



TECK BEE HANG CO., LTD.

SUSTAINABILITY REPORT

2025

TECK BEE HANG CO., LTD.



SUSTAINABLE RUBBER, SUSTAINABLE FUTURE



SUSTAINABLE RUBBER, SUSTAINABLE FUTURE

Operating a business in 2025 entails facing challenges from global market price volatility, climate change, and increasingly stringent international trade regulations. Adapting business strategies is therefore a crucial factor for competitiveness, particularly in enhancing production efficiency, developing value-added products and systematically managing the supply chain. This goes hand in hand with applying ESG concepts to determine the organization's direction covering environmental management, engagement with farmers and communities and the reinforcement of transparent corporate governance. It also involves finding approaches to mitigate structural risks, build trust among business partners and investors and support long-term sustainable growth.

Under the vision

'To be an expert in natural rubber production, aiming to develop STR to be globally recognized through excellence in quality, technology, and the potential of our personnel, while building sustainable relationships with communities and society,' we are moving toward the future with clear goals through environmentally friendly and socially responsible business operations that maintain international quality standards.

We would like to thank everyone for being a part of this journey, and we sincerely hope to step forward into a sustainable future together by adhering to the principles of sustainable development and upholding our responsibility to create value for all stakeholders.



Contents

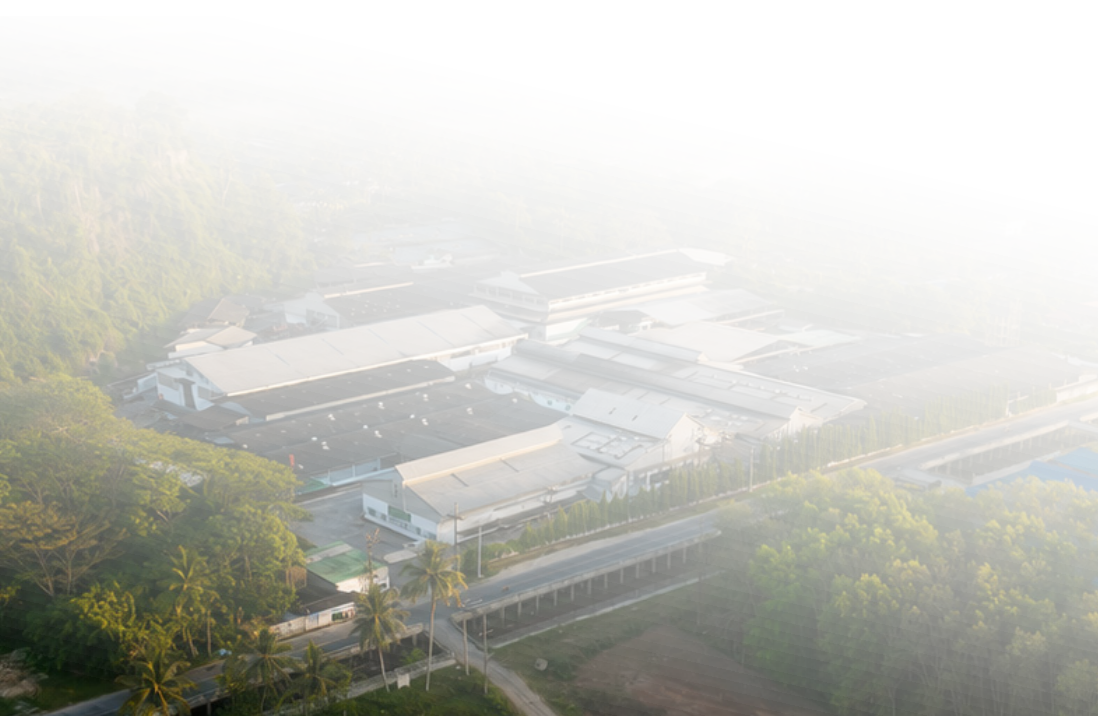
Message from the Chief Executive Officer	4
• Key Sustainability Driving Achievements in 2025	6
• Environmental	6
• Social	7
• Governance and Economic	9
Supporting the United Nations Sustainable Development Goals (UN SDGs)	10
2025 Sustainability Commitments	13
About This Report	14
Stakeholder Voices and Feedback	15

