapong Janyangyuen	Independent Director / Member of the Auditing and Corporate Governance Committee / Member of the Nomination and Remuneration Committee	✓	
Mr. Apichart Kasemkulsir	Independent Director / Chairman of the Risk and Sustainability Management Committee	✓	
Mr. Chalerm Kokanutaporn	Chief Executive Officer		✓
Ms.Sineenuch Kokanutaporn	Managing Director/ Member of the Risk and Sustainability Management Committee		✓
Mr. Kongkit Kokanutaporn	Chief Operating Officer		✓
Mr. Kerkkun Kokanutaporn	Chief Operating Officer/ Member of the Risk and Sustainability Management Committee		✓
	Total number of directors	5	4

The chairman of the company's board is an independent director, and the board comprises 55.56% independent directors.

Mr. Santchai Pimsakul, who has undergone training from the Thai Institute of Directors Association (IOD) Batch 82/2560, serves as the company's secretary, along with Dr.Kamolthip Komolyudtaphaet as the company's secretary



7.2.2 Board of Directors



1

Mr. Anon Sirisaengtaksin

Independent Director / Chairman



2

Mr. Prawit Kijpaisalrattana

Independent Director / Chairman
of the Auditing and Corporate
Governance Committee



3

Mr. Apichart Kasemkulsiri

Independent Director / Chairman
of the Risk and Sustainability
Management Committee



4

Dr. Ekarin Vasanasong

Independent Director / Member
of the Auditing and Corporate
Governance Committee / Chairman
of the Nomination and Remuneration
Committee



5

Dr. Worapong Janyangyuen

Independent Director / Member
of the Auditing and Corporate
Governance Committee /
Member of the Nomination and
Remuneration Committee



6

Mr. Chalerm Kokanutaporn

Chief Executive Officer



7

Ms. Sineenuch Kokanutaporn

Managing Director / Member of the
Risk and Sustainability Management
Committee



8

Mr. Kongkit Kokanutaporn

Chief Operating Officer



9

Mr. Kerkkun Kokanutaporn

Chief Operating Officer/
Member of the Risk and
Sustainability Management
Committee

(1) Directors authorized to sign to bind the Company

The authorized signatories of the company are Mr. Chalerm Kokanutaporn, or Mr. Kongkit Kokanutaporn, either one of whom may sign jointly with Miss Sineenuch Kokanutaporn or Mr. Kerkkun Kokanutaporn, making a total of two persons, and affixing the company's official seal.

7.2.3 Roles and Duties of the Board of Directors

(1) Scope of duties and responsibilities of the Board of Directors

- 1.1 Perform duties and supervise the operations of the company and its subsidiaries in accordance with laws, objectives, regulations, and resolutions passed at shareholder meetings with honesty, integrity, and prudence to safeguard the interests of the company and its shareholders.
- 1.2 Set directions, vision, missions, goals, policies, and objectives of the company and monitor and review the operations of the company's management and its subsidiaries efficiently.
- 1.3 Every board member must attend board meetings, and if unable to attend any important meeting, they must notify the chairman of the board.
- 1.4 Consensus is required for appointing the chairman of the board to preside over board and shareholder meetings, ensuring efficient performance and achievement of the company's objectives and goals.
- 1.5 Define and review the structure of the board in terms of the number of directors, proportion of independent directors, and diverse qualifications suitable for the company's business operations.
- 1.6 Approve criteria for selecting individuals to serve as directors, sub-committee members, and executive officers, along with appointment procedures and compensation policies.
- 1.7 Supervise and manage to prevent conflicts of interest, approve or provide opinions on related-party transactions of the company and its subsidiaries in compliance with relevant laws, regulations, and announcements.
- 1.8 Approve or provide opinions on transactions impacting the company and its subsidiaries significantly, including the disposal of company assets, as per legal requirements and regulations.
- 1.9 Approve principles regarding general trade agreements between the company and related parties to establish guidelines for governance and management operations within legal boundaries and relevant criteria.
- 1.10 Report to the company and relevant parties about their involvement in the management of the company or its subsidiaries.
- 1.11 Appoint a knowledgeable and experienced company secretary to assist the board in various tasks to ensure compliance with laws, regulations, and relevant announcements.
- 1.12 Approve the Table of Authorization for the company and its subsidiaries.
- 1.13 Supervise the appointment of directors or executives in subsidiaries to reflect the proportion of shareholding, define their roles, responsibilities, and authority clearly to ensure effective management aligned with company policies.
- 1.14 Approve the selection and appointment of auditors, consider appropriate compensation proposed by the audit committee, and present it to the shareholders' meeting for approval.
- 1.15 Ensure that the company and its subsidiaries have appropriate accounting systems, financial reporting, annual reporting, and financial disclosure in compliance with generally accepted accounting standards.
- 1.16 Approve quarterly financial statements examined by auditors, consider audit committee opinions, and approve annual

- financial statements for presentation at the shareholders' meeting for approval.
- 1.17 Supervise the implementation of risk management and internal control systems by assigning duties to the risk management and audit committees to ensure adequacy and effectiveness.
 - 1.18 Establish a Succession Plan to prepare for the transition of CEO and executives, report on operational results annually to the board, and ensure sufficient personnel are available for management roles.
 - 1.19 Approve the performance evaluation of sub-committees and CEO annually, recommend improvements for efficiency based on recommendations from the nomination and compensation committee.
 - 1.20 Evaluate the performance of the board of directors at least once a year to assess accomplishments, issues, and propose corrective measures to improve operational efficiency.

(2) Scope of authority of the chairman

- 2.1 The chairman of the board acts as the chairman of the meeting. If the chairman is unable to perform their duties, the vice chairman shall act as the substitute or the board members present at the meeting shall elect one board member

as the chairman to conduct the meeting.

- 2.2 The chairman of the board calls meetings of the board of directors.
- 2.3 In the event of a tie vote at a meeting, the chairman of the board has the deciding vote. Board members who have a conflict of interest in a matter are not counted in the vote tally and do not have the right to vote on that matter. If the votes are tied, the chairman of the board has the right to cast an additional vote to final.

7.3 Sub-Committee

The company's board of directors has appointed committee members with suitable expertise and knowledge to serve as subcommittees, assisting in the study and screening of details in various areas, and providing recommendations to the company's board of directors.

7.3.1 Sub-committee structure

The company has four subcommittees, namely the Audit and Compliance Committee, the Risk Management and Organizational Sustainability Committee, the Nomination and Compensation Committee, and the Management Committee. The scope of authority, duties, and responsibilities of each subcommittee are specified as follows:

7.3.2 List of Sub-committee

(1) Auditing and Corporate Governance Committee

As of 31 December 2023, the Auditing and Corporate Governance Committee consists of

Name -Surname	Position
1. Mr.Prawit Kijpaisalrattana	Chairman of the Auditing and Corporate Governance Committee / Independent Director
2. Dr. Ekarin Vasanasong	Member of the Auditing and Corporate Governance Committee / Independent Director
3. Dr. Worapong Janyangyuen	Member of the Auditing and Corporate Governance Committee / Independent Director

The Chairman of the Audit and Compliance Committee is an independent director, and the Audit and Compliance Committee comprises 100% independent directors. Mr. Prawit Kitpaisarnrattana and Dr. Worapong Janyangyuen are individuals who possess the qualifications of independent directors and members of the Audit and Compliance Committee. They have sufficient knowledge and expertise in accounting and finance to fulfill their responsibilities in auditing the reliability of the company's financial statements.

Scope of duties and responsibilities of the Auditing and Corporate Governance Committee

- 1) Audit to ensure that the company reports financial information and discloses financial statements accurately, completely, and on time.
- 2) Audit to ensure that the company and its subsidiaries have appropriate and effective internal control and internal audit systems, and consider the independence of the internal audit function, as well as provide approval for appointments, transfers, terminations, or equivalents of heads of internal audit departments.
- 3) Evaluate the quality of internal audit work annually, including assessment from independent individuals external to the organization at least every 5 years, and review internal audit findings before presenting them to the company's board of directors.
- 4) Review and approve the annual budget, staffing levels, and necessary resources for the internal audit department.
- 5) Attend meetings with the head of the internal audit department to discuss significant issues at least once a year, without the management attending, and participate in meetings with management to discuss internal audit matters at least once a year, without the head of the internal audit department attending.
- 6) Audit to ensure compliance with securities and stock market laws, regulations of the Stock Exchange of Thailand, and relevant laws related to the company's business.
- 7) Evaluate and propose appointments of independent individuals to serve as the company's auditors, including proposing their compensation, and attend meetings with auditors at least once a year without management present.
- 8) Consider and approve related-party transactions or transactions that may have conflicting interests between the company and its subsidiaries to ensure compliance with laws, regulations of the Securities and Exchange Commission, Stock Exchange regulations, and company regulations, ensuring these transactions are reasonable and beneficial to the company.
- 9) Monitor progress on complaint management or disclosures, if any.
- 10) Have the authority to summon and instruct management, heads of departments, or employees of the company or its subsidiaries to provide opinions, attend meetings, or submit documents as necessary, including seeking independent opinions from other professional advisors when deemed necessary and justifiable by the company's expenses.
- 11) If any significant transactions or actions are identified or suspected to significantly impact the financial position and operational results of the company, report them to the company's board of directors for internal improvements within a reasonable timeframe as deemed appropriate by the audit and ethics committee. Types of transactions or actions requiring reporting include those related to

- conflicts of interest,
 - fraud, significant deficiencies in internal control systems, and
 - violations of securities laws, regulations of the Stock Exchange of Thailand, or relevant laws related to the company's business.
- 12) In cases where the company's board of directors fails to rectify internal issues within a reasonable timeframe as deemed appropriate by the audit and ethics committee, one or more members of the audit and ethics committee may report such violations to the Securities and Exchange Commission's board of directors for further action.
 - 13) Audit, review, and provide opinions on policies and reports on the evaluation of good corporate governance practices, social responsibility, and anti-corruption efforts.
 - 14) Conduct self-assessment annually and report on the performance of the audit and ethics committee to the company's board of directors for consideration.
 - 15) Perform any other duties as assigned by the company's board of directors or as per the policies set by the board.
 - 16) Prepare the annual report of the audit and ethics committee, signed by the committee chairperson, containing at least the following information.
 - 17) Opinion on the accuracy, completeness, and reliability of the company's financial reports.
 - 18) Opinion on the adequacy of the company's internal control systems.
 - 19) Opinion on compliance with securities laws, regulations of the Stock Exchange of Thailand, or relevant laws related to the company's business.
 - 20) Opinion on the suitability of auditors.
 - 21) Opinion on items that may have conflicting interests.
 - 22) Number of audit and ethics committee meetings and attendance of each member.
 - 23) Overall comments or observations received by the audit and ethics committee from fulfilling its duties as per the charter.
 - 24) Any other reports deemed necessary for shareholders and general investors within the scope of duties and responsibilities assigned by the company's board of directors.
 - 25) Review good corporate governance policies to ensure they are up-to-date, suitable for the company's business and subsidiaries, and consistent with the practices of the Securities and Exchange Commission's office and the Stock Exchange of Thailand, at least once a year.
 - 26) Establish monitoring and evaluation processes for the company's and its subsidiaries' adherence to good corporate governance policies and business ethics, including presenting the annual evaluation results to the company's board of directors along with recommendations and suggestions.
 - 27) Audit to ensure that the company and its subsidiaries have effective processes to combat corruption following the guidelines of various regulatory authorities, including conducting self-assessment audits regarding anti-corruption measures.
 - 28) Act as an investigative committee if the company's board of directors violates or fails to comply with policies regarding anti-corruption measures, and if any member of the audit and ethics committee is deemed to be in violation or not compliant with such policies, that member shall be barred from participating in the investigation.

(2) Risk and Sustainability Management Committee

As of 31 December 2023, the Risk and Sustainability Management Committee consists of

Name -Surname	Position
1. Mr.Apichart Kasemkulsiri	Chairman of the Risk and Sustainability Management Committee / Independent Director
2. Ms.Sineenuch Kokanutaporn	Member of the Risk and Sustainability Management Committee
3. Mr.Kerkkun Kokanutaporn	Member of the Risk and Sustainability Management Committee

The chairman of the risk and sustainability committee is a representative from board of directors and the risk and sustainability committee comprises 100% company board members.

Scope of duties and responsibilities of the Risk and Sustainability Management Committee

- 1) Supervise the risk management activities of the company and its subsidiaries.
- 2) Consider policies, guidelines, and frameworks for risk management, taking into account the objectives, vision, mission, policies, core objectives, and business strategies of the company, for presentation to the Board of Directors for approval.
- 3) Ensure that the management team has risk management plans, risk management processes, and organization-wide risk assessment plans in accordance with the Risk Matrix of the company and its subsidiaries.
- 4) Oversee and recommend methods for preventing and reducing risks to acceptable levels, including providing guidance to the Board of Directors and management on risk management.
- 5) Monitor, evaluate, and revise action plans to continuously reduce risks and ensure they are appropriate for the business environment, ensuring that risks are managed sufficiently and appropriately.
- 6) Promote and support continuous improvement and development of risk management systems.
- 7) Communicate, exchange information, and coordinate risk and internal control matters with the Audit Committee.
- 8) Supervise and evaluate the work of the Risk Management Committee and the organization's sustainability.
- 9) Conduct self-assessment annually and report the performance of the Risk Management and Sustainability Committee to the Board of Directors for consideration.
- 10) Perform any other tasks assigned by the Board of Directors related to significant risk management.
- 11) Provide advice to the Board of Directors on matters related to social responsibility and sustainable development.
- 12) Review policies for sustainable development to ensure they are up-to-date, appropriate for the company and its subsidiaries' businesses, and consistent with the practices of the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET) at least once a year.
- 13) Report sustainable development performance to the Board of Directors and provide guidelines for reporting sustainable development performance in the Form 56-1 One Report.
- 14) Ensure monitoring and evaluation of the performance of the Board of Directors and subsidiaries in accordance with the company's and subsidiaries' sustainable development policy and present it to the next year's Board of Directors, along with recommendations.

(3) Nomination and Remuneration Committee

As of 31 December 2023, the Nomination and Remuneration Committee consists of

Name -Surname	Position
1. Dr. Ekarin Vasanasong	Member of the Auditing and Corporate Governance Committee / Independent Director
2. Dr. Worapong Janyangyuen	Member of the Auditing and Corporate Governance Committee / Independent Director
3. Mrs. Siriwan Kokanutaporn	Executive director

The chairman of the nomination and remuneration committee is an independent director, and the nomination and remuneration committee comprises 66.67% independent directors.

Scope of duties and responsibilities of the Nomination and Remuneration Committee

- 1) Establish criteria and processes for selecting individuals and qualifications for serving on the company's board of directors, subcommittees, and executive officers to ensure alignment with the company's structure, duties, and responsibilities, linked to the operational needs of the company, and propose recommendations to the board of directors for consideration.
- 2) Review and select candidates for vacant positions on the subcommittees to be presented for approval at board meetings.
- 3) Review and develop the structure and process for the development of the board and subcommittee members of the company to enhance knowledge and skills in line with the company's business, economic conditions, technology, laws, or relevant business standards, and propose recommendations for approval to the board of directors and/or present at the next shareholder meeting (as appropriate).
- 4) Oversee the provision of orientation and useful documentation for newly appointed committee members to facilitate their duties.
- 5) Establish formats and criteria for compensation for the company's board members, subcommittee members, and executive officers, ensuring fairness and compliance with relevant laws, aligned with the company's structure, duties, responsibilities, and performance results, to propose for approval to the board of directors and/or present at the next shareholder meeting (as appropriate).
- 6) Evaluate and adjust compensation criteria as appropriate to present to the board of directors for approval at least once a year.
- 7) Evaluate the annual performance of the company's executive officers and present for approval to the board of directors.
- 8) Provide opinions on the evaluation of subcommittees, including recommending further improvements to enhance efficiency, to propose to the board of directors.
- 9) Develop and review development plans for the executive officers and managers to enhance knowledge and skills in line with the company's business and to prepare for succession planning to ensure the company's management can continue smoothly.
- 10) Conduct self-assessment annually and report problems or obstacles in the operations of the Nomination and Compensation Committee to the board of directors.
- 11) Perform other tasks as assigned by the board of directors or as per the policies set by the board of directors.

(4) Executive Committee

As of 31 December 2023, the Executive Board of the Company consists of

Name - Surname	Position
1. Mr. Chalerm Kokanutaporn	Executive Chairman
2. Ms. Sineenuch Kokanutaporn	Executive director
3. Mr. Kongkit Kokanutaporn	Executive director
4. Mr. Kerkkun Kokanutaporn	Executive director
5. Dr. Kamolthip Komolyudtaphaet	Executive director
6. Mr. Siriwan Kokanutaporn	Executive director
7. Mrs. Sutanya Kokanutaporn	Executive director
8. Ms. Pornthip Wongjirattikarn	Executive director
9. Mr. Wongkrit Jiamsripong	Executive director

Scope of duties and responsibilities of the Executive Committee

- 1) Establish business direction, vision, mission, goals, policies, and objectives of the company for presentation to the board of directors for approval.
- 2) Supervise the daily operations of the company and its subsidiaries to ensure alignment with the company's goals and efficient operations.
- 3) The Chairman of the Board acts as the chairman at board meetings and oversees the performance of the board of directors.
- 4) Prepare performance reports of the company and present them to the board of directors for review on a quarterly basis.
- 5) Approve items as specified in the Table of Authorization.
- 6) Have the authority to request information from various departments of the company and its subsidiaries for further consideration on various matters.
- 7) Conduct self-assessment annually and report the board of directors on the performance of the board of directors.
- 8) Perform other duties as assigned by the board of directors as necessary.

7.4 Information about Executive team

7.4.1 Executive team

As of 31 December 2023, the management team of the Company consists of

Name - Surname	Position
1. Mr. Chalerm Kokanutaporn	Director/ Chief Executive Officer
2. Ms. Sineenuch Kokanutaporn	Director/ Managing director
3. Dr. Kamolthip Komolyudtaphaet	Chief Financial Officer
4. Mr. Wongkrit Jiamsripong	Chief Strategy Officer
5. Mr. Kongkit Kokanutaporn	Director/ Chief Operating Officer - Energy
6. Mr. Kerkkun Kokanutaporn	Director/ Chief Operating Officer - Rubber and Palm
7. Mr. Songpon Bunnag	Accounting Manager (Accountant)
8. Ms. Jurairat Tampong	Senior account manager

Notes: Executives mean executives as defined in the Notification of the Securities and Exchange Commission No.KorJor. 17/2551 on the assignment of chapter definitions in the announcement about the issuance and offer for the sale of securities.

7.4.2 Remuneration Policy for Directors and Executives

The nomination and remuneration committee is responsible for setting the format and criteria for compensation for directors and executives in a manner that is appropriate, fair, and compliant with relevant laws, consistent with the company's structure, duties, responsibilities, and performance outcomes, for presentation to the board of directors for approval.

For compensation of executives below the level of CEO, it will be considered and approved by the CEO. The HR department will be responsible for compiling compensation data for executives at each level as deemed appropriate, and presenting it to nomination and remuneration committee for consideration. Additionally, nomination and remuneration committee will propose the total compensation package for executives and employees to the board of directors for approval.

7.4.3 Remuneration for Directors and Executives

Monetary compensation

For the fiscal year ending December 31, 2023, according to the consolidated financial statements, the company paid monetary compensation, including salaries and bonuses, to directors and executives (excluding senior accounting managers and senior accounting managers). The total amount was 33.77 million baht.

Non-monetary compensation

For the fiscal year ended 31 December 2023, according to the consolidated financial statements, the Company contributed to the provident fund for directors and executives totaling 0.59 million baht (excluding Accounting Manager and Senior Accounting Manager)

7.4.4 Subsidiaries operating core businesses

1) Subsidiaries over which the Company has control over the business

1.1 E.Q. Rubber Company Limited (EQR)

Management structure

Use the same management structure as the company in managing with representative directors from the company supervising operations.

Board of Directors

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

Name-Surname	Position
1. Mr. Chalerm Kokanutaporn	Chairman of the Board
2. Miss Sineenuch Kokanutaporn	Director
3. Dr. Kamolthip Komolyudtaphaet	Director

Directors authorized to sign to bind the Company

Directors authorized to sign to bind the Company are Mr. Chalerm Kokanutaporn, Ms. Sineenuch Kokanutaporn, and Dr. Kamonthip Komonyuthaphat, two of three directors jointly sign and affix the Company's seal.

Executive

As of 31 December 2023, the management of EQR consists of

Name-Surname	Position
1. Mr. Chalerm Kokanutaporn	Chief Executive Officer
2. Miss Sineenuch Kokanutaporn	Managing Director
3. Dr. Kamolthip Komolyudtaphaet	Chief Financial Officer
4. Mr. Wongkrit Jiamsriping	Chief Strategy Officer
5. Mr. Kerkkun Kokanutaporn	Chief Operating Officer - Rubber

Remuneration of Directors

Monetary remuneration

- N/A -

Other remunerations

- N/A -

Remuneration of Executives

Monetary remuneration

For the fiscal year ended December 31, 2023, EQR paid remuneration consisting of salary and bonus to executives in a total amount of 5.19 million Baht.

Other remunerations

For the fiscal year ended December 31, 2023, EQR paid provident fund contributions for executives in a total amount of 0.2 million Baht.

1.2 Thai Eastern Rubber Company Limited (TER)

Management Structure

Use the same management structure as the company in managing with representative directors from the company supervising operations

Board of Directors

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

Name-Surname	Position
1. Mr. Chalerm Kokanutaporn	Chairman of the Board
2. Miss Sineenuch Kokanutaporn	Director
3. Dr. Kamolthip Komolyudtaphaet	Director

Directors authorized to sign to bind the Company

Directors authorized to sign to bind the Company are Mr. Chalerm Kokanutaporn, Ms. Sineenuch Kokanutaporn, and Dr. Kamonthip Komonyuthaphat, two of three directors jointly sign and affix the Company's seal.

Executive

As of 31 December 2023, the management of TER consists of

Name-Surname	Position
1. Mr. Chalerm Kokanutaporn	Chief Executive Officer
2. Miss Sineenuch Kokanutaporn	Managing Director
3. Dr. Kamolthip Komolyudtaphaet	Chief Financial Officer
4. Mr. Wongkrit Jiamsripong	Chief Strategy Officer
5. Mr. Kerkkun Kokanutaporn	Chief Operating Officer - Rubber

Remuneration of Directors

Monetary remuneration

- N/A -

Other remunerations

- N/A -

Remuneration of Executives

Monetary remuneration

- N/A -

Other remunerations

- N/A -

1.3 Thai Eastern Innovation Company Limited (TEI)

Management structure

Use the same management structure as the company in managing with representative directors from the company supervising operations

Board of Directors

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

Name-Surname	Position
1. Mr. Chalerm Kokanutaporn	Chairman of the Board
2. Miss Sineenuch Kokanutaporn	Director
3. Dr. Kamolthip Komolyudtaphaet	Director

Directors authorized to sign to bind the Company

Directors authorized to sign to bind the Company are Mr.Chalerm Kokanutaporn, Ms.Sineenuch Kokanutaporn, and Dr.Kamonthip Komonyuthaphat, two of three directors jointly sign and affix the Company's seal.

Executive

As of 31 December 2023, the management of TEI consists of

Name-Surname	Position
1. Mr. Chalerm Kokanutaporn	Chief Executive Officer
2. Miss Sineenuch Kokanutaporn	Managing Director
3. Dr. Kamolthip Komolyudtaphaet	Chief Financial Officer
4. Mr. Wongkrit Jiamsripong	Chief Strategy Officer
5. Mr. Kerkkun Kokanutaporn	Chief Operating Officer – Rubber

Remuneration of Directors

Monetary remuneration

- N/A -

Other remunerations

- N/A -

Remuneration of Executives

Monetary remuneration

- N/A -

Other remunerations

- N/A -

1.4 Eastern Palm Oil Company Limited (EPO)

Management structure

Use the same management structure as the company in managing with representative directors from the company supervising operations

Board of Directors

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

Name-Surname	Position
1. Mr. Chalerm Kokanutaporn	Chairman of the Board
2. Miss Sineenuch Kokanutaporn	Director
3. Dr. Kamolthip Komolyudtaphaet	Director

Directors authorized to sign to bind the Company

Directors authorized to sign to bind the Company are Mr.Chalerm Kokanutaporn, Ms.Sineenuch Kokanutaporn, and Dr.Kamonthip Komonyuthaphat, two of three directors jointly sign and affix the Company's seal.

Executive

As of 31 December 2023, the management of EPO consists of

Name-Surname	Position
1. Mr. Chalerm Kokanutaporn	Chief Executive Officer
2. Miss Sineenuch Kokanutaporn	Managing Director
3. Dr. Kamolthip Komolyudtaphaet	Chief Financial Officer
4. Mr. Wongkrit Jiamsripong	Chief Strategy Officer
5. Mr. Kerkkun Kokanutaporn ¹	Chief Operating Officer - Palm

Notes: ¹ Mr.Kerkkun Kokanutaporn started serving as the Chief Operating Officer (COO) on January 1st, 2021, until the present.

Remuneration of Directors

Monetary remuneration

- N/A -

Other remunerations

- N/A -

Remuneration of Executives

Monetary remuneration

For the year end as at December 31, 2023, EPO paid for remuneration as Acting Fee to the executives at 0.6 million baht in total.

Other remunerations

For the year end as at December 31, 2023, EPO paid for remuneration as provident fund to the executives at 0.03 million baht in total.

1.5 Thai Eastern Top Seeds Oil Company Limited (TETSO)

Management structure

Use the same management structure as the company in managing with representative directors from the company supervising operations

Board of Directors

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

Name-Surname	Position
1. Mr. Chalerm Kokanutaporn	Chairman of the Board
2. Miss Sineenuch Kokanutaporn	Director
3. Dr. Kamolthip Komolyudtaphaet	Director

Directors authorized to sign to bind the Company

Directors authorized to sign to bind the Company are Mr.Chalerm Kokanutaporn, Ms.Sineenuch Kokanutaporn, and Dr.Kamonthip Komonyuthaphat, two of three directors jointly sign and affix the Company's seal.

Executive

As of 31 December 2023, the management of TETSO consists of

Name-Surname	Position
1. Mr. Chalerm Kokanutaporn	Chief Executive Officer
2. Miss Sineenuch Kokanutaporn	Managing Director
3. Dr. Kamolthip Komolyudtaphaet	Chief Financial Officer
4. Mr. Wongkrit Jiamsripong	Chief Strategy Officer
5. Mr. Kerkkun Kokanutaporn	Chief Operating Officer - Palm

Remuneration of Directors

Monetary remuneration

- N/A -

Other remunerations

- N/A -

Remuneration of Executives

Monetary remuneration

- N/A -

Other remunerations

- N/A -

1.6 Thai Eastern Bio Power Company Limited (TEBP)

Management structure

Use the same management structure as the company in managing with representative directors from the company supervising operations

Board of Directors

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

Name-Surname	Position
1. Mr. Chalerm Kokanutaporn	Chairman of the Board
2. Miss Sineenuch Kokanutaporn	Director
3. Mr. Kongkit Kokanutaporn	Director
4. Mr. Kerkkun Kokanutaporn	Director
5. Mr. Kittisak Chanokmat	Director
6. Mrs. Pareena Sriwanit	Director
7. Mrs. Savanit Boonyasuwat Srilerdfah	Director

Directors authorized to sign to bind the Company

Directors authorized to sign to bind the Company are Mr. Chalerm Kokanutaporn or Mr. Kongkit Kokanutaporn, either one of whom signs jointly with Miss Sininuch Kokanutaporn or Mr. Grekgun Kokanutaporn, totaling two persons, and affixes the company's seal.

Executive

As of 31 December 2023, the management of TEBP consists of

Name-Surname	Position
Mr. Kongkit Kokanutaporn	Chief Executive Officer

Remuneration of Directors

Monetary remuneration

- N/A -

Other remunerations

- N/A -

Remuneration of Executives

Monetary remuneration

For the year end as at December 31, 2023, TEBP paid for remuneration as salary and bonus to the executives at 4.9 million baht in total.

Other remunerations

For the year end as at December 31, 2023, TEBP paid for remuneration as provident fund to the executives at 0.2 million baht in total.

1.7 Thai Eastern Power Company Limited (TEPW)

Management structure

Since TEPW has not yet started operations, there is no management structure.

Board of Directors

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

Name-Surname	Position
1. Mr. Chalerm Kokanutaporn	Chairman of the Board
2. Miss Sineenuch Kokanutaporn	Director
3. Dr. Kamolthip Komolyudtaphaet	Director

Directors authorized to sign to bind the Company

Directors authorized to sign to bind the Company are Mr. Chalerm Kokanutaporn, Ms. Sineenuch Kokanutaporn, and Dr. Kamonthip Komonyuthaphat, two of three directors jointly sign and affix the Company's seal.

Executive

There is no executive because TEPW has not started operation yet.

Remuneration for Directors

Monetary compensation

N/A

Other compensation

N/A

Executive Compensation

Monetary compensation

N/A

Other compensation

N/A

1.8 Thai Eastern Corporation Company Limited (TEC)

Management structure

Since TEC is a holding company, it does not have a management structure.

Board of Directors

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

Name-Surname	Position
1. Mr. Chalerm Kokanutaporn	Chairman of the Board
2. Miss Sineenuch Kokanutaporn	Director
3. Dr. Kamolthip Komolyudtaphaet	Director

Directors authorized to sign to bind the Company

Directors authorized to sign to bind the Company are Mr. Chalerm Kokanutaporn, Ms. Sineenuch Kokanutaporn, and Dr. Kamonthip Komonyuthaphat, two of three directors jointly sign and affix the Company's seal.

Executive

Because TEC is the company holding investments in other companies (Holding Company), it is no executive.

Remuneration for Directors

Monetary compensation

N/A

Other compensation

N/A

Executive Compensation

Monetary compensation

N/A

Other compensation

N/A

2) Subsidiaries has no control over the business

2.1 Thai Eastern Trat Company Limited (TET)

Management structure

It is the joint venture agreement between the Group and Sime Darby Oils Singapore Limited, which will mutually agree on management. The management structure of TET consists of the manager (top executive), accounting manager, and assistant manager.

Board of Directors

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

Name-Surname	Position
1. Mr. Chalerm Kokanutaporn	Chairman of the Board
2. Miss Sineenuch Kokanutaporn	Director
3. Mr. Kerkkun Kokanutaporn	Director
4. Mr. Assanee Malamput	Director
5. Mr. Mohd Haris Mohd Arshad	Director

Directors authorized to sign to bind the Company

Directors authorized to sign to bind the Company are Mr. Chalerm Kokanutaporn or Mr. Sineenuch Kokanutaporn or Mr. Kerkkun Kokanutaporn one of them jointly sign with Mr. Mohd Haris Mohd Arshad or Mr. Assanee Mallamphut, totaling two persons, and affixes the company's seal

Executive

As of 31 December 2023, the management of TET consists of

Name-Surname	Position
1. Mr. Kogolanathan Subramaniayan	Manager
2. Mrs. Amnuaipohn Changkapanit	Account Manager
3. Ms. Kusumal Komklom	Assistant Manager

Remuneration for Directors

Monetary compensation

N/A

Other compensation

N/A

2.2 Sumi Rubber Thai Eastern Plantation Company Limited (STEP)

Management structure

It is under the joint venture agreement according to the joint venture agreement between the Company and Sumitomo Rubber Industries Co., Ltd. It will agree to manage together by STEP's management structure consisting of the managing director (top executive) and the rubber plantation manager.

Board of Directors

As of 31 December 2023, the Board of Directors of STEP consist of

Name-Surname	Position
1. Mr. Chalerm Kokanutaporn	Chairman of the Board
2. Mr. Kongkit Kokanutaporn	Director
3. Mr. Hidenori Suzuki	Director
4. Mr. Naoya Ichikawa	Director

Directors authorized to sign to bind the Company

Directors authorized to sign to bind the company are Mr. Hidenori Suzuki or Mr. Naoya Ichikawa sign with Mr.Chalerm Kokanutaporn or Mr.Kongkit Kokanutaporn, a total of two persons and stamped with the company's seal.

Executive

As of 31 December 2023, STEP's executives consist of

Name-Surname	Position
1. Mr. Nippon Janprom	Managing Director
2. Nomination	Rubber Plantation Manager

Mr. Ratchadej Kosolpanit resigned from the position on September 16, 2023.

Remuneration for Directors

Monetary compensation

N/A

Other compensation

N/A

Remuneration for executives of subsidiaries that do not have control over the business

Monetary compensation

For the fiscal year ending 31 December 2023, TET and STEP paid monetary remuneration to executives totaling 3.02 million baht and 0.7 million baht.

Other compensation

For the fiscal year ending 31 December 2023, TET and STEP paid contributions to the provident fund for executives totaling 0.06 million baht and 0.0 million baht.

7.5 Number about Employee

7.5.1 Information of employees

As of 31 December 2023, the Company and its subsidiaries have all personnel (Excluding executives) in total of 1,279 people with the following details:

Business	31 December 2023
Natural rubber business	871
Crude Palm Oil Business	183
Renewable Energy and Organic Waste Management Business	65
Administrative support and others	160
Total	1,279

Remark: Subsidiary means subsidiary over which the Company control the business according to the consolidated financial statements.

7.5.2 Employee Remuneration (Excluding executives)

As of December 31, 2023, the company and its subsidiaries had employee compensation (excluding executives) totaling 330.94 million baht according to the consolidated financial statements. This compensation includes salaries and bonuses, contributions to provident funds, and other benefits such as overtime pay, retirement benefits, special allowances, and social security contributions, among others. The details are as follows:

Compensation type million baht	Compensation type million baht
Salary and bonus	311.74
Contributions to provident funds	2.50
Other welfare	16.70
Total	330.94

7.5.3 Provident Fund

Currently, the company and its subsidiaries participate in the provident fund as per the Provident Fund Act B.E. 2530 (including subsequent amendments). The company and its subsidiaries have established a policy of contributions at a rate of 3% and 5% of employees' salaries, depending on their level.

The company and its subsidiaries have a policy to support the governance committee of the provident fund. They select fund managers who adhere to the principles of investment governance for institutional investors (Investment Governance Code: "I Code") and manage investments responsibly, considering environmental, social, and governance (ESG) factors. They practice good investment governance principles and disclose the selection criteria for fund managers to members, leading to long-term investment management

that maximizes the benefits for the provident fund members of the company and its subsidiaries.

7.5.4 Human resource development policy

The company has a policy for managing and developing human resources, focusing on recruiting and fostering personnel with abilities, creativity, and ethical values to work professionally. The company has established an organizational structure, manpower planning, and personnel development plans at all levels to continuously grow in their careers, enjoy working, and be managed fairly, in accordance with labor protection laws and labor relations laws. The company has defined the scope of personnel development under the human resources management policy, with the following initiatives:

- 3) Develop and enhance the potential of personnel to propel them towards being “Smart People” of the organization.
- 4) Personnel development focuses on equipping them with knowledge, job skills according to the Training Roadmap and Competency, including the ability to advance and grow in their careers (Career Path) within the organization through Individual Development Plans.
- 5) Promote employees’ dedication to seeking knowledge and self-improvement regularly, adhering to the principle of “Skilled People, Skilled Work, Skilled Systems.”
- 6) Aim to recruit and select talent and successors to enter the organization’s Succession Plan.
- 7) Develop knowledge management jobs to foster a culture of continuous learning, knowledge exchange, and work experience.
- 8) Promote training and knowledge sharing for directors and managers of the company regarding good corporate governance, including relevant training courses to enhance their understanding of roles and responsibilities as company directors.

During the past year, the company conducted training in various areas to develop its personnel, divided into two main plans as follows:

- 1) Annual Training Plan: Derived from strategic planning each year, this plan aligns with the organization’s direction and strategy. It comprises six main categories, including legal, securities market, skill development, environmental and safety, productivity enhancement, and quality system.
- 2) Development Plan according to Training Roadmap: This plan focuses on developing personnel according to their respective job positions and based on evaluations of each individual’s knowledge and abilities.

7.5.5 Significant labor disputes in the past 3 years

- N/A -

7.6 Other Important Information

7.6.1 List of persons assigned to take responsibility as follows:

(1) Company Secretary

At the 5th/2023 meeting of the company’s board of directors on November 10, 2023, it was resolved to appoint Dr. Kamoltip Komolyutthaphat as the company secretary, adding another position. Dr. Kamoltip possesses suitable qualifications, having successfully completed studies in accounting and possessing skills, knowledge, and understanding of business, laws, and regulations related to companies listed on the stock exchange. The company secretary’s duties and responsibilities are defined under Sections 89/15 and 89/16 of the Securities and Exchange Act B.E. 2535 (as amended). The company group submitted the appointment letter to the SEC on November 27, 2023, and there is a plan for further training related to the company secretary’s duties.

(2) Person assigned to be directly responsible for controlling the accounting of the Company

Mr. Songpol Bunna was appointed directly responsible for efficiently and compliantly overseeing the accounting operations of the company, in accordance with regulations, requirements, criteria, and accounting standards

(3) Head of Internal Audit

The Auditing and Corporate Governance Committee approved the hiring of an external agency, KPS Audit Co., Ltd., to perform the internal audit function, to examine the internal control systems of the company and its subsidiaries. KPS Audit Co., Ltd. assigned Mr. Wiwat Limmannasitlilert to serve as the head of supervision for the execution of duties

7.6.2 Investor Relations

The company emphasizes the importance of accurate, comprehensive, transparent, widespread, and timely disclosure of information. Therefore, the company has appointed Miss Jessadajan Kaewchada to be responsible for disclosing information and communicating with investors, shareholders, analysts, institutional investors, and the general public both domestically and internationally. includes financial information such as operational results, financial statements, Management Discussion and Analysis (MD&A) reports, as well as plans and operational strategies and the company's situation trends. This information is regularly disseminated through various documents and activities organized by the company.

Investor relations can be contacted directly at telephone number (+66) 87-137-5665 or via email at ir@thaieasterngroup.com. Additionally, company news and information can be followed on the website: www.thaieasterngroup.com or on LINE: TEGHofficial.

7.6.3 Auditor's remuneration

(1) Audit Fee

The company and its subsidiaries paid audit fees and tax accounting auditing under the conditions of the Board of Investment (BOI) promotion certificate to EY office Co., Ltd., as the accounting examiner for the company and its subsidiaries for the fiscal year ending December 31, 2023. This was approved at the 2023 annual shareholders' meeting, with the details as follows

Audit Fee	for the fiscal year ending 31 December 2022 (baht)
Company	2,310,000
Subsidiaries	7,860,000
Total	10,170,000

(2) Non-Audit Fee

For the accounting period ending 31 December 2023, the Company and its subsidiaries do not have any other service fees

7.6.4 Risk and Sustainability Steering Committee (RSSC)

In 2023, the company adjusted the structure of the risk and sustainability working group, dividing it into four main areas as follows:

1. Climate Change Sub-Committee
2. Sustainable Supply Chain Management Sub-Committee
3. Corporate Risk Sub-Committee
4. Corporate Sustainability Sub-Committee

8

Report on key corporate governance performance

8.1 Summary of performance of the Board of Directors in the past year

In 2023, the Board of Directors held 6 meetings to set policies, goals and strategic plans for the development of the company towards sustainability, as well as monitoring the performance and financial status of the company. These include the progress in implementing the organization's goals, strategic plans and policies. In addition, the Auditing and Corporate Governance Committee held 7 meetings to closely supervise the internal control system, and the Risk and Sustainability Management Committee held 2 meetings for appropriate risk management of the organization

8.1.1 Recruiting, developing and evaluating the performance of the Board of Directors

(1) Selection Criteria of Board of Director and Sub-Committee

1.1 Board of Director Selection Criteria

The group of companies recognizes the importance of good corporate governance policies and principles in the Thai securities market. Therefore, the Board of Directors (BOD) has established criteria for appointing individuals to serve as company directors, as follows:

- 1) The Board of Directors must consist of at least 5 but not more than 12 members, with at least half of the directors having a domicile in the Kingdom of Thailand.
- 2) At least one-third of the directors must be independent directors, but not fewer than 3.
- 3) The Board of Directors must not have more than 5 independent directors serving as directors in registered companies (including the company itself).
- 4) The Chairman of the Board of Directors must not concurrently serve as the Chief Executive Officer, and the Board of Directors may consider appointing one or more vice-chairpersons if deemed appropriate.
- 5) Directors must meet the legal qualifications for public limited companies, securities laws and regulations, company regulations, and relevant regulatory authorities, without any disqualifying characteristics as prescribed by law.
- 6) Directors must possess knowledge, capabilities, experience, integrity, and good ethics in conducting business.
- 7) Directors must fully devote themselves to performing their duties for the benefit of the company and its shareholders.
- 8) Independent directors must meet the full definition of independence criteria.
- 9) Directors who have vacated their positions may be reselected to serve.
- 10) Directors must not engage in similar business activities that compete with the company or become shareholders or directors of competing entities without prior notification to the shareholders' meeting.