Key Performance Highlights in 2025 17

• Environmental Leadership	17
• Building Strong Communities and Growing Together	18
• Enhancing Corporate Governance Standards	19

About Teck Bee Hang 20

• Business Policy and Overview	21
• Products and Services	22
• Memberships in organizations for Economic, Social and environment Development	24
• Sustainability Strategy	25
• Progress Towards 2025 Sustainability Goals	27
• Sustainability Management Approach	30
• Managing Impacts on Stakeholders Across the Business Value Chain	31
• Material Topics	45
• Compliance with the United Nations Global Compact (UNGC) Principles	58
• GPSNR Policy Framework	63
• Task Force on Climate-related Financial Disclosures (TCFD) Framework	69



Contents

Economic and Governance 71

- Corporate Governance and Business Ethics 72
- Risk Management and Business Continuity 104
- Sustainable Supply Chain Management 128
- Quality Excellence 150

Social 165

- Respect for Stakeholder Rights 166
- Employee Welfare and Development 176
- Occupational Health and Safety in the Workplace 199
- Community involvement 210

Environmental 225

- Climate Change Management 227
- Resource Efficiency 253
- Pollution Prevention 262
- Land Stewardship 271

ESG Performance Data 286

- Economics Performance 286
- Social Performance 289
- Environmental Performance 297

GRI Content Index 303



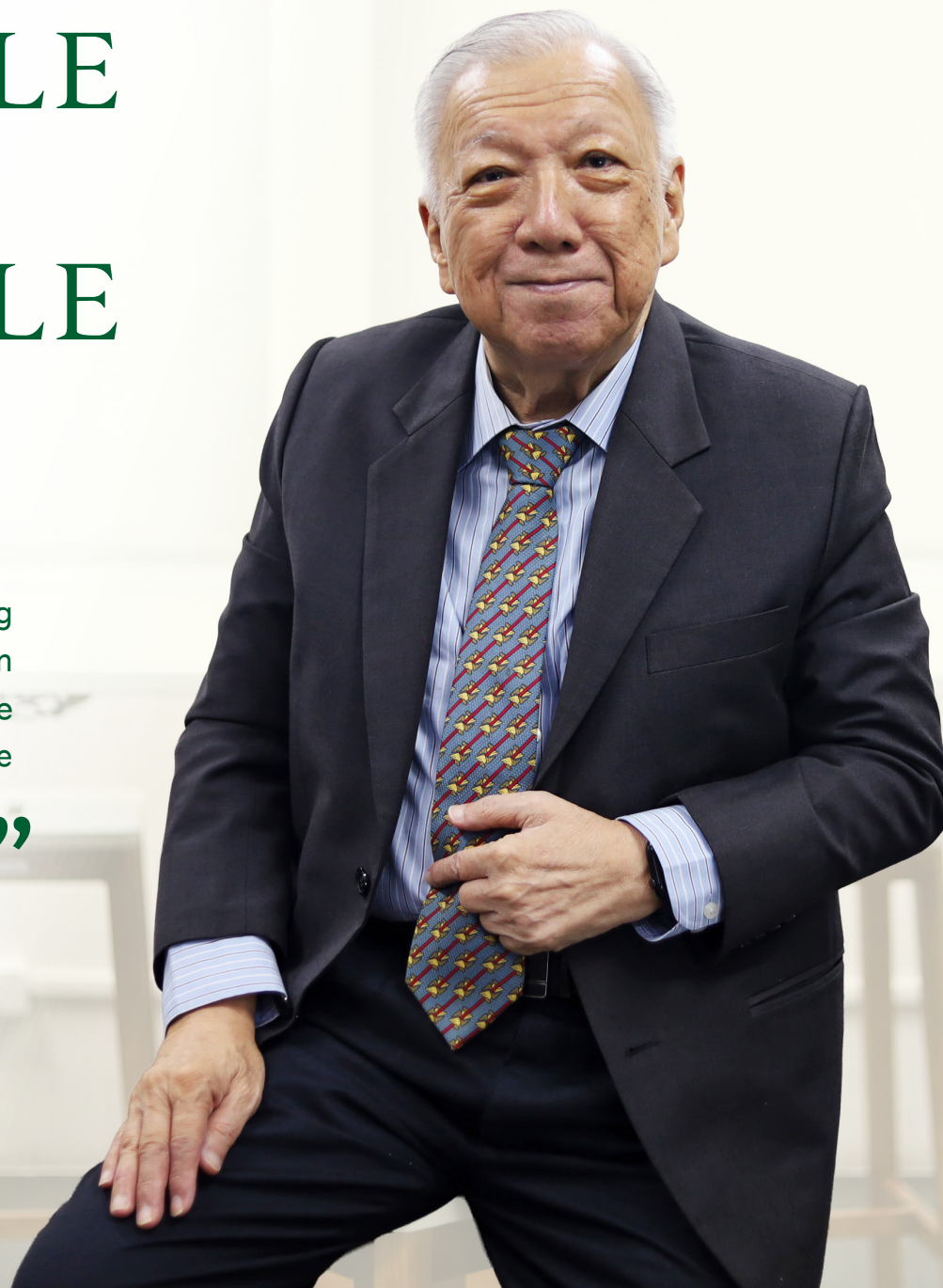
SUSTAINABLE RUBBER, SUSTAINABLE FUTURE

“

The Company is committed to advancing ESG as a core business strategy to strengthen its long-term competitiveness and drive the natural rubber industry toward a more sustainable future.

”

Mr. Lee Keng Seng
Chief Executive Officer



Message from the Chief Executive Officer

2025 remained a year in which the global economy confronted ongoing uncertainty. Escalating geopolitical tensions, shifting trade policies, and increased import tariffs in key markets particularly tariff hikes on select imported goods by the United States exerted additional pressure on global trade and the manufacturing sector.

For the natural rubber industry, these tariff measures led to lower rubber prices and heightened volatility, placing severe pressure on profit margins and necessitating supply chain realignments, which continuously impacted operational performance and business investment decisions.

Amid these economic headwinds, Environmental, Social and Governance (ESG) considerations have become increasingly essential to creating and sustaining corporate value. Today's stakeholders expect companies to not only deliver financial performance, but also play a proactive role in addressing climate change, respecting human rights and contributing to sustainable societal development.

Teck Bee Hang Co., Ltd. prioritizes ESG as an integral component of our business strategy, operations, and corporate culture not merely an ancillary agenda. Climate change directly impacted our business during the past year; abnormally heavy rainfall caused flooding across two processing facilities and our Hatyai headquarters. This event highlighted the rising physical risks posed by climate change and reinforced the critical importance of strengthening risk management systems, infrastructure resilience and climate adaptation planning.

Currently, the natural rubber industry continues to rely on agricultural communities and natural resources that face vulnerabilities stemming from climate change, deforestation, biodiversity loss and social inequality. Unsustainable upstream practices heighten environmental risks, threaten raw material continuity and pose reputational and regulatory risks to the business. Consequently, responsible sourcing is not merely an ethical imperative, but a strategic necessity.

In 2025, the Company elevated its commitment to sustainable procurement by promoting responsible sourcing practices, engaging with suppliers to communicate ESG expectations, and supporting initiatives that foster traceability, fair labor practices and environmentally friendly rubber production. Through active collaboration with suppliers and smallholders, the Company aims to build a resilient, transparent, and inclusive supply chain that

generates shared value for all stakeholders. Despite the uncertainties faced over the past year, the Company takes pride in achieving several key milestones, reflecting our ongoing commitment to sustainability, operational excellence and responsible business conduct. Our efforts throughout the year have been recognized through numerous prestigious awards and certifications.

Among these achievements, the Company received the Gold Award in the Service Kaizen category and the Excellent QMS Award for outstanding quality management systems from key clients, reaffirming our commitment to continuous improvement and quality excellence. Furthermore, the Company was honored with the Moral Organization Award and the Human Rights Award, underscoring our dedication to ethical business practices and human rights compliance. The Company was also awarded the TCC Best Award (for Ethics), the CSR-DIW Continuous Awards, and certification under Good Labor Practices (GLP) alongside the Thai Labour Standard, demonstrating our emphasis on social responsibility and fair labor treatment. Additionally, our engagement in sustainability initiatives was acknowledged with a Certificate of Appreciation from the Stock Exchange of Thailand under the ESG-DNA Program, designed to cultivate sustainability knowledge across all personnel levels.