The company has defined the term "Independent Director" to align with the practices of the Securities and Exchange Commission's office. Independent Directors are those who are

independent from management and controlling shareholders, and who do not have any business relationships with the company that could limit their ability to express independent views.

The qualifications for Independent Directors are as follows:

- 1) Holding shares not exceeding 1% of the total voting shares of the company*, including shares held by related parties of the Independent Director.
- 2) Not being or having been involved in the management, employment, or consultancy services receiving regular salaries from the company* or being under the control of the company's authority, unless exempted for at least 2 years.
- 3) Not being related by bloodline or registered as directors of other companies, executives, major shareholders, or controllers, or being nominated to be a director, executive, or controller of any related business entity, unless exempted for at least 2 years.
- 4) Not having or having had any business relationships with the company* that could hinder their independent judgment, including not being or having been shareholders with interests or controllers of related parties, unless exempted for at least 2 years.
- 5) Not being or having been an auditor of the company* and not being shareholders with interests or controllers of auditing firms, unless exempted for at least 2 years.
- 6) Not being or having been professional service providers, including legal or financial consultants receiving annual fees exceeding 2 million baht from the company*, and not being shareholders with interests or controllers of such professional service providers, unless exempted for at least 2 years.
- 7) Not being appointed as representatives of the company's directors, major shareholders, or related parties of major shareholders.
- 8) Not being engaged in similar business activities that compete with the company or its subsidiaries, or holding shares with interests in partnerships, or being involved in the management, employment, or consultancy services receiving regular salaries, or holding shares exceeding 1% of the total voting shares of other companies engaged in similar business activities that compete with the company or its subsidiaries.
- 9) Not having any other characteristics that would prevent them from expressing independent opinions about the company's operations, including large companies, subsidiaries, joint ventures, major shareholders, or controllers of the company.

1.2 Sub-Committee Selection Criteria

1. Auditing and Corporate Governance Committee

To ensure the efficient execution of responsibilities by the audit committee of the company, as delegated by the board of directors, in alignment with principles of Good Corporate Governance, and to uphold standards of proper management with transparent financial reporting systems, the Audit and Governance Committee (AC) is constituted by the following criteria:

- All members are independent directors, with a minimum count of three individuals.
- Appointment is made either by the board of directors or the shareholders' assembly of the company to serve as audit committee members.
- Qualifications include being independent directors.
- No affiliation as directors empowered by the board to make decisions regarding the

company's operations, its parent company, subsidiaries, affiliates, subsidiaries of the same level, major shareholders, or controlling entities of the company.

- Absence of directorship in the parent company, subsidiaries, or subsidiaries of the same level, excluding registered companies.
- Possession of adequate knowledge and experience to fulfill duties as audit committee members. Notably, there must be at least one committee member with expertise in accounting, proficient in assessing the reliability of financial statements.

2. Risk and Sustainability Management Committee

The Risk and Sustainability Management Committee (RSMC) is tasked with supporting the establishment of policies concerning risk and sustainability management, ensuring organizational-wide coverage, and supervising the implementation of suitable systems or procedures to mitigate adverse impacts on the company's operations:

- The committee shall comprise a minimum of three members (not necessarily affiliated with the board of directors).
- Members must not possess any disqualifying traits as prescribed by law.
- They are required to possess the requisite knowledge, expertise, relevant experience, integrity, honesty, and high ethical standards in conducting business. Additionally, they should have a clear understanding of the qualifications, responsibilities, and duties associated with serving on the organization's risk and sustainability management committee.
- Members are prohibited from engaging in activities identical to or competitive with the company's operations, either for personal gain or for the benefit of others, unless prior

notification is provided and discussed at a meeting of the board of directors before their appointment.

3. Nomination and Remuneration Committee

The Nomination and Remuneration Committee (NRC) is entrusted with the responsibility of selecting suitable candidates to serve as directors, ensuring transparency in the nomination process, and enhancing the knowledge and capabilities of directors to meet the business's needs. The criteria for nomination set forth by the company's articles of association are as follows:

- At least one member of the committee must be an independent director.
- The chairman of the Nomination and Remuneration Committee must also be an independent director.
- Members must possess knowledge, expertise, and experience, as well as an understanding of the qualifications, duties, and responsibilities of the Nomination and Remuneration Committee.
- They must be impartial directors of the company and demonstrate independence in accordance with corporate governance principles.
- They should exercise impartiality in selecting and screening individuals who are deemed suitable for nomination to serve in positions within the company.

(2) Process of recruitment and appointment of board of directors and sub-committee

2.1 Process of selecting board of directors

The Board of Directors has delegated the Nomination and Remuneration Committee as the body responsible for assessing criteria and methods for selecting individuals with suitable qualifications to serve as directors or committee members of the company's subsidiaries. The selection process involves considering candidates' knowledge, industry experience, expertise, and

abilities in governance, as well as compiling a pool of directors from reputable organizations, which serves as a database of qualified individuals. The committee evaluates candidates based on the disqualifying characteristics outlined in the Public Limited Companies Act, Securities and Exchange Act, Capital Market Supervisory Board announcements, regulations, and related laws, without discrimination based on gender, age, race, or religion.

The Nomination and Remuneration Committee evaluates candidates' qualifications across various domains with an emphasis on board diversity and skill matrices. Subsequently, it

presents a list of nominees to the Board of Directors and/or proposes them at shareholders' meetings for appointment.

As of the year 2023, the Board of Directors comprises a total of three members, as follows:

1. Mr. Apichart Kasemkulsiri
2. Dr. Worapong Janyangyeun
3. Mr. Kerkkun Kokanutaporn

At the shareholders' meeting, approval was granted for the reappointment of the above mentioned director to serve another term as a member of the Board of Directors.

Table 8-1 Board Diversity & Skill Matrix

กรรมการ	Accounting	Financial	Audit	Sustainability	International marketing	Investment / Fundraising	Governance	Management	Related Industry	Technology	Legal / Compliance	Crisis Management	Policy	Risk Management	Leadership	Strategy
1. Mr. Anon Sirisaengtaksin				✓		✓	✓	✓	✓			✓	✓	✓	✓	✓
2. Mr. Prawit Kijpaisalrattana	✓	✓	✓				✓	✓			✓	✓	✓	✓	✓	✓
3. Mr. Apichart Kasemkulsiri		✓	✓			✓	✓	✓	✓			✓	✓	✓	✓	✓
4. Dr. Ekarin Vasanasang				✓			✓			✓		✓	✓		✓	✓
5. Dr. Worapong Janyangyeun	✓	✓	✓			✓	✓	✓							✓	✓
6. Mr. Chalerm Kokanutaporn			✓	✓		✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
7. Miss Sineenuch Kokanutaporn	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
8. Mr. Kokgkit Kokanutaporn							✓	✓	✓				✓	✓	✓	✓
9. Mr. Kerkkun Kokanutaporn				✓			✓	✓	✓				✓	✓	✓	✓

Appointment and Dismissal of Directors:

- The appointment of directors who have vacated their positions and are subsequently reappointed must receive approval from the shareholders' meeting.
- The appointment of directors who have signing authority for the company and new directors to replace those who have resigned or vacated their positions for other reasons must be approved by a resolution at the board of directors' meeting.

- The appointment of the Chairman of the Board of Directors and Chairpersons of subcommittees must be approved by a resolution at the board of directors' meeting.
- Each director is allowed to serve a term of no more than 3 years.
- At each annual shareholders' meeting, one-third of the total number of directors shall retire from office. If dividing the directors into thirds is not feasible, the number shall be as close as possible to one-third, and the retiring directors shall be eligible for re-election. The director who has served the longest shall vacate their position first in the first year, and thereafter, a random draw shall determine subsequent retirements.
- At shareholders' meetings, the right to appoint directors is exercised according to the following criteria:
 - (1) Each shareholder has one vote per share.
 - (2) Shareholders may use all their votes to elect one or more directors. In the event of electing multiple directors, the allocation of votes must be proportional.
 - (3) Individuals receiving the highest number of votes, in descending order, are elected as directors, up to the number of directors to be appointed. In cases where individuals have an equal number of votes exceeding the number of directors to be appointed, the chairman of the meeting shall cast the deciding vote.

- (4) Independent directors may serve consecutive terms of up to 9 years unless, upon consideration by the board of directors, it is deemed necessary and justifiable for the benefit of the company to extend their term.

Termination from the position of director occurs immediately when:

- (1) Their term expires.
- (2) They pass away.
- (3) They resign.
- (4) The shareholders' meeting passes a resolution for their removal as stipulated by law.
- (5) They lack the qualifications required to be a director of the company or possess disqualifying characteristics according to the law.
- (6) The court issues an order for their removal.

In the event that any director of the company wishes to resign from their position, they shall submit their resignation letter to the Chairman of the Board of Directors.

2.2 Process of selecting sub-committee

The Board of Directors has delegated the Nomination and Remuneration Committee to assess the qualifications of each subcommittee and present them in accordance with the established criteria at the Board of Directors' meeting for approval of the subsequent appointment of the subcommittees.

(3) Development of directors and sub-committees

The company's Board of Directors has a policy aimed at promoting continuous learning and development among directors to enhance the efficiency and suitability of their operations in alignment with good corporate governance principles. In the year 2023, directors attended training courses as follows:

Name	Position	Course Outline	Institution	Training date
Mr. Apichart Kasemkulsiri	Director / Chairman of the Risk and Sustainability Management Committee	Risk management program for Corporate Leader (RCL31/2023)	Thai Institute of Directors (IOD)	18 -19 May 2023
Dr. Ekarin Vasanasong	Director / Member of the Auditing and Corporate Governance Committee / Chairman of the Nomination and Remuneration Committee	Advanced Audit Committee Program	Thai Institute of Directors (IOD)	8, 15, 22, 29 May 2023
Dr. Worapong Janyangyuen	Director / Member of the Auditing and Corporate Governance Committee / Member of the Nomination and Remuneration Committee	Advanced Audit Committee Program	Thai Institute of Directors (IOD)	8, 15, 22, 29 May 2023
Mr. Chalerm Kokanutaporn	Director / Chief Executive Officer (CEO)	Capital Market Academy Programs 33 rd (CMA33)	Capital Market Academy	1 Jun - 18 Nov 2023
Ms. Sineenuch Kokanutaporn	Director / Member of the Risk and Sustainability Management Committee / Managing Director (MD)	Digital CEO 6 th	Digital Economy Promotion Agency (DEPA)	12 Jan - 20 May 2023
		Practical Training Course "Design 4 Circular Economy" Season 2	National Science and Technology Development Agency (NSTDA)	13 Mar - 28 Apr 2023
		Swedish Institute Management Program (SIMP) 2023	Swedish Institute Management Program	29 Mar - 24 Nov 2023
		Circular Economy & Sustainability: Impact on Business Models, Finance & Investments	University of Cambridge	10 -13 Oct 2023
		Thai Chinese Leadership Studies (TCL)	Thai Chinese Leadership Institute	20 - 25 Nov 2023
Mr. Kerkkun Kokanutaporn	Director / Member of the Risk and Sustainability Management Committee / Chief Operating Officer (COO)	Risk management program for Corporate Leader (31/2023)	Thai Institute of Directors (IOD)	18 - 19 May 2023
		International Organic Standards, Labor Standards and Sustainability Standard	Contro Union	4 - 5 Oct 2023
		Digital Jumpstart 1 st	Ministry of Digital Economic and Society (MDES)	28 Oct 2023 - 20 Jan 2024

(4) Performance Evaluation of Board of Directors

The company group has implemented an evaluation system to assess the performance of the Board of Directors, consisting of three assessment forms:

- (1) Evaluation of the entire board of directors collectively.
- (2) Evaluation of individual directors.
- (3) Evaluation of subcommittees, which are further divided into:
 - 3.1) Audit and Governance Committee.
 - 3.2) Risk and Sustainability Management Committee.
 - 3.3) Nomination and Remuneration Committee.

The Evaluation criteria are calculated as a percentage as follows:

Criteria for scoring	Results
More than 95%	Excellent
More than 90%	Very Good
More than 85%	Good
More than 80%	Satisfactory
Equal to or less than 80%	Needs improvement

Evaluation of the Board of Directors and Sub-Committees comprises the following assessment categories:

1. Evaluation of the Entire Board:
 - Structure and qualifications of the Board of Directors
 - Roles, duties, and responsibilities of the directors in line with principles of good corporate governance
 - Board meetings
 - Director performance
 - Relationship with management
 - Director development
2. Evaluation of Individual Directors:
 - Structure and qualifications of the Board of Directors
 - Roles, duties, and responsibilities of the directors in line with principles of good corporate governance
 - Board meetings
3. Evaluation of Each Sub-Committee:
 - Structure and qualifications of the committee members
 - Committee meetings
 - Roles, duties, and responsibilities of the committee

In the year 2023, the Board of Directors underwent an evaluation process, and the assessment results are as follows:

Table 8-2: Performance Evaluation of the Board of Directors as a Whole, Individual Board Members, and Subcommittees

Excellent	Average Scoring (unit: %)	Result
Board of Directors as a whole	98%	Excellent
Individual Directors	99%	Excellent
Auditing and Corporate Governance Committee	99%	Excellent
Risk and Sustainability Management Committee	97%	Excellent
Nomination and Remuneration Committee	100%	Excellent
Executive Committee	90%	Good

(5) Principles for Recruiting, Developing, and Evaluating Chief Executive Officers

5.1 Principles for Recruiting Chief Executive Officers

The Nomination and Remuneration Committee considers the importance of conducting business efficiently and continuously, ensuring transparency and fairness in all operations. Selection is based on diversity of experience without bias, aiming to recruit qualified personnel and professional managers.

Criteria and Skills of the Chief Executive Officer:

- Serves as a director of the company as per company regulations.
- Possesses knowledge, skills, and expertise in business operations, including specific qualifications relevant and beneficial to the company.
- Demonstrates executive-level management experience.
- Holds knowledge, skills, and experience in rubber, palm oil, renewable energy, or industries closely related to the company's operations.
- Exhibits leadership qualities, visionary thinking, and integrity.
- Maintains a transparent work history without any criminal convictions.
- Clears any conflicts of interest assessments.

5.2 Process for Recruiting Chief Executive Officers

- The Nomination and Remuneration Committee selects suitable candidates based on their knowledge, skills, experience, and expertise, which can be sourced internally or externally.
- In selecting the CEO, the Nomination and Remuneration Committee may employ one of two methods: either through a search process involving individuals with relevant knowledge, skills, and experience,

or by considering recommendations from the board of directors or senior executives of the company.

- After identifying suitable candidates, the Nomination and Remuneration Committee will propose their names to the board of directors for consideration and appointment at the subsequent meeting.

(6) Development for succession

The company has undertaken the preparation of a succession plan for key positions, focusing on selecting individuals with potential in management to develop a path towards senior executive roles. This initiative aims to ensure readiness for succession in cases of retirement and to accommodate future business expansion. The development plan includes individualized development plans aligned with the required managerial competencies and organizational core values (DNA)

(7) Performance Evaluation of Chief Executive Officer and Executives

7.1 The criteria for assessing the performance of company leaders consist of five dimensions:

1. Sustainability: This dimension evaluates the leader's efforts in fostering sustainable practices within the company.
2. Financial: This dimension assesses the leader's performance in managing financial aspects of the company.
3. Customer: This dimension evaluates the leader's focus on customer satisfaction and relationship management.
4. Internal Process: This dimension assesses the leader's effectiveness in managing internal processes and operations.
5. Learning and Growth: This dimension evaluates the leader's commitment to continuous learning and fostering growth opportunities within the organization.

The performance evaluation of executives and managers includes both short-term operational

performance and long-term strategic alignment with the organization's goals. It also considers factors related to management capabilities and leadership qualities aimed at ensuring long-term sustainability for the company.

The company's board of directors, through the nomination and compensation committee,

employs a strategic management process to assess executive performance based on the Balanced Scorecard (BSC) framework and sustainability principles, aligning with Environmental, Social, and Governance (ESG) criteria. Performance measurement is conducted through Key Performance Indicators (KPIs) relevant to the position, such as:

Table 8-3: Criteria and Key Performance Indicators (KPIs) for Evaluating the Performance of Company Leaders (CEO)

Criteria	Sustainability / ESG dimension	KPIs	Unit	Target	CEO	Executive
Sustainability	Environmental (E)	Renewable Energy Consumption	%	>85	*	*
Financial	Governance (G)	Revenue	MB	15,300	*	*
Customer		Sale Volume*	Ton	277,000	*	*
Internal Management		Production Capacity Growth*	%	5	*	*
Learning and Growth		Corporate Corruption	Case	0	*	*
	Social (S)	Loss-time Injury Frequency Rate (LTIFR)	%	<0.5	*	*
		Employee Satisfaction	%	>85	*	*

Note: * Disclosed for the natural rubber production and distribution business only

The performance evaluation of the chairman and executives will encompass both their day-to-day

operational duties (short-term) and their execution of the organizational strategy over the long term. This assessment will be complemented by factors related to their managerial capabilities and leadership qualities, aimed at fostering long-term sustainability for the company.

In this regard, the company's board of directors, with input from the Nomination and Remuneration

Committee, will rigorously assess the chairman and executives based on the aforementioned criteria.

8.1.2 Meeting attendance and remuneration for individual directors

In the year 2023 ended 31 December 2023, the Company held 6 meetings of the Board of Directors. Details of the meeting attendance of each director are as follows

Table 8-4: Summary of meeting attendance of the Board of Directors

Name	Position	Number of meeting attendance / total number of meetings (After taking office)	
		2023	%
1. Mr. Anon Sirisaengtaksin	Independent Director / Chairman of the Board	6/6	100
2. Mr. Prawit Kijpaisalrattana	Independent Director / Chairman of the Audit and Corporate Governance Committee	6/6	100
3. Dr. Ekarin Vasanasang	Independent Director / Member of the Audit and Corporate Governance Committee / Chairman of the Nomination and Remuneration Committee	6/6	100
4. Dr. Worapong Janyangyuen	Independent Director / Member of the Audit and Corporate Governance Committee / Member of the Nomination and Remuneration Committee	6/6	100
5. Mr. Apichart Kasemkulsiri	Independent Director / Chairman of the Risk and Sustainability Management Committee	6/6	100
6. Mr. Chalerm Kokanutaporn	Director / Executive Chairman / Chief Executive Officer	6/6	100
7. Ms. Sineenuch Kokanutaporn	Director / Executive Director / Risk and Sustainability Management Committee / Managing Director	6/6	100
8. Mr. Kongkit Kokanutaporn	Director / Executive Director / Chief Operating Officer - Energy	6/6	100
9. Mr. Kerkkun Kokanutaporn	Director / Executive Director / Risk and Sustainability Management Committee / Chief Operating Officer - Rubber and Palm	6/6	100

Each member of the company's board of directors has a participation rate of 100 percent in the board meetings throughout the year. Additionally, each member holds positions on no more than five registered companies (including parent companies but excluding subsidiaries that are not registered companies), as per the attached document.

Furthermore, in the year 2023, the company convened its annual ordinary shareholders' meeting on April 25, 2023, and all members of the board of directors attended the meeting.

In 2023, the company organized a meeting of subcommittees such as the Audit and Corporate Governance Committee, Executive committee, Nomination and Remuneration Committee, and the Risk and Sustainability Management Committee. Details of the meeting attendance of each director are as follows

Table 8-5: Summarize the meeting attendance of sub-committee

Name	Position	Number of meeting attendance / total number of meetings (After taking office)							
		Audit and Corporate Governance Committee (AC)		Executive committee (EXCOM)		Nomination and Remuneration Committee (NRC)		Risk and Sustainability Management Committee (RSMC)	
		2023	%	2023	%	2023	%	2023	%
1. Mr. Anon Sirisaengtaksin	Independent Director / Chairman of the Board	-		-		-		-	
2. Mr. Prawit Kijpaisalrattana	Independent Director / Chairman of the Audit and Corporate Governance Committee	6/6	100	-		-		-	
3. Dr. Ekarin Vasanasong	Independent Director / Member of the Audit and Corporate Governance Committee / Chairman of the Nomination and Remuneration Committee	6/6	100	-		3/3	100	-	
4. Dr. Worapong Janyangyuen	Independent Director / Member of the Audit and Corporate Governance Committee / Member of the Nomination and Remuneration Committee	6/6	100	-		3/3	100	-	
5. Mr. Apichart Kasemkulsiri	Independent Director / Chairman of the Risk and Sustainability Management Committee	-		-		-		3/3	100
6. Mr. Chalerm Kokanutaporn	Director / Executive Chairman / Chief Executive Officer	-		12/12	100	-		-	

Name	Position	Number of meeting attendance / total number of meetings (After taking office)							
		Audit and Corporate Governance Committee (AC)		Executive committee (EXCOM)		Nomination and Remuneration Committee (NRC)		Risk and Sustainability Management Committee (RSMC)	
		2023	%	2023	%	2023	%	2023	%
7. Ms. Sineenuch Kokanutaporn	Director / Executive Director / Risk and Sustainability Management Committee / Managing Director	-		12/12	100	-		3/3	100
8. Mr. Kongkit Kokanutaporn	Director / Executive Director / Chief Operating Officer - Energy	-		10/12	83.33	-		-	
9. Mr. Kerkkun Kokanutaporn	Director / Executive Director / Risk and Sustainability Management Committee / Chief Operating Officer - Rubber and Palm	-		10/12	83.33	-		3/3	100
10. Dr. Kamolthip Komolyudtaphaet	Executive Director / Chief Financial Officer	-		11/12	91.66	-		-	
11. Mr. Wongkrit Jiamsripong	Executive Director / Chief Strategy Officer	-		12/12	100	-		-	
12. Mrs. Siriwan Kokanutaporn	Executive Director / Member of the Nomination and Remuneration Committee / Corporate Human Resources Manager / Corporate Procurement Manager	-		12/12	100	3/3	100	-	
13. Mrs. Sutanya Kokanutaporn	Executive Director / Corporate Finance Management	-		10/12	83.33	-		-	
14. Ms. Pornthip Wongjirattikarn	Executive Director / Corporate Marketing Manager	-		11/12	91.66	-		-	

(1) Remuneration for the Board of Directors

The company considers the structure and compensation rates of the board members to be commensurate with the responsibilities assigned to them. The compensation of board members must align with the short-term and long-term strategies and goals of the company, as well as with their experience, duties, role boundaries, and anticipated benefits. This should be comparable to industry standards. The Remuneration and Compensation Committee will review and screen the structure and compensation rates of the board members before presenting them to the board of directors for consideration and approval by the shareholders.

- 1) The compensation for board members consists of three parts: monthly remuneration, meeting allowances, and benefits. These compensations are set at levels comparable to industry standards and are appropriate for the company's performance.
- 2) Board members who are assigned additional duties and responsibilities (e.g., sub-committee

members) will receive additional compensation commensurate with the level of responsibility assigned to them.

- 3) The company has established reporting procedures regarding the compensation of board members and/or executives on an individual basis. The company does not compensate board members and/or executives who are appointed to serve in subsidiary companies, as stipulated in the company's good governance policy.

Monetary compensation

(1.1) Monthly remuneration and meeting allowance

At the annual shareholders' meeting held on April 25, 2023, resolutions were passed approving the remuneration for the board of directors, including sub-committees. These sub-committees comprised the Audit and Compliance Committee, the Management Committee, the Nomination and Remuneration Committee, and the Risk Management and Organizational Sustainability Committee. The details are as follows:

Board	Monthly Remuneration (Baht/Month)	Meeting allowance per time ⁽¹⁾ (Baht/meeting attendance)
Board of Directors		
• Chairman of the Board of Directors	20,000	50,000
• Director	-	40,000
Audit and Corporate Governance Committee		
• Chairman of the Audit and Corporate Governance Committee	20,000	20,000
• Director	15,000	15,000
Executive Committee		
• Executive Chairman	-	-
• Executive Director	-	-
Nomination and Remuneration Committee		
• Chairman of the Nomination and Remuneration Committee	-	15,000
• Member of the Nomination and Remuneration Committee	-	10,000
Risk and Sustainability Management Committee		
• Chairman of the Risk and Sustainability Management	15,000	20,000
• Committee Risk and Sustainability Management	-	15,000

Note: ¹ Meeting allowance is paid only to directors attending the meeting

(1.2) Board gratuities

In the year 2023, the company set bonuses based on its performance, with a maximum rate of 3.0 percent of the annual profits, excluding retained earnings, within a limit of 3,500,000 Baht.

Additionally, for directors appointed during the year, compensation was prorated based on the duration of their tenure.

(1.3) Other compensation

The company obtained liability insurance for the directors for the fiscal year 2023 with coverage of 100 million Baht. There were no non-monetary compensations provided.

Non-Monetary Compensation

-None-



For the fiscal year ending on December 31, 2023, the company incurred expenses for the compensation of individual directors and sub-committee members. The details are as follows:

Table 8-6: Compensation of Company Directors and Sub-Committee Members on an Individual Basis:

Name	Total remuneration for directors (Baht) For the fiscal year ended 31 December 2023						
	Monthly remuneration and meeting allowance					Pension	Total
	Board of Directors (BOD)	Audit and Corporate Governance Committee (AC)	Executive Committee (EXCOM)	Nomination and Remuneration Committee (NRC)	Risk and Sustainability Management Committee (RSMC)	Board of Directors (BOD)	
1. Mr. Anon Sirisaengtaksin	300,000	-	-	-	-	394,736	694,736
2. Mr. Prawit Kijpaisalrattana	240,000	120,000	-	-	-	263,158	623,158
3. Dr. Ekarin Vasanasong	240,000	90,000	-	40,000	-	263,158	633,158
4. Dr. Worapong Janyangyuen	240,000	90,000	-	30,000	-	263,158	623,158
5. Mr. Apichart Kasemkulsiri	240,000	-	-	-	60,000	263,158	563,158
6. Mr. Chalerm Kokanutaporn	240,000	-	-	-	-	263,158	503,158
7. Ms. Sineenuch Kokanutaporn	240,000	-	-	-	45,000	263,158	548,158
8. Mr. Kongkit Kokanutaporn	240,000	-	-	-	-	263,158	503,158
9. Mr. Kerckun Kokanutaporn	240,000	-	-	-	45,000	263,158	548,158
10. Dr. Kamolthip Komolyudtaphaet	-	-	-	-	-	-	-
11. Mr. Wongkrit Jiamsripong	-	-	-	-	-	-	-
12. Mrs. Siriwan Kokanutaporn	-	-	-	30,000	-	-	30,000
13. Mrs. Sutanya Kokanutaporn	-	-	-	-	-	-	-
14. Ms. Pornthip Wongjirattikarn	-	-	-	-	-	-	-
Total	2,220,000	300,000	-	100,000	150,000	2,500,000	5,270,000

(2) Remuneration for the Board of Directors of subsidiaries

Monetary compensation

(2.1) Monthly remuneration and meeting allowance

Individuals appointed to serve as directors of subsidiary companies, who are also directors and/or employees within the companies, shall not receive monthly remuneration or meeting allowances in their capacity as directors of the subsidiary company.

(2.2) Gratuity

- N/A -

(2.3) Other compensation

- N/A -

Non-Monetary Compensation

- N/A -

8.1.3 Supervision of Subsidiaries and Associated Companies

The company has established policies for the oversight and management of its subsidiary and associated companies engaged in the core business. The objectives are to define measures and mechanisms, both direct and indirect, to enable the company to oversee and manage the operations of its subsidiaries and associated companies. This includes monitoring to ensure compliance with the measures and mechanisms set forth, effectively functioning as units of the company itself. These policies are in accordance with the company's policies, as well as relevant laws such as the Public Company Limited Act, Securities and Exchange Act, Securities and Exchange Commission regulations, and other related laws, regulations, and criteria of the Securities and Exchange Commission and the Stock Exchange of Thailand. Additionally, the policies outline the roles and responsibilities of directors, executives, and/or employees appointed by the company

to serve as directors and/or executives in its subsidiaries and associated companies. They must be aware of and adhere to the oversight policies and the scope of their authority as representatives of the company. Transactions or operations with significant financial implications or impact on the financial status and performance of subsidiaries and associated companies require approval from the company's board of directors and/or shareholder meetings (as applicable) before any actions are taken by the subsidiaries and associated companies.

To summarize:

- 1) Appointment or nomination of directors and executives in subsidiaries or associated companies, and decisions related to their general management, require discretion from the company's board. Subsidiaries or associated companies should operate normally according to the board's decisions, considering the best interests of the company and its subsidiaries or associated companies.
- 2) Amendments to subsidiary bylaws that significantly affect financial status or management oversight require approval from the company's board.
- 3) Approval of annual dividends and interim dividends (if any) in subsidiaries is subject to the dividend policy.
- 4) Approval of annual budgets for the company and its subsidiaries, unless specified in the authorization table approved by the company's board.
- 5) Various transactions or operations of subsidiaries require approval from the company's board and/or shareholder meetings, depending on their scale and potential impact, as outlined by the Securities and Exchange Commission and the Stock Exchange of Thailand regulations.

These transactions include:

- Transfers or waivers of rights and benefits, including claims against parties causing harm to the subsidiary.
 - Sales or transfers of all or significant parts of subsidiary businesses to other parties.
 - Acquisitions or transfers of other companies' businesses by subsidiaries.
 - Amendments or termination of lease agreements or significant contracts, delegation of business management, or mergers with other entities, subject to shareholder approval.
 - Leases or lease-purchase agreements involving all or significant parts of subsidiary businesses or assets.
 - Loans, guarantees, credit arrangements, or other financial assistance to third parties, excluding intercompany loans.
 - Dissolution of subsidiary operations.
 - Any other transactions not considered normal business of the subsidiary and having significant impact, including capital increases or reductions, transactions with related parties, and acquisitions or dispositions of subsidiary assets.
- 6) The monitoring and oversight of directors and executives of subsidiary companies and joint ventures, acting as representatives of the Company, to ensure compliance with the scope, duties, and responsibilities of the Company's representatives who hold positions as directors and executives in subsidiary and/or joint venture companies engaged in the Company's lawful business activities, regulations, and policies, including participation in meetings and voting as stipulated by the Company in the subsidiary and joint venture company board meetings to consider agenda items critical to the subsidiary and joint venture companies' business operations.
- 7) Implementing internal control systems, risk management systems, and fraud prevention systems for subsidiary companies, along with establishing measures to monitor the performance of the group of companies appropriately, effectively, and sufficiently to ensure that the operations of the subsidiary companies align with the Company's plans, budgets, policies, as well as legal and regulatory requirements, including disclosures of financial status, operational results, related transactions, significant conflicting transactions, or disposal of significant assets, and any other significant transactions involving the Company, and ensuring compliance with governance criteria and comprehensive management of the group of companies in accordance with the relevant announcements of the Securities and Exchange Commission, the Stock Exchange of Thailand, and related regulations (as applicable).
- 8) Directors and executives of subsidiary or joint venture companies appointed as representatives of the Company exercise discretion when voting at subsidiary and/or joint venture company board meetings and in matters relating to general management and regular business operations of subsidiary and/or joint venture companies, as deemed appropriate by the subsidiary and/or joint venture company directors and executives for the maximum benefit of the Company and its subsidiaries or joint ventures (as applicable), unless otherwise stipulated by policy, and have the following responsibilities:
- Efficiently control and manage the subsidiary company's business operations and manage the Company's return on investment in the subsidiary company appropriately.

- Ensure that the subsidiary company has an adequate and sufficiently stringent internal control system to prevent fraud that may occur, continuously meeting disclosure criteria, and trustworthiness, including providing channels for Company directors and executives to access information for monitoring the performance, financial status, related transactions, and significant transactions of the subsidiary company effectively. Additionally, establish mechanisms for auditing these systems, with an internal audit team approved by the audit committee to audit internal control systems according to the audit plan and provide Company directors and executives with direct access to information or audit reports to report audit results for assurance that the subsidiary company consistently adheres to established systems.
 - Disclose and provide information regarding their and related parties' interests to the Company's board of directors and subsidiary companies within a reasonable time frame for consideration or approval of any decision, taking into account the overall benefits of the Company or subsidiary company. Furthermore, directors and executives of subsidiary companies must not approve matters in which they have a vested interest or conflicts of interest, both directly and indirectly.
 - Ensure that the subsidiary company discloses financial status, operational results, related transactions, significant asset transactions, and any other significant transactions to the Company promptly and accurately within the Company's specified timeframe.
- 9) Continuously monitor the performance of subsidiary and joint venture companies according to the Company's plans and ensure that the subsidiary companies disclose financial status, operational results, related transactions, asset disposals, and any other significant transactions to the Company, and ensure that the operations of subsidiary and joint venture companies comply with governance criteria and manage the subsidiary and joint venture companies thoroughly and accurately, in accordance with the relevant announcements of the Securities and Exchange Commission and the Stock Exchange of Thailand (as applicable).
- 10) Report business plans, business expansion, large-scale investment projects, as well as investments with other entrepreneurs to the Company through monthly performance reports, and the Company reserves the right to call upon subsidiary companies to explain or submit supporting documents for consideration, which subsidiary companies must adhere to strictly.
- 11) Provide clarification and/or submit information or documents related to operations when requested by the Company, as appropriate.
- 12) Conduct an annual review of policies to ensure that the subsidiary and joint venture companies' operational oversight policies are appropriate and aligned with changes in business conditions or regulations.
- Furthermore, the company has prepared an Undertaking Letter outlining the roles, duties, and responsibilities of the directors and executives of subsidiaries and joint ventures engaged in the company's core business. The purpose of this letter is to establish procedures and mechanisms for the company to manage its operations in accordance with the company's policies, as well as relevant laws. Representatives of the board

of directors and/or executives of the company's subsidiaries and joint ventures engaged in the core business are the signatories to this letter.

Additionally, the key management directives for subsidiaries and joint ventures engaged in the company's core business, as well as the roles and responsibilities of the board of directors and executives, can be summarized as follows:

- 1) Any transactions or operations of subsidiaries and joint ventures engaged in the company's core business, in the following cases, must be approved by the company's board of directors meeting prior to execution:
 - Appointment or nomination of directors and executives in subsidiaries or joint ventures, at least in proportion to the shareholding in such subsidiaries or joint ventures. The appointed or nominated directors shall have discretion in considering voting at the subsidiary or joint venture board meetings on matters related to general management, unless otherwise specified by the company's policies.
 - Amendments to regulations that may significantly impact financial status, operational performance, or management oversight of the company, unless it involves significant amendments requiring approval from the shareholders' meeting of the parent company.
- 2) Transactions or operations of subsidiaries and joint ventures engaged in the company's core business requiring approval from the shareholders' meeting of the parent company include, but are not limited to:
 - Sale or transfer of all or significant parts of the business to other parties.
 - Acquisition or transfer of businesses from other companies.
 - Borrowing, lending, granting credit, guaranteeing, entering into contracts binding the company with additional financial obligations, or providing financial assistance to non-business entities, except for inter-company loans or within-group loans.
- 3) Transactions or operations requiring approval from the company's board of directors and/or shareholders' meeting include, but are not limited to:
 - Ceasing operations.
 - Any other transactions not related to normal business activities that may significantly impact the company.
- 4) Duties and responsibilities of the board of directors and executives of subsidiaries and joint ventures engaged in the company's core business include, but are not limited to:
 - Transactions with related parties of the parent company or subsidiaries, or transactions involving acquisition or disposal of assets of the company.
 - Capital increases through issuance of new shares, allocation of new shares, or reduction of registered capital and/or paid-up capital that do not follow the original shareholding proportions of the shareholders.
 - Efficiently managing the company's business operations in compliance with relevant laws and regulations, ensuring adequate internal control systems to prevent fraud, establishing clear reporting channels for directors and executives to monitor subsidiaries and joint ventures' operations and financial status, and implementing efficient mechanisms for auditing internal systems.

- Providing clear reporting channels for directors and executives to monitor subsidiaries and joint ventures' operations and financial status.
- Establishing efficient mechanisms for auditing internal systems.
- Disclosing and forwarding relevant information to the company's board of directors regarding transactions or relationships that may result in conflicts of interest, avoiding transactions that may lead to conflicts of interest, and notifying the board within a reasonable timeframe for consideration and approval. Directors and executives must abstain from approving matters in which they have a vested interest or a conflict of interest, whether direct or indirect.

8.1.4 Monitoring to ensure compliance with corporate governance policies and guidelines

(1) Prevention of conflicts of interest

The company prioritizes the principles of good corporate governance, aiming to ensure that the board of directors, executives, and employees of both the company and its subsidiaries carry out their duties efficiently, transparently, and with accountability. This is beneficial for the company's business operations and fosters trust among customers and stakeholders. The company must avoid actions that lead to conflicts of interest, requiring involved parties to disclose their relationships or interests in relevant matters and refrain from participating or voting on such transactions. To prevent conflicts of interest, the company has developed a policy based on the principle that decision-making regarding business activities of both the company and its subsidiaries should be in the best interest of the company.

1. The company and its subsidiaries will thoroughly consider preventing and

resolving conflicts of interest in a comprehensive, honest, reasonable, transparent, and fully-disclosed manner to facilitate scrutiny.

2. The company and its subsidiaries adhere to a Business Code of Conduct and strive to protect assets from being misused for personal gain. The company is committed to fairness in all business relationships and dealings with stakeholders.
3. The company and its subsidiaries have policies outlining clear organizational structures, with defined departments, responsibilities, and job descriptions. Employees with conflicts of interest are separated, and in cases where board members or executives have vested interests, they abstain from meetings and voting to ensure impartial decision-making for the benefit of the company and its subsidiaries.
4. Managers of each department have the responsibility to oversee and ensure that internal operations within their respective departments comply with company policies.
5. The company has policies stipulating that the internal audit department is responsible for monitoring, inspecting, overseeing, and evaluating the adequacy of operational controls and internal control systems within each department in accordance with this policy. Reports are submitted to the audit committee for review.
6. Guidelines for employee conduct within the company to prevent conflicts of interest include:
 - Employees at all levels must avoid transactions that may create conflicts of interest with the company and its subsidiaries.

- If necessary transactions with potential conflicts of interest arise for the benefit of the company and its subsidiaries, they must be conducted in accordance with relevant laws, regulations, and company policies. Board members, executives, and/or employees with vested interests in such transactions are prohibited from participating in decision-making processes. Employees at all levels are responsible for communicating any actions they may be involved in that could conflict with the interests of the company and its subsidiaries to senior management and/or relevant parties.
 - Employees at all levels must refrain from seeking personal benefits by using undisclosed or confidential information for personal gain or the gain of others. Such actions are strictly prohibited, and violators will face legal penalties in accordance with company laws and regulations.
 - The company's board of directors is responsible for overseeing the proper disclosure of information regarding business transactions or operations that may present conflicts of interest with the company and/or its subsidiaries, ensuring compliance with laws and relevant regulations.
 - Employees must adhere to the company's Code of Conduct, refraining from seeking personal benefits that conflict with the interests of the company and its subsidiaries, prioritizing the company's and subsidiaries' interests.
 - Employees must exercise caution in their duties to prevent conflicts of interest, including in recruitment, selection, and placement of personnel, procurement processes, internal audits, and external communications.
7. Board members and executives of the company and its subsidiaries are required to disclose any relationships or conflicts of interest in business activities that may lead to conflicts of interest. Individuals with conflicts of interest will not participate in decision-making, voting on transactions, or voicing opinions on such matters at board meetings. The chairman of the board of directors of the company and its subsidiaries will communicate this to the meeting for cooperation in adherence to the Conflict of Interest Prevention Policy and Transaction Policy. Involved board members or executives are required to abstain from voting and refrain from commenting on relevant agenda items.
 8. Board members and management at the managerial level, from company managers upwards, are to report conflicts of interest for presentation to either the audit committee or subsidiary board (as applicable) annually in December or upon assuming new positions, or whenever conflicts arise during the year. If a board member or executive suspects a conflict of interest, they must disclose this to the audit committee or subsidiary board (as applicable) and withdraw from involvement in the decision-making process.
 9. Heads of departments are required to immediately disclose to superiors, starting from the officer level, any actions that may lead to conflicts of interest, and report conflicts of interest to the HR department for compilation and summary reports to be submitted to the company's management board promptly. In the year 2022, there were no instances of violations related to conflict of interest prevention.