Furthermore, the Company also received a certificate for participating in the program to promote the setting of greenhouse gas emission reduction targets for the industrial sector, aiming toward Net Zero by using the Science-Based Targets approach, which reflects the Company's proactive role in dealing with climate change and operating in alignment with international sustainability goals.

In the future, the Company has a clear commitment to elevating the ESG operational framework by using the Double Materiality approach to assess both environmental and social impacts (Impact Materiality) and financial impacts (Financial Materiality) to reduce negative impacts and risks, while seeking new opportunities. The Company will expand renewable energy use, strengthen climate change resilience, develop sustainable procurement and elevate risk management across the organization, aiming not only to respond to stakeholder expectations and regulatory requirements but also to participate in driving the rubber industry to be more sustainable, inclusive and resilient.

Finally, the Company would like to thank all stakeholders including employees, customers, suppliers, business partners, shareholder and the community for their trust, cooperation and continuous support. Everyone's commitment is a key driving force that makes us move forward with determination and strength to create a sustainable future together.

Key Sustainability Driving Achievements in 2025

Environmental

1

Participation in the “Project to Promote Industrial Greenhouse Gas Target Setting toward Net Zero via Science Based Targets (SBT) Phase 2”

Teck Bee Hang Co., Ltd. participated in the “Project to Promote Industrial Greenhouse Gas Target Setting toward Net Zero via Science Based Targets (SBT) Phase 2” organized by the Thailand Greenhouse Gas Management Organization (Public Organization) – TGO, in collaboration with the Center of Excellence in Eco-Efficiency (CEEE), Thammasat University. This participation reflects the corporate leadership and commitment to driving a transition toward a secure and sustainable future.

2

Certification of Organization Carbon Footprint (CFO) Assessment and Reporting

The Company achieved official certification for its systematic and accurate calculation and reporting of the Organization Carbon Footprint from the Thailand Greenhouse Gas Management Organization (Public Organization) – TGO. The certification covers all five branch factories and the headquarters, serving as concrete evidence of the Company’s transparency, accuracy, and rigorous commitment to environmental management.

3

Green Industry Level 3 Certification

Teck Bee Hang Co., Ltd (Thung Song Branch)
Teck Bee Hang Co., Ltd (Yala Branch)
Teck Bee Hang Co., Ltd (Narathiwat Branch)
Teck Bee Hang Co., Ltd (Pattani Branch)
Teck Bee Hang Co., Ltd (Surat Thani Branch)

Teck Bee Hang Co., Ltd. received the Green Industry Level 3 certification from the Department of Industrial Works, Ministry of Industry. This recognition is granted to organizations that successfully establish, maintain, and continuously improve environmental management systems to achieve sustainable development. It reflects the Company’s dedication to environmentally friendly operations, resource efficiency, and minimizing environmental impacts across all production processes.

4

5S Golden Award 2025

Teck Bee Hang Co., Ltd. (Thung Song Branch) received the 5S Golden Award for the year 2025 from the Technology Promotion Association (Thailand-Japan), reinforcing the commitment to elevating operational standards to an international level. This success reflects a strong organizational culture which links area management with environmental protection as one. We use the 5S system as the main tool in reducing resource waste, increasing energy efficiency, and systematically managing waste, aiming toward being a green factory that grows sustainably together with the community and environment

2025 Awards and Certificates of Achievement



Key Sustainability Driving Achievements in 2025

Social

1

Outstanding Human Rights Model Organization Award 2025

Teck Bee Hang Co., Ltd. was honored with the Outstanding Human Rights Model Organization Award for 2025 for the second consecutive year. This year, the Company upgraded its status from “Good” to “Outstanding” in the Large Enterprise category, presented by Mr. Anutin Charnvirakul, Prime Minister.

The Company remains steadfast in continuously refining its human rights management framework to ensure all stakeholders are respected and valued.