10. The company secretary is responsible for summarizing the annual Conflict of Interest Report for the board and shareholders' presentation to the audit committee and the company's board for review.
11. The company has a policy for the internal audit department to review and update this policy as necessary and appropriate at least once a year and present it to the audit committee for approval and comments for presentation to the company's board for approval of the review and policy updates.
12. The company provides training on conflict of interest prevention to board members, executives, and employees as follows:

- Conflict of Interest Prevention Policy Course (BOD 014)
- Corporate Social Responsibility and Environmental Responsibility Policy Course (BOD 016)
- Company and Customer Confidentiality Policy Course (BOD 008)
- Anti-Corruption Policy Course (BOD 013)

Period: **Jul - Jun 2023**

The number of training participants is **1,202** people, divided into

Director	9 person	calculated	100%
Management	9 person	calculated	100%
Officer	1,184 person	calculated	92%

(2) Using inside information to seek benefits

The company emphasizes the importance of maintaining confidentiality of its own and subsidiary companies' information, as well as that of customers and internal data, which may impact both commercial and legal aspects of business operations and investor and shareholder decision-making. Therefore, the company has established policies for maintaining confidentiality of its own and customer information and internal data, summarized as follows:

Use of Internal Data:

Given the diverse stakeholders and shareholders of the company, it is imperative to ensure consistent and equitable provision of information to all parties to prevent legal violations. Therefore, board members, executives, or personnel at all levels of the company and its subsidiaries, as well as all relevant stakeholders, who are aware of or may become aware of internal information, must refrain from the following actions:

- 1) Trading company securities subject to forward purchase agreements related to company securities.
- 2) Disclosing internal information to any individual directly or indirectly, for personal gain or for the benefit of others, without proper authorization.

Preventive Measures:

To ensure compliance with the policy, the company has implemented the following preventive measures:

- 1) Limiting access to non-public information to only the highest level of management necessary and appropriate and disclosing it to employees of the company and its subsidiaries only as necessary, along with notifying them that it is confidential information and must not be used except for official purposes or with proper authorization.
- 2) Establishing workplace security systems to protect data files, confidential documents, and internal information from external leaks.
- 3) Owners of undisclosed data must strictly enforce security procedures against individuals involved.
- 4) The company and its subsidiaries will establish confidentiality agreements with consultants or other service providers before allowing them access to transactions related to internal data.

- 5) Committees, executives, and relevant employees of the company and its subsidiaries must compile and submit reports on changes in securities ownership and forward purchase agreements referencing their own securities, spouses, cohabitants, and non-adult children to the Securities and Exchange Commission Office and the Stock Exchange of Thailand, according to Section 59 of the Securities and Exchange Act, as amended, within 30 days of the financial disclosure or internal information disclosure, and refrain from trading in the company's securities after the company has disclosed financial statements or internal information for at least 24 hours.
 - 6) The company will provide information to board members and executives of the company and its subsidiaries regarding their duties to report changes in securities ownership and forward purchase agreements related to their own company securities, spouses, cohabitants, and non-adult children, as well as legal entities in which directors or executives, spouses, or cohabitants, and non-adult children of directors or executives hold together more than 30 percent of the total voting rights of such legal entity, and such joint ownership represents the highest proportion of ownership in that legal entity (collectively referred to as "related persons").
- 1) Board members, executives, and employees of the company and its subsidiaries must not engage in or condone corruption, whether directly or indirectly. This includes offering, promising, giving, receiving, and/or soliciting benefits to induce actions that violate the law, the company's good corporate governance policies, or any other corrupt or unethical behavior, whether for personal gain, for the company, and/or for others.
 - 2) Board members, executives, and employees must comply with the anti-corruption policy and the policy on reporting and complaints, or any other measures that the company may establish in the future, and comply with relevant laws regarding anti-corruption. Failure to comply will result in disciplinary action and legal proceedings as appropriate.
 - 3) Board members, executives, and employees have a duty to prevent corruption. If corruption or actions that may lead to corruption are identified, they must report the incident immediately to the appropriate authority or through the company's designated reporting channels and cooperate in investigations.
 - 4) Any financial support provided to external organizations, charitable donations, lavish gifts, or hospitality expenses exceeding normal business practices must undergo close scrutiny and direct approval by management to ensure proper oversight, transparency, legality, and non-interference with anti-corruption efforts.
 - 5) Anti-corruption checks are part of the internal control and internal audit systems.
 - 6) Management must develop human resources management systems, foster values, and cultivate a culture of anti-corruption by communicating and

(3) Anti-corruption

The company has developed an anti-corruption policy to ensure that all employees and stakeholders adhere to best practices, in accordance with good corporate governance principles. The key points of the policy can be summarized as follows:

disseminating knowledge of the anti-corruption policy to all employees to ensure understanding and compliance.

- 7) Management and employees of the company and its subsidiaries involved in procurement and/or working with the company and its subsidiaries and external parties must conduct themselves transparently and follow relevant procedures and communicate clearly to external parties, adhering to the policy.

3.1 Campaign and Promotion Activities to Combat Corporate Corruption

The board of directors, executives, and staff of Thai Eastern Group Holdings Public Company Limited are committed to combating corporate corruption, emphasizing compliance with good corporate governance policies and business ethics. In 2023, the company was certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC), demonstrating its effective adherence to CAC's requirements through the dissemination of policies, guidelines, and training to the board, executives, employees, farmers, partners, customers, and stakeholders. Training and testing have been conducted to raise awareness and instill a culture of compliance with good governance principles and anti-corruption practices. Monitoring and evaluation, as well as internal control processes, ensure sufficient measures are in place to prevent corruption risks.

The company has reviewed and amended its anti-corruption policy and reporting and complaint policy to align with CAC's requirements. The board of directors approved the updated policies on November 10, 2023.

Furthermore, the company has encouraged its SME partners to join the initiative and network of the Thai Private Sector Collective Action Against Corruption to expand the network of clean and

corruption-free businesses. In 2023, six partner companies signed up for the initiative.

(4) Whistleblowing

When there are doubts or reasonable suspicions of dishonest or opaque actions, or violations of the following matters:

- 1) Policies, regulations, practices, directives, or guidelines.
- 2) Good corporate governance policies and business ethics.
- 3) Laws and governmental regulations.
- 4) Misuse of confidential information for personal gain.
- 5) Malpractice or misconduct in duties.
- 6) Other unspecified matters that may cause damage to the reputation, image, or assets of the company and its subsidiaries.

Actions to be taken by relevant personnel are as follows:

- 1) Personnel Responsible for Reporting and Complaints:
 - All employees of the company and its subsidiaries are responsible for reporting and lodging complaints when encountering or reasonably suspecting dishonest or inappropriate conduct.
 - External individuals and/or stakeholders are welcome to report and lodge complaints with the company and its subsidiaries through the designated channels.
 - The Chief Executive Officer and the Internal Audit Department or appointed individuals are responsible for reporting received reports and complaints to the company's board of directors and audit committee, and for monitoring progress in investigating allegations.
- 2) Protection for Whistleblowers and Complainants:

- Whistleblowers and/or complainants have the option to remain anonymous if disclosing their identity poses a safety risk or may result in harm. The company ensures confidentiality of information and details of whistleblowers and/or complainants, disclosing them only to parties involved in the investigation as necessary.
 - Whistleblowers and/or individuals cooperating in investigations may request appropriate protection measures from the company and/or its subsidiaries if they perceive risks or potential harm.
- 3) Process Upon Receipt of Reports and Complaints:
- In cases where the complainant holds a position lower than the CEO, complaints are directed to the CEO for further review and action. The CEO compiles complaints and actions taken for annual reporting to the board of directors.
 - The Internal Audit Department or another suitable unit conducts preliminary screening to gather initial information before presenting to the Audit Committee and the board of directors for the appointment of an investigation committee.
 - The investigation committee appointed is responsible for verifying facts and proposing solutions to the Audit Committee and the board of directors for disciplinary actions.
 - The investigation committee must handle investigations confidentially, considering the security of all involved parties, and refrain from disclosing any information without proper authorization.
- The investigation committee has the right to access information, documents, and individuals to complete the investigation as delegated.
- 4) Channels for Reporting and Complaints: The company specifies channels for receiving reports and complaints, requiring details of the matter, along with the complainant's name, address, and contact number. These can be submitted through:
- Suggestion and Complaint Box
 - Postal Service
 - Email and Telephone Contact
- If the complainant holds a position lower than the CEO, correspondence should be addressed to Chalerm K. at chalerm.k@thaieasterngroup.co.th or whistleblower@thaieasterngroup.com, with telephone contact at 038-168541-55 ext. 622 or (092) 248 0805. If the complainant holds a position higher than the CEO, correspondence should be addressed to Prawit K. at prawit.k@thaieasterngroup.co.th, with telephone contact at (081) 813 0471.

Complainants may choose to use multiple channels for reporting or lodging complaints. The company will provide feedback and additional details regarding the reported issues or whistleblowing incidents later on.

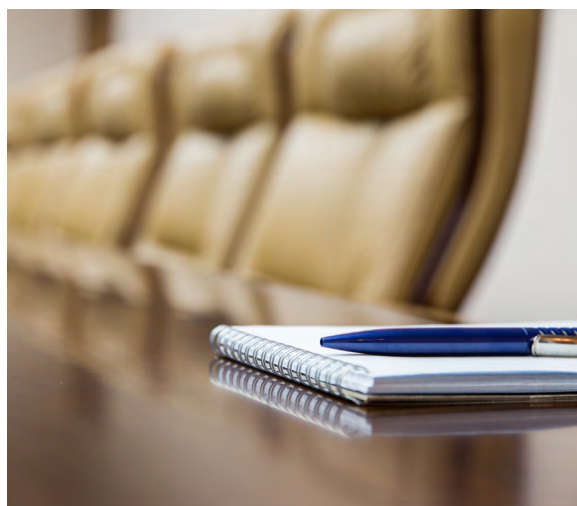


Table 8-7: The number of complaint in 2023 are as follows:

Type of complaint	Target	Issue
Misconduct categories	0	0
• Unfair competition	0	0
• Discrimination	0	0
• Insider Information	0	0
• Workplace safety and environmental issue	0	0
Product and Services	0	6
Misconduct towards duties and/or unfair practices	0	1
Misconduct related to conflicts of interest	0	0

In the area of complaints regarding services and products, a total of 6 cases have been processed following the complaint handling procedures, and all 6 cases have been successfully resolved.

Regarding complaints related to misconduct in duties, one case has been processed in accordance with the law, resulting in appropriate disciplinary actions against the involved employee. This case has also been successfully concluded.

8.2 Report on performance of the Audit and Corporate Governance Committee

The Audit and Corporate Governance Committee of Thai Eastern Group Holdings Public Company Limited, comprised of qualified, independent, and experienced members, namely Mr. Prawit Kijpaisarnratna, Dr. Ekarin Wasanasong, and Dr. Worapong Chanyangyuen, held a total of 6 meetings during the fiscal year 2023.

As of December 31, 2023, the Audit and Corporate Governance Committee fulfilled its significant duties, which can be summarized as follows:

- 1) Financial Statements Audit:
Reviewed the quarterly and annual financial statements as of December

31, 2023, including related financial reports, in collaboration with auditors and management. The Committee provided insights on matters affecting the financial statements, such as trade receivables and doubtful debts, inventory and provision for inventory obsolescence, impairment of investments in subsidiaries and associates, ensuring compliance with accounting standards and adequate disclosure of information.

- 2) Intercompany Transactions Audit:
Reviewed intercompany transactions to ensure they were conducted under normal commercial terms and beneficial to the Company's operations. Adequate disclosure of information was ensured.
- 3) Appointment of Auditors:
Reviewed and proposed the appointment and compensation of auditors for Thai Eastern Group Holdings Public Company Limited and its subsidiaries for the fiscal year 2023. Regular meetings with auditors were conducted to discuss audit findings and resolve issues promptly.
- 4) Internal Risk Management Audit:
Audited the adequacy of the Company's risk management processes and evaluated

the sufficiency and appropriateness of risk factors and their impact on the Group's operations.

- 5) Oversight of Compliance Practices:
Ensured compliance with laws, regulations, and rules relevant to the Company's business operations, promoting good governance practices and supporting adherence to safety standards.
- 6) Supervision of Internal Audit Activities:
Monitored the Company's internal audit activities for the fiscal year 2023, as per the responsibilities assigned by the Board of Directors. Evaluated the adequacy of internal control systems, discussed plans with independent internal auditors, assessed the sufficiency of personnel and their independence, and monitored the implementation of corrective actions based on continuous significant audit findings. These efforts aimed to enhance the Company's internal control system, effective risk management, and good governance practices.

8.3 Summary of the performance of other sub-committees

8.3.1 Executive Committee

The Board of Directors of Thai Eastern Group Holdings Public Company Limited, comprised of directors and/or executives with knowledge, abilities, skills, and beneficial experience for the Company's operations, including a good understanding of the Company's business, consisted of a total of 9 members. During the fiscal year 2023, the Board held a total of 6 meetings.

As of December 31, 2023, the Board of Directors fulfilled its significant duties as follows:

The Board of Directors reviewed and acknowledged monthly and quarterly operational reports, strategic plans and organizational risk

reports, as well as financial performance and status reports of the Group of Companies. They also considered and approved monthly budget utilization to oversee and make decisions regarding the Company's operations within the scope of approved authority efficiently. Furthermore, the Company proposed criteria related to the Public Limited Company Act to ensure that all Board members were aware of their roles, duties, responsibilities, and the importance of being a public company after being listed on the Stock Exchange of Thailand. Additionally, the Board of Directors conducted an annual review of the Board's charter at least once a year.

8.3.2 Nomination and Remuneration Committee

Report of the Nomination and Remuneration Committee

The Nomination and Remuneration Committee of Thai Eastern Group Holdings Public Company Limited consisted of 3 members, including independent directors, with Dr. Ekarin Wasanasong serving as the Chairman of the committee. During the year 2023, the committee held a total of 2 meetings.

As of December 31, 2023, the Nomination and Remuneration Committee fulfilled its significant duties as follows:

The committee was responsible for considering and nominating individuals as directors to replace those who retired according to the rotation schedule, taking into account their knowledge, abilities, experience, work history, leadership qualities, integrity, and good attitude towards the organization. They also approved the remuneration of the Company's Board of Directors, sub-committees, and senior executives, as well as considered and approved the annual personnel and remuneration plan for the year 2023.

Furthermore, the Nomination and Remuneration Committee reviewed and evaluated the composition and expertise of the Company's Board of Directors in various areas, including Industry, Operations, Strategy, Risk Management, Finance, and Legal, to ensure comprehensive business operations. They also considered the Succession Plan to align with the organization's goals and sustainability.

8.3.3 Risk and Sustainability Management Committee

Report of the Risk Management Committee

The Risk Management and Organizational Sustainability Committee of Thai Eastern Group Holdings Public Company Limited, comprising a total of 3 members, including 1 independent director, with Mr. Aphichat Kasemkulsiri serving as the Chairman of the Risk Management and Organizational Sustainability Committee, performed its essential duties during the year 2023. The committee's responsibilities included setting guidelines and supporting risk management practices, addressing uncertainties that may impact the company's operations, covering risks related to strategic, operational, financial, and compliance aspects.

Throughout the year 2023, the committee held a total of 3 meetings. As of December 31, 2023, the Risk Management and Organizational Sustainability Committee fulfilled the following significant responsibilities:

The committee undertook the task of appointing a risk management task force for the year to propose risk management policies, establish risk management frameworks, define risk indicators, and develop risk management plans for the company group. Additionally, they monitored the risk assessment process, managed risks quarterly, and reported to the Risk Management and Organizational Sustainability Committee. They also collaborated with responsible units or departments to manage risks to acceptable levels and promoted an organizational culture that supports risk management, including fostering employee attitudes towards risk management within the company group.

The Risk Management Committee supervised and considered policies and main risk management of the Company, which may arise from the business situations, changes, and fluctuations caused by various external and internal factors presented by the Risk Management Working Group. Risks were categorized into 8 dimensions: global economic risk, exchange rate and commodity price volatility risk, liquidity risk, organizational strategy risk, technology and information system risk, personnel risk, government policy risk, and integrity and corruption risk. Moreover, the committee considered business continuity plans to align with the suitability for business operations.



9.1 The Company's internal control system

The company emphasizes and attaches great importance to having an effective internal control system to support its operations efficiently. The company's board of directors has established an effective auditing and oversight mechanism to adequately safeguard and maintain the company's assets regularly. An independent internal audit unit is tasked with auditing the operations of the company's units and subsidiaries in accordance with established regulations, directly reporting to the audit committee.

During the 1st/2024 board meeting held on February 26, 2024, where all three audit committee members attended, namely Mr. Prawit Kijpaisalratana, Dr. Ekarin Vasanasong, and Dr. Worapong Chanyangyuen, the board evaluated the internal control system by gathering information from the company's management and referencing internal control audit reports and follow-up reports from the internal control auditors.

The board of directors assessed and evaluated the company's internal control system in five areas according to the COSO framework (The Committee of Sponsoring Organizations of the Treadway Commission), comprising:

- 1) Control Environment
- 2) Risk Assessment
- 3) Control Activities
- 4) Information and Communication
- 5) Monitoring & Evaluation Activities

The board concluded that the company's internal control and internal audit systems are sufficient

and appropriate. The company has adequate personnel to operate in accordance with the system efficiently. There is also an internal control system in place to monitor and oversee the operations of the company and its subsidiaries, effectively preventing risks and safeguarding the company's assets

Moreover, the board has considered and approved the adequacy assessment of the company's internal control system, prepared according to the Securities and Exchange Commission's internal control adequacy assessment guidelines, as shown in Appendix 3.

Additionally, the company has established an independent internal audit unit responsible for monitoring and evaluating the effectiveness of the internal control system by outsourcing internal control auditors. KPS Audit Co., Ltd., with Mr. Wiwath Limnansilp as the head of the internal audit unit, was appointed to conduct internal control audits since December 2020, with the objective of assessing the adequacy of the internal control system and reporting audit findings. The audit committee has evaluated Mr. Wiwath Limnansilp's qualifications and found them suitable for the role. The company has established an internal control system coordination plan to work with external auditors effectively.

Furthermore, any appointment, dismissal, or transfer of the head of the internal audit unit must receive approval (or consent) from the audit committee. The qualifications of the head of the internal audit unit are outlined in Appendix 3.

9.1.1 The internal auditor's opinion on the Company's internal control system

The company's audit committee is responsible for auditing to ensure that the company has appropriate and effective internal control and internal audit systems, as well as to audit the company's operations to comply with relevant laws and regulations, including considering related-party transactions or transactions that may pose conflicts of interest in accordance with the laws and regulations of the Securities and Exchange Commission and the Stock Exchange.

KPS has developed an internal control audit plan by considering the risk activities in each business sector of the company and its subsidiaries. This plan is presented to the audit committee for approval every year. Regarding the internal control system operations of the company and its subsidiaries, the internal auditors have audited and evaluated the adequacy of the internal control systems, rotating as appropriate. They have prepared assessment reports from the internal control audits and presented them directly to the audit committee for acknowledgment. The company has undertaken corrective measures to improve operational practices in various departments based on the recommendations of the internal control auditors.

In 2024, KPS conducted internal control audits based on the approved internal audit plan discussed at the company's board meetings. They reported their findings to the audit committee on the following occasions:

- 1) Audit round 1 in 2024 from March 24 to April 27, 2024, with the report presented at the 2nd/2024 audit committee meeting on May 10, 2024.
- 2) Audit round 2 in 2024 from July 11 to July 26, 2024, with the report presented at the 3rd/2024 audit committee meeting on August 10, 2024.
- 3) Audit round 3 in 2024 from October 18 to October 27, 2024, with the report presented at the 5th/2024 audit committee meeting on November 10, 2024.

The company has implemented corrective actions based on the recommendations of the internal auditors, and all issues have been resolved satisfactorily.

9.1.2 Head of internal audit of the company

The company has appointed KPS Audit Co., Ltd. ("KPS") to serve as the head of the internal audit function. KPS has delegated Mr. Wivat Limmannasitsilp, who holds the position of Managing Director, to act as the primary person responsible for the performance of the company's internal audit function. His responsibilities include conducting audits and evaluating the adequacy of the internal control systems of the company and its subsidiaries, as determined or deemed appropriate by the audit committee. Additionally, he participates in proposing the annual internal audit plan for the audit committee's consideration and reports audit findings along with recommendations for improvement and/or corrective actions to the audit committee regularly on a quarterly basis.

The audit committee has evaluated the qualifications of KPS and Mr. Wivat Limmannasitsilp and concluded that they are sufficiently suitable for the task. This is because they possess independence and have extensive experience in internal audit work for over 26 years. Furthermore, Mr. Wivat Limmannasitsilp has received training in courses related to internal audit work from the Institute of Internal Auditors in Thailand and relevant organizations. Details of his qualifications are provided in Annex 3.

9.2 Particular related

9.2.1 Conflicted person

Persons who may have conflicts of interest with the Company and its subsidiaries for the fiscal years ended 31 December 2022, and 2023 can be summarized as follows

Conflicted person	Type of business	Relationship with the Company
1. Thai Eastern Pulp and Pepper Company Limited ("TEPP")	Engaging in the business of pulp production and distribution	<ul style="list-style-type: none"> Directors and Executives of the Company include Miss Sineenuch Kokanutaporn, Mr. Chalerm Kokanutaporn, Mr. Kongkit Kokanutaporn, and Mr. Kerkkun Kokanutaporn, who are shareholders and directors of TEGA Holdings Company Limited, which is the controlling person of Thai Eastern Pulp and Pepper Company Limited. TEGA Holdings Company Limited holds 51.00% of shares in Thai Eastern Pulp and Paper Company Limited.
2. Thai Eastern Industrial Land Company Limited ("TEIL")	Engaging in the business of industrial estate development	<ul style="list-style-type: none"> There are two joint directors, namely, Miss Sineenuch Kokanutaporn and Mr. Chalerm Kokanutaporn. There is one joint major shareholder, namely, TEG Asset Company Limited. TEG Asset Company Limited holds 99.99% of shares in Thai Eastern Industrial Land Company Limited.
3. Thai Eastern Plantation Company Limited ("TEP")	Engaging in the business of rubber and oil palm plantation	<ul style="list-style-type: none"> There are two joint directors, namely, Miss Sineenuch Kokanutaporn and Mr. Chalerm Kokanutaporn. There is one joint major shareholder, namely TEG Asset Company Limited. TEG Asset Company Limited holds 99.99% of shares in Thai Eastern Plantation Company Limited.
4. Thai Eastern Utilities Company Limited ("TEU")	Engaging in the business of providing public utilities by producing and selling water for industrial purposes	<ul style="list-style-type: none"> There are two joint directors, Miss Sineenuch Kokanutaporn and Mr. Chalerm Kokanutaporn. There is one major shareholder, namely, TEG. Asset Company Limited. TEG Asset Company Limited holds 99.99% of shares in Thai Eastern Utilities Company Limited.
5. Thai Eastern Property Management Company Limited ("TEPM")	Engaging in the business of real estate	<ul style="list-style-type: none"> There are three joint directors, namely, Miss Sineenuch Kokanutaporn, Mr. Chalerm Kokanutaporn and Mr. Kongkit Kokanutaporn. There is one joint major shareholder, namely, TEG Asset Company Limited by TEG Asset Company Limited holds 99.99% of shares in Thai Eastern Property Management Company Limited.
6. Eastern Bioworks Company Limited ("EBO")	Engaging in the business of converting used materials for reuse	<ul style="list-style-type: none"> Directors and Executives of the Company include Miss Sineenuch Kokanutaporn, Mr. Chalerm Kokanutaporn, Mr. Kongkit Kokanutaporn, and Mr. Kerkkun Kokanutaporn, holding an aggregate of 100.0% of shares in Eastern Bioworks Company Limited.

Conflicted person	Type of business	Relationship with the Company
7. Mrs. Kallaya Kokanutaporn	-	<ul style="list-style-type: none"> • She is the spouse of Mr. Somchai Kokanutaporn, who is a major shareholder of the Company. • She is the mother of Miss Sineenuch Kokanutaporn, Mr. Chalerm Kokanutaporn, Mr. Kongkit Kokanutaporn, and Mr. Kerkkun Kokanutaporn, who are directors and executives of the Company.
8. Mr. Chalerm Kokanutaporn	-	<ul style="list-style-type: none"> • He is the director and executive of the Company. • He is the son of Mr. Somchai Kokanutaporn, who is a major shareholder of the Company.
9. Miss Sineenuch Kokanutaporn	-	<ul style="list-style-type: none"> • She is the director and executive of the Company. • She is the daughter of Mr. Somchai Kokanutaporn, who is a major shareholder of the Company.
10. Mr. Kongkit Kokanutaporn	-	<ul style="list-style-type: none"> • He is the director and executive of the Company. • He is the son of Mr. Somchai Kokanutaporn, who is a major shareholder of the Company.
11. Mr. Jaruwat Sukphantavorn	-	<ul style="list-style-type: none"> • He is the spouse of Miss Sineenuch Kokanutaporn, who is a director and executive of the Company.
12. Mr. Anan Kokanutaporn	-	<ul style="list-style-type: none"> • He is the sibling of Mr. Somchai Kokanutaporn, who is a major shareholder of the Company.
13. Mr. Seksan Kokanutaporn	-	<ul style="list-style-type: none"> • He is the sibling of Mr. Somchai Kokanutaporn, who is a major shareholder of the Company.
14. Mr. Somkiat Kokanutaporn	-	<ul style="list-style-type: none"> • He is the sibling of Mr. Somchai Kokanutaporn, who is a major shareholder of the Company.
15. Mr. Pongsak Laorudompong	-	<ul style="list-style-type: none"> • He is the sibling of Mrs. Kallaya Kokanutaporn, who is the spouse of Mr. Somchai Kokanutaporn, the major shareholder of the Company.
16. Mr. Kasidit Kokanutaporn	-	<ul style="list-style-type: none"> • He is the sibling of Mr. Somchai Kokanutaporn, who is a major shareholder of the Company.

9.2.2 Related Transactions

Related transactions of the Company and its subsidiaries with persons with potential conflicts for the fiscal years ended December 31, 2022 and 2023, can be summarized as follows:

Nature of Related Transactions	Persons who may have conflict of interest	Transaction Value (Million Baht)		Necessity and Rationale of Transaction	Opinions of Audit Committee
		For the year ended December 31, 2022	For the year ended December 31, 2023		
1. Revenue from the sales of empty fruit bunch	TEPP <ul style="list-style-type: none"> Income Debtor 	0.98 0.36	0.53 -	<ul style="list-style-type: none"> The Group sells empty fruit bunch which is by-product of the production process to third parties, including TEPP. The selling price of empty fruit bunch is similar to the price that the Group sells to third parties. 	<ul style="list-style-type: none"> It is the Group's normal business transaction with prices and general trade terms of as if the transaction was made with a third party. Therefore, it is considered and deemed that such transaction is appropriate and reasonable.
2. Revenue from the sales of biogas	TEPP <ul style="list-style-type: none"> Income Debtor 	4.33 1.40	2.22 -	<ul style="list-style-type: none"> The Group sells biogas to companies in the Group, including TEPP, to be used as a fuel substitute for fuel oil in the production process. Biogas selling price is the rate determined by a method comparable to the biogas market pricing guidelines of the fuel industry. 	<ul style="list-style-type: none"> It is the Group's normal business transaction with the selling price that is determined by a method comparable to the biogas market pricing guidelines of the fuel industry. Therefore, it is considered and deemed that such transaction is appropriate and reasonable.
3. Revenue from the sales of electricity	TEU <ul style="list-style-type: none"> Income Debtor 	0.39 0.09	0.80 0.04	<ul style="list-style-type: none"> The Group sells electricity to companies in the Group, including TEU, to be used as energy in the production process. The selling price of electricity is comparable to the market price. 	<ul style="list-style-type: none"> It is the Group's normal business transaction with prices and general trade terms as if the transaction is made with a third party. Therefore, it is considered and deemed that such transaction is appropriate and reasonable.

Nature of Related Transactions	Persons who may have conflict of interest	Transaction Value (Million Baht)		Necessity and Rationale of Transaction	Opinions of Audit Committee
		For the year ended December 31, 2022	For the year ended December 31, 2023		
4. Revenue from waste disposal and wastewater treatment	TEPP <ul style="list-style-type: none"> Income Debtor 	2.43 1.03	1.51 -	<ul style="list-style-type: none"> The Group provides waste disposal and wastewater treatment services from the production processes of TEPP. The service charge rate is comparable to the market price. 	<ul style="list-style-type: none"> It is the Group's normal business transaction with the service charge rate and general trade terms as if the transaction is made with a third party. Therefore, it is considered and deemed that such transaction is appropriate and reasonable.
5. Revenue from transportation	TEP <ul style="list-style-type: none"> Income Debtor 	0.10 0.01	0.11 -	<ul style="list-style-type: none"> The Group provides transportation services to support the business operations of TEP, TEIL, and TEPP. The freight rate is comparable to the market price. 	<ul style="list-style-type: none"> It is the Group's normal business transaction with the service charge rate and general trade terms as if the transaction is made with a third party. Therefore, it is considered and deemed that such transaction is appropriate and reasonable.
	TEPP <ul style="list-style-type: none"> Income Debtor 	0.33 0.12	0.28 0.01		
	TEIL <ul style="list-style-type: none"> Income Debtor 	0.09 -	0.01 0.01		

Nature of Related Transactions	Persons who may have conflict of interest	Transaction Value (Million Baht)		Necessity and Rationale of Transaction	Opinions of Audit Committee
		For the year ended December 31, 2022	For the year ended December 31, 2023		
6. Other revenues	TEIL <ul style="list-style-type: none"> Income Debtor 	0.01 -	- -	<p>The Group has other revenues from persons with potential conflicts. The main transactions are as follows:</p> <ul style="list-style-type: none"> Revenue from equipment rental, revenue from sales of diesel, revenue from transportation, and revenue from the sales of materials and equipment. The rate of rental fee/selling price/service charge is comparable to the market price. Revenue from electricity fee; The electricity tariff is based on the actual cost charged by the Provincial Electricity Authority. Revenue from employee accommodation rental: The rental rate is in accordance with the announced price of the Group. From November 1, 2021, the employee accommodation rental rate is calculated at a rate comparable to the market price. Revenue from electricity and water bills of employee accommodation at a rate comparable to the market price. 	<ul style="list-style-type: none"> It is a transaction that supports the Group's normal business with the price and/or service charge rate and/or rental rate and general trade terms as if the transaction is made with a third party. Therefore, it is considered and deemed that such transaction is appropriate and reasonable.
	TEPP <ul style="list-style-type: none"> Income Debtor 	0.06 -	- -		

Nature of Related Transactions	Persons who may have conflict of interest	Transaction Value (Million Baht)		Necessity and Rationale of Transaction	Opinions of Audit Committee
		For the year ended December 31, 2022	For the year ended December 31, 2023		
7. Cost of purchasing raw materials	Mrs. Kallaya Kokanutaporn <ul style="list-style-type: none"> Cost Creditor 	0.85 -	- -	<ul style="list-style-type: none"> The Group purchases raw materials, such as cup lump, latex, palm bunch, to be used as raw materials in the production process from third parties, including persons with potential conflicts. The purchase price of raw materials is a market price comparable to the price that the Group purchases from third parties. 	<ul style="list-style-type: none"> It is the Group's normal business transaction with prices and general trade terms as if the transaction is made with a third party. Therefore, it is considered and deemed that such transaction is appropriate and reasonable.
	Mr. Jaruwat Sukphantavorn <ul style="list-style-type: none"> Cost Creditor 	30.65 -	20.87 -		
	Mr. Seksan Kokanutaporn <ul style="list-style-type: none"> Cost Creditor 	20.21 -	11.51 -		
	Mr. Somkiat Kokanutaporn <ul style="list-style-type: none"> Cost Creditor 	13.97 -	9.91 -		
	Mr. Pongsak Laorudompong <ul style="list-style-type: none"> Cost Creditor 	1.81 0.16	1.12 0.17		
	Mr. Anan Kokanutaporn <ul style="list-style-type: none"> Cost Creditor 	0.67 -	- -		
	TEP <ul style="list-style-type: none"> Cost Creditor 	24.27 0.01	18.22 -		

Nature of Related Transactions	Persons who may have conflict of interest	Transaction Value (Million Baht)		Necessity and Rationale of Transaction	Opinions of Audit Committee
		For the year ended December 31, 2022	For the year ended December 31, 2023		
8. Cost of water	TEU • Cost • Creditor	1.45 0.08	2.42 0.10	<ul style="list-style-type: none"> The Group purchases filtered water from TEU for use in its business operations. The rate of water cost is comparable to the rate charged by the TEU to third parties. 	<ul style="list-style-type: none"> It is the Group's normal business transaction with prices and general trade terms as if the transaction is made with a third party. Therefore, it is considered and deemed that such transaction is appropriate and reasonable.
9. Cost of raw water	TEIL • Cost • Creditor	3.88 0.40	3.64 0.37	<ul style="list-style-type: none"> The Group purchases raw water from TEIL for use in its business operations. The rate comparable to the market price. 	<ul style="list-style-type: none"> It is the Group's normal business transaction with prices and general trade terms as if the transaction is made with a third party. Therefore, it is considered and deemed that such transaction is appropriate and reasonable.
10. Cost of electricity	TEIL • Cost • Creditor	0.06 0.01	0.06 0.01	<ul style="list-style-type: none"> The Group uses electricity in TEIL's business premises for use in its business operations. The electricity tariff is based on the rate charged by TEIL to third parties. 	<ul style="list-style-type: none"> It is the Group's normal business transaction with prices and general trade terms as if the transaction is made with a third party. Therefore, it is considered and deemed that such transaction is appropriate and reasonable.

Nature of Related Transactions	Persons who may have conflict of interest	Transaction Value (Million Baht)		Necessity and Rationale of Transaction	Opinions of Audit Committee
		For the year ended December 31, 2022	For the year ended December 31, 2023		
11. Land Rental / Space Service Fee	TEIL <ul style="list-style-type: none"> Cost/Expense Creditor Assets under construction 	32.38 0.51	31.39 0.53	<ul style="list-style-type: none"> The Group rents the land at Khao Sok Sub-district, Chonburi Province to be used as the location of offices, factory buildings, employee accommodation, water pipes and pipelines for organic waste, and electrical cables from TEIL. The land lease agreement is for 3 years for areas not used as the primary business operation location, and for 15 years for land used as the location for factory buildings and commercial buildings for employee accommodation. The Group has the option to renew for an additional term of approximately 3 years and 15 years respectively, as stipulated in the lease agreements. The rental rate for the land/service charge is determined based on (1) the price assessed by an independent appraisal company approved by the Department of Lands, and (2) a rate comparable to market prices for the use of space for laying water pipes, pipelines for organic waste, and electrical cables. 	<ul style="list-style-type: none"> It is a property rental transaction of the Group with the rental rate in accordance with the appraisal price of an independent appraisal company approved by the SEC. Therefore, it is considered and deemed that such transaction is appropriate and reasonable.

Nature of Related Transactions	Persons who may have conflict of interest	Transaction Value (Million Baht)		Necessity and Rationale of Transaction	Opinions of Audit Committee
		For the year ended December 31, 2022	For the year ended December 31, 2023		
	Mr. Kongkit Kokanutaporn <ul style="list-style-type: none"> Cost/Expense Creditor 	0.09 -	0.09 -	<ul style="list-style-type: none"> The Group rents land in Bo Thong District, Chonburi Province from Mr. Kongkit Kokanutaporn for the purpose of establishing a raw material purchasing building. The lease agreement is for 3 years. The Group has the option to renew for an additional term of approximately 3 years, as stipulated in the lease agreement. The rental rate is determined based on the price assessed by an independent appraisal company approved by the Department of Lands. 	
12. Loan Guarantee Fee Expenses	Mr. Chalerm Kokanutaporn <ul style="list-style-type: none"> Expense Creditor 	0.26 -	- -	<ul style="list-style-type: none"> Mr. Chalerm Kokanutaporn has provided collateral for a loan facility from a commercial bank to TETSO, with the collateral amount and conditions as agreed upon between the parties. The collateral rate is comparable to market prices. Currently, the Group does not have any loan guarantee arrangements by the company's directors. 	<ul style="list-style-type: none"> It is a financial assistance transaction, with a guarantee fee charged at a rate comparable to market rates. Therefore, it is considered appropriate and reasonable.
13. Expenses on wastedisposal service	TEIL <ul style="list-style-type: none"> Expense Creditor 	0.41 0.04	0.41 0.04	<ul style="list-style-type: none"> The Group uses TEIL's waste disposal service. The rate of repair service charge is based on actual costs. 	<ul style="list-style-type: none"> It is the transaction supporting the Group's normal business with the service charge rate and general trade terms as if it is a transaction made with a third party. Therefore, it is considered and deemed that such transaction is appropriate and reasonable.

Nature of Related Transactions	Persons who may have conflict of interest	Transaction Value (Million Baht)		Necessity and Rationale of Transaction	Opinions of Audit Committee
		For the year ended December 31, 2022	For the year ended December 31, 2023		
14. Expenses on wastewater treatment	TEIL • Expense • Creditor	6.76 0.65	7.64 0.65	<ul style="list-style-type: none"> TETSO and EQR use TEIL's wastewater treatment services. The service charge rate is comparable to the market price. 	<ul style="list-style-type: none"> It is the transaction supporting the Group's normal business with the service charge rate and general trade terms as if it is a transaction made with a third party. Therefore, it is considered and deemed that such transaction is appropriate and reasonable.
15. Expenses on public utility maintenance	TEIL • Expense • Creditor	4.47 0.39	4.43 0.24	<ul style="list-style-type: none"> The Group hired TEIL to provide public utility maintenance services with the service charge rate and terms agreed between the counterparties. The service charge rate is comparable to the market price. 	<ul style="list-style-type: none"> It is the transaction supporting the Group's normal business with the service charge rate and general trade terms as if it is a transaction made with a third party. Therefore, it is considered and deemed that such transaction is appropriate and reasonable.
16. Expenses on employee accommodation	TEPM • Expense • Creditor	6.16 0.58	8.13 0.70	<ul style="list-style-type: none"> The Group rents employee accommodation for foreign employees from TEPM with the term of lease agreement of 1 year. The service charge rate and terms are as agreed between the counterparties. The rental rate is comparable to the market price. 	<ul style="list-style-type: none"> It is the transaction supporting the Group's normal business with the rental rate and general trade terms as if it is a transaction made with a third party. Therefore, it is considered and deemed that such transaction is appropriate and reasonable.
17. Expenses on water bills	TEU • Expense • Creditor	0.53 0.05	0.86 0.07	<ul style="list-style-type: none"> The Group paid a portion of the water bills for the employee accommodation to TEU which was in accordance with the Company's welfare regulations. The rate of water bills is comparable to the market price. 	<ul style="list-style-type: none"> It is the transaction supporting the Group's normal business with the price and general trade terms as if it is a transaction made with a third party. Therefore, it is considered and deemed that such transaction is appropriate and reasonable.

9.2.3 Guarantees

- N/A -

9.2.4 Opinion of the Audit Committee

The company's audit committee has reviewed transactions between the company and related parties that may present conflicts of interest, in accordance with the Securities and Exchange Commission's regulations. The committee has concluded that these transactions are appropriate, reasonable, and in compliance with general commercial terms, as well as being conducted fairly and in line with practices similar to those with external parties.

9.2.5 Measures or procedures for approving connected transactions

At the company's board meeting No. 1/2022 on March 22, 2022 (after the change to a public limited company), the board of directors considered and approved the related party transaction policy to ensure transparency and to preserve the company's interests. The board determined the following:

Transactions between the company and its subsidiaries will comply with the criteria set forth in the Securities and Exchange Act B.E. 2535 (as amended), as well as relevant regulations and announcements by the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET). Additionally, they will adhere to the requirements regarding disclosure of related party transactions in financial statements audited by the company's auditors and in the Annual Information Disclosure (Form 56-1 One-Report) and internal company regulations.

In cases where approval is required from the board or shareholders' meeting before conducting related party transactions, the audit committee will review and provide opinions on the necessity and appropriateness of such transactions. If the audit committee lacks expertise in evaluating specific transactions, independent experts or the company's auditors will be consulted. Members with conflicts of interest will not vote on these transactions. Furthermore, related party transactions will be disclosed in footnotes to the financial statements audited or reviewed by the company's auditors and in the Form 56-1 One-Report.

Regarding transactions between subsidiaries and related parties, approval must be obtained from the board or shareholders' meeting of the relevant subsidiary before proceeding. The size of such transactions will be evaluated relative to the subsidiary's size and applicable criteria, with discretion applied.

The board also has the authority to approve arrangements to allow management to approve ordinary course transactions or transactions supporting the ordinary course of business, such as general corporate guarantees between the company and its subsidiaries and directors, executives, or related parties of the company or its subsidiaries. Such transactions will be evaluated to ensure they are consistent with market terms and conditions and will be reported to the audit committee and the board of directors quarterly.

9.2.6 Policy on future connected transactions

After the company proposed a public offering of shares and registered in the Stock Exchange of Thailand, the company will engage in transactions and related transactions as follows:

- 1) Compliance: Transactions will comply with the company's policies, securities and stock market laws, regulations, announcements, orders, or requirements of the Stock Exchange of Thailand, the Securities and Exchange Commission, and/or the Securities Market Committee, as well as disclosure requirements of the company's transactions. Transactions must adhere to accounting standards set by the Accounting Profession Act. These transactions should not involve the transfer or diversion of benefits between the company and its shareholders but must consider the maximum benefit to the company and the interests of all shareholders.
- 2) Ordinary Transactions: Transactions

supporting ordinary business activities, expected to occur continuously in the future, will follow general trade practices, considering appropriate and fair prices and conditions. These transactions will be approved by the board of directors. Management will summarize these transactions quarterly for reporting to the audit committee and for inclusion in the Annual Information Disclosure (Form 56-1 One-Report).

- 3) Disclosure: Disclosure of transactions between the company and related parties will comply with applicable laws, regulations, and standards set by the Securities and Exchange Commission, the Stock Exchange of Thailand, and accounting standards.

3

Financial statements





Independent Auditor's Report

Thai Eastern Group Holdings Public Company Limited and its subsidiaries

To the Shareholders of Thai Eastern Group Holdings Public Company Limited

Opinion

I have audited the accompanying consolidated financial statements of Thai Eastern Group Holdings 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 Thai Eastern Group Holdings 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 Thai Eastern Group Holdings Public Company Limited and its subsidiaries and of Thai Eastern Group Holdings 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 matter and how audit procedures respond to the matter are described below.

Revenue recognition from sales of goods

Revenue from sales of goods is significant to the financial statements and has a direct impact on the Group's performance. In addition, the Group's sales transactions has a large number of domestic and overseas customers under a variety of commercial terms. I therefore focused my audit on the revenue recognition from sales of goods of the Group.

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 audits near the end of the reporting period, tested sale transactions with respect to the accuracy and timing of revenue recognition, 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.

Other Information

Management is responsible for the other information. The other information comprises 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

- 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.

Sutthirak Fakon

Certified Public Accountant (Thailand) No. 7712

EY Office Limited

Bangkok: 28 February 2024



Statement of financial position

Thai Eastern Group Holdings 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		67,542,192	214,966,472	1,786,612	144,047,764
Trade and other receivables	7	721,505,139	1,116,225,161	20,050,776	12,046,037
Short-term loans to related parties	6	102,935,000	99,875,000	1,313,960,000	1,076,140,000
Dividend receivable from related party	6	-	-	-	283,057,977
Inventories	8	3,021,727,901	2,228,607,639	-	-
Derivative assets		33,614,397	13,334,965	-	-
Other current financial assets - fixed deposits		2,964,086	13,558,000	-	-
Other current assets		74,162,805	77,921,267	824,451	2,598,543
Total current assets		4,024,451,520	3,764,488,504	1,336,621,839	1,517,890,321
Non-current assets					
Restricted bank deposits		89,180,000	89,180,000	-	-
Investments in subsidiaries	9	-	-	945,792,725	945,792,725
Investments in joint ventures	10	474,936,320	498,805,359	-	-
Investments in associates		125,000	125,000	-	-
Property, plant and equipment	11	2,330,588,132	2,051,240,518	1,636,583	1,596,801
Right-of-use assets	17	419,500,739	433,440,902	1,086,046	1,455,017
Intangible assets - computer software	12	22,508,016	17,948,609	688,740	1,254,721
Deferred tax assets - net	23	8,700,149	5,371,338	3,136,070	2,411,479
Other non-current assets		39,516,917	77,495,120	2,079,499	2,119,032
Total non-current assets		3,385,055,273	3,173,606,846	954,419,663	954,629,775
Total assets		7,409,506,793	6,938,095,350	2,291,041,502	2,472,520,096

The accompanying notes are an integral part of the financial statements.



Statement of financial position (continued)

Thai Eastern Group Holdings 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					
Short-term loans from financial institutions	13	2,691,680,000	2,410,990,000	-	-
Trade and other payables	14	355,162,797	309,046,878	6,055,267	4,445,855
Short-term loans from related party	6	-	-	-	12,500,000
Current portions of:					
- Long-term loans from financial institutions	15	90,258,143	81,477,143	-	-
- Lease liabilities	17	28,010,449	24,830,670	258,215	429,813
Income tax payable		13,860,641	2,582,335	-	-
Derivative liabilities		286,793	854,347	-	-
Unearned revenues		223,113,193	8,786,724	-	-
Other current liabilities		3,420,631	2,105,662	418,576	220,428
Total current liabilities		3,405,792,647	2,840,673,759	6,732,058	17,596,096
Non-current liabilities					
Non-current portions of:					
- Long-term loans from financial institutions	15	352,546,286	365,356,428	-	-
- Lease liabilities	17	397,121,534	411,362,494	-	258,215
Deferred government grants		23,422,345	29,267,551	-	-
Provision for long-term employee benefits	18	50,825,672	45,806,285	16,539,163	14,683,064
Total non-current liabilities		823,915,837	851,792,758	16,539,163	14,941,279
Total liabilities		4,229,708,484	3,692,466,517	23,271,221	32,537,375

The accompanying notes are an integral part of the financial statements.



Statement of financial position (continued)

Thai Eastern Group Holdings Public Company Limited and its subsidiaries

As at 31 December 2023

(Unit: Baht)

	Note	Consolidated financial statements		Separate financial statements	
		2023	2022	2023	2022
Shareholders' equity					
Share capital	19				
Registered					
1,080,000,000 ordinary shares of Baht 1 each		1,080,000,000	1,080,000,000	1,080,000,000	1,080,000,000
Issued and fully paid up					
1,080,000,000 ordinary shares of Baht 1 each		1,080,000,000	1,080,000,000	1,080,000,000	1,080,000,000
Share premium	19	993,600,000	993,600,000	993,600,000	993,600,000
Surplus on business combination under common control	21	264,288,252	264,288,252	-	-
Retained earnings					
Appropriated - statutory reserve	20	49,000,000	43,000,000	49,000,000	43,000,000
Unappropriated		791,997,858	863,897,972	145,170,281	323,382,721
Equity attributable to owners of the Company		3,178,886,110	3,244,786,224	2,267,770,281	2,439,982,721
Non-controlling interests of the subsidiaries		912,199	842,609	-	-
Total shareholders' equity		3,179,798,309	3,245,628,833	2,267,770,281	2,439,982,721
Total liabilities and shareholders' equity		7,409,506,793	6,938,095,350	2,291,041,502	2,472,520,096
		-	-	-	-

The accompanying notes are an integral part of the financial statements.



Statement of comprehensive income

Thai Eastern Group Holdings 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
Profit or loss:					
Revenues					
Revenues from sales of goods and services		12,142,549,617	15,403,324,259	39,168,386	39,671,851
Other income					
Dividend income from subsidiary	9	-	-	78,956,200	859,438,237
Compensation for damages from insurance companies		2,828,935	21,599,332	-	-
Others		29,680,868	24,962,942	3,050	675,370
Total revenues		12,175,059,420	15,449,886,533	118,127,636	899,785,458
Expenses					
Cost of sales and services		11,047,101,130	13,818,433,580	32,461,160	32,823,356
Selling and distribution expenses		535,470,015	551,342,149	-	-
Administrative expenses		222,588,017	229,478,228	27,592,424	30,456,888
Loss on exchange rates		10,676,642	105,843,956	-	-
Total expenses		11,815,835,804	14,705,097,913	60,053,584	63,280,244
Operating profit		359,223,616	744,788,620	58,074,052	836,505,214
Share of profit (loss) from investments in joint ventures	10	(10,129,039)	61,535,086	-	-
Finance income		7,552,494	10,173,125	49,844,819	42,485,882
Finance cost		(120,571,586)	(124,218,769)	(55,955)	(21,511,598)
Profit before income tax		236,075,485	692,278,062	107,862,916	857,479,498
Income tax	23	(21,099,642)	(8,224,707)	724,592	207,278
Profit for the year		214,975,843	684,053,355	108,587,508	857,686,776
Other comprehensive income:					
Other comprehensive income for the year		-	-	-	-
Total comprehensive income for the year		214,975,843	684,053,355	108,587,508	857,686,776

The accompanying notes are an integral part of the financial statements.



Statement of comprehensive income (continued)

Thai Eastern Group Holdings 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
Profit attributable to:					
Equity holders of the Company		214,899,834	683,960,021	108,587,508	857,686,776
Non-controlling interests of the subsidiaries		76,009	93,334		
		214,975,843	684,053,355		
Total comprehensive income attributable to:					
Equity holders of the Company		214,899,834	683,960,021	108,587,508	857,686,776
Non-controlling interests of the subsidiaries		76,009	93,334		
		214,975,843	684,053,355		
Earnings per share					
Basic earnings per share	25				
Profit attributable to equity holders of the Company		0.20	0.78	0.10	0.98

The accompanying notes are an integral part of the financial statements.



Statement of changes in shareholders' equity

Thai Eastern Group Holdings Public Company Limited and its subsidiaries

For the year ended 31 December 2023

Consolidated financial statements										(Unit: Baht)
Equity attributable to owners of the Company								Equity attributable to non-controlling interests of the subsidiaries	Total shareholders' equity	
Note	Issued and fully paid-up share capital	Share premium	Surplus on business combination under common control	Retained earnings		Total equity attributable to owners of the Company				
				Appropriated - statutory reserve	Unappropriated					
Balance as at 1 January 2022	785,992,800	-	264,288,252	-	1,032,937,951	2,083,219,003	1,266,495	2,084,485,498		
Total comprehensive income for the year	-	-	-	-	683,960,021	683,960,021	93,334	684,053,355		
Increase in share capital	294,007,200	1,026,000,000	-	-	-	1,320,007,200	-	1,320,007,200		
Transaction costs	-	(32,400,000)	-	-	-	(32,400,000)	-	(32,400,000)		
Transferred unappropriated retained earnings to statutory reserve	-	-	-	43,000,000	(43,000,000)	-	-	-		
Dividend paid	-	-	-	-	(810,000,000)	(810,000,000)	-	(810,000,000)		
Dividend paid to non-controlling interests of the subsidiaries	-	-	-	-	-	-	(517,220)	(517,220)		
Balance as at 31 December 2022	1,080,000,000	993,600,000	264,288,252	43,000,000	863,897,972	3,244,786,224	842,609	3,245,628,833		
Balance as at 1 January 2023	1,080,000,000	993,600,000	264,288,252	43,000,000	863,897,972	3,244,786,224	842,609	3,245,628,833		
Total comprehensive income for the year	-	-	-	-	214,899,834	214,899,834	76,009	214,975,843		
Transferred unappropriated retained earnings to statutory reserve	-	-	-	6,000,000	(6,000,000)	-	-	-		
Dividend paid	-	-	-	-	(280,799,948)	(280,799,948)	-	(280,799,948)		
Dividend paid to non-controlling interests of the subsidiary	-	-	-	-	-	-	(6,419)	(6,419)		
Balance as at 31 December 2023	1,080,000,000	993,600,000	264,288,252	49,000,000	791,997,858	3,178,886,110	912,199	3,179,798,309		

The accompanying notes are an integral part of the financial statements.



Statement of changes in shareholders' equity (continued)

Thai Eastern Group Holdings Public Company Limited and its subsidiaries

For the year ended 31 December 2023

(Unit: Baht)

Separate financial statements						
		Issued and fully paid-up share capital	Share premium	Retained earnings		Total shareholders' equity
	Note			Appropriated - statutory reserve	Unappropriated	
Balance as at 1 January 2022		785,992,800	-	-	318,695,945	1,104,688,745
Total comprehensive income for the year		-	-	-	857,686,776	857,686,776
Increase in share capital	19	294,007,200	1,026,000,000	-	-	1,320,007,200
Transaction costs	19	-	(32,400,000)	-	-	(32,400,000)
Transferred unappropriated retained earnings						
to statutory reserve	20	-	-	43,000,000	(43,000,000)	-
Dividend paid	28	-	-	-	(810,000,000)	(810,000,000)
Balance as at 31 December 2022		1,080,000,000	993,600,000	43,000,000	323,382,721	2,439,982,721
						-
Balance as at 1 January 2023		1,080,000,000	993,600,000	43,000,000	323,382,721	2,439,982,721
Total comprehensive income for the year		-	-	-	108,587,508	108,587,508
Transferred unappropriated retained earnings						
to statutory reserve	20	-	-	6,000,000	(6,000,000)	-
Dividend paid	28	-	-	-	(280,799,948)	(280,799,948)
Balance as at 31 December 2023		1,080,000,000	993,600,000	49,000,000	145,170,281	2,267,770,281

The accompanying notes are an integral part of the financial statements.



Cash flow statement

Thai Eastern Group Holdings 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 (used in) operating activities				
Profit before tax	236,075,485	692,278,062	107,862,916	857,479,498
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities:				
Depreciation and amortisation	330,795,441	320,115,218	1,802,302	2,177,209
Allowance for expected credit loss	1,999,350	-	-	-
Reduction of inventory to net realisable value	3,863,255	8,505,552	-	-
Dividend income from subsidiary	-	-	(78,956,200)	(859,438,237)
Gain on purchase and change in status of investment	-	(888,598)	-	-
Share of (profit) loss from investments in joint ventures	10,129,039	(61,535,086)	-	-
Loss on disposals and write-off of plant and equipment	5,652,289	5,443,721	1,069	-
Write-off of withholding tax	-	427,104	-	-
Government grants income	(5,845,206)	(5,860,811)	-	-
Increase in provision for long-term employee benefits	6,233,387	6,181,643	1,888,889	1,825,646
Unrealised (gain) loss on exchange rates	2,179,493	(789,011)	-	-
Unrealised gain from derivatives	(33,327,604)	(18,490,319)	-	-
Finance income	(7,552,494)	(10,173,125)	(49,844,819)	(42,485,882)
Finance cost	120,571,586	124,218,769	55,955	21,511,598
Profit (loss) from operating activities before changes in operating assets and liabilities	670,774,021	1,059,433,119	(17,189,888)	(18,930,168)
Operating assets (increase) decrease				
Trade and other receivables	389,511,979	(431,243,663)	(49,097)	1,244,919
Inventories	(796,983,517)	722,673,869	-	-
Other current assets	17,093,427	(35,141,233)	1,774,092	(1,895,467)
Other non-current assets	40,486,710	(11,274,155)	-	-
Operating liabilities increase (decrease)				
Trade and other payables	60,579,318	(128,692,618)	1,894,240	1,636,142
Other current liabilities	214,787,091	(4,901,655)	198,148	(272,874)
Cash paid for provision for long-term employee benefits	(1,214,000)	(1,172,190)	(32,790)	(173,600)
Cash flows from (used in) operating activities	595,035,029	1,169,681,474	(13,405,295)	(18,391,048)
Cash received from interest income	8,581,694	11,383,079	41,889,177	38,610,648
Cash paid for interest expenses	(121,314,668)	(138,017,895)	(340,783)	(23,628,849)
Cash received (paid) for corporate income tax	(17,602,926)	(26,831,152)	39,534	(1,206,121)
Cash received from corporate income tax	1,944,272	564,905	-	-
Net cash flows from (used in) operating activities	466,643,401	1,016,780,411	28,182,633	(4,615,370)

The accompanying notes are an integral part of the financial statements.



Cash flow statement (continued)

Thai Eastern Group Holdings 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 (used in) investing activities				
Decrease in restricted bank deposits	-	15,515,000	-	-
(Increase) decrease in other current financial assets	10,593,914.00	(12,050,000)	-	-
Cash paid for short-term loans to related parties	(3,060,000.00)	(19,342,500)	(1,810,776,680)	(1,459,393,934)
Cash received from short-term loans to related parties	-	13,637,500	1,572,956,680	1,389,393,934
Cash received from purchase of investment	-	14,868,786	-	-
Cash paid for acquisitions of investments in associates	-	(125,000)	-	-
Increase in investment in subsidiary	-	-	-	(195,000,000)
Cash paid for acquisitions of plant and equipment	(598,185,931)	(360,688,827)	(908,201)	(230,739)
Cash paid for acquisitions of intangible assets	(7,805,462)	(1,251,967)	-	-
Cash paid for addition of right-of-use assets	-	(526,737)	-	-
Cash received from disposals of plant and equipment	7,452,037	4,349,301	-	-
Cash received from dividend from subsidiary	-	-	362,014,177	576,380,260
Cash received from dividend from joint venture	13,740,000	24,000,000	-	-
Net cash flows from (used in) investing activities	(577,265,442)	(321,614,444)	123,285,976	311,149,521
Cash flows from (used in) financing activities				
Cash received from bank overdrafts and short-term loans from financial institutions	12,536,100,000	18,850,479,131	-	750,000,000
Repayment of bank overdrafts and short-term loans from financial institutions	(12,255,410,000)	(19,831,816,979)	-	(750,000,000)
Cash received from short-term loans from related party	-	215,000,000	81,700,000	1,338,200,000
Repayment of short-term loans from related party	-	(215,000,000)	(94,200,000)	(1,978,600,000)
Cash received from long-term loans from financial institutions	75,000,000	117,930,000	-	-
Repayment of long-term loans from financial institutions	(79,171,999)	(107,591,666)	-	-
Repayment of principal portion of lease liabilities	(32,513,873)	(25,221,750)	(429,813)	(414,092)
Cash received from increase in share capital	-	1,320,007,200	-	1,320,007,200
Transaction costs on issue of shares	-	(32,400,000)	-	(32,400,000)
Cash paid for dividend	(280,799,948)	(810,000,000)	(280,799,948)	(810,000,000)
Cash paid for dividend to non-controlling interests of the subsidiaries	(6,419)	(517,220)	-	-
Net cash flows used in financing activities	(36,802,239)	(519,131,284)	(293,729,761)	(163,206,892)
Net increase (decrease) in cash and cash equivalents	(147,424,280)	176,034,683	(142,261,152)	143,327,259
Cash and cash equivalents at beginning of year	214,966,472	38,931,789	144,047,764	720,505
Cash and cash equivalents at end of year	67,542,192	214,966,472	1,786,612	144,047,764
Supplemental cash flow information:				
Non-cash transactions				
Dividend receivable from subsidiary	-	-	-	283,057,977
Payables from purchases of equipment and intangible assets	33,050,580	46,628,040	-	-
Increase in right-of-use assets due to entering into lease agreements	21,452,692	30,747,327	-	-
Increase in right-of-use assets due to lease modification	-	6,241,697	-	-
Transfer right-of-use assets to equipment	4,267,750	17,460,923	-	-
Transfer fixed assets to intangible assets	2,546,023	-	-	-

The accompanying notes are an integral part of the financial statements.



Notes to consolidated financial statements

Thai Eastern Group Holdings Public Company Limited and its subsidiaries

For the year ended 31 December 2023

1. General information

Thai Eastern Group Holdings Public Company Limited (“the Company”) is a public company incorporated and domiciled in Thailand. The major shareholders are TEG Asset Company Limited, which is incorporated in Thailand and SK Intertrade Pte. Ltd., which is incorporated in Singapore, with shareholding 37.5 percent and 25.0 percent, respectively. The Company is principally engaged in the investment in equity securities and provision of management services. The subsidiaries are principally engaged in the manufacture and distribution of block rubber, concentrated latex, palm oil, palm seed oil, electricity and biogas, including treatment services of organic waste disposal. The registered office of the Company is at 171 Moo 2, Khaosok, Nong yai, Chonburi.

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 the Company and the following subsidiaries (collectively as “the Group”):

Company's name	Nature of business	Country of incorporation	Percentage of shareholding	
			<u>2023</u> Percent	<u>2023</u> Percent
<u>Subsidiaries held directly by the Company</u>				
E.Q. Rubber Company Limited	Manufacture and distribution of block rubber	Thailand	99.99	99.99
Eastern Palm Oil Company Limited	Manufacture and distribution of crude palm oil	Thailand	99.99	99.99
Thai Eastern Bio Power Company Limited	Production and distribution of electricity and biogas	Thailand	99.93	99.93
Thai Eastern Corporation Company Limited	Investment in equity instruments	Thailand	99.70	99.70
Thai Eastern Logistics Company Limited	Logistic services	Thailand	99.99	99.99
<u>Subsidiaries held through E.Q. Rubber Company Limited</u>				
Thai Eastern Rubber Company Limited	Manufacture and distribution of concentrated latex	Thailand	99.50	99.50
Thai Eastern Innovation Company Limited	Manufacture and distribution of block rubber	Thailand	99.94	99.94
<u>Subsidiary held through Eastern Palm Oil Company Limited</u>				
Thai Eastern Top Seeds Oil Company Limited	Manufacture and distribution of palm seed oil	Thailand	99.99	99.99
<u>Subsidiary held through Thai Eastern Bio Power Company Limited</u>				
Thai Eastern Power Company Limited	Production and distribution of electricity	Thailand	99.99	99.99

- 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) Material balances and transactions between the Group have been eliminated from the consolidated financial statements.
- f) 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.

2.3 The separate financial statements present investments in subsidiaries under the cost method.

3. New financial reporting standards

a) 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 were 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

b) 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 were 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.

4. Significant accounting policies

4.1 Revenue and expense recognition

Sales of goods

Revenue from sale of goods is recognised at the point in time when control of the asset is transferred to the customer, generally upon delivery of the goods. Revenue is measured at the amount of the consideration received or receivable, excluding value added tax (if any), of goods supplied after deducting returns and discounts to customers.

Rendering of services

Service revenue is recognised at a point in time upon completion of the service.

Interest income

Interest income is calculated using the effective interest method and recognised on an accrual basis. The effective interest rate is applied to the gross carrying amount of a financial asset, unless the financial assets subsequently become credit-impaired when it is applied to the net carrying amount of the financial asset (net of the expected credit loss allowance).

Finance cost

Interest expense from financial liabilities at amortised cost is calculated using the effective interest method and recognised on an accrual basis.

Dividends

Dividends are recognised when the right to receive the dividends is established.

4.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

4.3 Inventories

Finished goods and work in process are valued at the lower of cost (under the weighted average method) and net realisable value. The cost of inventories is measured using the standard cost method, which approximates actual cost and includes raw materials, labour cost and attributable factory overheads.

Raw materials, factory supplies, supplies and spare parts are valued at the lower of cost (under the weighted average method) and net realisable value and are charged to production costs whenever consumed.

By products are valued at net realisable value.

4.4 Investments in subsidiaries, joint ventures and associates

Investments in joint ventures and associates are accounted for in the consolidated financial statements using the equity method.

Investments in subsidiaries are accounted for in the separate financial statements using the cost method net of allowance for impairment (if any).

4.5 Property, plant and equipment/Depreciation

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of plant and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives:

Buildings	-	5 years 10 years 15 years and 20 years
Land improvements	-	5 years 10 years and 20 years
Building improvements	-	5 years 10 years and 20 years
Machinery and factory equipment	-	5 years 8 years and 10 years
Furniture and office equipment	-	3 years 5 years and 10 years
Motor vehicles	-	5 years and 10 years

Depreciation is included in determining income.

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.

4.6 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 assets. All other borrowing costs are expensed in the period they are incurred. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

4.7 Intangible assets

Intangible assets are initially recognised at cost. Following the initial recognition, the intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses (if any).

Intangible assets with finite lives are amortised on the straight-line basis over the economic useful lives and tested for impairment whenever there is an indication that the intangible assets may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

Intangible assets of the Group with finite useful lives comprise computer software, and have useful lives of 5 years and 10 years.

No amortisation is provided on computer software under installation.

4.8 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 recognised rental expenses on a straight-line basis over the lease term not more than 12 months or leases of low-value assets.

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 at or before the commencement date of the lease less any reimbursement or other compensation received from a lessor.

Depreciation of right-of-use assets are calculated by reference to their costs on the straight-line basis over the lease term or estimated useful lives of the assets, if ownership of the leased assets is transferred to the Group at the end of the lease term as follows.

Land	4 - 30 years
Motor vehicles	3 - 4 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.

4.9 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 associates, 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.

4.10 Government grants

Government grants are funds that are used to support the energy conservation for biogas technology project. The grants are recognised at the fair value when there is reasonable assurance that the grants will be received and the subsidiaries will comply with conditions attached to the grants.

Government grants are included in non-current liabilities by being presented as deferred income and recognised in the statements of comprehensive income on a straight-line basis over the economic useful lives of related assets.

4.11 Foreign currencies

The consolidated and separate financial statements are presented in Baht, which is also the Group's functional currency.

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.

Gains and losses on exchange are included in profit or loss.

4.12 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 and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. 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.

4.13 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 and other long-term employee benefits

Defined contribution plans

The Group and its employees have jointly established provident funds. The fund is monthly contributed by employees and by the Group. The fund's assets are held in separate trust funds and the Group's contributions are recognised as expenses when incurred.

Defined benefit plans and other long-term employee benefits

The Group has obligations in respect of the severance payments it must make to employees upon retirement under labor law and other employee benefit plans. The Group treats these severance payment obligations as a defined benefit plan. In addition, the Group provides other long-term employee benefit plan, namely long service awards.

The obligation under the defined benefit plan and other long-term employee benefit plans are determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from defined benefit plans are recognised immediately in other comprehensive income.

Actuarial gains and losses arising from other long-term benefits are recognised immediately in profit and loss.

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 Group recognises restructuring-related costs.

4.14 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.

4.15 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 they recognise 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.

4.16 Financial instruments

The Group initially measures financial assets at its fair value plus, in the case of financial assets that are not measured at fair value through profit or loss, transaction costs. However, trade receivables, that do not contain a significant financing component, are measured at the transaction price as disclosed in the accounting policy relating to revenue recognition.

Classification and measurement of financial assets

Financial assets are classified, at initial recognition, as to be subsequently measured at amortised cost 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.

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 derivatives.

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 4.17 to the consolidated 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 the Group has transferred substantially all the risks and rewards of the asset.

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. 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.

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 performs an impairment analysis at each reporting date and applies a simplified approach in calculating ECLs. The allowance rates are based on days past due for groupings of various customer segments with similar credit risks. The Group classifies customer segments by customer type and rating. The Group then recognises a loss allowance based on lifetime ECLs. ECLs are calculated based on its historical credit loss experience and adjusted for forward-looking factors specific to the debtors and the economic environment.

Expected credit gains or losses are recognised in profit or loss.

A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Offsetting of financial instruments

Financial assets and financial liabilities are offset, and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, to realise the assets and settle the liabilities simultaneously.

4.17 Derivatives

The Group uses derivatives, such as forward currency contracts to hedge its foreign currency 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. 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.

4.18 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 its 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 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.

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:

Net realisable value of inventories

The management uses judgement to estimate the net realisable value of inventories based on the amount the inventories are expected to realise. These estimates take into consideration fluctuations of price or cost directly relating to events occurring after the end of reporting date. In addition, the management makes judgement and estimates expected loss from stock obsolescence based upon past sales history and the prevailing economic condition.

Plant and equipment/Depreciation

In determining depreciation of plant and equipment, the management is required to make estimates of the useful lives and residual values of the plant and equipment and to review estimate useful lives and residual values when there are any changes.

Post-employment benefits under defined benefit plans and other long-term employee benefits

The obligation under the defined benefit plan and other long-term employee benefit plans are determined based on actuarial techniques. Such determination is made based on various assumptions, including discount rate, future salary increase rate, mortality rate and staff turnover rate.

6. Related party transactions

During the years, the Group had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Group and those related parties.

(Unit: Million Baht)

	Consolidated		Separate		Transfer Pricing Policy
	financial statements		financial statements		
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>	
<u>Transactions with subsidiaries</u>					
(eliminated from the consolidated financial statements)					
Management fee income	-	-	38	39	Cost plus margin
Dividend income	-	-	79	859	As announcement
Finance income	-	-	50	42	Interest rates at 3.35%, 3.90% and 3.95% per annum
Finance cost	-	-	-	17	Interest rates at 3.30%, 3.85% and 3.95% per annum
<u>Transactions with joint ventures</u>					
Sales of goods	29	21	-	-	With reference to market price and as agreed
Management fee income	2	2	1	1	Cost plus margin
Dividend income	14	24	-	-	As announcement
Finance income	4	4	-	-	Interest rates at 3.65%, 3.90%, 3.95% and 4.00% per annum
Transportation income	7	9	-	-	As agreed
Purchases of goods	67	108	-	-	With reference to market price and as agreed
<u>Transaction with parent company</u>					
Dividend paid	105	405	105	405	As announcement

(Unit: Million Baht)

	Consolidated		Separate		
	financial statements		financial statements		Transfer Pricing Policy
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>	
<u>Transactions with related companies</u>					
Sales of goods	4	5	-	-	With reference to market price and as agreed
Waste disposal income	2	2	-	-	As agreed
Transportation income	-	1	-	-	As agreed
Purchases of goods	18	24	-	-	With reference to market price and as agreed
Rental expenses	32	30	-	-	Contract price
Water expenses	7	6	-	-	As agreed
Waste water treatment expenses	7	7	-	-	As agreed
Service and other expenses	10	11	-	-	Contract price and as agreed

Transactions with directors and related persons

Purchases of goods	43	68	-	-	With reference to market price and as agreed
Finance cost	-	1	-	-	Interest rates at 3.30% per annum
Dividend paid	36	405	36	405	As announcement

As at 31 December 2023 and 2022, the balances of the accounts between the Group and those related parties are as follows:

	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
<u>Trade and other receivables (Note 7)</u>				
Trade receivables - related parties				
Subsidiaries	-	-	3,335	3,316
Joint ventures	879	860	53	53
Related companies (common shareholders and directors)	46	2,999	-	-
Total trade receivables - related parties	925	3,859	3,388	3,369

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Other receivables - related parties				
Subsidiaries	-	-	16,632	8,677
Joint ventures	452	346	-	-
Associates	199	17	-	-
Total other receivables - related parties	651	363	16,632	8,677
Total trade and other receivables - related parties	1,576	4,222	20,020	12,046
<u>Dividend receivable from related party</u>				
Subsidiary	-	-	-	283,058
Total dividend receivable from related party	-	-	-	283,058
<u>Trade and other payables (Note 14)</u>				
Trade payables - related parties				
Joint venture	-	2,864	-	-
Related companies (common shareholders and directors)	-	383	-	-
Related persons	211	160	-	-
Total trade payables - related parties	211	3,407	-	-
Other payables - related parties				
Subsidiary	-	-	-	4
Related companies (common shareholders and directors)	6,803	6,332	120	124
Related persons	56	145	-	-
Total other payables - related parties	6,859	6,477	120	128
Accrued expenses - related parties				
Subsidiary	-	-	1	286
Related company (common shareholders and directors)	1,430	1,430	-	-
Related persons	208	152	-	-
Total accrued expenses - related parties	1,638	1,582	1	286
Total trade and other payables - related parties	8,708	11,466	121	414
<u>Lease liabilities</u>				
Related company (common shareholders and directors)	394,329	406,822	-	-
Related person	849	914	-	-

Short-term loans to related parties

As at 31 December 2023 and 2022, the balances of short-term loans between the Group and those related parties and the movements are as follows:

(Unit: Thousand Baht)

Loans	Interest rate		Consolidated financial statements			
	(percent per annum)		Balance			Balance
	31 December 2022	31 December 2023	as at 31 December 2022	Increase during the year	Decrease during the year	as at 31 December 2023
<u>Joint ventures</u>						
Sumirubber Thai Eastern Plantation Company Limited	3.90	3.95	86,700	3,060	-	89,760
Thai Eastern Trat Company Limited	4.00	4.00	9,000	-	-	9,000
<u>Associates</u>						
STZ Innovation Company Limited	4.36	4.36	2,088	-	-	2,088
SSTE Sustainable Company Limited	4.36	4.36	2,087	-	-	2,087
Total			99,875	3,060	-	102,935

(Unit: Thousand Baht)

Loans	Interest rate		Separate financial statements			
	(percent per annum)		Balance			Balance
	31 December 2022	31 December 2023	as at 31 December 2022	Increase during the year	Decrease during the year	as at 31 December 2023
<u>Subsidiaries</u>						
Eastern Palm Oil Company Limited	3.90	3.95	563,000	737,600	(685,570)	615,030
Thai Eastern Bio Power Company Limited	3.90	3.95	203,700	206,137	(90,837)	319,000
Thai Eastern Corporation Company Limited	3.90	3.95	279,230	1,000	(12,000)	268,230
E.Q. Rubber Company Limited	-	3.95	-	860,540	(774,550)	85,990
Thai Eastern Logistics Company Limited	3.90	3.95	30,210	5,500	(10,000)	25,710
Total			1,076,140	1,810,777	(1,572,957)	1,313,960

These short-term loans are unsecured and repayable on demand.

Short-term loans from related parties

As at 31 December 2023 and 2022, the balance of short-term loans between the Group and those related parties and the movements are as follows:

(Unit: Thousand Baht)

Loans	Interest rate		Separate financial statements			
	(percent per annum)		Balance		Balance	
	31 December	31 December	as at	Increase	Decrease	as at
	2022	2023	31 December 2022	during the year	during the year	31 December 2023
<u>Subsidiary</u>						
E.Q. Rubber Company						
Limited	3.85	-	12,500	81,700	(94,200)	-
Total			12,500	81,700	(94,200)	-

These short-term loans are unsecured and repayable at call.

Directors and management's benefits

During the years ended 31 December 2023 and 2022, the Group had employee benefit expenses of their directors and management as below:

(Unit: Million Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Short-term employee benefits	32	37	22	19
Post-employment benefits	2	2	1	1
Total	34	39	23	20

7. Trade and other receivables

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
<u>Trade receivables - related parties</u>				
Aged on the basis of due dates				
Not yet due	403	3,859	3,388	3,369
Past due				
Up to 3 months	522	-	-	-
Total trade receivables - related parties	925	3,859	3,388	3,369

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
<u>Trade receivables - unrelated parties</u>				
Aged on the basis of due dates				
Not yet due	569,052	784,391	-	-
Past due				
Up to 3 months	145,263	281,167	-	-
3 - 6 months	2,713	-	-	-
6 - 12 months	353	19,994	-	-
Over 12 months	35,531	33,532	-	-
Total	752,912	1,119,084	-	-
Less: Allowance for excepted credit losses	(35,562)	(33,563)	-	-
Total trade receivables - unrelated parties, net	717,350	1,085,521	-	-
Total trade receivables - net	718,275	1,089,380	3,388	3,369
<u>Other receivables</u>				
Other receivables - related parties	651	363	16,632	8,677
Other receivables - unrelated parties	2,579	26,482	31	-
Total other receivables	3,230	26,845	16,663	8,677
Total trade and other receivables - net	721,505	1,116,225	20,051	12,046

The normal credit term is 20 to 90 days.

8. Inventories

(Unit: Thousand Baht)

	Consolidated 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	926,360	520,314	(17,996)	(14,133)	908,364	506,181
Work in process	1,102,392	662,764	-	-	1,102,392	662,764
Raw materials	984,424	1,035,738	-	-	984,424	1,035,738
By products	9,303	6,231	-	-	9,303	6,231
Factory supplies, supplies and spare parts	17,245	17,694	-	-	17,245	17,694
Total	3,039,724	2,242,741	(17,996)	(14,133)	3,021,728	2,228,608

During the current year, the subsidiaries reduced cost of inventories by Baht 10 million (2022: Baht 33 million) to reflect the net realisable value. This was included in cost of sales. In addition, the subsidiaries reversed the write-down of cost of inventories by Baht 6 million (2022: Baht 25 million), and reduced the amount of inventories recognised as expenses during the year.