2

Fair Workforce Practices Award by Apollo Tyres

Teck Bee Hang Co., Ltd. received the Fair Workforce Practices Award from Apollo Tyres, affirming TBH’s success in prioritizing human capital as the core of the organization. We are dedicated to managing labor in compliance with the Thai Labour Standard (TLS 8001) to establish fair, equitable, and safe employment practices, complemented by welfare programs that sustainably enhance employees’ quality of life across all levels.

3

Certificate of Appreciation from the Stock Exchange of Thailand (SET) for the ESG-DNA Program

Teck Bee Hang Co., Ltd. received a Certificate of Appreciation from the Stock Exchange of Thailand under the ESG-DNA Program. This initiative provides sustainability learning curricula designed to embed ESG principles into the organizational mindset and foster sustainable development capabilities across all employee levels.

4

Implementation of Good Labour Practices (GLP)

Teck Bee Hang Co., Ltd (Thung Song Branch)
Teck Bee Hang Co., Ltd (Yala Branch)
Teck Bee Hang Co., Ltd (Narathiwat Branch)
Teck Bee Hang Co., Ltd (Pattani Branch)
Teck Bee Hang Co., Ltd (Surat Thani Branch)
Teck Bee Hang Co., Ltd. (Head Office)

All branch factories and the head office of Teck Bee Hang Co., Ltd. are committed to implementing Good Labour Practices (GLP) to cultivate a fair, safe and ethical working environment. By adhering to GLP principles, the Company upholds labor rights, promotes workplace safety and enhances the overall well-being of its workforce.

2025 Awards and Certificates of Achievement



Key Sustainability Driving Achievements in 2025

Social

5

Thai Labour Standard Certification

Teck Bee Hang Co., Ltd (Thung Song Branch)

Teck Bee Hang Co., Ltd (Narathiwat Branch)

Teck Bee Hang Co., Ltd (Surat Thani Branch)

Teck Bee Hang Co., Ltd. achieved the Thai Labour Standard certification, recognizing its exceptional welfare care and labor rights protection within workplace facilities. This certification underscores the Company's unwavering commitment to establishing a safe, high-quality work environment while promoting fairness and sustainable development throughout all manufacturing operations.

6

CSR-DIW Continuous Awards 2568

Teck Bee Hang Co., Ltd (Thung Song Branch)

Teck Bee Hang Co., Ltd (Yala Branch)

Teck Bee Hang Co., Ltd (Narathiwat Branch)

Teck Bee Hang Co., Ltd (Pattani Branch)

Teck Bee Hang Co., Ltd (Surat Thani Branch)

Teck Bee Hang Co., Ltd. earned a total of 5 CSR-DIW Continuous Awards for 2025, covering all 5 manufacturing facilities, under the "Project Promoting Industrial Plants' Corporate Social Responsibility to Achieve Sustainable Community Economic Development and Urban Environmental Management" organized by the Department of Industrial Works, Ministry of Industry. These awards showcase the Company's dedication to responsible corporate citizenship balancing economic, social and environmental dimensions to foster stable and enduring long-term growth.

Under the CSR-DIW Continuous framework, the Company emphasizes good governance, full regulatory compliance, health and safety management and efficient environmental governance. Furthermore, it actively encourages employee and local community engagement to build mutual understanding, trust and strong stakeholder relations.

2025 Awards and Certificates of Achievement



01



02



Key Sustainability Driving Achievements in 2025

Governance and Economic

1

EcoVadis EcoVadis Gold Medal Sustainability Rating

Teck Bee Hang Co., Ltd. achieved an EcoVadis Gold Medal for sustainability performance, marking a significant milestone that reflects the Company's steadfast commitment to sustainable business operations. This prestigious international recognition reaffirms the Company's outstanding accomplishments across Environmental, Social and Governance (ESG) dimensions.

2

Excellent QMS Award 2025 by Sumitomo Rubber Industries

Teck Bee Hang Co., Ltd., Surat Thani Branch, was honored with the Excellent QMS Award by Sumitomo Rubber Industries for outstanding Quality Management System performance. This accomplishment highlights the Company's dedication to maintaining rigorous quality standards. The Excellent QMS Award is presented to manufacturers exhibiting robust Quality Management Systems spanning manufacturing processes, quality inspection and consistent delivery of internationally standardized products.