9. Investments in subsidiaries

Details of investments in subsidiaries as presented in the separate financial statements are as follows:

(Unit: Thousand Baht)

Company	Paid-up capital		Cost		Allowance for impairment loss on investments		Carrying amounts based on cost method - net		Dividend received during the year	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
E.Q. Rubber Company Limited	394,788	394,788	394,781	394,781	-	-	394,781	394,781	78,956	859,438
Eastern Palm Oil Company Limited	560,000	560,000	559,999	559,999	(52,700)	(52,700)	507,299	507,299	-	-
Thai Eastern Bio Power Company Limited	40,000	40,000	39,970	39,970	-	-	39,970	39,970	-	-
Thai Eastern Corporation Company Limited	2,500	2,500	2,493	2,493	-	-	2,493	2,493	-	-
Thai Eastern Logistics Company Limited	1,250	1,250	1,250	1,250	-	-	1,250	1,250	-	-
Total			998,493	998,493	(52,700)	(52,700)	945,793	945,793	78,956	859,438

Changes in investments in subsidiaries

	Approved by	Number of ordinary share (Shares)	Par value (Baht per share)	Paid-up value (Percent)	Total (Thousand Baht)
<u>For the year ended 31 December 2022</u>					
Subsidiary held directly by the Company					
Eastern Palm Oil Company Limited	Extraordinary General	1,950,000	100	100	195,000
Issuance of new ordinary shares of	Meeting on				
Baht 195 million from the existing	30 November 2022				
registered capital					
Subsidiary held directly by Eastern Palm Oil Company Limited					
Thai Eastern Top Seeds Oil Company Limited	Extraordinary General	880,000	100	100	88,000
Issuance of new ordinary shares of	Meeting on				
Baht 88 million from the existing	30 November 2022				
registered capital					

10. Investments in joint ventures

10.1 Details of investments in joint ventures:

Investments in joint ventures represent investments in entities which are jointly controlled by the subsidiaries and other companies. Details of these investments are as follows:

		(Unit: Thousand Baht)					
		Consolidated financial statements					
Joint ventures	Nature of business	Shareholding		Cost		Carrying amounts based on equity method	
		percentage					
		<u>2023</u> (Percent)	<u>2022</u> (Percent)	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Thai Eastern Trat Company Limited	Manufacture and distribution of crude palm oil	60	60	112,800	112,800	173,861	189,491
Sumirubber Thai Eastern Plantation Company Limited	Rubber plantation, production and distribution of natural latex	51	51	204,000	204,000	168,658	169,852
Sumirubber Thai Eastern Corporation Company Limited	Manufacture and distribution of block rubber	30	30	60,000	60,000	132,417	139,462
Total				376,800	376,800	474,936	498,805

10.2 Share of comprehensive income and dividend received

During the years, the Group recognised its share of profit (loss) from investments in the joint ventures in the consolidated financial statements and dividend received from the joint ventures as follows:

(Unit: Thousand Baht)

Joint ventures	Consolidated financial statements			
	Share of profit (loss) from		Dividend received	
	investments in joint ventures			
	during the year		during the year	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Thai Eastern Trat Company Limited	(15,630)	36,889	-	-
Sumirubber Thai Eastern Plantation Company Limited	(1,194)	(577)	-	-
Sumirubber Thai Eastern Corporation Company Limited	6,695	25,223	13,740	24,000
Total	<u>(10,129)</u>	<u>61,535</u>	<u>13,740</u>	<u>24,000</u>

10.3 Summarised financial information about material joint ventures

Summarised information about financial position

(Unit: Million Baht)

	As at 31 December					
	Thai Eastern Trat Company Limited		Sumirubber Thai Eastern Plantation Company Limited		Sumirubber Thai Eastern Corporation Company Limited	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Current assets	99	140	9	8	903	1,022
Non-current assets	277	306	500	497	363	393
Bank overdrafts and short-term loans from financial institutions	-	-	(86)	(83)	(15)	(15)
Short-term loans from related parties	(15)	(15)	(90)	(87)	(720)	(790)
Current portion of long-term loans from financial institutions	(26)	(26)	-	-	-	-
Other current liabilities	(9)	(17)	(2)	(2)	(69)	(120)
Long-term loans from financial institutions - net of current portion	(35)	(71)	-	-	-	-
Other non-current liabilities	(1)	(1)	(1)	(1)	(22)	(26)
Assets - net	290	316	330	332	440	464
Shareholding percentage (Percent)	60.00	60.00	51.00	51.00	30.00	30.00
Carrying amounts of joint ventures based on equity method	174	190	168	169	132	139

Summarised information about comprehensive income

(Unit: Million Baht)

	For the years ended 31 December					
	Thai Eastern Trat Company Limited		Sumirubber Thai Eastern Plantation Company Limited		Sumirubber Thai Eastern Corporation Company Limited	
	2023	2022	2023	2022	2023	2022
Revenue	706	1,289	18	15	2,131	2,192
Profit (loss)	(26)	61	(2)	(1)	22	84
Total comprehensive income	(26)	61	(2)	(1)	22	84

11. Property, plant and equipment

(Unit: Thousand Baht)

	Consolidated financial statements						
	Land	Buildings and improvements of land and buildings	Machinery and factory equipment	Furniture and office equipment	Motor vehicles	Assets under construction and installation	Total
Cost							
As at 1 January 2022	39,031	1,547,288	1,457,623	28,749	189,964	180,381	3,443,036
Additions	-	1,190	35,502	2,517	4,818	340,017	384,044
Disposals/write-off	-	(6,198)	(10,755)	(1,352)	(23,529)	-	(41,834)
Transfers from right-of-use assets	-	-	-	-	25,191	-	25,191
Transfers in (out)	-	47,342	132,425	250	-	(180,017)	-
Acquisition of subsidiary	-	103,644	182,281	369	630	-	286,924
As at 31 December 2022	39,031	1,693,266	1,797,076	30,533	197,074	340,381	4,097,361
Additions	-	892	37,476	2,462	5,945	537,777	584,552
Disposals/write-off	-	(16,724)	(5,991)	(378)	(7,473)	-	(30,566)
Transfers from right-of-use assets	-	-	-	-	8,045	-	8,045
Transfers in (out)	-	109,854	41,162	207	1,584	(152,807)	-
Transfers to intangible assets	-	-	-	-	-	(2,546)	(2,546)
As at 31 December 2023	39,031	1,787,288	1,869,723	32,824	205,175	722,805	4,656,846

(Unit: Thousand Baht)

	Consolidated financial statements					
	Land	Buildings and improvements of land and buildings	Machinery and factory equipment	Furniture and office equipment	Motor vehicles	Assets under construction and installation
Total						
Accumulated depreciation						
As at 1 January 2022	-	756,724	871,947	21,832	123,084	-
Depreciation for the year	-	103,975	166,716	3,449	11,972	-
Depreciation on disposals/write-off	-	(3,345)	(9,244)	(1,324)	(18,129)	-
Transfers from right-of-use assets	-	-	-	-	7,730	-
As at 31 December 2022	-	857,354	1,029,419	23,957	124,657	-
Depreciation for the year	-	107,319	170,125	2,872	13,507	-
Depreciation on disposals/write-off	-	(5,541)	(5,665)	(373)	(5,883)	-
Transfers from right-of-use assets	-	-	-	-	3,777	-
As at 31 December 2023	-	959,132	1,193,879	26,456	136,058	-
Allowance for impairment loss						
As at 1 January 2022	-	3,011	1,548	4	-	6,170
As at 31 December 2022	-	3,011	1,548	4	-	6,170
As at 31 December 2023	-	3,011	1,548	4	-	6,170
Net book value						
As at 31 December 2022	39,031	832,901	766,109	6,572	72,417	334,211
As at 31 December 2023	39,031	825,145	674,296	6,364	69,117	716,635
Depreciation for the year						
2022 (Baht 269 million included in manufacturing cost, and the balance in selling and distribution expenses and administrative expenses)						286,112
2023 (Baht 273 million included in manufacturing cost, and the balance in selling and distribution expenses and administrative expenses)						293,823

(Unit: Thousand Baht)

	Separate financial statements		
	Furniture and office equipment	Motor vehicles	Total
Cost			
As at 1 January 2022	2,071	3,590	5,661
Additions	196	-	196
As at 31 December 2022	2,267	3,590	5,857
Additions	908	-	908
Disposals	(12)	-	(12)
As at 31 December 2023	3,163	3,590	6,753
Accumulated depreciation			
As at 1 January 2022	895	2,267	3,162
Depreciation for the year	445	653	1,098
As at 31 December 2022	1,340	2,920	4,260
Depreciation for the year	524	343	867
Depreciation on disposals	(11)	-	(11)
As at 31 December 2023	1,853	3,263	5,116
Net book value			
As at 31 December 2022	927	670	1,597
As at 31 December 2023	1,310	327	1,637

Depreciation for the years are recorded in administrative expenses.

As at 31 December 2023, the subsidiaries had certain items of plant and equipment were fully depreciated but were still in use. The gross carrying amount before deducting accumulated depreciation and allowance for impairment loss of those assets amounted to approximately Baht 515 million (2022: Baht 502 million).

As at 31 December 2023, the subsidiaries have pledged certain items of property, plant and equipment with net book value of Baht 411 million (2022: Baht 497 million) together with land leasehold rights and benefits in insurance policies as collateral against bank overdrafts, loans and credit facilities received from financial institutions as described in Note 16 to the consolidated financial statements.

12. Intangible assets

The net book value of intangible assets as at 31 December 2023 and 2022 is presented below.

(Unit: Thousand Baht)

	Consolidated financial statements		
	Computer software	Computer software under installation	Total
Cost			
As at 1 January 2022	40,545	1,943	42,488
Additions	136	1,124	1,260
Transfers in (out)	2,199	(2,199)	-
Acquisition of subsidiary	355	-	355
As at 31 December 2022	43,235	868	44,103
Additions	663	7,198	7,861
Transfers in (out)	256	(256)	-
Transfers from assets under construction and installation	2,546	-	2,546
As at 31 December 2023	46,700	7,810	54,510
Accumulated amortisation			
As at 1 January 2022	20,497	-	20,497
Amortisation for the year	5,657	-	5,657
As at 31 December 2022	26,154	-	26,154
Amortisation for the year	5,848	-	5,848
As at 31 December 2023	32,002	-	32,002
Net book value			
As at 31 December 2022	17,081	868	17,949
As at 31 December 2023	14,698	7,810	22,508

(Unit: Thousand Baht)

	Separate financial statements		
	Computer		Total
	Computer software	software under installation	
Cost			
As at 1 January 2022	3,535	165	3,700
Transfers in (out)	165	(165)	-
As at 31 December 2022	3,700	-	3,700
As at 31 December 2023	3,700	-	3,700
Accumulated amortisation			
As at 1 January 2022	1,735	-	1,735
Amortisation for the year	710	-	710
As at 31 December 2022	2,445	-	2,445
Amortisation for the year	566	-	566
As at 31 December 2023	3,011	-	3,011
Net book value			
As at 31 December 2022	1,255	-	1,255
As at 31 December 2023	689	-	689

13. Short-term loans from financial institutions

(Unit: Thousand Baht)

	Interest rate (percent per annum)		Consolidated financial statements	
	2023	2022	2023	2022
Promissory notes	3.85 - 4.40	3.30 - 4.97	1,393,850	1,445,780
Packing credits	3.25 - 3.75	2.80 - 3.75	1,297,830	965,210
Total			2,691,680	2,410,990

Short-term loans from financial institutions are secured as described in Note 16 to the consolidated financial statements.

14. Trade and other payables

(Unit: Thousand Baht)

	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Trade payables - related parties	211	3,407	-	-
Trade payables - unrelated parties	202,015	98,534	-	-
Other payables - related parties	6,859	6,477	120	128
Other payables - unrelated parties	106,959	115,081	874	499
Accrued expenses - related parties	1,638	1,582	1	286
Accrued expenses - unrelated parties	37,481	83,966	5,060	3,533
Total trade and other payables	<u>355,163</u>	<u>309,047</u>	<u>6,055</u>	<u>4,446</u>

Consolidated financial statements										(Unit: Thousand Baht)
				2023		2022				
Loan	Credit facilities	Agreement date	Interest rate (percent per annum)	Repayment schedule	Current portion	Long-term portion	Total	Current portion	Long-term portion	Total
E.Q. Rubber Company Limited										
1	Baht 30 million	26 August 2021	2.0 - 7.0	Repayable within September 2026	-	30,000	30,000	-	30,000	30,000
2	Baht 33 million	27 November 2021	2.0 - 5.0	Repayable in every three months installments starting from December 2022 to November 2024	15,125	-	15,125	17,875	15,125	33,000
3	Baht 29 million	10 September 2021	With reference to MLR	Repayable in monthly installments starting from September 2023 to December 2028	5,520	22,100	27,620	1,840	27,160	29,000
4	Baht 44 million	10 September 2021	With reference to MLR	Repayable in monthly installments starting from March 2023 to December 2028	7,656	30,602	38,258	6,380	37,620	44,000
5	Baht 85 million	10 September 2021	With reference to MLR	Repayable in monthly installments starting from September 2023 to December 2028	16,200	64,680	80,880	5,400	39,530	44,930
6	Baht 20 million	12 December 2023	2.0 - 7.0	Repayable within December 2028	-	20,000	20,000	-	-	-
Long-term loans - net					44,501	167,382	211,883	31,495	149,435	180,930
Thai Eastern Innovation Company Limited										
1	Baht 30 million	22 July 2021	2.0 - 5.0	Repayable in monthly installments starting from October 2022 to September 2026	7,500	11,250	18,750	8,125	18,750	26,875
2	Baht 30 million	26 August 2021	2.0 - 7.0	Repayable within September 2026	-	30,000	30,000	-	30,000	30,000
3	Baht 15 million	12 December 2023	2.0 - 7.0	Repayable within December 2028	-	15,000	15,000	-	-	-
Long-term loans - net					7,500	56,250	63,750	8,125	48,750	56,875

					Consolidated financial statements				(Unit: Thousand Baht)	
					2023		2022			
Loan	Credit facilities	Agreement date	Interest rate (percent per annum)	Repayment schedule	Current portion	Long-term portion	Total	Current portion	Long-term portion	Total
Thai Eastern Bio Power Company Limited										
1	Baht 200 million	25 December 2019	With reference to MLR	Repayable in monthly installments starting from March 2020 to February 2027	28,800	60,800	89,600	28,800	89,600	118,400
Less: Unamortised costs relating to the borrowings					(143)	(286)	(429)	(143)	(429)	(572)
Long-term loans - net					28,657	60,514	89,171	28,657	89,171	117,828
Thai Eastern Top Seeds Oil Company Limited										
1	Baht 155 million	16 May 2017	With reference to MLR	Repayable in monthly installments starting from June 2018 to September 2031	9,600	68,400	78,000	13,200	78,000	91,200
Long-term loans - net					9,600	68,400	78,000	13,200	78,000	91,200
Total long-term loans of its subsidiaries - net					90,258	352,546	442,804	81,477	365,356	446,833

Movement of the long-term loans account during the years ended 31 December 2023 and 2022 are summarised below:

	(Unit: Thousand Baht)	
	Consolidated financial statements	
	<u>2023</u>	<u>2022</u>
Beginning balance	446,833	330,152
Add: Additional borrowings during the year	75,000	117,930
Front end fee amortisation	143	143
Less: Repayments during the year	(79,172)	(107,592)
Acquisition of subsidiary	-	106,200
Ending balance	<u>442,804</u>	<u>446,833</u>

The loan agreements contain several covenants which, among other things, require the subsidiaries to maintain debt-to-equity ratio and debt service coverage ratio at the rates prescribed in the agreements, and to maintain the equity portion to prevent it from descending into negative state.

As at 31 December 2023, the long-term credit facilities of the subsidiaries which have not yet been drawn down amounted to Baht 755 million (2022: Baht 405 million).

Long-term loans from financial institutions are secured as described in Note 16 to the consolidated financial statements.

16. Credit facilities

Credit facilities granted to the Group by financial institutions, as described in Note 13 and Note 15 to the consolidated financial statements, are secured by the following:

- a) Guarantees provided by the Company and the subsidiaries (E.Q. Rubber Company Limited, Thai Eastern Rubber Company Limited, Thai Eastern Innovation Company Limited and Thai Eastern Bio Power Company Limited) and the subsidiaries' directors.
- b) Mortgage of land and construction thereon of the subsidiaries (E.Q. Rubber Company Limited, Thai Eastern Rubber Company Limited, Thai Eastern Innovation Company Limited, Thai Eastern Bio Power Company Limited, Eastern Palm Oil Company Limited and Thai Eastern Top Seeds Oil Company Limited), and the subsidiaries' directors together with restrictions regarding the obligations on the land of the subsidiaries' shareholders (E.Q. Rubber Company Limited and Eastern Palm Oil Company Limited).
- c) Mortgage of certain items of machinery of the subsidiary (Eastern Palm Oil Company Limited).

- d) Registration of business collaterals of certain items of machinery of the subsidiaries (E.Q. Rubber Company Limited, Thai Eastern Innovation Company Limited, Thai Eastern Bio Power Company Limited and Thai Eastern Top Seeds Oil Company Limited).
- e) Pledges of certain items of land leasehold rights of the subsidiaries (E.Q. Rubber Company Limited, Thai Eastern Bio Power Company Limited and Thai Eastern Top Seeds Oil Company Limited).
- f) Transfer of benefits in insurance policies for assets which are secured under clause b), c) and d) including assets in the land lease according to clause e) to financial institutions.
- g) Pledges of bank deposits of the subsidiaries (E.Q. Rubber Company Limited, Eastern Palm Oil Company Limited and Thai Eastern Bio Power Company Limited).

17. Lease

The Group has lease contracts for used in its operations. Leases generally have lease terms between 3 - 30 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	Motor vehicles	Total
1 January 2022	324,814	34,262	359,076
Additions during the year	-	30,747	30,747
Lease modifications during the year	6,769	-	6,769
Reclassification to fixed assets	-	(17,461)	(17,461)
Depreciation for the year	(21,457)	(6,890)	(28,347)
Acquisition of subsidiary	82,657	-	82,657
31 December 2022	392,783	40,658	433,441
Additions during the year	-	21,453	21,453
Reclassification to fixed assets	-	(4,268)	(4,268)
Depreciation for the year	(21,567)	(9,558)	(31,125)
31 December 2023	371,216	48,285	419,501

	(Unit: Thousand Baht)
	Separate
	financial statements
	Motor vehicles
1 January 2022	1,824
Depreciation for the year	(369)
31 December 2022	1,455
Depreciation for the year	(369)
31 December 2023	1,086

b) Lease liabilities

	(Unit: Thousand Baht)	
	Consolidated	Separate
	financial statements	financial statements
	2023	2022
Lease payments	646,876	676,164
Less: Deferred interest expenses	(221,744)	(239,971)
Total	425,132	436,193
Less: Portion due within one year	(28,010)	(24,831)
Lease liabilities - net of current portion	397,122	411,362

Movements of the lease liabilities account during the years ended 31 December 2023 and 2022 are summarised below:

	(Unit: Thousand Baht)	
	Consolidated	Separate
	financial statements	financial statements
	2023	2022
Balance at beginning of year	436,193	341,739
Additions during the year	21,453	30,747
Lease modifications during the year	-	6,242
Accretion of interest during the year	19,502	19,570
Repayments during the year	(52,016)	(44,792)
Acquisition of subsidiary	-	82,687
Balance at end of year	425,132	436,193

A maturity analysis of lease payments is disclosed in Note 31.2 to the consolidated financial statements under the liquidity risk.

c) Expenses relating to leases that are recognised in profit or loss

	(Unit: Thousand Baht)			
	Consolidated		Separate	
	financial statements		financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Depreciation of right-of-use assets	31,125	28,347	369	369
Interest expenses on lease liabilities	19,502	19,570	18	34
Expenses relating to leases of low-value assets	10,179	8,119	202	176

d) Others

The Group had total cash outflows for leases for the year ended 31 December 2023 of Baht 62 million (2022: Baht 53 million) (the Company only: Baht 1 million, 2022: Baht 1 million), including the cash outflow related to leases of low-value assets.

18. Provision for long-term employee benefits

Provision for long-term employee benefits, which represents compensation payable to employees after they retire and other long-term employee benefit plan such as long service awards, as at 31 December 2023 and 2022 were as follows:

	Consolidated financial statements					(Unit: Thousand Baht)
	2023		2022			
	Post-employment benefits plan	Long service awards	Total	Post-employment benefits plan	Long service awards	
Provision for long-term employee benefits at beginning of year						
Included in profit or loss:						
Current service cost	3,675	1,546	5,221	3,665	1,610	5,275
Interest cost	885	128	1,013	785	121	906
Benefits paid during the year	(672)	(542)	(1,214)	(256)	(916)	(1,172)
Acquisition of subsidiary	-	-	-	532	-	532
Provision for long-term employee benefits at end of year	40,252	10,574	50,826	36,364	9,442	45,806
	Separate financial statements					(Unit: Thousand Baht)
	2023		2022			
	Post-employment benefits plan	Long service awards	Total	Post-employment benefits plan	Long service awards	
Provision for long-term employee benefits at beginning of year						
Included in profit or loss:						
Current service cost	1,327	225	1,552	1,297	229	1,526
Interest cost	321	16	337	286	14	300
Benefits paid during the year	-	(33)	(33)	(174)	-	(174)
Provision for long-term employee benefits at end of year	14,466	2,073	16,539	12,818	1,865	14,683

The Group expects to pay approximately Baht 1.6 million (2022: Baht 2.7 million) of long-term employee benefits during the next year and the Company only is approximately Baht 0.1 million (2022: Baht 0.6 million).

As at 31 December 2023, the weighted average duration of the liabilities for post-employment benefits plan of the Group is approximately 12 - 22 years (2022: 12 - 22 years) and the Company only is approximately 12 years (2022: 12 years) and the weighted average duration of the liabilities for long service awards of the Group is approximately 5 - 9 years (2022: 5 - 9 years) and the Company only is approximately 5 years (2022: 5 years).

Significant actuarial assumptions are summarised below:

	(Unit: Percent per annum)			
	Consolidated financial statements			
	Post-employment benefits plan		Long service awards	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Discount rate	2.25 - 3.12	2.25 - 3.12	1.20 - 1.89	1.20 - 1.89
Salary increase rate	3.00 - 6.00	3.00 - 6.00	3.00 - 6.00	3.00 - 6.00
Turnover rate	1.91 - 34.38	1.91 - 34.38	1.91 - 34.38	1.91 - 34.38

	(Unit: Percent per annum)			
	Separate financial statements			
	Post-employment benefits plan		Long service awards	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Discount rate	2.25	2.25	1.20	1.20
Salary increase rate	5.00	5.00	5.00	5.00
Turnover rate	2.87 - 28.65	2.87 - 28.65	2.87 - 28.65	2.87 - 28.65

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation as at 31 December 2023 and 2022 are summarised below:

(Unit: Thousand Baht)

As at 31 December 2023								
	Consolidated financial statements				Separate financial statements			
	Post-employment		Long service awards		Post-employment		Long service awards	
	benefits plan				benefits plan			
	Increase 1%	Decrease 1%	Increase 1%	Decrease 1%	Increase 1%	Decrease 1%	Increase 1%	Decrease 1%
Discount rate	(4,305)	5,027	(380)	411	(1,424)	1,602	(40)	43
Salary increase rate	5,288	(4,557)	332	(317)	1,688	(1,508)	48	(46)
	Change	Change	Change	Change	Change	Change	Change	Change
	increase 20%	decrease 20%	increase 20%	decrease 20%	increase 20%	decrease 20%	increase 20%	decrease 20%
Turnover rate	(3,237)	4,032	(1,055)	1,270	(1,236)	1,366	(63)	69

(Unit: Thousand Baht)

As at 31 December 2022								
	Consolidated financial statements				Separate financial statements			
	Post-employment		Long service awards		Post-employment		Long service awards	
	benefits plan				benefits plan			
	Increase 1%	Decrease 1%	Increase 1%	Decrease 1%	Increase 1%	Decrease 1%	Increase 1%	Decrease 1%
Discount rate	(4,102)	4,821	(331)	355	(1,417)	1,607	(45)	48
Salary increase rate	4,666	(4,028)	280	(269)	1,524	(1,361)	44	(42)
	Change	Change	Change	Change	Change	Change	Change	Change
	increase 20%	decrease 20%	increase 20%	decrease 20%	increase 20%	decrease 20%	increase 20%	decrease 20%
Turnover rate	(3,777)	4,558	(648)	763	(1,116)	1,231	(61)	66

19. Share capital

Movements of share capital during the year ended 31 December 2022 are summarised below.

- a) On 11 March 2022, the Annual General Meeting of the Company's shareholders for the year 2022 passed resolutions on the following significant matters.
- A change in the par value of the Company's ordinary shares from Baht 100 per share to Baht 1 per share, such that the Company's registered and issued and paid-up share capital was changed from 7,859,928 ordinary shares with a par value of Baht 100 each to 785,992,800 ordinary shares with a par value of Baht 1 each. The Company registered the change in the par value of its ordinary shares with the Ministry of Commerce on 11 March 2022.
 - An increase in the Company's registered share capital from Baht 785,992,800 (785,992,800 ordinary shares with a par value of Baht 1 each) to Baht 1,080,000,000 (1,080,000,000 ordinary shares with a par value of Baht 1 each) through the issuance of 294,007,200 new ordinary shares with a par value of Baht 1, which are to be allocated as follows:
 - 1) 24,007,200 ordinary shares at the price of Baht 1 each to be offered to existing shareholders in proportion to their respective shareholdings (Right Offering)
 - 2) 270,000,000 ordinary shares at the price of Baht 1 each to be offered through an initial public offering (IPO)

The Company registered the increase in its registered share capital with the Ministry of Commerce on 11 March 2022.

Subsequently, the Company called up the share capital offered to existing shareholders of 24,007,200 ordinary shares with par value of Baht 1 each, totaling Baht 24 million. The Company received the share payment in March 2022.

- b) During 21 to 23 September 2022, the Company made an initial public offering of 270,000,000 newly issued ordinary shares with a par value of Baht 1 each, at an offering price of Baht 4.80 per share, amounting to Baht 1,296 million. Subsequently on 26 September 2022, the Company has received full payment of the additional capital and then registered the increase of its issued and paid-up share capital from Baht 810 million (810,000,000 ordinary shares with a par value of Baht 1 each) to Baht 1,080 million (1,080,000,000 ordinary shares with a par value of Baht 1 each) with the Ministry of Commerce on 27 September 2022. The Stock Exchange of Thailand approved the Company's ordinary shares as listed securities, with trading permitted on 30 September 2022.

The Company incurred expenses relating to the share offering amounting to approximately Baht 32 million, and these expenses were recorded as a deduction against share premium.

20. 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.

21. Surplus on business combination under common control

The balance of differences on reorganisation of business of the Group as at 31 December 2023 and 2022 are as follows:

(Unit: Million Baht)

	Consolidated financial statements				
		Surplus (deficit) on business combination under common control			
Company	Transaction date	As at acquisition date			
		Net book value			
		Acquisition	of acquired		
		cost	assets (liabilities)	2023	2022
E.Q. Rubber Company Limited	9 October 2017	395	660	265	265
Eastern Palm Oil Company Limited	9 October 2017	265	162	(103)	(103)
Thai Eastern Bio Power Company Limited	9 October 2017	14	(7)	(21)	(21)
Thai Eastern Corporation Company Limited	9 October 2017	3	125	122	122
Thai Eastern Logistics Company Limited	1 November 2018	1	2	1	1
Total				264	264

22. 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>
Raw materials and consumables used	11,087,842	11,909,316	-	-
Purchases of goods for resales	295,387	774,672	-	-
Changes in inventories of finished goods and work in progress	(845,674)	582,441	-	-
Salaries, wages and other employee benefits	381,683	392,731	46,318	45,794
Depreciation and amortisation	330,795	320,115	1,802	2,177
Rubber planting aid expenses	189,767	200,845	-	-
Transportation and freight expenses	281,035	293,470	-	-
Energy and other utility expenses	72,939	60,003	-	-
Repair and maintenance expenses	114,697	124,435	474	478

23. Income tax

Income tax for the years ended 31 December 2023 and 2022 are 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	(24,429)	(10,434)	-	-
Adjustment in respect of income tax of previous year	-	(365)	-	-
Deferred tax:				
Relating to origination and reversal of temporary differences	3,329	2,574	725	207
Income tax reported in profit or loss	<u>(21,100)</u>	<u>(8,225)</u>	<u>725</u>	<u>207</u>

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 before tax	<u>236,075</u>	<u>692,278</u>	<u>107,863</u>	<u>857,479</u>
Applicable tax rate	20%	20%	20%	20%
Accounting profit before tax multiplied by				
income tax rate	(47,215)	(138,456)	(21,573)	(171,496)
Adjustment in respect of income tax of previous year	-	(365)	-	-
Previously deductible temporary differences and unrecognised tax losses that is used to reduce current tax expense	6,716	2,898	6,132	35
Deductible temporary differences and tax losses which were not recognised as deferred tax during the current year	(16,317)	(19,756)	-	(46)
Effects of:				
Promotional privileges (Note 24)	42,964	130,372	-	-
Tax-exempt income	2,748	4,800	15,791	171,888
Share of profit (loss) from joint ventures	(2,026)	12,307	-	-
Others	(7,970)	(25)	375	(174)
Total	<u>35,716</u>	<u>147,454</u>	<u>16,166</u>	<u>171,714</u>
Income tax reported in profit or loss	<u>(21,100)</u>	<u>(8,225)</u>	<u>725</u>	<u>207</u>

The components of deferred tax assets and deferred tax liabilities as at 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 assets				
Provision for long-term employee benefits	10,148	8,979	3,308	2,754
Deferred government grants	3,105	3,883	-	-
Leases	4,816	2,986	-	-
Total	18,069	15,848	3,308	2,754
Deferred tax liabilities				
Differences from residual value and depreciation for accounting and tax purpose	5,547	5,737	172	343
Acquisition of subsidiary	3,822	4,740	-	-
Total	9,369	10,477	172	343
Deferred tax assets - net	<u>8,700</u>	<u>5,371</u>	<u>3,136</u>	<u>2,411</u>

As at 31 December 2023, the Group has deductible temporary differences and unused tax losses totaling Baht 888 million (the Company only: Baht 15 million) (2022: Baht 767 million and the Company only: Baht 47 million), on which deferred tax assets have not been recognised as the Group believes 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 of totaling Baht 738 million (the Company only: Baht 14 million) (2022: Baht 692 million and the Company only: Baht 46 million) will expire within 2028.

24. Promotional privileges

The subsidiaries have received promotional privileges from the Board of Investment, which included among other things, an exemption from corporate income tax for net profit derived from the promoted operations. The privileges are summarised as follows:

	Certificate No.	Corporate income tax exemption period	The date the promoted operations begin generating revenues
E.Q. Rubber Company Limited			
Manufacture of block rubber	1129(2)/2557	8 years	3 December 2014
Manufacture of block rubber	63-0593-1-00-1-0	3 years	3 December 2022
Manufacture of block rubber	66-1171-2-00-1-0	3 years	Not commenced generating revenues
Thai Eastern Innovation Company Limited			
Manufacture of block rubber	2260(2)/2555	8 years	8 December 2014
Manufacture of block rubber	2413(2)/2557	8 years	12 March 2019
Eastern Palm Oil Company Limited			
Manufacture of crude palm oil and palm seed oil	63-0180-1-00-1-0	5 years	Not commenced generating revenues
Thai Eastern Bio Power Company Limited			
Manufacture of biogas	2259(8)/2557	8 years	30 April 2016
Manufacture of biogas	65-0217-1-00-1-0	8 years	Not commenced generating revenues
Thai Eastern Top Seeds Oil Company Limited			
Manufacture of palm seed oil	59-1716-1-00-1-0	5 years	1 May 2018

25. Earnings per share

Basic earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year, after reflecting the effect of stock split as mentioned in Note 19 to the consolidated financial statements.

	Consolidated financial statements		Separate financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Profit attributable to equity holders of the Company (Thousand Baht)	214,900	683,960	108,588	857,687
Weighted average number of ordinary shares (Thousand shares)	1,080,000	876,755	1,080,000	876,755
Basic earnings per share (Baht per share)	0.20	0.78	0.10	0.98

26. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance.

For management purposes, the Group is organised into business units based on its products and services and have four reportable segments as follows:

- Block rubber and concentrated latex segment is a segment that is engaged in manufacture and distribution of block rubber products and concentrated latex.
- Crude palm oil segment is a segment that is engaged in manufacture and distribution of crude palm oil and palm seed oil.
- Energy segment is a segment that is engaged in manufacture and distribution of electricity and biogas and treatment services of organic waste disposal.
- Other segments are engaged in logistic services and other services. These services are provided mainly to the Group, with minor services provided externally.

No operating segments have been aggregated to form the above reportable operating segments.

The chief operating decision maker monitors the operating results of the business units separately for the purpose of making decisions about resource allocation and assessing performance. Segment performance is measured based on operating profit or loss and total assets and on a basis consistent with that used to measure operating profit or loss and total assets in the financial statements.

The basis of accounting for any transactions between reportable segments is consistent with that for third party transactions.

The following tables present revenue and profit information regarding the Group's operating segments for the years ended 31 December 2023 and 2022 are as follows:

(Unit: Million Baht)

	Block rubber and concentrated latex segment		Crude palm oil segment		Energy segment		Others		Elimination of inter-segment		Consolidation financial statements	
	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
Revenues:												
Revenue from external customers	10,093	11,883	1,907	3,401	133	108	10	11	-	-	12,143	15,403
Inter-segment revenues	-	-	-	6	116	100	115	125	(231)	(231)	-	-
Total revenues	10,093	11,883	1,907	3,407	249	208	125	136	(231)	(231)	12,143	15,403
Segment profit (loss)	356	874	(40)	(49)	94	46	(13)	(14)	(27)	(7)	370	850
Unallocated income and expenses:												
Loss on exchange rates											(11)	(106)
Share of profit (loss) from investments in joint ventures											(10)	62
Finance income											8	10
Finance cost											(121)	(124)
Profit before income tax											236	692
Income tax											(21)	(8)
Profit for the year											215	684

Revenues from sales of block rubber, concentrated latex, crude palm oil, energy and others by geographical segments are as follows:

(Unit: Million Baht)		
Consolidated financial statements		
For the year ended 31 December		
	<u>2023</u>	<u>2022</u>
Segment in Thailand	7,235	9,079
Segment in overseas	4,908	6,324
Total	<u>12,143</u>	<u>15,403</u>

Transfer prices between business segments are as set out in Note 6 to the consolidated financial statements.

Major customers

For the year 2023, the subsidiary has revenue from two major customers in amount approximately of Baht 1,219 million and Baht 1,114 million (2022: Revenue from two major customers in amount of Baht 2,084 million and Baht 2,051 million), arising from block rubber and concentrated latex segment.

27. Provident fund

The Group and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. Both the Group and employees contribute to the fund monthly at the rate of 3 and 5 percent of basic salary. The fund, which is managed by Krungsri Asset Management Company Limited, will be paid to employees upon termination in accordance with the fund rules. The contributions for the year 2023 amounting to Baht 3 million (2022: Baht 3 million) and the Company only Baht 1 million (2022: Baht 1 million) were recognised as expenses.

28. Dividend

<u>Dividend</u>	<u>Approved by</u>	<u>Dividend paid</u> (Thousand Baht)	<u>Dividend paid per share</u> (Baht)
Interim dividend for 2022	Board of directors meeting on 3 September 2022	810,000	1.00
Total dividend for 2022		<u>810,000</u>	<u>1.00</u>
Final dividend for 2022	Annual General Meeting of the shareholders on 25 April 2023	280,800	0.26
Total dividend for 2023		<u>280,800</u>	<u>0.26</u>

29. Commitments and contingent liabilities

(Unit: Million Baht)

	Consolidated financial statements	
	<u>2023</u>	<u>2022</u>
Capital commitments related to the acquisitions of buildings, equipment, and intangible assets		
Baht	116	116
US Dollar	54	6
Malaysian Ringgit	6	-
Total	<u>176</u>	<u>122</u>
Lease commitments relating to leases of low-value assets		
Payable:		
In up to 1 year	9	6
In over 1 and up to 5 years	7	7
Total	<u>16</u>	<u>13</u>
Service commitments		
Payable:		
In up to 1 year	6	8
In over 1 and up to 5 years	-	6
Total	<u>6</u>	<u>14</u>

Guarantees

As at 31 December 2023, there were outstanding bank guarantees of approximately Baht 133 million issued by bank on behalf of the Subsidiaries (E.Q. Rubber Company Limited and Thai Eastern Innovation Company Limited) to guarantee their loan amount.

30. Fair value hierarchy

As at 31 December 2023 and 2022, the subsidiaries had the assets and liabilities that were measured at fair value using different levels of inputs as follows:

(Unit: Million Baht)

	Consolidated financial statements							
	Level 1		Level 2		Level 3		Total	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Assets measured at fair value								
Foreign exchange forward contracts	-	-	33.6	13.3	-	-	33.6	13.3
Liabilities measured at fair value								
Foreign exchange forward contracts	-	-	0.3	0.9	-	-	0.3	0.9

31. Financial instruments

31.1 Derivatives

	(Unit: Million Baht)	
	Consolidated financial statements	
	<u>2023</u>	<u>2022</u>
Derivative assets		
Derivative assets not designated as hedging instruments		
- Foreign exchange forward contracts	<u>33.6</u>	<u>13.3</u>
Derivative liabilities		
Derivative liabilities not designated as hedging instruments		
- Foreign exchange forward contracts	<u>0.3</u>	<u>0.9</u>

Derivatives not designated as hedging instruments

The Group uses forward exchange contracts to manage some of its transaction exposures. The contracts are entered into for periods consistent with the foreign currency exposure of the underlying transactions, generally from 1 to 12 months.

31.2 Financial risk management objectives and policies

The Group's financial instruments principally comprise cash and cash at bank, trade and other receivables, short-term loans to related parties, short-term loans from financial institutions, trade and other payables, short-term loans from related parties, long-term loans from financial institutions and lease liabilities. 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, short-term loans to related parties and other financial instruments. The maximum exposure to credit risk is limited to the carrying amounts as stated in the statements 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 base in various industries.

Financial instruments and cash deposits

The Group manages the credit risk from balances with banks and financial institutions by making investments only with approved counterparties.

The credit risk on debt instruments and derivatives is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

Market risk

There are three types of market risk comprising foreign currency risk, interest rate risk and commodity price risk.

Foreign currency risk

The Group's exposure to the foreign currency risk relates primarily to its trading transactions that are denominated in foreign currency. The Group seeks to reduce this risk by entering into foreign exchange forward contracts when it considers appropriate. Generally, the forward contracts mature within one year.

As at 31 December 2023 and 2022, the balances of financial assets and financial liabilities of the subsidiaries denominated in foreign currency 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	4.1	4.7	0.6	0.4	34.2233	34.5624

Foreign currency sensitivity analysis

The following tables demonstrate the sensitivity of the Group's profit before tax to a reasonably possible change in US dollar exchange rate, with all other variables held constant. The impact on the Group's profit before tax is due to changes in the fair value of monetary assets and liabilities including non-designated foreign currency derivatives as at 31 December 2023 and 2022. The Group's exposure to foreign currency changes for other currencies is not material.

Currency	Consolidated financial statements			
	2023		2022	
	Change	Effect on profit	Change	Effect on profit
	increase/decrease	before tax	increase/decrease	before tax
	(Percent)	(Thousand Baht)	(Percent)	(Thousand Baht)
US dollar	+1	(8,534)	+1	(14,698)
US dollar	-1	8,534	-1	14,698

As at 31 December 2023 and 2022, the outstanding forward exchange contracts of the subsidiaries were summarised below.

2023			
Consolidated financial statements			
Foreign currency	Amount	Contractual exchange rate	Contractual maturity date
	(Million)	(Baht per 1 foreign currency unit)	
Contracts to purchase foreign currencies			
US dollar	1.2	33.7000 to 34.3500	18 January 2024 to 3 July 2024
Contracts to sell foreign currencies			
US dollar	30.0	34.2800 to 36.4450	15 March 2024 to 17 June 2024

2022			
Consolidated financial statements			
Foreign currency	Amount	Contractual exchange rate	Contractual maturity date
	(Million)	(Baht per 1 foreign currency unit)	
Contracts to sell foreign currencies			
US dollar	38.3	33.8700 to 37.4300	27 March 2023 to 5 July 2023

Interest rate risk

The Group's exposure to interest rate risk relates primarily to its cash at banks, short-term loans to related parties, short-term loans from financial institutions, short-term loans from related parties, long-term loans from financial institutions and lease liabilities. 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 therefore considers that the interest rate risk is low. At present, the Group has no policy to use derivatives to manage the interest rate risk.

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).

Consolidated financial statements												(Unit: Million Baht)	
Fixed interest rates													
Within 1 year		Over 1 - 5 years		Over 5 years		Floating interest rate		Non-interest bearing		Total		Effective interest rate	
2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022
(% per annum) (% per annum)													
<u>Financial assets</u>													
Cash and cash equivalents													
-	-	-	-	-	-	7	10	61	205	68	215	0.35 - 0.60	0.04 - 0.35
Trade and other receivables													
-	-	-	-	-	-	-	-	722	1,116	722	1,116	-	-
Short-term loans to related parties													
103	100	-	-	-	-	-	-	-	-	103	100	Note 6	Note 6
Other current financial assets													
3	14	-	-	-	-	-	-	-	-	3	14	0.50 - 1.15	0.45 - 0.85
Restricted bank deposits													
89	89	-	-	-	-	-	-	-	-	89	89	0.50 - 1.15	0.45 - 0.50
195	203	-	-	-	-	7	10	783	1,321	985	1,534		
<u>Financial liabilities</u>													
Bank overdrafts and short-term													
loans from financial institutions													
2,692	2,411	-	-	-	-	-	-	-	-	2,692	2,411	Note 13	Note 13
Trade and other payables													
-	-	-	-	-	-	-	-	355	309	355	309	-	-
Long-term loans from financial													
institutions													
23	26	106	94	-	-	314	327	-	-	443	447	Note 15	Note 15
Lease liabilities													
28	25	73	137	324	274	-	-	-	-	425	436	3.05 - 5.18	2.63 - 5.18
2,743	2,462	179	231	324	274	314	327	355	309	3,915	3,603		

(Unit: Million Baht)

	Separate financial statements							
	As at 31 December							
	Fixed interest rates		Non-interest bearing		Total		Effective interest rate	
	Within 1 year						2023	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
							(% per annum)	(% per annum)
<u>Financial assets</u>								
Cash and cash equivalents	-	-	2	144	2	144	-	-
Trade and other receivables	-	-	20	12	20	12	-	-
Short-term loans to								
related parties	1,314	1,076	-	-	1,314	1,076	Note 6	Note 6
Dividend receivable from								
related party	-	-	-	283	-	283	-	-
	<u>1,314</u>	<u>1,076</u>	<u>22</u>	<u>439</u>	<u>1,336</u>	<u>1,515</u>		
<u>Financial liabilities</u>								
Trade and other payables	-	-	5	4	5	4	-	-
Short-term loans from								
related parties	-	13	-	-	-	13	-	Note 6
Lease liabilities	-	1	-	-	-	1	-	3.81
	<u>-</u>	<u>14</u>	<u>5</u>	<u>4</u>	<u>5</u>	<u>18</u>		

Interest rate sensitivity analysis

The Group's interest rate risk arises from borrowings. 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% per annum, with all other variables held constant, the impact of floating rate borrowings on profit before tax would be as follows:

	(Thousand Baht)	
	Consolidated	
	financial statements	
	2023	2022
Impact to profit before tax in profit or loss		
- Decrease in interest rate by 1 percent, pre-tax profit increase	3,359	3,275
- Increase in interest rate by 1 percent, pre-tax profit decrease	(3,359)	(3,275)

Commodity price risk

The Group is affected by the price volatility of certain commodities. Its operating activities require the ongoing purchase and therefore require a continuous supply of rubber and palm fruit. The Group is exposed to changes in the price of rubber and palm fruit on its forecast rubber and palm fruit purchases.