3

Service Kaizen Golden Award 2025

Teck Bee Hang Co., Ltd. (Head Office) won the Golden Award in the Service Kaizen category at the Thailand Kaizen Award 2025. Presented by the representative team "TNR Pha (Kan) Long," the entry demonstrated corporate capabilities in continuous improvement and process optimization.

4

Ethical Business Organization Award 2025

Teck Bee Hang Co., Ltd. is immensely proud to be recognized as an Ethical Business Organization, receiving an honorary plaque from the Moral Promotion Center (Public Organization) at the 14th National Moral Assembly. The Ethical Business Organization Award honors enterprises operating with transparency, fairness and moral integrity while prioritizing responsibility toward society, the environment and all stakeholders.

5

The 23rd Thai Chamber of Commerce Business Ethics Award 2025

Teck Bee Hang Co., Ltd. received the "23rd TCC Ethics Club Pin of Honor Award 2025" from the Thai Chamber of Commerce under the theme "Big Quick Win through Code of Ethics." The award ceremony was presided over by Professor Emeritus Kasem Watanachai, M.D., Privy Councillor.

Teck Bee Hang Co., Ltd. continues to advance organizational growth guided by ethical frameworks, delivering transparent, standardized services and improving stakeholder quality of life reinforcing its mission as a responsible natural rubber processor geared for enduring, sustainable growth.

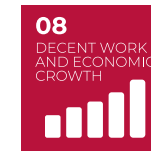
2025 Awards and Certificates of Achievement



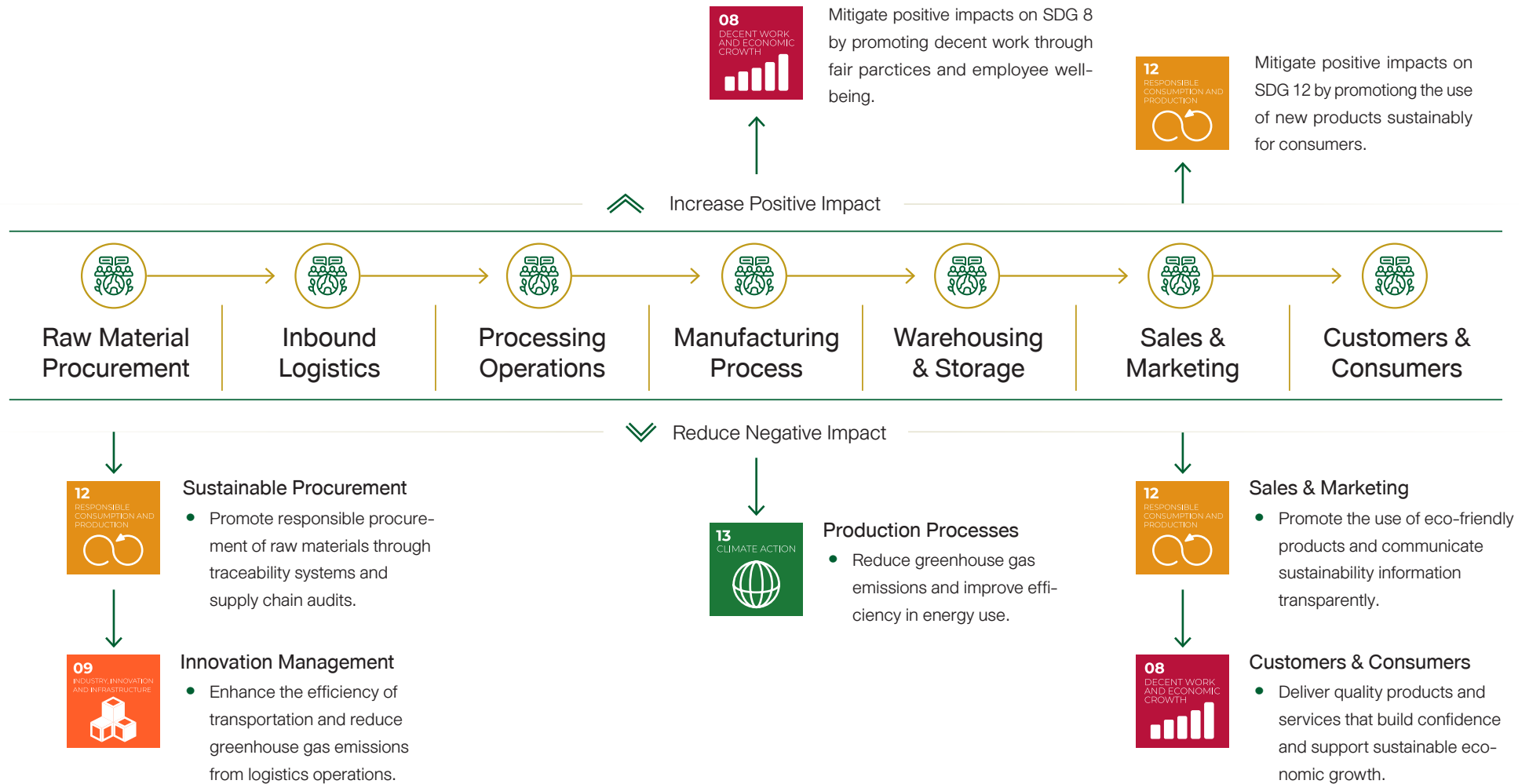
Supporting the United Nations Sustainable Development Goals (UN SDGs)