The Group considers that the commodity risk is low, since the Group determines the selling prices based on the changing market prices of rubber and palm fruit.

Liquidity risk

The Group monitors the risk of a shortage of liquidity through the use of bank loans and lease contracts. The Group considers that the liquidity risk is low, since the Group has access to a sufficient variety of sources of funding.

The table below summarises the maturity profile of the Group's non-derivative financial liabilities and derivative financial instruments as at 31 December 2023 and 2022 based on contractual undiscounted cash flows:

Consolidated financial statements										(Unit: Thousand Baht)	
On demand		Less than 1 year		1 to 5 years		> 5 years		Total			
2023	2022	2023	2022	2023	2022	2023	2022	2023	2022		
Non-derivatives											
Short-term loans from financial institutions		100,000	205,930	2,604,603	2,218,500	-	-	-	-	2,704,603	2,424,430
Trade and other payables		-	-	355,163	309,047	-	-	-	-	355,163	309,047
Long-term loans from financial institutions		-	-	108,270	150,970	364,341	306,320	28,689	18,276	501,300	475,566
Lease liabilities		-	-	46,824	43,889	138,139	251,426	461,913	380,849	646,876	676,164
Total non-derivatives		100,000	205,930	3,114,860	2,722,406	502,480	557,746	490,602	399,125	4,207,942	3,885,207
Derivatives											
Derivative liabilities: net settled		-	-	287	854	-	-	-	-	287	854
Total derivatives		-	-	287	854	-	-	-	-	287	854

(Unit: Thousand Baht)

Separate financial statements

On demand		Less than 1 year		1 to 5 years		Total
2023	2022	2023	2022	2023	2022	2023 2022
Non-derivatives						
Trade and other payables	-	-	4,446	-	-	5,315 4,446
Short-term loans from related parties	-	12,500	-	-	-	- 12,500
Lease liabilities	-	-	448	-	262	261 710
Total non-derivatives	-	12,500	4,894	-	262	5,576 17,656v

31.3 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 statements of financial position.

32. Capital management

The primary objective of the Group's capital management is to ensure that they have appropriate capital structures in order to support its business and maximise shareholder value.

As at 31 December 2023 and 2022, the Group's debt-to-equity ratio was summarised below.

	Consolidated financial statements		Separate financial statements	
	<u>2023</u>	<u>2022</u>	<u>2023</u>	<u>2022</u>
Debt-to-equity ratio	1.33	1.14	0.01	0.01

33. Events after the reporting period

On 28 February 2024, the Company's Board of Directors meeting passed a resolution to approve a dividend payment in respect of retained earnings and operating results of 2023 to shareholders of Baht 0.1 per share, totaling of Baht 108 million. This will be proposed to the Annual General Meeting of the Company's shareholders for approval.

34. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 28 February 2024.

4

การรับรองความถูกต้อง ของข้อมูล เอกสารแบบ



Data authentication

To certify the accuracy of the information in the annual information disclosure form/annual report, the authorized director must sign to bind the company. Sign and seal the company seal (if any) in the annual information disclosure form/annual report, and authorize any person to sign the document in the annual information report instead, using the format and text as follows:

The company has carefully reviewed the information in the annual information disclosure form/previous year's report. The company certifies that such information is correct, complete, not false, misleading, or lacking information that should be disclosed. In addition, the company certifies that

- (1) The financial statements and financial information summarized in the annual information disclosure form/annual report show complete and accurate information in all material respects regarding the financial position, operating results, and cash flows of the Company and its subsidiaries.
- (2) The company has set up an information disclosure system to ensure that the company discloses material information about the company and its subsidiaries correctly and completely as supervising the implementation of such a system.
- (3) The company has set up an internal control system and supervised it to ensure compliance with such a system. It has informed the company's internal control assessment information as of the latest date to the Company's auditor and audit committee, which covers deficiencies in significant changes in the internal control system, including misconduct that may affect the preparation of financial reports of the company and its subsidiaries.

In this regard, as evidence that All documents are the same set of documents the Company has assigned Ms. Sineenuch Kokanutaporn to sign every page of this document. If any document does not have a signature Ms. Sineenuch Kokanutaporn has directed that the company will not use the information that the company has certified the accuracy of the above information.

Name		Position
1. Mr. Chalerm Kokanutaporn		Director
2. Ms. Sineenuch Kokanutaporn		Director

Name		Position
Authorized person	Ms. Sineenuch Kokanutaporn	Director



Attachment 1

Details about the board of directors, executives, controlling authorities, those assigned with the ultimate responsibility in accounting and finance, individuals directly responsible for overseeing accounting, and the company secretary

Details of Director



Mr. Anon Sirisaengtaksin
Independent Director / Chairman



Mr. Prawit Kijpaisalrattana
Independent Director / Inspection Chairman



Dr. Ekarin Vasanassong
Independent Director / Audit Committee /
Nomination and Remuneration Chairman



Dr. Vorapong Janyangyuen
Independent Director / Audit Committee /
Nomination and Compensation Committee



Mr. Apichart Kasemkulsiri
Independent Director /
Risk management Chairman



Mr. Chalerm Kokanutaporn
Director / Management Chairman /
Chief Executive Officer



Ms. Sineenuch Kokanutaporn
Director / Risk Director Executive
Director / Managing Director



Dr. Kamolthip Komolyudtaphaet
Executive Director /
Chief Financial Officer



Mr. Kongkit Kokanutaporn
Director / Executive Director /
Chief Operation Officer - Energy



Mr. Kerkkun Kokanutaporn
Director / Risk Director /
Executive Director / Chief Operation
Officer - Rubber and Palm



Mr. Wongkrit Jiamsripong
Executive Director /
Chief Strategy Officer

1.1 Details of Directors, Executives and Company Secretary

1.1.1 Thai Eastern Group Holdings Public Company Limited (TEGH)



Mr. Anon Sirisaengtaksin

Independent Director / Chairman

Age (year) 71

Appointed on May 23, 2019

Educational qualifications and training

- Ph.D.: Public Administration Honorary Doctorate Degree, Bangkokthonburi University
- Master's Degree: Business Administration, Thammasat University
- Bachelor's degree: Bachelor of Science in Geology Chulalongkorn University
- DCP 73/2549
- DAP 2/2549

Shareholding proportion in the Company (%)

0.009

Family relationship between directors / executives

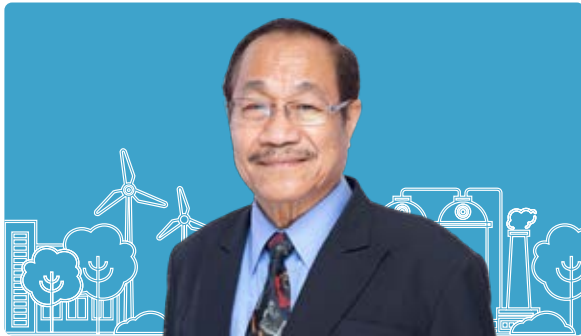
N/A

Work experience in the past 5 years

2021 – Present	Director Banpu Innovation and Ventures Company Limited Experimental research and development in engineering and other technologies
2020 – Present	Independent Director / Chairman of the Remuneration, Nomination and Corporate Governance Committee / Member of the Risk Management Committee CIMB Thai Bank Public Company Limited Financial institution
2020 – Present	Independent Director / Member of the Audit Committee / Member of the Nomination and Remuneration Committee Saha Union Public Company Limited Manufacture of textiles, plastics, rubber and metals, computer business Electric power business and others in China, hotel business and other investment business
2019 – Present	Independent Director / Chairman Thai Eastern Group Holdings Public Company Limited Conducting business by holding shares in other companies (Holding Company)

Work experience in the past 5 years

2016 – Present	Director / Governance and Nomination Committee Member / Consultant Banpu Public Company Limited Resources, Energy and Utilities Green Chemical
2012 – 2021	Chairman Emery Oleochemical (M) Sdn. Bhd. Green Chemical
2012 – 2021	Chairman Emery Specialty Chemical Sdn. Bhd. Green Chemical
2014 – 2020	Chairman PTTGC Innovation America Corporation Green Chemical
2014 – 2020	Chairman Nature Works LLC. Green Chemical
2014 – 2020	Chairman PTTGC International (USA) Inc. Services & Others
2012 – 2020	Chairman Vencorex Holding Performance Materials & Chemicals
2012 – 2020	Chairman PTT Chemical International Private Ltd. Services & Others
2012 – 2020	Chairman PTT International (Netherlands) B.V. Services & Others
2007 – 2019	Honorary member of the Institute Council King Mongkut's Institute of Technology Ladkrabang Military Officer petroleum higher education institution
2018 – 2019	Director / Member of the Risk Management Committee PTT Global Chemical Public Company Limited Petroleum
2014 – 2018	Chairman of the Risk Management Committee Pracharat Collaboration Project petroleum
2016 – 2017	Head of the Bio economy working group Asset management company Bangkok Commercial Public Company Limited petroleum
2009 – 2017	Independent Director / Chairman of the Audit Committee / Chairman of the Nomination and Remuneration Committee Industrial Cluster Development Karma of the Future (New S-Curve) Non-performing asset management



Mr. Prawit Kijpaisalrattana

Independent Director / Chairman of Audit and Corporate

Governance Committee

Age (year) 70

Appointed on 28 August 2018

Educational qualifications and training

- Master's Degree: Accounting, Thammasat University
- Bachelor's Degree: Financial Accounting
Thammasat University
- DAP 120/2015
- AACCP 30/2018
- BNCP 7/2019/2561
- BNCP 7/2562

Shareholding proportion in the Company (%)

N/A

Family relationship between directors / executives

N/A

Work experience in the past 5 years

2018 – Present	Independent Director / Chairman of Audit Committee Thai Eastern Group Holdings PCL Conducting business by holding shares in other companies (Holding Company)
2014 – Present	Independent Director / Chairman of Audit Committee / Chairman of Nomination and Compensation Committee ZEN CORPORATION GROUP PCL Restaurant
2015 – 2020	Chairman of Audit Committee / Chairman of Nomination and Compensation Committee BAANSUAY GROUP (SURATTHANI) PCL Real Estate



Dr. Ekarin Vasanasong

Independent Director / Audit and Corporate Governance

Committee / Nomination and Remuneration Chairman

Age (year) 52

Appointed on 28 August 2018

Educational qualifications and training

- PhD: Electrical Engineering University of New South Wales
- Master's Degree: Electrical Engineering, Kasetsart University
- Bachelor's Degree: Electrical Engineering Mahanakorn University of Technology
- DAP 140/2017
- BNCP 8/2019

Shareholding proportion in the Company (%)

N/A

Family relationship between directors / executives

N/A

Work experience in the past 5 years

2018 – Present	Independent Director / Audit Committee / Chairman of Nomination and Compensation Committee Thai Eastern Group Holdings PCL Conducting business by holding shares in other companies (Holding Company)
2017 – Present	Deputy Director of Strategy and Urban Development Group THE KRUNG THEP THANAKOM Co., Ltd. Transport and loading cargo including passengers
2017 – Present	Independent Director EAST COAST FURNITECH PCL Furniture manufacturing
2012 – Present	Junior Director Public Relations Council of Engineers Council of Engineers
2005 – Present	Managing partner REEN CONSULTANT LIMITED PARTNERSHIP News
2009 – 2017	Project Manager Navanakorn Electric Co., Ltd. Production and transmission of electricity



Dr. Vorapong Janyangyuen

Independent Director / Audit and Corporate Governance

Committee / Nomination and Compensation Committee

Age (year) 50

Appointed on 28 August 2018

Educational qualifications and training

- Doctorate Degree: Business Administration (Finance), Chulalongkorn University
- Master's Degree: Business Administration (Finance) University of Denver
- Bachelor's Degree: Business Administration (Finance), Assumption University
- DAP 153/2018
- BNCP 8/2019

Shareholding proportion in the Company (%)

N/A

Family relationship between directors / executives

N/A

Work experience in the past 5 years

2018 – Present	Independent Director / Audit Committee / Nomination and Compensation Committee Thai Eastern Group Holdings PCL Conducting business by holding shares in other companies (Holding Company)
2017 – Present	Director Faculty of Commerce and Accountancy, Thammasat University Education
2002 – Present	Managing Director NORTHCAPE LEARNING CENTER Co., Ltd. Management Consulting
2000 – Present	Special Instructor College of Management, Mahidol University Education



Mr. Apichart Kasemkulsiri

Independent Director / Chairman of Risk and

Sustainability management

Age (year) 58

Appointed on 21 April 2020

Educational qualifications and training

- Master's Degree: Bachelor of Business Administration
- Sasin Graduate Institute of Business Administration of Chulalongkorn University
- Bachelor's Degree: Banking and Finance Chulalongkorn University
- DCP 73/2549

Shareholding proportion in the Company (%)

N/A

Family relationship between directors / executives

N/A

Work experience in the past 5 years

2020 – Present	Independent Director / Chairman of Risk Management Committee Thai Eastern Group Holdings PCL Conducting business by holding shares in other companies (Holding Company)
2020 – Present	Director LUMPINI PROJECT MANAGEMENT SERVICES Building construction
2020 – Present	Director KAMALA SENIOR LIVING Co., Ltd. Real Estate
2019 – Present	Independent Director / Audit Chairman THITIKORN PCL Leasing of motorcycles and cars
2019 – Present	Director DOLSIRI DEVELOPMENT Co., Ltd. Real Estate
2018 – Present	Director / Executive Director / Risk Management Committee/ Finance Management Committee L.P.N.DEVELOPMENT PCL Real Estate
2018 – Present	Director LPP PROPERTY MANAGEMENT Co., Ltd. Real Estate
2018 – Present	Director PORN Santi Co., Ltd. Real Estate
2018 – Present	Director LPC SOCIAL ENTERPRISE Co., Ltd. Cleaning service
2017 – Present	Director CHONGCHARNKIT Co., Ltd. Real Estate
2017 – Present	Director SRI SAM ANK SUPPLIER Co., Ltd. Shoes manufacturing and selling
2004 – Present	Director T.KRUNGTHAI INDUSTRIES PCL Plastic parts manufacturing and mold business for plastic parts manufacturing.
1996 – Present	Director T. THAI SNACK FOODS CO., LTD Production and export of snack foods



Mr.Chalerm Kokanutaporn

Director / Chief Executive Officer

Age (year) 52

Appointed on 14 February 2007

Educational qualifications and training

- Master's Degree: Economics Murray State University
- Bachelor's Degree: Marketing Assumption University
- DCP 132/2010

Shareholding proportion in the Company (%)

1.89

Family relationship between directors / executives

The brother of Ms.Sineenuch Kokanutaporn

Mr.Kongkit Kokanutaporn and Mr.Kerkkun Kokanutaporn

Work experience in the past 5 years

2007 – Present	Director / Executive Director / Chief Executive Officer Thai Eastern Group Holdings PCL Conducting business by holding shares in other companies (Holding Company)
2018 – Present	Director K Ventures Capital Co., Ltd. Conducting business by holding shares in other companies (Holding Company)
2018 – Present	Director TEG Asset Co., Ltd. Conducting business by holding shares in other companies (Holding Company)
2015 – Present	Director Thai Eastern Bio Power Co., Ltd. Renewable energy
2015 – Present	Director Thai Eastern Industrial Land Co., Ltd. Industrial zone
2015 – Present	Director TEGA Holdings Co., Ltd. Conducting business by holding shares in other companies (Holding Company)

Work experience in the past 5 years

2015 – Present	Director Thai Eastern Utility Co., Ltd. Utilities
2014 – Present	Director Thai Eastern Top Seed Oil Co., Ltd. Manufacture and sale of crude palm oil
2013 – Present	Director Thai Eastern Trad Co., Ltd. Manufacture and sale of crude palm oil
2013 – Present	Director Thai Eastern Oganica Co., Ltd. Medicinal plant
2011 – Present	Director Thai Eastern Property Management Co., Ltd. Real Estate
2011 – Present	Director Thai Eastern Logistic Co., Ltd. Logistic
2010 – Present	Director Thai Eastern Bio Power Co., Ltd. Renewable energy
2010 – Present	Director Thai Eastern Corporation Co., Ltd. Conducting business by holding shares in other companies (Holding Company)
2009 – Present	Director Sumi Rubber Thai Eastern Plantation Co., Ltd. Agricultural Plantation (Rubber)
2007 – Present	Director Thai Eastern Plantation Co., Ltd. Agricultural Plantation (Rubber/ Palm)
2005 – Present	Director Thai Eastern Innovation Co., Ltd. Production and sale of natural rubber
2000 – Present	Director E.Q.Rubber Co., Ltd. Production and sale of natural rubber
1994 – Present	Director Thai Eastern Rubber Co., Ltd. Production and sale of natural rubber
1991 – Present	Director Eastern Palm Oil Co., Ltd. Manufacture and sale of crude palm oil



Ms.Sineenuch Kokanutaporn

Director / Risk and Sustainability Management Committee /

Managing Director

Age (year) 50

Appointed on 14 February 2007

Educational qualifications and training

- Master's Degree: Finance and International Business
University of San Francisco
- Bachelor's Degree: Business Administration (Finance),
Assumption University
- DCP 129/2010

Shareholding proportion in the Company (%)

1.77

Family relationship between directors / executives

- The younger sister of Mr.Chalerm Kokanutaporn
- The older sister of Mr.Kongkit Kokanutaporn and Mr.Kerkkun Kokanutaporn

Work experience in the past 5 years

2007 – Present Director / Risk Management Committee /
Executive Director / Managing Director
Thai Eastern Group Holdings PCL
Conducting business by holding shares in other
companies (Holding Company)

2018 – Present Director
K Ventures Capital Co., Ltd
Conducting business by holding shares in other
companies (Holding Company)

2018 – Present Director
TEG Asset Co., Ltd.
Conducting business by holding shares in other
companies (Holding Company)

2015 – Present Director
Thai Eastern Bio Power Co., Ltd.
Renewable energy

2015 – Present Director
Thai Eastern Industrial Land Co., Ltd.
Industrial zone

2015 – Present Director
TEGA Holdings Co., Ltd.
Conducting business by holding shares in other
companies (Holding Company)

2015 – Present Director
Thai Eastern Utility Co., Ltd.
Utilities

2014 – Present Director
Thai Eastern Top Seed Oil Co., Ltd.
Production and distribution of crude palm
kernel oil

Work experience in the past 5 years

2013 – Present Director
Thai Eastern Trad Co., Ltd.
Production and distribution of crude palm
kernel oil

2013 – Present Director
Thai Eastern Oganica Co., Ltd.
Medicinal plant

2011 – Present Director
Thai Eastern Property Management Co., Ltd
Real Estate
Thai Eastern Logistic Co., Ltd. Logistic

2010 – Present Director
Thai Eastern Bio Power Co., Ltd.
Renewable energy

2010 – Present Director
Thai Eastern Corporation Co., Ltd.
Conducting business by holding shares in other
companies (Holding Company)

2009 – Present Director
Sumi Rubber Thai Eastern Corporation Co., Ltd.
Production and sale of natural rubber

2007 – Present Director
Thai Eastern Plantation Co., Ltd.
Agricultural Plantation (Rubber/ Palm)

2006 – Present Director
Thai Eastern Innovation Co., Ltd.
Production and sale of natural rubber

2000 – Present Director
E.Q.Rubber Co., Ltd.
Production and sale of natural rubber

1994 – Present Director
Thai Eastern Rubber Co., Ltd.
Production and sale of natural rubber

1991 – Present Director
Eastern Palm Oil Co., Ltd.
Manufacture and sale of crude palm oil



Dr. Kamolthip Komolvudtaphaet

Executive Director / Chief Financial Officer

Age (year) 53

Appointed on 1 October 2017

Educational qualifications and training

- PhD: Politics Ramkhamhaeng University
- Master's Degree: Public Administration
National Institute of Development Administration
- Bachelor's Degree: Accounting Ramkhamhaeng University
- DCP 263/201

Shareholding proportion in the Company (%)

N/A

Family relationship between directors / executives

N/A

Work experience in the past 5 years

2017 – Present	Chief Financial Officer Thai Eastern Group Holdings PCL Conducting business by holding shares (Holding Company)
2020 – Present	Director E.Q.Rubber Co., Ltd. Production and sale of natural rubber
2020 – Present	Director Thai Eastern Innovation Co., Ltd. Production and sale of natural rubber
2020 – Present	Director Thai Eastern Rubber Co., Ltd. Production and sale of natural rubber
2020 – Present	Director Eastern Palm Oil Co., Ltd. Manufacture and sale of crude palm oil
2020 – Present	Director Thai Eastern Top Seed Oil Co., Ltd. Production and distribution of crude palm kernel oil
2020 – Present	Director Thai Eastern Bio Power Co., Ltd. Renewable energy
2020 – Present	Director Thai Eastern Corporation Co., Ltd. Conducting business by holding shares (Holding Company)
2020 – Present	Director Thai Eastern Logistic Co., Ltd. Logistic
2006 – 2017	Account consultant INSULTEC INTERNATIONAL Co., Ltd. Assemble and install insulation
2011 – Present	Director INSULTEC (HOLDINGS) CO.,LTD Real Estate
2002 – Present	Director PIYAKAMOL CONSULTANT CO.,LTD Audit Account



Mr.Kongkit Kokanutaporn

Director / Executive Director / Chief Operation Officer - Energy

Age (year) 48

Appointed on 28 August 2018

Educational qualifications and training

- Master's Degree: International Business Administration
California State University of Fullerton
- Bachelor's Degree: Business Administration (Marketing),
Assumption University
- DCP 240/2017

Shareholding proportion in the Company (%)

1.77

Family relationship between directors / executives

- The younger brother of Mr.Chalerm Kokanutaporn and
Ms.Sineenuch Kokanutaporn
- The older brother of Mr.Kerkkun Kokanutaporn

Work experience in the past 5 years

2018 – Present	Director / Chief Operation Officer – Energy Thai Eastern Group Holdings PCL Conducting business by holding shares in other companies (Holding Company)
2018 – Present	Director TEG Asset Co., Ltd. Conducting business by holding shares in other companies
2018 – Present	Director K Ventures Capital Co., Ltd. Conducting business by holding shares in other companies
2018 – Present	Director Thai Eastern Bio Power Co., Ltd. Renewable energy
2016 – 2021	Director Thai Eastern Top Seed Oil Co., Ltd. Production and distribution of crude palm kernel oil
2015 – Present	Director TEGA Holdings Co., Ltd. Conducting business by holding shares in other companies
2015 – Present	Director Thai Eastern Utility Co., Ltd. Utilities
2013 – Present	Director Thai Eastern Trad Co., Ltd. Manufacture and sale of crude palm oil
2013 – Present	Director Thai Easter Oganica Co., Ltd. Medicinal plant
2011 – Present	Director Thai Eastern Property Management Co., Ltd. Real Estate
2009 – Present	Director Sumi Rubber Thai Easter Plantation Co., Ltd. Agricultural Plantation (Rubber/ Palm)
2020 – 2021	Director OMIC FEED CORP CO., LTD Animal feed
2020 – 2021	Director GMIC FOODS CORP CO., LTD Agricultural product Processing (dried longan)



Mr. Kerkkun Kokanutaporn

Director / Risk and Sustainability Management Committee /

Executive Director / Chief Operation Officer – Rubber and Palm

Age (year) 45

Appointed on 28 August 2018

Educational qualifications and training

- Master's Degree: International Business Administration
Griffith University
- Bachelor's Degree: Business Administration
Assumption University
- DCP 247/2017

Shareholding proportion in the Company (%)

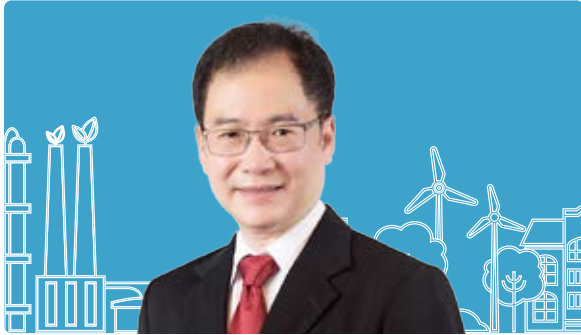
1.77

Family relationship between directors / executives

- The younger brother of Mr. Chalerm Kokanutaporn
Ms. Sineenuch Kokanutaporn and Mr. Kongkit Kokanutaporn

Work experience in the past 5 years

2018 – Present	Director / Chief Operation Officer – Rubber and Palm Thai Eastern Group Holdings PCL Conducting business by holding shares in other companies (Holding Company)
2018 – Present	Director TEG Asset Co., Ltd. Conducting business by holding shares in other companies
2015 – Present	Director TEGA Holdings Co., Ltd. Conducting business by holding shares in other companies
2015 – Present	Director Thai Eastern Utility Co., Ltd. Utilities
2013 – Present	Director Thai Eastern Oganica Co., Ltd. Medicinal plant
2011 – Present	Director Thai Eastern Property Management Co., Ltd. Real Estate
2009 – Present	Director Sumi Rubber Thai Eastern Corporation Co., Ltd. Production and sale of natural rubber
2014 – 2019	Director Thai Eastern Top Seed Oil Co., Ltd. Production and distribution of crude palm kernel oil



Mr. Wongkrit Jiamsripong

Executive Director/ Chief Strategy Officer

Age (year) 56

Appointed on 13 August 2021

Educational qualifications and training

- Master's Degree: Business Administration (Finance)
Thammasat University
- Master's Degree: International Business
University of New South Wales
- Bachelor's Degree: Electrical Engineering
Chulalongkorn University
- Public Economic Management Course for high level
Executives King Prajadhipok's Institute
- Strategic CFO in Capital Markets Course No.8
The Stock Exchange of Thailand
- DAP 179/2021

Shareholding proportion in the Company (%)

N/A

Family relationship between directors / executives

N/A

Work experience in the past 5 years

August 2021 – Present	Chief Strategy Officer Thai Eastern Group Holdings PCL Conducting business by holding shares in other companies (Holding Company)
2011 – Present	Director / Sustainable RAPEEPAS DEVELOPMENT CO., LTD Real Estate
2020 – 2021	Development Committee/ Executive Director/ Risk Management Committee/ Nomination and Compensation Committee SAMART DIGITAL PCL information and communication technology
2020 – 2021	Director SAMART PAGINO CO., LTD. information and communication technology
2020 – 2021	Director SAMART DIGITAL MEDIA Co., Ltd. information and communication technology

Work experience in the past 5 years

2020 – 2021	Director ZECUREASIA Co., Ltd. information and communication technology
2020 – 2021	Director I-SPORT Co., Ltd. information and communication technology
2020 – 2021	Director ENTERTAINMENT TREE CO.,LTD. information and communication technology
2020 – 2021	Director I-MOBILE PLUS CO., LTD. information and communication technology
2020 – 2021	Director SPORTS & LEISURE PROMOTION CO., LTD. information and communication technology
2020 – 2021	Director SIM To Asset Co., Ltd. information and communication technology
2020 – 2021	Director THAI BASE STATION CO.,LTD information and communication technology
2018 – 2021	Finance Director SAMART CORPORATION PCL information and communication technology
2018 – 2021	Director SAMART INTERNATIONAL information and communication technology
2014 - 2018	Business Development Director SAMART INTERNATIONAL information and communication technology

Mr.Songpon Bunnag

Accounting Manager

Age (year) 41



Appointed on 14 August 2018

Educational qualifications and training

- Master's Degree: Accounting University of Reading
- Bachelor's Degree: Business Administration, Thammasat University

Shareholding proportion in the Company (%)

N/A

Family relationship between directors / executives

N/A

Work experience in the past 5 years

2018 – Present	Accounting Manager (Accountancy) Thai Eastern Group Holdings PCL Conducting business by holding shares in other companies (Holding Company)
2016 – 2017	Financial controller LAKUNA SERVICE Co., Ltd. Hotel
2006 – 2016	Audit Manager PRICEWATERHOUSECOOPERS ABAS Co., Ltd. Audit Account

Ms.Jurairat Tampong

Accounting Senior Managers

Age (year) 41



Appointed on January 2017

Educational qualifications and training

- Bachelor's Degree: Accounting Management Chulermkajana College
- Bachelor's degree: Financial Economics Ramkhamhaeng University

Shareholding proportion in the Company (%)

N/A

Family relationship between directors / executives

N/A

Work experience in the past 5 years

2017 – Present	Accounting Senior Manager Thai Eastern Group Holdings PCL Conducting business by holding shares in other companies (Holding Company)
2000 - 2016	Accountancy E.Q.Rubber Co., Ltd. Production and sale of natural rubber

Mr.Sanchai Pimsakun

Company Secretary

Age (year) 34



Appointed on 9 August 2018

Educational qualifications and training

- Bachelor's Degree: Law Assumption University
- Training course for Company Secretary (Company Secretary Program) No. 82 2017 from Thai Institute of Directors

Shareholding proportion in the Company (%)

N/A

Family relationship between directors / executives

N/A

Work experience in the past 5 years

2018 – Present	Company Secretary Thai Eastern Group Holdings PCL Conducting business by holding shares in other companies (Holding Company)
2013 – 2018	Secretary / Law Officer E.Q.Rubber Co., Ltd. Production and sale of natural rubber

1.1.2 E.Q. Rubber Co., Ltd. (EQR)

Name – surname and Position	Age (year)	Educational qualifications and training	Shareholding proportion in the Company (%)	Family relationship between directors / executives	Work experience in the past 5 years		
					Period	Position	Company's name
1. Mr.Chalerm Kokanutaporn Director / Chief Executive Officer Appointed on 20 March 2000							
Refer to the details of Mr.Chalerm Kokanutaporn according to the history section 1.1, item 6.							
2. Ms.Sineenuch Kokanutaporn Director / Managing Director Appointed on 20 March 2000							
Refer to the details of Ms.Sineenuch Kokanutaporn according to the history section 1.1, item 7.							
3. Dr..Kamolthip Komolyudtaphaet Director / Chief Financial Officer Appointed on 2 September 2020							
Refer to the details of Dr.Kamolthip Komolyudtaphaet. According to the history section 1.1 item 8.							
4. Mr.Wongkrit Jiamsripong Chief Strategy Officer Appointed on 13 August 2021							
Refer to the details of Mr.Wongkrit Jiamsripong according to the history section 1.1, item 11.							

Name – surname and Position	Age (year)	Educational qualifications and training	Shareholding proportion in the Company (%)	Family relationship between directors / executives	Work experience in the past 5 years			Business type
					Period	Position	Company's name	
5. Mr.Kerkkun Kokanutaporn Chief Operation Officer – Rubber Appointed on 20 March 2000	Refer to the details of Mr.Kerkkun Kokanutaporn according to the history section 1.1, item 10							

1.1.3 Thai Eastern Innovation Co., Ltd. (TEI)

Name – surname and Position	Age (year)	Educational qualifications and training	Shareholding proportion in the Company (%)	Family relationship between directors / executives	Work experience in the past 5 years			Business type
					Period	Position	Company's name	
1. Mr.Chalerm Kokanutaporn Director / Chief Executive Officer Appointed on 8 September 2005	Refer to the details of Mr.Chalerm Kokanutaporn according to the history section 1.1, item 6.							
2. Ms.Sineenuch Kokanutaporn Director / Managing Director Appointed on 8 September 2005	Refer to the details of Ms.Sineenuch Kokanutaporn according to the history section 1.1, item 7.							

Name – surname and Position	Age (year)	Educational qualifications and training	Shareholding proportion in the Company (%)	Family relationship between directors / executives	Work experience in the past 5 years		
					Period	Position	Company's name
3. Dr.Kamolthip Komolyudtaphaet Director / Chief Financial Officer Appointed on 2 September 2020	Refer to the details of Dr.Kamolthip Komolyudtaphaet. According to the history section 1.1 item 8.						
4. Mr.Wongkrit Jiamsripong Chief Strategy Officer Appointed on 13 August 2021	Refer to the details of Mr.Wongkrit Jiamsripong according to the history section 1.1, item 11.						
5. Mr.Kerkkun Kokanutaporn Chief Operation Officer – Rubber Appointed on 8 September 2005	Refer to the details of Mr.Kerkkun Kokanutaporn according to the history section 1.1, item 10.						

1.1.4 Thai Eastern Rubber Co., Ltd. (TER)

Name – surname and Position	Age (year)	Educational qualifications and training	Shareholding proportion in the Company (%)	Family relationship between directors / executives	Work experience in the past 5 years		
					Period	Position	Company's name
1. Mr.Chalerm Kokanutaporn Chairman / Chief Executive Officer Appointed on 4 August 2537							
Refer to the details of Mr.Chalerm Kokanutaporn according to the history section 1.1, item 6.							
2. Ms.Sineenuch Kokanutaporn Director / Managing Director Appointed on 4 August 2537							
Refer to the details of Ms.Sineenuch Kokanutaporn according to the history section 1.1, item 7.							
3. Dr.Kamolthip Komolyudtaphaet Director / Chief Financial Officer Appointed on 2 September 2020							
Refer to the details of Dr.Kamolthip Komolyudtaphaet. According to the history section 1.1 item 8.							
4. Mr.Wongkrit Jiamsripong Chief Strategy Officer Appointed on 13 August 2021							
Refer to the details of Mr.Wongkrit Jiamsripong according to the history section 1.1, item 11.							

Name – surname and Position	Age (year)	Educational qualifications and training	Shareholding proportion in the Company (%)	Family relationship between directors / executives	Work experience in the past 5 years		
					Period	Position	Company's name
5. Mr. Kerkkun Kokanutaporn Chief Operation Officer – Rubber	Refer to the details of Mr.Kerkkun Kokanutaporn according to the history section 1.1, item 10.						
Appointed on 4 August 1994							

1.1.5 Eastern Palm Oil Co., Ltd. (EPO)

Name – surname and Position	Age (year)	Educational qualifications and training	Shareholding proportion in the Company (%)	Family relationship between directors / executives	Work experience in the past 5 years		
					Period	Position	Company's name
1. Mr. Chalerm Kokanutaporn Director / Chief Executive Officer Appointed on 30 September 1991	Refer to the details of Mr.Chalerm Kokanutaporn according to the history section 1.1, item 6.						
2. Ms.Sineenuch Kokanutaporn Director / Managing Director Appointed on 30 September 1991	Refer to the details of Ms.Sineenuch Kokanutaporn according to the history section 1.1, item 7.						

Name – surname and Position	Age (year)	Educational qualifications and training	Shareholding proportion in the Company (%)	Family relationship between directors / executives	Work experience in the past 5 years			
					Period	Position	Company's name	Business type
3. Dr.Kamolthip Komolyudtaphaet Director / Chief Financial Officer Appointed on 2 September 2020					Refer to the details of Dr.Kamolthip Komolyudtaphaet. According to the history section 1.1 item 8.			
4. Mr.Wongkrit Jiamsripong Chief Strategy Officer Appointed on 13 August 2021					Refer to the details of Mr.Wongkrit Jiamsripong according to the history section 1.1, item 11.			
5. Mr.Kerkkun Kokanutaporn Chief Operation Officer – Palm Appointed on 30 September 2534					Refer to the details of Mr.Kerkkun Kokanutaporn according to the history section 1.1, item 10.			

1.1.6 Thai Eastern Trad Co., Ltd. (TET)

Name – surname and Position	Age (year)	Educational qualifications and training	Shareholding proportion in the Company (%)	Family relationship between directors / executives	Work experience in the past 5 years			Business type
					Period	Position	Company's name	
1. Mr.Chalerm Kokanutaporn Chairman Appointed on 5 June 2013					Refer to the details of Mr.Chalerm Kokanutaporn according to the history section 1.1, item 6.			
2. Ms.Sineenuch Kokanutaporn Director Appointed on 5 June 2013					Refer to the details of Ms.Sineenuch Kokanutaporn according to the history section 1.1, item 7.			
3. Mr.Kongkit Kokanutaporn Director Appointed on 5 June 2013					Refer to the details of Mr.Kongkit Kokanutaporn according to the history section 1.1, item 9.			
4. Mr.Asanee Mallamphut Director Appointed on 4 December 2015	59	<ul style="list-style-type: none">Master's degree: Master of Business AdministrationUniversity of ToledoBachelor's degree: EconomicsChulalongkorn University	N/A	N/A	2015 – Present	Director	Thai Eastern Trad Co., Ltd.	Manufacture and sale of crude palm oil
					2015 – Present	Head of Downstream (Asia Pacific)	Sime Darby Oils (Malaysia)	Manufacture and sale of crude palm oil
					2014 – Present	Director	Sime Darby Oils Nonthaburi Co., Ltd.	Manufacture and sale of crude palm oil
					2010 – Present	Chief Officer	Palm Oil Refinery Association	Manufacture and sale of crude palm oil
					2006 – Present	Managing Director	Sime Darby Oils Morakot Public Co., Ltd.	Manufacture and sale of crude palm oil

Name – surname and Position	Age (year)	Educational qualifications and training	Shareholding proportion in the Company (%)	Family relationship between directors / executives	Work experience in the past 5 years			
					Period	Position	Company's name	Business type
5. Mr. Mohd Haris Mohd Arshad Maiden Director Appointed on 13 May 2009	49	<ul style="list-style-type: none">Master's degree: Advance MarketingHarvard Business SchoolBachelor's degree: Economics and MarketingUniversity of Arizona	N/A	N/A	2019 – Present	Managing Director	Sime Darby Oils (Malaysia)	Manufacture and sale of crude palm oil
					2019 – Present	Director	Thai Eastern Trad Co., Ltd.	Manufacture and sale of crude palm oil
					2017 – 2019	Operation Chief Executive Officer	Sime Darby Oils (Malaysia)	Manufacture and sale of crude palm oil
					2014 - 2017	Senior manager – Downstream	Sime Darby Oils (Malaysia)	Manufacture and sale of crude palm oil
6. Mr. Kogolanathan Subramaniayan General Manager Appointed on 16 July 2018	42	<ul style="list-style-type: none">Bachelor's degree: Chemical Engineering University of Malaysia	N/A	N/A	2018 – Present	Manager	Thai Eastern Trad Co., Ltd.	Manufacture and sale of crude palm oil
					2017 – 2018	Manager	Sime Darby Berhad (KKS Rajawall)	Manufacture and sale of crude palm oil
7. Ms. Amnuaijorn Changkapanit Accounting Manager Appointed on June 2019	45	<ul style="list-style-type: none">Master's Degree: Managerial Accounting Burapha UniversityBachelor's Degree: Cost Accounting University of the Chamber of Commerce	N/A	N/A	2019 – Present	Accounting Manager	Thai Eastern Trad Co., Ltd.	Manufacture and sale of crude palm oil
					2018 – 2019	Accounting Manager	T.TAS Co., Ltd.	Construction
					2012 – 2018	Accounting Manager	CHAROEN POKPHAND FOODS PCL	Industrial agriculture
8. Ms. Kusuman Komklom Assistant General Manager Appointed on January 2016	41	<ul style="list-style-type: none">Master's degree: Engineering Silpakorn UniversityBachelor's Degree: Engineering Vongchavalitkul University	N/A	N/A	2018 – Current	Assistant Manager	Thai Eastern Trad Co., Ltd.	Manufacture and sale of crude palm oil
					2016 – 2018	Senior engineer	Thai Eastern Trad Co., Ltd.	Manufacture and sale of crude palm oil

1.1.7 Thai Eastern Top Seed Oil Co., Ltd. (TETSO)

Name – surname and Position	Age (year)	Educational qualifications and training	Shareholding proportion in the Company (%)	Family relationship between directors / executives	Work experience in the past 5 years		
					Period	Position	Company's name
1. Mr.Chalerm Kokanutaporn Chairman / Chief Executive Officer Appointed on 23 July 2014							
Refer to the details of Mr.Chalerm Kokanutaporn according to the history section 1.1, item 6.							
2. Ms.Sineenuch Kokanutaporn Director / Managing Director Appointed on 23 July 2014							
Refer to the details of Ms.Sineenuch Kokanutaporn according to the history section 1.1, item 7.							
3. Dr.Kamolthip Komolyudtaphaet Director / Chief Financial Officer Appointed on 2 September 2020							
Refer to the details of Dr.Kamolthip Komolyudtaphaet. According to the history section 1.1 item 8.							
4. Mr.Wongkrit Jiamsripong Chief Strategy Officer Appointed on 13 August 2021							
Refer to the details of Mr.Wongkrit Jiamsripong according to the history section 1.1, item 11.							

Name – surname and Position	Age (year)	Educational qualifications and training	Shareholding proportion in the Company (%)	Family relationship between directors / executives	Work experience in the past 5 years			
					Period	Positiom	Company's name	Business type
5. Mr.Kerkkun Kokanutaporn								
Chief Operation Officer – Palm								
Appointed on 23 July 2014								
Refer to the details of Mr.Kerkkun Kokanutaporn according to the history section 1.1, item 10.								

1.1.8 Thai Eastern Bio Power Co., Ltd. (TEBP)

Name – surname and Position	Age (year)	Educational qualifications and training	Shareholding proportion in the Company (%)	Family relationship between directors / executives	Work experience in the past 5 years				
					Period	Position	Company's name	Business type	
1. Mr.Chalerm Kokanutaporn Chairman / Chief Executive Officer Appointed on 25 November 2010	Refer to the details of Mr.Chalerm Kokanutaporn according to the history section 1.1, item 6.								
2. Ms.Sineenuch Kokanutaporn Director / Managing Director Appointed on 25 November 2010	Refer to the details of Ms.Sineenuch Kokanutaporn according to the history section 1.1, item 7.								

Name – surname and Position	Age (year)	Educational qualifications and training	Shareholding proportion in the Company (%)	Family relationship between directors / executives	Work experience in the past 5 years		
					Period	Position	Company's name
3. Dr. Kamolthip Komolyudtaphaet Director / Chief Financial Officer Appointed on 2 September 2020	Refer to the details of Dr. Kamolthip Komolyudtaphaet. According to the history section 1.1 item 8.						
4. Mr. Wongkrit Jiamsripong Chief Strategy Officer Appointed on 13 August 2022	Refer to the details of Mr. Wongkrit Jiamsripong according to the history section 1.1, item 11.						
5. Mr. Kongkit Kokanutaporn Chief Operation Officer – Energy Appointed on 25 November 2010	Refer to the details of Mr. Kongkit Kokanutaporn according to the history section 1.1, item 9.						

1.1.9 Thai Eastern Bio Power Co., Ltd. (TEPW)

Name – surname and Position	Age (year)	Educational qualifications and training	Shareholding proportion in the Company (%)	Family relationship between directors / executives	Work experience in the past 5 years			Business type
					Period	Position	Company's name	
1. Mr.Chalerm Kokanutaporn Chairman Appointed on 6 August 2015	Refer to the details of Mr.Chalerm Kokanutaporn according to the history section 1.1, item 6.							
2. Ms.Sineenuch Kokanutaporn Director Appointed on 6 August 2015	Refer to the details of Ms.Sineenuch Kokanutaporn according to the history section 1.1, item 7.							
3. Mr.Kongkit Kokanutaporn Director Appointed on 6 August 2015	Refer to the details of Mr.Kongkit Kokanutaporn according to the history section 1.1, item 9.							

1.1.10 Thai Eastern Corporation Co., Ltd. (TEC)

Name – surname and Position	Age (year)	Educational qualifications and training	Shareholding proportion in the Company (%)	Family relationship between directors / executives	Work experience in the past 5 years			Business type
					Period	Position	Company's name	
1. Mr.Chalerm Kokanutaporn Chairman Appointed on 2 September 2020	Refer to the details of Mr.Chalerm Kokanutaporn according to the history section 1.1, item 6.							
2. Ms.Sineenuch Kokanutaporn Director Appointed on 2 September 2020	Refer to the details of Ms.Sineenuch Kokanutaporn according to the history section 1.1, item 7.							
3. Dr.Kamolthip Komolyudtaphaet Director Appointed on 2 September 2020	Refer to the details of Dr.Kamolthip Komolyudtaphaet. According to the history section 1.1 item 8.							

1.1.11 Sumi Rubber Thai Eastern Plantation Co., Ltd. (STEP)

Name – surname and Position	Age (year)	Educational qualifications and training	Shareholding proportion in the Company (%)	Family relationship between directors / executives	Work experience in the past 5 years			Business type
					Period	Positiom	Company's name	
1. Mr.Chalerm Kokanutaporn Chairman Appointed on 22 December 2009					Refer to the details of Mr.Chalerm Kokanutaporn according to the history section 1.1, item 6.			
2. Mr.Kongkit Kokanutaporn Director Appointed on 22 December 2009					Refer to the details of Mr.Kongkit Kokanutaporn according to the history section 1.1, item 9.			
3. Mr.Hidenori Suzuki Director Appointed on 21 April 2021	51	<ul style="list-style-type: none">Bachelor's Degree: EconomicsDoshisha University	N/A	N/A	2020 – Current	Director	Sumi Rubber Thai Eastern Plantation Co., Ltd.	Production and sale of natural rubber
					2018 – 2020	Director	Sumitomo Rubber North America, Inc	Production and sale of natural rubber
					2016 – 2018	Executive Director	Sumitomo Rubber USA, LLC	Production and sale of natural rubber
4. Mr.Naoya Ichikawa Director Appointed on 15 June 2020	58	<ul style="list-style-type: none">Master's Degree: Chemical EngineeringKyoto UniversityBachelor's Degree: Chemical EngineeringKyoto University	N/A	N/A	2020 – Current	Director	Sumi Rubber Thai Eastern Plantation Co., Ltd.	Production and sale of natural rubber
					2019 – 2020	Managing Director	Sumi Rubber Thai Eastern Corporation Co., Ltd.	Production and sale of natural rubber

Name – surname and Position	Age (year)	Educational qualifications and training	Shareholding proportion in the Company (%)	Family relationship between directors / executives	Work experience in the past 5 years		
					Period	Position	Company's name Business type
5. Mr.Rachadeah Kosolpinat Managing Director	50	• Bachelor's Degree: Plant Science Eastern Rajamangala University of Technology	N/A	N/A	2020 – Current	Managing Director	Sumi Rubber Thai Eastern Plantation Co., Ltd. Production and sale of natural rubber
Appointed on August 2021					2016 – 2018	Assistant Manager	CONCEPT LAND 8 CO.,LTD / KASET THIP CO., LTD. Agriculture
					2016 – 2018	Assistant Manager	Eastern Palm Oil Co., Ltd. Manufacture and sale of crude palm oil

1.1.12 Thai Eastern Logistics Company Limited (TEL)

Name – surname and Position	Age (year)	Educational qualifications and training	Shareholding proportion in the Company (%)	Family relationship between directors / executives	Work experience in the past 5 years		
					Period	Position	Company's name Business type
1. Mr.Chalerm Kokanutaporn Chairman	Refer to the details of Mr.Chalerm Kokanutaporn. According to the history section 1.1 item 6						
Appointed on September 2, 2020							
2. Ms.Sineenuch Kokanutaporn Director	Refer to the details of Ms.Sineenuch Kokanutaporn. According to the history section 1.1 item 7						
Appointed on September 2, 2020							
3. Dr.Kamolthip Komolyudtaphaet Director	Refer to the details of Dr. Kamolthip Komolyudtaphaet. According to the history section 1.1 item 8						
Appointed on September 2, 2020							

Name – surname and Position	Age (year)	Educational qualifications and training	Shareholding proportion in the Company (%)	Family relationship between directors / executives	Work experience in the past 5 years		
					Period	Posittiom	Company's name
4. Mr.Wongkrit Jiamsripong Chief Strategy Officer	Refer to the details of Mr. Wongkrit Jiamsripong. According to the history section 1.1 item 11.						
Appointed on August 13, 2021							

1.2 Position of Director and executives in the company and subsidiaries

Name list	Company	Subsidiaries											
	TEGH	EQR	TER	TEI	EPO	TET	TETSO	TEBP	TEPW	TEC	STEP	TEL	
1. Mr.Anon Sirisaengtaksin	/0, xx												
2. Mr.Prawit Kijpaisalrattana	/0, /1												
3. Dr. Ekarin Vasanasong	/0, 1, /3												
4. Dr. Worapong Janyangyuen	/0, 1, 3												
5. Mr.Apichart Kasemkulsiri	/0, /2												
6. Mr.Chalerm Kokanutaporn	x, /4, v	xx, v	xx, v	xx, v	xx, v	xx	xx, v	xx, v	xx	xx	xx	xx, v	
7. Ms.Sineenuch Kokanutaporn	x, 2, 4, v	x, v	x, v	x, v	x, v	x	x, v	x, v	x	x		x, v	
8. Dr.Kamolthip Komolyudtaphaet	4, v	x, v	x, v	x, v	x, v		x, v	x, v		x		x, v	
9. Mr.Kongkit Kokanutaporn	x, 4, v					x		v	x		x		
10. Mr.Kerkkun Kokanutaporn	x, 2, 4, v	v	v	v	v		v						
11. Mr.Wongkrit Jiamsripong	4	v	v	v	v		v	v				v	

Name list	Company	Subsidiaries										
	TEGH	EQR	TER	TEI	EPO	TET	TETSO	TEBP	TEPW	TEC	STEP	TEL
12. Mr. Songphon Bunnag	A											
13. Ms. Jurairat Tampong	A											
14. Mr. Asanee Mallamphut						x						
15. Mr. Mohd Haris Mohd Arshad						x						
16. Mr. Kogolanathan Subramaniayan						v						
17. Ms. Annuaipohn Changkapanit						v						
18. Ms. Kusuman Komklom						v						
19.Mr. Hidenori Suzuki											x	
20. Mr. Naoya Ichikawa											x	
21. Mr. Rajadech Kosolpinet											v	

Notes:

/0 = Independent Director

/1 = Chairman of the Audit Committee

/2 = Chairman of the Risk Management Committee

/3 = Chairman of the Nomination and Remuneration Committee

/4 = Executive Chairman

V = Executive

XX = Chairman

1 = Audit Committee

2 = Risk Management Committee

3 = Member of the Nomination and Remuneration Committee

4 = Executive director

A = Accounting Supervisor / Accountant

X = Director

1.3 Positions of Directors and executives in related companies

Company list	List of directors and executives	
	Mr. Rajadech Kosolpinet	
	Mr. Naoya Ichikawa	
	Mr. Hidenori Suzuki	
	Ms. Kusuman Komklom	
	Ms. Amnuaipohn Changkapanit	
	Mr. Kogolanathan Subramaniayan	
	Mr. Mohd Haris Mohd Arshad	
	Mr. Asanee Mallamphut	
	Mr.Wongkrit Jiamsripong	
	Mr.Kerkkun Kokanutaporn	
	Mr.Kongkit Kokanutaporn	
	Dr.Kamolthip Komolyudtaphaet	
	Ms.Sineenuch Kokanutaporn	
	Mr.Chalerm Kokanutaporn	
	Mr.Apichart Kasemkulsiri	
	Dr. Worapong Janyangyuen	
	Dr. Ekarin Vasanasong	
	Mr.Prawit Kijpaisalrattana	
	Mr.Anon Sirisaengtaksin	x
Banpu Innovation and Ventures Company Limited		/0, 1, 3
Saha Union Public Company Limited		/0, /3, 2
CIMB Thai Bank Public Company Limited		x, 3
Banpu Public Company Limited		/0, /1, /3
Zen Corporation Group Public Company Limited		/0
East Coast Furnitech Public Company Limited		x
Reen Consultant Limited Partnership		x, v
North Cape Learning Center Co., Ltd.		/0, /1
Thitikorn Public Company Limited		

Company list	List of directors and executives																
	Mr. Rajadech Kosolpinet																
	Mr. Naoya Ichikawa																
	Mr. Hidenori Suzuki																
	Ms. Kusuman Komklom																
	Ms. Amnuaipohn Changkananit																
	Mr. Kogolanathan Subramaniayan																
	Mr. Mohd Haris Mohd Arshad																
	Mr. Asanee Mallamphut																
	Mr.Wongkrit Jiamsripong																
	Mr.Kerkkun Kokanutaporn																x
	Mr.Kongkit Kokanutaporn																x
	Dr.Kamolthip Komolyudtaphaet																
	Ms.Sineenuch Kokanutaporn															x	
	Mr.Chalerm Kokanutaporn															x	
	Mr.Apichart Kasemkulsiri	x, 2, 4, v	x														
	Dr. Worapong Janyangyuen		x														
	Dr. Ekarin Vasanasong																
	Mr.Prawit Kijpaisalrattana																
	Mr.Anon Sirisaengtaksin																
L.P.N. Development Public Company Limited																	
T.Krungthai Industry Public Company Limited																	
Lumpini Project Management Service Co., Ltd.																	
Dolsiri Development Company Limited																	
LPP Property Management Company Limited																	
Pornsanti Company Limited																	
LPC Social Enterprise Company Limited																	
Kamala Senior Living Company Limited																	
Srisamang Supplier Co., Ltd.																	
Chongchankit Co., Ltd.																	
T Thai Snack Foods Co., Ltd.																	
K Ventures Capital Co., Ltd.																	

Company list	List of directors and executives																	
	Mr. Rajadech Kosolpinet																	
	Mr. Naoya Ichikawa																	
	Mr. Hidenori Suzuki																	
	Ms. Kusuman Komklom																	
	Ms. Amnuaipohn Changkapanit																	
	Mr. Kogolanathan Subramaniayan																	
	Mr. Mohd Haris Mohd Arshad																	
	Mr. Asanee Mallamphut																	
	Mr.Wongkrit Jiamsripong																	
	Mr.Kerkkun Kokanutaporn	x																
	Mr.Kongkit Kokanutaporn	x																
	Dr.Kamolthip Komolyudtaphaet																	
	Ms.Sineenuch Kokanutaporn	x	x															
	Mr.Chalerm Kokanutaporn	x	x															
	Mr.Apichart Kasemkulsiri																	
	Dr. Worapong Janyangyuen																	
	Dr. Ekarin Vasanasong																	
	Mr.Prawit Kijpaisalrattana																	
	Mr.Anon Sirisaengtaksin																	
TEG Asset Company Limited																		
Thai Eastern Industrial Land Company Limited																		
TEGA Holdings Company Limited																		
Thai Eastern Utilities Co., Ltd.																		
Thai Eastern Organica Company Limited																		
Thai Eastern Property Management Company Limited																		
Thai Eastern Plantation Co., Ltd.																		
Eastern Palm Oil Company Limited																		
Insultech (Holdings) Co., Ltd.																		
Piyakamol Consulting Company Limited																		
Rapeepas Development Co., Ltd.																		
Sime Darby Oils Morakot Plc.																		

X, v

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Company list	List of directors and executives																		
	Mr. Rajadech Kosolpinet																		
	Mr. Naoya Ichikawa																		
	Mr. Hidenori Suzuki																		
	Ms. Kusuman Komklom																		
	Ms. Amnuaipohn Changkapanit																		
	Mr. Kogolanathan Subramaniayan																		
	Mr. Mohd Haris Mohd Arshad																		
	Mr. Asanee Mallamphut	xx																	
	Mr.Wongkrit Jiamsripong		x																
	Mr.Kerkkun Kokanutaporn			v															
	Mr.Kongkit Kokanutaporn																		
	Dr.Kamolthip Komolyudtaphaet																		
	Ms.Sineenuch Kokanutaporn																		
	Mr.Chalerm Kokanutaporn																		
	Mr.Apichart Kasemkulsiri																		
	Dr. Worapong Janyangyuen																		
	Dr. Ekarin Vasanasong																		
	Mr.Prawit Kijpaisalrattana																		
	Mr.Anon Sirisaengtaksin																		
Palm Oil Refinery Association		xx																	
Sime Darby Oils Nonthaburi Co., Ltd.		x																	
Sime Darby Oils International		v x, v																	
Emery Oleochemicals		x																	
Notes:																			
/0 = Independent Director		XX = Chairman																	
/1 = Chairman of the Audit Committee		1 = Audit Committee																	
/2 = Chairman of the Risk Management Committee		2 = Risk Management Committee																	
/3 = Chairman of the Nomination and Remuneration Committee		3 = Member of the Nomination and Remuneration Committee																	
/4 = Executive Chairman		4 = Executive director																	
		X = Director																	
		V = Executive																	

1.4 Board Membership in Registered Company

The board of directors of the company shall consist of no more than 5 companies, to enable the directors to efficiently perform their duties as company directors, dedicating adequate time and ability to fulfill their responsibilities effectively

1.5 Duties and Responsibilities of the Company Secretary

- 1) Preparing and keeping a register of company directors, invitation letters for the Board of Directors meetings, minutes of the Board of Directors meetings, annual reports of the Company, invitation letters for shareholders' meetings, and minutes of shareholders' meetings.
- 2) Keep reports of interest reported by directors or executives of the Company and perform other actions as specified by the Capital Market Supervisory Board. Submit a copy of the report on interest under Section 89/14 of the Securities and Exchange Act Of 1992 (including any amendments) prepared by directors or executives of the Company to the Chairman of the Board of Directors and the Chairman of the Audit Committee within seven working days from the date on which the Company received that report or immediately prior to the transaction.
- 3) Give preliminary advice on the company's laws, rules, and regulations that the Board of Directors needs to know. To follow up on compliance with accuracy and regularity, including reporting significant changes in specifications or laws to the Board of Directors.
- 4) Organize shareholders' meetings and board meetings by the law, the Company's regulations, and relevant practices.
- 5) Record the minutes of the shareholders' meeting and the Board of Directors' meeting, including monitoring the compliance with the resolutions of the shareholders' meeting and the Board of Directors' meeting.
- 6) Supervise the disclosure of information and information reports in part of the response to the relevant agencies according to the regulations and requirements of the official agencies.
- 7) Provide information about the good corporate governance of the Board of Directors and the Company to the shareholders and investors through the preparation of annual reports and/or information disclosure forms and/or sustainability reports.
- 8) Supervise and provide recommendations to the Board of Directors in developing and improving the Board of Directors self-assessment guidelines to be consistent and appropriate with the nature and business conditions of the Company.
- 9) Provide information necessary for performing duties to current and newly appointed directors.
- 10) Summarize the annual conflict of interest report to the Audit Committee and the Board of Directors.
- 11) Supervise the activities of the Board of Directors and perform any other acts by the law and/or as specified in the notification of the Capital Market Supervisory Board and/or as assigned by the Board of Directors.



Attachment 2

Details of Directors of Subsidiaries and Associated Companies

Details of Directors of Subsidiaries and Associated Companies

Name	Subsidiaries											Associated Companies	
	EQR	TER	TEI	EPO	TET	TETSO	TEBP	TEPW	TEL	TEC	STEP	STEC	
1. Mr. Chalerm Kokanutaporn	X	X	X	X	X	X	X	X	X	X	X		
2. Ms. Sineenuch Kokanutaporn	/	/	/	/	/	/	/	/	/	/	/	/	
3. Dr. Kamolthip Komolyudtaphaet	/	/	/	/	/	/	/	/	/	/	/	/	
4. Mr. Kongkit Kokanutaporn					/			/			/		
5. Mr. Kerkkun Kokanutaporn												/	
6. Mr. Asanee Mallamphut					/								
7. Mr. Mohd Haris Mohd Arshad					/						/		
8. Mr. Hidenori Suzuki											/		
9. Mr. Shuhei Tomonaga												/	
10. Mr. Naoya Ichikawa											/	X	
11. Mr. Kazuya Kasai												/	
12. Mr. Minoru Iwane												/	

Notes: X = Chairman / = Director



Attachment 3

Details about the head of the internal audit department and the supervisor of the Company's operations

The details about the head of the internal audit department and the head of the company's compliance department

The company has appointed KPS Audit Company Limited as the company's internal auditor by assigning Vivat Limnantasin, who is the Managing Director, is primarily responsible for performing the duties of the company's internal auditor and regularly reporting the results of the audit of the internal control system to the Audit Committee. In this regard, the audit committee has considered the qualifications of KPS Audit Company Limited and Mr. Wiwat Limnanthasil has concluded that he is suitable enough to perform his duties due to his independence and experience in internal auditing. The details are summarized as follows:

Name - surname	Age (year)	Educational qualifications/ training history	Family relationship between directors and executives	Shareholding proportion in the Company (%)	Work experience in the past 5 years		
					Period	Position / Company Name / Type of Business	Type of business examined
Mr. Wiwat Limnantasilp	53	<ul style="list-style-type: none"> Bachelor of Business Administration Accounting Faculty of Business Administration Ramkhamhaeng University Thailand Internal Auditor Diploma Program – CPIAT (Class 12) Member of the Association of Internal Auditors of Thailand (TAI) Anti-Corruption: The Practical Guided/ Thai Institute of Directors Detecting and preventing corporate "Fraud" / The Asia Business Forum Tools and Techniques for the audit manager Assessing Business Risk: The Gateway to Value-Added Results CIA Preparation Part1 – 3 Training Course Quality management System Auditor / Lead Auditor Training Course 	N/A	N/A	2015 – Present	Managing Director / KPS Audit Company Limited / Providing internal audit and business consulting services	Consumer goods Cosmetics and medical supplies Technology Media and publications Publishing Agriculture and Industry Food transport and logistics Finance Industrial products Energy and Utilities Agriculture Medical service

Name – surname	Age (year)	Educational qualifications/ training history	Family relationship between directors and executives	Shareholding proportion in the Company (%)	Work experience in the past 5 years		
					Period	Position / Company Name / Type of Business	Type of business examined
		<ul style="list-style-type: none"> • Certificate QMS ISO 9001:2000/2008/ ISO/IEC 27001:2005 Training Course • QMS Internal Audit Training Course • Setting Goals & Reviewing Results and Communicating for Leadership Success / DDI-Asia / Pacific International Ltd. • Effective Internal Control for Success IPO by the Stock Exchange of Thailand • Certificate of Business English Training • Certificate of Achievement Systematic Thinking & Decision Making • Interactive Dashboard by Power BI Desktop 			2015 – 2016	Internal Audit Manager / Iwealyh Group Co., Ltd. / Providing internal audit and business consulting services	Renewable energy Cosmeceuticals and pharmaceuticals Agriculture and industry Food Media and Publishing Real estate and construction



Attachment 4

Assets used in business operations and details of asset appraisal lists

Details of the appraisal of assets

Asset	The value of rental	Assessment method	Property appraiser	Objectives of property appraisal	Appraisal date														
1. Land rental (Does not consider building value) Asset: Land, total area 35-0-0.00 Rai or 14,000.00 Square Wah Property location: Thai Eastern Industrial Land Ban Bueng-Klaeng Road (Thor Lor. 344) km. 56+800, Khao Sok Subdistrict, Nong Yai District Chonburi Province Ownership: Thai Eastern Industrial Land Company Limited	6,300,000.00 Baht per month or 525,000.00 Baht per month The rental rate is adjusted at 7% every five years. Market rental details: <ul style="list-style-type: none">The rental rate is adjusted at 7% every five years with a land price of 450.00 baht per square wah. <table><tr><th>Years</th><th>Monthly rental rate</th></tr><tr><td>1-5</td><td>525,000.00 Baht</td></tr><tr><td>6-10</td><td>561,750.00 Baht</td></tr><tr><td>11-15</td><td>601,073.00 Baht</td></tr><tr><td>16-20</td><td>643,148.00 Baht</td></tr><tr><td>21-25</td><td>688,168.00 Baht</td></tr><tr><td>26-30</td><td>736,340.00 Baht</td></tr></table>	Years	Monthly rental rate	1-5	525,000.00 Baht	6-10	561,750.00 Baht	11-15	601,073.00 Baht	16-20	643,148.00 Baht	21-25	688,168.00 Baht	26-30	736,340.00 Baht	Market Approach to determine the land rent.	Krung Siam Property Appraisal Co., Ltd. Principal Assessor Mr. Rattanapornchai Kijpaiboonthawee, Senior Appraiser, No. Wor Thor. 281	For public purposes	March 2, 2022
Years	Monthly rental rate																		
1-5	525,000.00 Baht																		
6-10	561,750.00 Baht																		
11-15	601,073.00 Baht																		
16-20	643,148.00 Baht																		
21-25	688,168.00 Baht																		
26-30	736,340.00 Baht																		

Asset	The value of rental	Assessment method	Property appraiser	Objectives of property appraisal	Appraisal date														
2. Land rental (Does not consider building value) Asset: Land, total area 1-1-57.00 Rai or 557.00 square wah Property location: Thai Eastern Industrial Land Ban Bueng-Klaeng Road (Thor Lor. 344) km. 56+800, Khao Sok Subdistrict, Nong Yai District Chonburi Ownership: Thai Eastern Industrial Land Company Limited	167,100.00 Baht per year or 13,925.00 Baht per month The rental rate is adjusted at 7% every five years. Market rental details: <ul style="list-style-type: none">The rental rate is adjusted at 7% every five years with a land price of 300.00 baht per square wah. <table><tr><th>Year</th><th>Monthly rental rate</th></tr><tr><td>1-5</td><td>13,925.00 Baht</td></tr><tr><td>6-10</td><td>14,899.75 Baht</td></tr><tr><td>11-15</td><td>15,942.73 Baht</td></tr></table>	Year	Monthly rental rate	1-5	13,925.00 Baht	6-10	14,899.75 Baht	11-15	15,942.73 Baht	Market Approach to determine the land rent.	Krung Siam Property Appraisal Co., Ltd. Principal Assessor Mr. Rattanapornchai Kijpaiboonthawee, Senior Appraiser, No. Wor Thor. 281	For public purposes	March 2, 2022						
Year	Monthly rental rate																		
1-5	13,925.00 Baht																		
6-10	14,899.75 Baht																		
11-15	15,942.73 Baht																		
3. Land rental (Does not consider building value) Asset: Land, total area 29-1-64.00 Rai or 11,764.00 square wah Property location: Thai Eastern Industrial Land Ban Bueng-Klaeng Road (Thor Lor. 344) km. 56+800, Khao Sok Subdistrict, Nong Yai District Chonburi Ownership: Thai Eastern Industrial Land Company Limited	5,293,800.00 Baht per year or 441,150.00 Baht per month The rental rate is adjusted at 7% every five years. Market rental details: <ul style="list-style-type: none">The rental rate is adjusted at 7% every five years with a land price of 450.00 baht per square wah. <table><tr><th>Year</th><th>Monthly rental rate</th></tr><tr><td>1-5</td><td>441,150.00 Baht</td></tr><tr><td>6-10</td><td>472,030.50 Baht</td></tr><tr><td>11-15</td><td>505,072.64 Baht</td></tr><tr><td>16-20</td><td>540,427.72 Baht</td></tr><tr><td>21-25</td><td>578,257.66 Baht</td></tr><tr><td>26-30</td><td>618,735.70 Baht</td></tr></table>	Year	Monthly rental rate	1-5	441,150.00 Baht	6-10	472,030.50 Baht	11-15	505,072.64 Baht	16-20	540,427.72 Baht	21-25	578,257.66 Baht	26-30	618,735.70 Baht	Market Approach to determine the land rent.	Krung Siam Property Appraisal Co., Ltd. Principal Assessor Mr. Rattanapornchai Kijpaiboonthawee, Senior Appraiser, No. Wor Thor. 281	For public purposes	October 22, 2022
Year	Monthly rental rate																		
1-5	441,150.00 Baht																		
6-10	472,030.50 Baht																		
11-15	505,072.64 Baht																		
16-20	540,427.72 Baht																		
21-25	578,257.66 Baht																		
26-30	618,735.70 Baht																		

Asset	The value of rental	Assessment method	Property appraiser	Objectives of property appraisal	Appraisal date										
4. Land rental (Does not consider building value) Asset: Land, total area 4-0-24.00 Rai or 1,624.00 square wah Property location: Thai Eastern Industrial Land Ban Bueng-Klaeng Road (Thor Lor. 344) km. 56+800, Khao Sok Subdistrict, Nong Yai District Chonburi Ownership: Thai Eastern Industrial Land Company Limited	487,200.00 Baht per year or 40,600.00 Baht per month The rental rate is adjusted at 5% every three years. Market rental details: <ul style="list-style-type: none">The rental rate is adjusted at 5% every three years with a land price of 300.00 baht per square wah.	Market Approach to determine the land rent.	Krung Siam Property Appraisal Co., Ltd. Principal Assessor Mr. Rattanapornchai Kijpaiboonthawee, Senior Appraiser, No. Wor Thor. 281	For public purposes	March 2, 2022										
5. Land rental (Does not consider building value) Asset: Land, total area 57-0-24.00 Rai or 22,824.00 square wah Property location: Thai Eastern Industrial Land Ban Bueng-Klaeng Road (Thor Lor. 344) km. 56+800, Khao Sok Subdistrict, Nong Yai District Chonburi Ownership: Thai Eastern Industrial Land Company Limited	10,270,800.00 Baht per year or 855,900.00 Baht per month The rental rate is adjusted at 7% every five years. Market rental details: <ul style="list-style-type: none">The rental rate is adjusted at 7% every five years with a land price of 450.00 baht per square wah. <table><tr><th>Year</th><th>Monthly rental rate</th></tr><tr><td>1-5</td><td>855,900.00 Baht</td></tr><tr><td>6-10</td><td>915,813.00 Baht</td></tr><tr><td>11-15</td><td>979,919.91 Baht</td></tr><tr><td>15-15.75</td><td>1,048,514.30 Baht</td></tr></table>	Year	Monthly rental rate	1-5	855,900.00 Baht	6-10	915,813.00 Baht	11-15	979,919.91 Baht	15-15.75	1,048,514.30 Baht	Market Approach to determine the land rent.	Krung Siam Property Appraisal Co., Ltd. Principal Assessor Mr. Rattanapornchai Kijpaiboonthawee, Senior Appraiser, No. Wor Thor. 281	For public purposes	March 2, 2022
Year	Monthly rental rate														
1-5	855,900.00 Baht														
6-10	915,813.00 Baht														
11-15	979,919.91 Baht														
15-15.75	1,048,514.30 Baht														

Asset	The value of rental	Assessment method	Property appraiser	Objectives of property appraisal	Appraisal date								
6. Land rental (Does not consider building value) Asset: Land, total area 34-0-0.00 Rai or 13,600.00 square wah Property location: Thai Eastern Industrial Land Ban Bueng-Klaeng Road (Thor Lor. 344) km. 56+800, Khao Sok Subdistrict, Nong Yai District Chonburi Ownership: Thai Eastern Industrial Land Company Limited	7,497,263.16 Baht per year or 624,771.93 Baht per month. The rental rate is adjusted at 7% every five years. Market rental details: <ul style="list-style-type: none">The rental rate is adjusted at 7% every five years with a land price of 551.27 baht per square wah. <table><thead><tr><th>Year</th><th>Monthly rental rate</th></tr></thead><tbody><tr><td>15.75-20</td><td>624,771.93 Baht</td></tr><tr><td>21-25</td><td>668,505.97 Baht</td></tr><tr><td>26-30</td><td>715,301.38 Baht</td></tr></tbody></table>	Year	Monthly rental rate	15.75-20	624,771.93 Baht	21-25	668,505.97 Baht	26-30	715,301.38 Baht	Market Approach to determine the land rent.	Krung Siam Property Appraisal Co., Ltd. Principal Assessor Mr. Rattanapornchai Kijpaiboonthawee, Senior Appraiser, No. Wor Thor. 281	For public purposes	March 2, 2022
Year	Monthly rental rate												
15.75-20	624,771.93 Baht												
21-25	668,505.97 Baht												
26-30	715,301.38 Baht												
7. Land rental (Does not consider building value) Asset: Land, total area 10-2-63.80 Rai or 4,263.80 square wah Property location: Thai Eastern Industrial Land Ban Bueng-Klaeng Road (Thor Lor. 344) km. 56+800, Khao Sok Subdistrict, Nong Yai District Chonburi Ownership: Thai Eastern Industrial Land Company Limited	1,918,710.00 Baht per year or 159,892.50 Baht per month. The rental rate is adjusted at 5% every three years. Market rental details: <ul style="list-style-type: none">The rental rate is adjusted at 5% every three years with a land price of 450.00 baht per square wah.	Market Approach to determine the land rent.	Krung Siam Property Appraisal Co., Ltd. Principal Assessor Mr. Rattanapornchai Kijpaiboonthawee, Senior Appraiser, No. Wor Thor. 281	For public purposes	March 2, 2022								

Asset	The value of rental	Assessment method	Property appraiser	Objectives of property appraisal	Appraisal date
<p>8. Land rental (Does not consider building value)</p> <p>Asset: Land, total area 23-0-24.00 Rai or 9,224.00 square wah</p> <p>Property location: Thai Eastern Industrial Land Ban Bueng-Klaeng Road (Thor Lor. 344) km. 56+800, Khao Sok Subdistrict, Nong Yai District Chonburi</p> <p>Ownership: Thai Eastern Industrial Land Company Limited</p>	<p>5,084,908.48 Baht per year or 423,742.37 Baht per month. The rental rate is adjusted at 5% every three years.</p> <p>Market rental details:</p> <ul style="list-style-type: none"> The rental rate is adjusted at 5% every three years with a land price of 551.27 baht per square wah per year. 	Market Approach to determine the land rent.	<p>Krung Siam Property Appraisal Co., Ltd.</p> <p>Principal Assessor</p> <p>Mr. Rattanapornchai Kijpaiboonthawee, Senior Appraiser, No. Wor Thor. 281</p>	For public purposes	March 2, 2022
<p>9. Land rental (Does not consider building value)</p> <p>Asset: Land, total area 4-3-8.56 Rai or 1,908.56 square wah</p> <p>Property location: Thai Eastern Industrial Land Ban Bueng-Klaeng Road (Thor Lor. 344) km. 56+800, Khao Sok Subdistrict, Nong Yai District Chonburi</p> <p>Ownership: Thai Eastern Industrial Land Company Limited</p>	<p>858,852.00 Baht per year or 71,571.00 Baht per month. The rental rate is adjusted at 5% every three years.</p> <p>Market rental details:</p> <ul style="list-style-type: none"> The rental rate is adjusted at 5% every three years with a land price of 450.00 baht per square wah. 	Market Approach to determine the land rent.	<p>Krung Siam Property Appraisal Co., Ltd.</p> <p>Principal Assessor</p> <p>Mr. Rattanapornchai Kijpaiboonthawee, Senior Appraiser, No. Wor Thor. 281</p>	For public purposes	March 2, 2022
<p>10. Land rental (Does not consider building value)</p> <p>Asset: Land, total area 0-2-76.00 Rai or 276.00 square wah.</p> <p>Property location: Thai Eastern Industrial Land Ban Bueng-Klaeng Road (Thor Lor. 344) km. 56+800, Khao Sok Subdistrict, Nong Yai District Chonburi</p> <p>Ownership: Thai Eastern Industrial Land Company Limited</p>	<p>124,200.00 Baht per year or 10,350.00 Baht per month. The rental rate is adjusted at 5% every three years.</p> <p>Market rental details:</p> <ul style="list-style-type: none"> The rental rate is adjusted at 5% every three years with a land price of 450.00 baht per square wah. 	Market Approach to determine the land rent.	<p>Krung Siam Property Appraisal Co., Ltd.</p> <p>Principal Assessor</p> <p>Mr. Rattanapornchai Kijpaiboonthawee, Senior Appraiser, No. Wor Thor. 281</p>	For public purposes	March 2, 2022

Asset	The value of rental	Assessment method	Property appraiser	Objectives of property appraisal	Appraisal date								
11. Land rental (Does not consider building value) Asset: Land, total area 1-1-57.00 Rai or 557.00 square wah. Property location: Thai Eastern Industrial Land Ban Bueng-Klaeng Road (Thor Lor. 344) km. 56+800, Khao Sok Subdistrict, Nong Yai District Chonburi Ownership: Thai Eastern Industrial Land Company Limited	167,100.00 Baht per year or 13,925.00 Baht per month. The rental rate is adjusted at 7% every five years. Market rental details: <ul style="list-style-type: none">The rental rate is adjusted at 7% every three years with a land price of 300.00 baht per square wah. <table><thead><tr><th>Year</th><th>Monthly rental rate</th></tr></thead><tbody><tr><td>1-5</td><td>13,925.00 Baht</td></tr><tr><td>6-10</td><td>14,899.75 Baht</td></tr><tr><td>11-15</td><td>15,942.73 Baht</td></tr></tbody></table>	Year	Monthly rental rate	1-5	13,925.00 Baht	6-10	14,899.75 Baht	11-15	15,942.73 Baht	Market Approach to determine the land rent.	Krung Siam Property Appraisal Co., Ltd. Principal Assessor Mr. Rattanapornchai Kijpaiboonthawee, Senior Appraiser, No. Wor Thor. 281	For public purposes	March 2, 2022
Year	Monthly rental rate												
1-5	13,925.00 Baht												
6-10	14,899.75 Baht												
11-15	15,942.73 Baht												
12. Land rental (Does not consider building value) Asset: Land, total area 1-1-57.00 Rai or 557.00 square wah. Property location: Thai Eastern Industrial Land Ban Bueng-Klaeng Road (Thor Lor. 344) km. 56+800, Khao Sok Subdistrict, Nong Yai District Chonburi Ownership: Thai Eastern Industrial Land Company Limited	167,100.00 Baht per year or 13,925.00 Baht per month. The rental rate is adjusted at 7% every five years. Market rental details: <ul style="list-style-type: none">The rental rate is adjusted at 7% every three years with a land price of 300.00 baht per square wah. <table><thead><tr><th>Year</th><th>Monthly rental rate</th></tr></thead><tbody><tr><td>1-5</td><td>13,925.00 Baht</td></tr><tr><td>6-10</td><td>14,899.75 Baht</td></tr><tr><td>11-15</td><td>15,942.73 Baht</td></tr></tbody></table>	Year	Monthly rental rate	1-5	13,925.00 Baht	6-10	14,899.75 Baht	11-15	15,942.73 Baht	Market Approach to determine the land rent.	Krung Siam Property Appraisal Co., Ltd. Principal Assessor Mr. Rattanapornchai Kijpaiboonthawee, Senior Appraiser, No. Wor Thor. 281	For public purposes	March 2, 2022
Year	Monthly rental rate												
1-5	13,925.00 Baht												
6-10	14,899.75 Baht												
11-15	15,942.73 Baht												

Asset	The value of rental	Assessment method	Property appraiser	Objectives of property appraisal	Appraisal date								
13. Land rental (Does not consider building value) Asset: Land, total area 0-2.78.00 Rai or 278.00 square wah Property location: Thai Eastern Industrial Land Ban Bueng-Klaeng Road (Thor Lor. 344) km. 56+800, Khao Sok Subdistrict, Nong Yai District Chonburi Ownership: Thai Eastern Industrial Land Company Limited	83,400.00 Baht per year or 6,950.00 per month. The rental rate is adjusted at 7% every five years. Market rental details: <ul style="list-style-type: none">The rental rate is adjusted at 7% every five years with a land price of 300.00 baht per square wah. <table><tr><th>Year</th><th>Monthly rental rate</th></tr><tr><td>1-5</td><td>6,950.00 Baht</td></tr><tr><td>6-10</td><td>7,436.50 Baht</td></tr><tr><td>11-15</td><td>7,957.06 Baht</td></tr></table>	Year	Monthly rental rate	1-5	6,950.00 Baht	6-10	7,436.50 Baht	11-15	7,957.06 Baht	Market Approach to determine the land rent.	Krung Siam Property Appraisal Co., Ltd. Principal Assessor Mr. Rattanapornchai Kijpaiboonthawee, Senior Appraiser, No. Wor Thor. 281	For public purposes	March 2, 2022
Year	Monthly rental rate												
1-5	6,950.00 Baht												
6-10	7,436.50 Baht												
11-15	7,957.06 Baht												
14. Land rental (Does not consider building value) Asset: Land, total area 0-0-40.00 Rai or 40.00 square wah Property location: Thai Eastern Industrial Land Ban Bueng-Klaeng Road (Thor Lor. 344) km. 56+800, Khao Sok Subdistrict, Nong Yai District Chonburi Ownership: Thai Eastern Industrial Land Company Limited	12,000.00 Baht per year or 1,000.00 per month. The rental rate is adjusted at 5% every three years. Market rental details:: <ul style="list-style-type: none">The rental rate is adjusted at 5% every three years with a land price of 300.00 baht per square wah.	Market Approach to determine the land rent.	Krung Siam Property Appraisal Co., Ltd. Principal Assessor Mr. Rattanapornchai Kijpaiboonthawee, Senior Appraiser, No. Wor Thor. 281	For public purposes	March 2, 2022								
15. Land rental (Does not consider building value) Asset: Land, total area 5-0-0.00 Rai or 2,000.00 square wah Property location: Thai Eastern Industrial Land Ban Bueng-Klaeng Road (Thor Lor. 344) km. 56+800, Khao Sok Subdistrict, Nong Yai District Chonburi Ownership: Thai Eastern Industrial Land Company Limited	900,000.00 Baht per year or 75,000.00 per month. The rental rate is adjusted at 5% every three years. Market rental details: <ul style="list-style-type: none">The rental rate is adjusted at 5% every three years with a land price of 450.00 baht per square wah.	Market Approach to determine the land rent.	Krung Siam Property Appraisal Co., Ltd. Principal Assessor Mr. Rattanapornchai Kijpaiboonthawee, Senior Appraiser, No. Wor Thor. 281	For public purposes	March 2, 2022								

Asset	The value of rental	Assessment method	Property appraiser	Objectives of property appraisal	Appraisal date								
16. Land rental (Does not consider building value) Asset: Land, total area 5-2-69.00 Rai or 2,269.00.0 square wah Property location: Thai Eastern Industrial Land Ban Bueng-Klaeng Road (Thor Lor. 344) km. 56+800, Khao Sok Subdistrict, Nong Yai District Chonburi Ownership: Thai Eastern Industrial Land Company Limited	1,021,050.00 Baht per year or 85,087.50 Baht per month. The rental rate is adjusted at 5% every three years. Market rental details: <ul style="list-style-type: none">The rental rate is adjusted at 5% every three years with a land price of 450.00 baht per square wah.	Market Approach to determine the land rent.	Krung Siam Property Appraisal Co., Ltd. Principal Assessor Mr. Rattanapornchai Kijpaiboonthawee, Senior Appraiser, No. Wor Thor. 281	For public purposes	March 2, 2022								
17. Land rental (Does not consider building value) Asset: Land, total area 1-1-57.00 Rai or 557.00 square wah Property location: Thai Eastern Industrial Land Ban Bueng-Klaeng Road (Thor Lor. 344) km. 56+800, Khao Sok Subdistrict, Nong Yai District Chonburi Ownership: Thai Eastern Industrial Land Company Limited	167,100.00 Baht per year or 13,925.00 Baht per month. The rental rate is adjusted at 7% every five years. Market rental details: <ul style="list-style-type: none">The rental rate is adjusted at 7% every five years with a land price of 300.00 baht per square wah. <table><tr><th>Year</th><th>Monthly rental rate</th></tr><tr><td>1-5</td><td>13,925.00 Baht</td></tr><tr><td>6-10</td><td>14,899.75 Baht</td></tr><tr><td>11-15</td><td>15,942.73 Baht</td></tr></table>	Year	Monthly rental rate	1-5	13,925.00 Baht	6-10	14,899.75 Baht	11-15	15,942.73 Baht	Market Approach to determine the land rent.	Krung Siam Property Appraisal Co., Ltd. Principal Assessor Mr. Rattanapornchai Kijpaiboonthawee, Senior Appraiser, No. Wor Thor. 281	For public purposes	March 2, 2022
Year	Monthly rental rate												
1-5	13,925.00 Baht												
6-10	14,899.75 Baht												
11-15	15,942.73 Baht												

Asset	The value of rental	Assessment method	Property appraiser	Objectives of property appraisal	Appraisal date								
18. Land rental (Does not consider building value) Asset: Land, total area 5-1-92.00 Rai or 2,192.00 square wah Property location: 119Moo 2, Nong Suea Cho-Nong Mai Kaen Road (TorLor. 3245), Wat Suwan Sub-district, Bo Thong District, Chonburi Province Ownership: Kongkit Kokanutaporn (Land)	Section 1: Area of land on which the office building is located 5-1-92.00 Rai or 2,192.00 square wah 95,790.40 Baht per year or 7,982.53 Baht per month. The rental rate is adjusted at 5% every three years. Market rental details: <ul style="list-style-type: none">The rental rate is adjusted at 5% every three years with a land price of 43.70 baht per square wah.	Market Approach to determine the land rent and buildings.	Krung Siam Property Appraisal Co., Ltd. Principal Assessor Mr. Rattanapornchai Kijpaiboonthawee, Senior Appraiser, No. Wor Thor. 281	For public purposes	March 2, 2022								
19. Land rental (Does not consider building value) Asset: Land, total area 1-1-57.00 Rai or 557.00 square wah Property location: Thai Eastern Industrial Land Ban Bueng-Klaeng Road (Thor Lor. 344) km. 56+800, Khao Sok Subdistrict, Nong Yai District Chonburi Ownership: Thai Eastern Industrial Land Company Limited	167,100.00 Baht per year or 13,925.00 Baht per month. The rental rate is adjusted at 7% every five years. Market rental details: <ul style="list-style-type: none">The rental rate is adjusted at 7% every five years with a land price of 300.00 baht per square wah. <table><tr><th>Year</th><th>Monthly rental rate</th></tr><tr><td>1-5</td><td>13,925.00 Baht</td></tr><tr><td>6-10</td><td>14,899.75 Baht</td></tr><tr><td>11-15</td><td>15,942.73 Baht</td></tr></table>	Year	Monthly rental rate	1-5	13,925.00 Baht	6-10	14,899.75 Baht	11-15	15,942.73 Baht	Market Approach to determine the land rent.	Krung Siam Property Appraisal Co., Ltd. Principal Assessor Mr. Rattanapornchai Kijpaiboonthawee, Senior Appraiser, No. Wor Thor. 281	For public purposes	March 2, 2022
Year	Monthly rental rate												
1-5	13,925.00 Baht												
6-10	14,899.75 Baht												
11-15	15,942.73 Baht												

Asset	The value of rental	Assessment method	Property appraiser	Objectives of property appraisal	Appraisal date								
20. Land rental (Does not consider building value) Asset: Land, total area 6-2-4.00 Rai or 2,604.00 square wah Property location: Thai Eastern Industrial Land Ban Bueng-Klaeng Road (Thor Lor. 344) km. 56+800, Khao Sok Subdistrict, Nong Yai District Chonburi Ownership: Thai Eastern Industrial Land Company Limited	1,171,800.00 Baht per year or 97,650.00 Baht per month. The rental rate is adjusted at 7% every five years. Market rental details: <ul style="list-style-type: none">The rental rate is adjusted at 7% every five years with a land price of 450.00 baht per square wah. <table><tr><th>Year</th><th>Monthly rental rate</th></tr><tr><td>1-5</td><td>97,650.00 Baht</td></tr><tr><td>6-10</td><td>104,485.50 Baht</td></tr><tr><td>11-15</td><td>111,799.49 Baht</td></tr></table>	Year	Monthly rental rate	1-5	97,650.00 Baht	6-10	104,485.50 Baht	11-15	111,799.49 Baht	Market Approach to determine the land rent.	Krung Siam Property Appraisal Co., Ltd. Principal Assessor Mr. Rattanapornchai Kijpaiboonthawee, Senior Appraiser, No. Wor Thor. 281	For public purposes	28 December 2022
Year	Monthly rental rate												
1-5	97,650.00 Baht												
6-10	104,485.50 Baht												
11-15	111,799.49 Baht												
21. Land rental (Does not consider building value) Asset: Land, total area 7-1-59.05 Rai or 2,959.05 square wah Property location: Thai Eastern Industrial Land Ban Bueng-Klaeng Road (Thor Lor. 344) km. 56+800, Khao Sok Subdistrict, Nong Yai District Chonburi Ownership: Thai Eastern Industrial Land Company Limited	1,331,572.50 Baht per year or 110,964.38 Baht per month. The rental rate is adjusted at 7% every five years. Market rental details: <ul style="list-style-type: none">The rental rate is adjusted at 7% every five years with a land price of 450.00 baht per square wah. <table><tr><th>Year</th><th>Monthly rental rate</th></tr><tr><td>1-5</td><td>110,964.38 Baht</td></tr><tr><td>6-10</td><td>118,731.88 Baht</td></tr><tr><td>11-15</td><td>127,043.11 Baht</td></tr></table>	Year	Monthly rental rate	1-5	110,964.38 Baht	6-10	118,731.88 Baht	11-15	127,043.11 Baht	Market Approach to determine the land rent.	Krung Siam Property Appraisal Co., Ltd. Principal Assessor Mr. Rattanapornchai Kijpaiboonthawee, Senior Appraiser, No. Wor Thor. 281	For public purposes	28 December 2022
Year	Monthly rental rate												
1-5	110,964.38 Baht												
6-10	118,731.88 Baht												
11-15	127,043.11 Baht												



Attachment 5

Full version of Guidelines for Corporate Governance policy and Business Ethics

Corporate Governance Policy

1. Introduction

Thai Eastern Group Holdings Public Company Limited (“Company”) and subsidiary companies are confident that the good governance process will promote the Company to have efficient and effective management with transparency and accountability, also elevate the performance, build trust and confidence among shareholders, stakeholders, and all related parties to success and achieve its most important goal of maximizing shareholders value. Therefore, the Company has set a good corporate governance policy as a guidance and operational framework in line with the guidelines of regulatory agencies, including the Securities and Exchange Commission (SEC) and to raise the level of good corporate governance guidelines to meet the international standard

2. Principle and Reason

This good corporate governance policy has been prepared as a guideline for the operations of the Board of Directors and personnel at all levels of the organization in accordance with the principles of good corporate governance according to generally accepted international standards.

3. Transitory Provision

Clause 4.6.5, 4.7.4, 4.7.6, 4.8.1(b), 4.8.2.(d), 4.8.2(e) and 4.8.3 shall not apply until the Company is listed on the Stock Exchange of Thailand (SET).

4. Corporate Governance Policy

The Company's directors agree that corporate governance policies should be established to be used as guidelines for performing duties with the belief that adopting good corporate governance principles will bring competence in the competition, conducting business with ethics, respect for rights and responsibility to shareholders and stakeholders is to support society and preserve the environment in order to create added value and sustainability for the Company and shareholders.

4.1 Roles and responsibilities of the board as the leader of the organization that creates sustainable value for the business

The Company's Board of Directors, as the leader of the organization, plays an important role in good corporate governance for the best interest of the Company, and is responsible for the performance of duties to the shareholders with care and prudence. Hence, the Company has established principles and guidelines as follows: -

- 1) The Board of Directors shall understand and aware of their roles and responsibilities as a leader who must supervise the organization to have good management which covers setting objectives and goals, setting strategies, operating policies, as well as allocating important resources to achieve objectives and goals and monitoring, evaluating and supervising the performance result of the Company and its subsidiaries.

- 2) The Board of Directors shall prescribe business ethics and policies of the Company, including this corporate governance policy and sustainable development policy to create sustainable value for the business, promote ethical business operations, respect rights and responsibilities to shareholders and stakeholders to achieve in the Company's business operations that benefit to society and reduce environmental impacts as well as being able to adapt under changing factors. In addition, the Board of Directors is also responsible for reviewing and revise policies in accordance with the situation.
- 3) The Board of Directors is responsible for supervising directors and executives to perform their duties with Accountability and Responsibility, Duty of Care, Duty of Loyalty for the utmost benefit of the Company and compliance with laws, objectives, regulations, resolutions of the board and shareholder's meeting, including the policies or guidelines set by the Company. Directors shall provide sufficient mechanism to ensure that the operations of the Company and its subsidiaries are in accordance with relevant laws, objectives, regulations, board and shareholders meeting resolutions, policies of the Company such as Anti-Corruption Policy, Table of Authorization, etc. Moreover, directors shall set a process to approve important operations such as investment transactions that have a significant impact on the Company, transactions with related with acquisition or disposition of assets, and dividend payment, etc.
- 4) The Board of Directors understands the roles, scope of duties and responsibilities of the Board of Directors, as well as clearly defines the scope of duties and responsibilities for sub-committees and the management as well as monitors the performance of duties as assigned by the Board of Directors. The Board of Directors and Sub-Committee's Board of Directors and Sub-Committees will be reviewed in writing and will review such charter regularly at least once a year to be in line with the Company's direction.

4.2 Define objectives and main goals of the business for its sustainable.

- 1) The board of directors places great importance on defining the organization's objectives and main goals for sustainable growth, creating value, and benefiting the organization, customers, partners, shareholders, stakeholders, and society as a whole. They will promote communication and reinforce the reflection of the organization's objectives and main goals in decision-making and operations at all levels, leading to a corporate culture that operates under good governance principles.
- 2) The organization's objectives, goals, and strategies must be aligned with achieving the business's objectives and main goals, utilizing appropriate and secure innovation and technology. Additionally, they must be aware of the risks of setting goals that may lead to unlawful or unethical conduct and ensure that objectives and goals are communicated through strategies and plans throughout the organization.

4.3 Strengthening the effective board of directors

- 1) The chairman of the board and the CEO of the company will not be the same person to ensure clarity in the division of responsibilities in setting policies for governance and management of operations. The company has clearly defined the authority and responsibilities of the CEO and the chairman of the board and requires the chairman of the board to be an independent director.

- 2) The board of directors has a responsibility to determine and review the structure of the company's board, including its composition, qualifications, expertise, experience, appropriate number of directors for the business, and proportion of independent directors, in order to ensure suitability and necessity for achieving the company's objectives and main goals, as well as those of its subsidiaries.
- 3) The board of directors of the company is responsible for appointing a suitable person as chairman of the board and ensuring that the composition and operations of the board support the use of independent judgment in decision-making. In cases where the chairman of the board is not an independent director, the board of directors will appoint one independent director to participate in setting the agenda for board meetings to promote a balance of power between the board and management and to ensure compliance with good corporate governance principles for the registered company.
- 4) The board of directors of the company shall establish a selection process to select and appoint directors and subcommittee members who possess the qualifications required for the positions in accordance with the specified criteria. This is to ensure transparency and clarity so that the shareholders who appoint them have confidence in the process, which is free from the influence of controlling shareholders or management, and to instill confidence in external parties.

The committee will consider the remuneration of the directors and subcommittees as proposed by the nomination and remuneration committee. The directors and subcommittees will receive a fixed meeting allowance, while the chairman of the board, the audit committee, and the risk management committee will also receive a salary in addition to the meeting allowance. The meeting allowance and salary rates will be comparable to those of other companies in the same industry. In addition, variable compensation will be given to the directors in the form of bonuses, which will be based on their performance and the company's dividend payout ratio. The remuneration-setting process must be transparent and approved by the shareholders, with the level and components of remuneration being appropriate to the extent of responsibility sufficient to motivate the board to lead the organization towards both short and long-term goals and maintain high-quality directors, while avoiding excessive compensation.

As for the directors of subsidiaries who are also directors and executives of the company, their remuneration will be considered as part of the remuneration for the positions they hold in the company. For the company's executives and subsidiaries, they will receive both a fixed salary, which will be compared with other companies in the same industry, and variable compensation in the form of bonuses, which will be based on their responsibilities and the company's performance, overseen by the CEO who will also receive both a fixed salary and variable compensation.

- 5) The board of directors will oversee that all directors have responsibility in carrying out their duties and allocate sufficient time.
- 6) The Board of Directors has established a framework and mechanisms for overseeing the policies and operations of subsidiary companies and affiliated companies at appropriate levels for each business.

- 7) The company's board of directors has a policy of conducting an annual performance evaluation for the board of directors, subcommittees, and/or individual directors. The results of the evaluation will be used for the development of future job performance.
- 8) The Board of Directors will oversee that each director has knowledge and understanding of their roles and responsibilities, business operations, and relevant laws related to the business. They will also support all directors in acquiring and enhancing their skills and knowledge for their duties as directors on an ongoing basis.
- 9) The board of directors of the company will ensure that the operations of the board are conducted smoothly, with access to necessary information, and the appointment of a company secretary who has the necessary knowledge and experience to support the operations of the board of directors.

4.4 Recruitment and development of senior executives and personnel management

- 1) The Board of Directors of the company will establish qualifications and criteria for conducting operations to ensure confidence in the recruitment and development of the Chairman of the Board and executives who have the necessary knowledge, skills, experience, and characteristics to drive the organization towards its goals.
- 2) The company's board of directors should oversee the establishment of a suitable compensation structure and evaluation process.
- 3) The board of directors has a policy to ensure understanding of the structure and relationships of shareholders that may affect business management and control authority, to avoid hindering the duties of the company's board of directors. They will also ensure disclosure of information that may have an appropriate impact on business control.
- 4) The company's board of directors will monitor and oversee the management, as well as develop the personnel to have appropriate knowledge, skills, experience, and motivation.
- 5) For executives below the level of CEO, the CEO has the authority to set compensation and approve performance evaluations for those individuals.
- 6) The company's board of directors has established a succession plan to prepare for the succession of the CEO and other executives. The objective is to ensure the continuity of the company's business operations.
- 7) The company's board of directors will oversee the establishment of a reserve fund to support employees' retirement savings, as well as provide support for employees to gain knowledge and understanding of financial management. This is intended to ensure that employees have adequate savings for retirement and can lead a good quality of life while working for the company in the long term.

4.5 Promote innovation and responsible business practices

- 1) The company's board of directors places importance and supports the creation of innovation that adds value to the business, while also creating benefits for all parties involved, and being responsible for society and the environment. It will promote operations that increase the company's value according to the constantly changing environmental factors, which may cover the business model, design thinking, product and service development, research, process improvement, and collaboration with partners.

- 2) The board of directors will monitor and ensure that the management of the company and its subsidiaries conduct business responsibly towards society and the environment, as reflected in the operational plan, to ensure that all departments of the organization operate in line with the company's objectives, main goals, and strategies. The board of directors will establish mechanisms to ensure that the business is conducted with integrity, responsibility towards society and the environment, and without violating the rights of stakeholders, in order to provide a direction for all parts of the organization to achieve sustainable objectives and main goals. The board of directors has set forth practices for stakeholders as part of the sustainable development and business ethics policy and will disclose important and necessary information to stakeholders in a timely, reliable, and adequate manner.
- 3) The board of directors of the company will monitor and oversee the allocation and management of resources to be efficient and effective, considering the impact and development of resources throughout the value chain, to achieve sustainable objectives and main goals. In this regard, there are at least six types of resources that the company should consider, namely financial capital, manufactured capital, intellectual capital, human capital, social and relationship capital, and natural capital.
- 4) The company's board of directors will establish a framework for supervision and management of information technology in accordance with the needs of the business. This includes ensuring that information technology is used to increase business opportunities and develop operations. They will also manage risks to enable the organization to achieve its objectives and goals.

4.6 Risk management and internal control systems

- 1) The board of directors will oversee and ensure that the company has effective risk management and internal control systems that enable it to achieve its objectives efficiently, while also complying with relevant laws and standards.
- 2) The company's board of directors has appointed a risk management committee with qualifications and duties in accordance with the principles of the Stock Exchange of Thailand and relevant laws, and to assist the board in developing appropriate risk management policies that cover the entire organization. The committee is responsible for ensuring that the company has effective and efficient risk management systems or processes that will enable it to achieve its objectives and comply with laws and relevant standards. The committee supports the audit committee in preparing the internal audit plan and providing information on risk management to ensure that the company has a suitable and efficient internal control system. This is in accordance with the risk management charter, and to ensure that the company's risk management is at an acceptable level.
- 3) The board of directors has appointed an audit committee, all of whom must be independent directors and not prohibited by relevant laws, as well as possessing qualifications and duties according to the criteria of the SEC and the Stock Exchange in order to perform their duties effectively and independently as assigned by the board of directors. This includes duties such as reviewing financial reports, internal control systems,

compliance with laws, selecting auditors, disclosing information of the company, and preparing reports of the audit committee, as stated in the audit committee charter.

- 4) The company's board of directors will appoint a committee to monitor and manage conflicts of interest that may arise between the company and its subsidiaries, management, board of directors, and shareholders, as well as prevent the misuse of the company's assets, information, and opportunities, and transactions with related parties that are not in the company's best interest. This includes establishing a code of conduct, policies for maintaining the confidentiality of the company's and customers' information and setting guidelines for business ethics.
- 5) The board of directors has a clear policy to combat corruption and collusion and communicates this at all levels of the organization and with external parties to ensure effective implementation. The board also establishes projects or initiatives to counter corruption and collusion, supports activities that promote compliance with relevant laws and regulations, and ensures that all employees act in accordance with the law and related rules and regulations.
- 6) The company's board of directors has overseen the establishment of a mechanism for receiving complaints and handling cases where there are indications of wrongdoing, as well as providing clear guidelines for ethical business practices. In addition, channels for receiving complaints will be made available on the company's website or in its annual report.

4.7 Maintain financial credibility and disclosure of information

- 1) The board of directors is responsible for overseeing that the financial reporting and important information disclosure systems of the company and its subsidiaries are accurate, sufficient, timely, comply with relevant regulations, standards, and practices.
- 2) The board of directors will monitor and give importance to the financial health and debt repayment ability of the company and its subsidiaries.
- 3) If there is a situation where the business is experiencing financial difficulties or there is a likelihood of encountering such difficulties, the board of directors will ensure that the company has a plan to solve the problem or has other mechanisms to address the financial problems, taking into account the rights of stakeholders.
- 4) The board of directors shall prepare sustainable reports appropriately disclosing compliance with legal practices, business ethics, anti-corruption and collusion policies, employee and stakeholder practices that are fair, just, and respectful of human rights, as well as responsibilities towards society and the environment. This information may be disclosed in the annual report or may be prepared separately as deemed appropriate by the company.
- 5) The company's board of directors shall oversee the management team to ensure that an investor relations department is established to communicate and disseminate useful information to shareholders, investors, analysts, and other relevant parties equally and in a timely manner.

- 6) The company's board of directors promotes the use of information technology to disseminate information. In addition to disclosing information according to the prescribed criteria and through the channels of the stock market, the board of directors will ensure that information is disclosed in both Thai and English through other channels such as the company's website, and present current information.
- 7) The company's board of directors has mandated that the disclosure of information and transparency be a part of the company's good governance policy.

4.8 Supporting participation and communication with shareholders

The board of directors of the company recognizes the rights of shareholders under the law, by protecting their rights and facilitating their use of such rights in various matters, ensuring that these rights are protected and exercised properly. The company shall not engage in any acts that violate or infringe upon the rights of shareholders and sets forth principles and practices as follows.

- 1) The company's board of directors shall ensure that shareholders have a stake in making important decisions affecting the company, including its subsidiaries that may impact the company significantly.
 - a) The board of directors shall ensure that shareholders have basic rights, including the right to buy or transfer shares, the right to a share of the company's profits, the right to sufficient information about the company's operations, the right to participate in shareholder meetings to appoint or remove directors, to appoint auditors, to allocate dividends, to establish or amend regulations or articles of association, to reduce or increase capital, and to approve special transactions.
 - b) The company shall promote and support shareholders to exercise their rights in various matters at the annual general meeting, including the right to propose the agenda of the meeting in advance, the right to nominate candidates for the board of directors in advance, the right to submit questions in advance, the right to express opinions and ask questions at the meeting, and provide convenience for shareholders to propose candidates for the board of directors of the company's subsidiaries by sending their resumes and consent letters to the chairman of the board of directors in accordance with the criteria, rules, and procedures established by the company.
 - c) The company shall support shareholders to use proxy forms in a way that shareholders can determine the direction of their voting, whether in favor, against, or abstain. The company has prepared the proxy forms to be given to shareholders and will provide convenience to those who cannot attend the meeting in person but want to exercise their voting rights. The company will propose to have an independent proxy attend the meeting and vote on behalf of the shareholders to facilitate their ability to elect any independent directors on the board of directors.
 - d) Any action that violates or restricts the rights or deprives the shareholders of accessing the company's information that must be disclosed according to various provisions, as well as the participation in shareholder meetings, shall be avoided.
 - e) The company shall facilitate shareholders to exercise their rights, such as providing important and up-to-date information through the company's website.

- 2) The board of directors shall ensure that the proceedings of the shareholder meeting are conducted in an orderly, transparent, efficient, and supportive manner, enabling shareholders to exercise their rights, including: -
- a) The board of directors shall facilitate shareholders to exercise their rights to participate and vote fully in the shareholder meeting and will refrain from any actions that limit the opportunities for shareholders to attend the meeting. In cases where shareholders are unable to attend the meeting themselves, the company will provide the opportunity to appoint an independent director or any other person to attend the meeting on their behalf.
 - b) The board of directors shall provide shareholders with information on the rules and procedures for attending shareholder meetings in the invitation letter. During the meeting, the meeting organizer shall inform shareholders of the rules and procedures used in the meeting and the voting process. The rules and procedures for voting shall be recorded and included in the minutes of each shareholder meeting.
 - c) The meeting shall be conducted appropriately, and shareholders shall be given the opportunity to ask questions of the board regarding agenda items related to the meeting or the company and express their opinions. The chairman of the board shall ask for questions on each agenda item, and record questions related to the meeting agenda or the company, as well as shareholder opinions and any explanations by the board of directors and/or management, in the report of each shareholder meeting.
 - d) The board of directors shall support the promotion and use of technology, such as barcode and scorecard, or others, in shareholder meetings, including registration, vote counting, and display, to ensure that the meeting is conducted quickly, accurately, transparently, and verifiably. The results of the vote will be disclosed in the shareholder meeting report, along with the number of votes for, against, and abstentions on each agenda item that is voted.
 - e) The board of directors shall appoint an independent person as a witness to vote counting or as a person who counts or verifies votes in the meeting such as the company's accountant or legal advisor. The results of the counting or verification of votes will be disclosed and recorded in the meeting report.
 - f) The company's board of directors recognizes the importance of holding an annual general meeting of shareholders and respects the rights of shareholders. Therefore, they support all directors to attend the shareholder meeting.
- 3) The board of directors of the company will ensure that the resolutions of the shareholders' meeting are disclosed and that reports of the shareholders' meeting are accurate and complete. After each shareholders' meeting, the company will be responsible for collecting the content of the meeting, including details of the agenda, the list of directors attending and absent, resolutions, voting results, questions, and comments from shareholders, and compiling them into a "Shareholders' Meeting Report." This report will be published on the company's website and sent to the Stock Exchange of Thailand and/or relevant agencies within 14 days from the date of the meeting. The results of the voting on each agenda item of the meeting will also be disclosed to the public through the system of the Stock Exchange of Thailand within the time period prescribed by law.

4.9 Tax Management

The company places importance on compliance with relevant legal requirements related to tax management, adhering to the principles of accuracy, transparency, and verifiability, for the maximum benefit of the company and all stakeholders, and will not use tax structures in an inappropriate manner that may lead to tax evasion.

To ensure that this good governance policy is appropriate and in line with the business situation or regulatory changes, a periodic review of this policy is mandated every year.

Business Ethics

1. Introduction

Thai Eastern Group Holdings Limited (the “Company”) and its subsidiaries are committed to conducting business with a foundation of responsibility, transparency, and integrity in order to ensure efficient and effective operations and achieve the objectives of the Company and its subsidiaries. The Company has established a code of conduct for business ethics to guide the directors, management and employees of the Company and its subsidiaries in their work as follows:

2. Principle and Reason

To align with the vision, mission, and values of the Company, the Company deems it appropriate to prepare this document as a guideline for the Board of Directors, executives, and employees of the Company and its subsidiaries at all levels to adhere to in carrying out the operations of the Company and its subsidiaries to achieve their objectives.

3. Business Ethics

3.1 Compliance with laws, rules, regulations, announcements and orders

- 1) Any operations, whether related or unrelated to the Company and its subsidiaries, must be conducted within the framework of the law and relevant regulations, such as laws, regulations, rules, and ethical standards of government agencies. Employees must not be involved in or assist in any activities that violate or disobey various laws, regulations, rules, announcements, and orders.
- 2) In organizing the management structure, it is important to consider the fair relationship between the board of directors, executives, and employees, as well as setting important vision, strategies, policies, and plans. There should be a system for monitoring performance and managing risks effectively, with independence and responsibility for the results of their duties based on good corporate governance principles.
- 3) In managing work and evaluating performance, emphasis is placed on transparency and fairness in order to maintain the rights of all parties involved, both those who benefit and those who bear the consequences.
- 4) The management team has developed the company's and its subsidiaries' values in order to encourage employees to adhere to them while performing their work.

3.2 Environmental Responsibility

- 1) The company and its subsidiaries require employees to comply with relevant laws and regulations related to the environment and sustainable development policies, and to be responsible for monitoring compliance with such regulations.
- 2) To promote and provide knowledge to employees at all levels of the company and its subsidiaries on the concept of Bio Circular Economy, as a joint approach to development and taking responsibility for society and the environment throughout the company.
- 3) To promote the use of modern and environmentally friendly machinery and technology.
- 4) To encourage projects or activities for society and the environment, using the company's potential and resources to successfully achieve valuable and effective goals and objectives.
- 5) Ensure that the environmental conditions of nearby communities are measured and monitored to meet the standards and communicate the company's environmental performance reports to the community.

3.3 Intellectual Property Management

- 1) Comply with the laws related to intellectual property in all countries where the company and its subsidiaries invest, including announcements, orders, and regulations set by the company.
- 2) Respect and do not infringe upon the intellectual property of others. If there is any action that constitutes or may constitute infringement, it may lead to infringement or may cause a dispute over intellectual property. Therefore, such information must be reported to the authorities for acknowledgment.
- 3) Verify the intellectual property data obtained from external parties, or to be used within the company and subsidiaries to reduce the likelihood of infringing the intellectual property rights of others.
- 4) In carrying out their duties, employees must take care to protect and preserve the intellectual property of the Company and its subsidiaries, including work, data, formulas, statistics, programs, methods, processes, and various facts, and ensure that they are not infringed upon or disclosed to anyone without permission from the Company or its subsidiaries.

3.4 Anti-corruption and corruption

It is necessary to comply with the policy of anti-corruption and strict compliance. Supervisors or managers are responsible for ensuring that employees are aware of and comply with this policy. After the company is registered in the Stock Exchange of Thailand, the company will consider joining the network to combat corruption and collusion as deemed appropriate.

3.5 Customer Service

- 1) Perform duties to the best of one's ability and cooperate fully to deliver quality products and services promptly, meeting the needs of customers at a fair price.
- 2) Provide accurate, sufficient, and timely information to customers regarding product and service-related information in response to events.
- 3) Communicate with customers politely, establish credibility and trustworthiness with customers.

- 4) Adhere strictly to the agreed-upon conditions with the customer. In cases where it is impossible to comply, promptly notify the customer to find a solution.
- 5) Establish a system to receive customer complaints regarding the quality of products and services, as well as the promptness of response, in order to improve product quality and service delivery.
- 6) Maintain customer confidentiality and do not use customer information for personal gain or for unauthorized persons. Additionally, do not accept, solicit, or pay any benefits that imply any unethical behavior.

3.6 Interacting with partners and/or creditors.

- 1) Treat suppliers and/or creditors fairly, ethically, and in accordance with the law, agreements, or conditions that have been mutually agreed upon. In cases where it is not possible to comply, notify the supplier and/or creditor promptly to find a solution.
- 2) In business negotiations, employees must refrain from accepting, receiving, or offering any benefits that are not legitimate in trade with business partners and/or creditors.
- 3) Provide opportunities for business partners to participate freely in bidding, and decisions must be based on appropriate selection criteria such as product or service quality, price, and delivery capability.
- 4) Supporting our partners in creating or sourcing high-quality, safe, and environmentally-friendly products and services that align with the company's requirements and agreements made with the partners.

3.7 Commercial competitors Practices

- 1) To treat commercial competitors under the framework of fair competition.
- 2) Do not engage in any action that aims to damage the reputation of competitors in the business.
- 3) Do not use any means to intentionally violate the confidentiality or trade secrets of competitors.

3.8 Community and Society Practices

- 1) Instill the awareness of responsibility towards society and continuously follow sustainable social development policies among all levels of employees.
- 2) Promote activities that are suitable and consistent with the creation of a constructive and consistent society.
- 3) Conducting business that has negative impacts on society and the quality of life of people in the most vulnerable communities.
- 4) Comply with and cooperate with the strict implementation of laws and regulations issued by regulatory agencies.
- 5) To give importance to community and social activities by focusing on social development, community development, environment, creativity, and natural resource conservation, as well as supporting education for youth and promoting public welfare activities for disadvantaged communities to become self-reliant and strong communities.
- 6) Promote and support employees' participation in local cultural activities that the company and its subsidiaries operate.

3.9 Employee Practices

- 1) Adhere to the laws, regulations, and various rules related to employees strictly.
- 2) Provide a good and safe working environment for the lives and property of employees.
- 3) Provide fair remuneration and benefits for employees.
- 4) The consideration of appointments, transfers, rewards, and punishments must be done fairly, taking into account the knowledge, ability, and suitability of each employee.
- 5) Emphasize the importance of developing the potential of employees by providing equal and continuous opportunities.
- 6) Do not engage in any unfair actions that may affect the stability of employees' job duties or create pressure on employees' mental well-being.

3.10 Complaint Handling

- 1) Provide channels for complaints and reporting that cover everything from receiving complaints, verifying facts, to the nature of the complaint.
 - Violations of laws and/or company regulations, fraud, and breaches of ethics by employees and executives.
 - Abnormalities in financial reports and deficient internal control systems.
 - The issue that impacts the benefits or reputation of the company.
 - Channels for whistleblowing or complaints as specified in the whistleblowing and complaint policy.

Human rights and non-discrimination practices

- 1) To respect and adhere to human rights principles towards all stakeholders, treat them equally, do not discriminate, and will disclose relevant and necessary information to affected stakeholders adequately, reliably, and promptly.
- 2) To provide equality, without discrimination or segregation based on gender, skin color, race, nationality, social status, education, religion, or cultural traditions and customs.
- 3) To commit to working with integrity in accordance with human rights principles and labor laws, such as not employing child labor under the age of 15, whether for regular or part-time work. We do not use forced labor or impose physical punishment or intimidation from violent acts.
- 4) To practice mutual respect and civility towards each other, showing respect for individuality and human dignity.
- 5) To respect and honor our supervisors and colleagues.
- 6) Do not engage in any form of sexual harassment, including through language, gestures, or actions towards colleagues, coworkers, and supervisors.
- 7) Grant the right to propose the establishment of a special committee for the purpose related to human rights and non-discrimination. This must be done in accordance with the law, policies, and work processes of the company and its subsidiaries.
- 8) Accept feedback and suggestions from all employees equally and fairly, respecting their right to express their opinions, including providing opportunities to express their opinions without interference, as well as providing channels of communication to receive feedback from all parties.

- 9) Provide a process for identifying risks related to human rights and mechanisms for reporting human rights violations within the organization.

3.12 Rights and political neutrality

- 1) Respect and reverence shall be given to the institution of the monarchy.
- 2) Uphold the democratic system and promote the use of rights according to the constitution and other relevant laws.
- 3) Not engage in any actions that may give the impression that the Company and its subsidiaries are associated with or support any political party.

3.13 Privacy protection

- 1) Collect, store, and use personal information of employees, customers, and business partners only for necessary purposes in compliance with relevant laws and regulations.
- 2) Keep and maintain personal data of employees, customers, and business partners, or any other data that may identify the identity of employees, customers, and business partners, as confidential and not disclose such information to third parties without consent from employees, customers, and business partners, unless required by law or by orders of relevant government agencies. Implement measures to prevent unauthorized access to data by unauthorized personnel or parties, except for the disclosure of personal data as required by law or by orders of relevant government agencies.
- 3) Establish appropriate measures to maintain the security of personal data in accordance with technology and information policies, as well as to instill awareness among employees of the company and subsidiaries about their responsibility to maintain the security of personal data and prevent the loss, unauthorized access, destruction, use, modification, alteration, or disclosure of personal data of employees, customers, and partners without permission.

4. Ethics of employees

- 4.1 Do not disclose information about the company and its subsidiaries, and customers without authorization from authorized personnel.
- 4.2 Perform duties with full skills, knowledge, and abilities to provide the highest benefit to the company, subsidiaries, customers, investors, and stakeholders associated with the company and subsidiaries.
- 4.3 There should be participation in the development of standard operating procedures and help to strengthen an efficient internal control system.
- 4.4 Do not bring drugs, alcohol, gambling, or illegal items into or consume them on the premises of the company and its subsidiaries.
- 4.5 The company and its subsidiaries support all employees to be committed to performing their duties with honesty, integrity, responsibility, and dedication to improving the quality, efficiency, and development of the company and its subsidiaries towards excellence without seeking personal gain. The company and its subsidiaries also encourage all employees to have a stake in the company and its subsidiaries by adhering to the principle of the collective interest as the foundation.

- 4.6 All employees must not disclose or remove any information of the company and its subsidiaries without obtaining authorization from the authorized approving person, regardless of whether such disclosure may result in damage to the company's competitiveness, image, reputation, or the interests of individuals associated with the company and its subsidiaries, or otherwise.
- 4.7 All employees must use the company's assets and resources efficiently and for the maximum benefit of the company and its subsidiaries. It is strictly prohibited to use the company's assets and resources for personal gain.
- 4.8 All employees are responsible for managing and safeguarding the company's assets and resources to ensure their maximum benefit, including preventing damage, loss, or misuse. These assets and resources should only be used for company-related activities and not for any activities outside the scope of the company and its subsidiaries.
- 4.9 All employees must adhere strictly to other policies of the company and its subsidiaries, including policies related to confidentiality of company information, customer information, and internal data.
- 4.10 Employees must not accept or demand benefits, offer compensation, or make payments in any form, including inappropriate expenses, whether directly or indirectly, to receive favorable treatment for themselves, the Company, or its subsidiaries.
- 4.11 The provision of gifts, hospitality, discounts, or business terms to individuals who have business relationships with the Company, including customers, partners, or other individuals, must be in accordance with normal business practices. Company employees should act within the following boundaries:
- Do not violate the existing policies and regulations of the company, as well as any future additions.
 - In accordance with the law.
 - Must report to the authorized person as specified by the Company for acknowledgment and/or approval before taking any action.

In order to ensure that this business code of conduct is appropriate and consistent with the current situation, the state of the business, or any regulations that have been changed, it is required to review this business code of conduct annually.



Attachment 6

Audit Committee Report on Internal Control and Risk Management

Audit Committee Report

The Audit Committee acts independently to protect the interests of the Company within the scope specified in the Charter of the Audit Committee. The Audit Committee has giving importance to the review of financial reports, internal control system and related transactions which is important to business operations and good corporate governance. In 2022, there were a total of 7 audit committee meetings in which the audit committee members attended every meeting with a quorum and individual which has the following topics of assessment listed as the following are 1) structure and qualifications of the Audit Committee, 2) roles, duties and responsibilities, 3) Audit Committee meetings, 4) performance of duties of directors, 5) relationship with management, and 6) self-development of directors and development of executive. The secretary of the audit committee collects assessment results and prepare a summary of the assessment report to the Board of Directors' Meeting No. 9/2022 on 3 December 2022.

Summarize the essence of the duty ended 31 December 2022 are as follows:

1) Review of financial statements

The reviewing of quarterly financial statements and annual financial statements, including relevant financial reports together with the auditor and management, The Audit Committee solicited information and giving opinions on matters that affect the financial statements such as trade accounts receivable and allowance for doubtful accounts, inventories and allowance for diminution in value of inventories, impairment of investments in subsidiaries and joint ventures, etc. This is to ensure that the financial statements are prepared in accordance with generally accepted accounting standards and adequate disclosure of information.

2) Review of related party transactions

The reviewing of related transactions or transactions that may have conflicts of interest and are of the opinion that it is a normal business transaction, and beneficial to the business of the company with including sufficient disclosure of information.

3) Consideration for the appointment of the annual auditor

The consideration of selecting, nominating and proposing remuneration to EY Office Limited as the Company's auditor and its subsidiaries for the year 2022, as well as having a meeting between the Audit Committee and the Company's auditor on a regular basis, to discuss issues from the audit and provide solutions to important issues in a timely manner.

4) Review of the risk management process

The reviewing of the adequacy of the Company's risk management process and its subsidiaries together with the Risk Management Committee, including considering the sufficiency appropriateness of factors and impacts on the operations of the Company Group to cover the surrounding risks.

5) Review of Operational Supervision

The reviewing of the Company's compilation with laws, rules and regulations related to the business of the Company in accordance with the principles of good corporate governance including support and supervise the operations according to safety standards.

6) Supervision of internal audit work

The Company's Audit Committee followed up the operation in 2022 according to the scope of authority and responsibility assigned by the Board of Directors by considering the company's audit of the internal control system by consulting with independent internal auditors, to plan and approve the annual audit plan, including assessing the adequacy the suitability of personnel and independence in the performance of internal auditing; and follow up on performance and take corrective actions according to audit reports on significant issues continuously. This will lead to a good internal control system, effective risk management and good corporate governance.

Mr. Prawit Kijpaisanrattana
Chairman of the Audit Committee

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