Teck Bee Hang Co., Ltd. is committed to playing an active role in driving the world toward a sustainable future by aligning its business strategy with the United Nations Sustainable Development Goals (UN SDGs). We dedicate our resource capabilities toward fulfilling performance targets across three core pillars—Environmental, Social and Governance & Economic (ESG) throughout the entire value chain.



Alignment of Sustainable Development Goals (SDGs) With Key Value Chain Activities



Growing Sustainably with Integrity and Responsibility

Vision

To be a natural rubber manufacturing expert committed to elevating the STR 20 block rubber business toward global recognition for excellence in quality, technology and human capabilities, while fostering sustainable community and social harmony.

Core Values

Respect



Respect the opinions and responsibilities of others, and treat everyone with fairness and equality.

Leadership



Think boldly, act confidently, and express ideas openly. Take ownership of responsibilities, delegate effectively, make decisive decisions, demonstrate compassion and uphold fairness.

Mission

The Company is dedicated to maintaining and continuously improving product quality alongside driving innovation excellence. We empower workforce potential, enrich welfare, nurture a Kaizen mindset and maintain an environmentally and socially responsible organization committed to long-term sustainability.

Effective Communication



Communicate clearly and transparently, listen attentively and speak with courtesy and respect.



Professionalism



Demonstrate expertise in assigned responsibilities and resolve problems accurately and efficiently.

Integrity

Act with honesty and integrity, take accountability, lead by example and be punctual.

2025 Sustainability Commitments

“The Company is committed to elevating ESG from an operational framework into a “Core Corporate Strategy to Build Long-Term Competitiveness and Drive the Natural Rubber Industry Toward Sustainability.”

Teck Bee Hang Co., Ltd. drives sustainable growth by integrating ESG principles into corporate strategy across the value chain to manage risks, unlock business opportunities and generate shared value for all stakeholders. In 2025, the Company prioritized 3 key pillars: Climate Change Management to mitigate greenhouse gas emissions and bolster corporate climate resilience; Respect for Human Rights to ensure fair, safe and equitable working environments; and Development of Traceable Natural Rubber Systems to elevate transparency and accountability throughout the supply chain. These 3 commitments serve as a fundamental cornerstone for enhancing competitiveness and steering the Company toward resilient, transparent and long-term sustainable growth.

E Environmental Climate Change Management

- Conducting Carbon Footprint for Organization (CFO) calculations.
- Enhancing manufacturing energy efficiency
- Use Renewable Energy
- Assessing climate change risks and formulating adaptation plans.
- Executing efficient water and waste management strategies.

S Social Respect for Stakeholder Human Rights

- Enforcing Human Rights and Non-Discrimination Policies.
- Conducting Human Rights Due Diligence (HRDD).
- Ensuring fair labor and employment practices.
- Maintaining occupational health and safety standards.
- Conducting labor risk assessments for suppliers.
- Establishing operational grievance mechanisms.
- Executing community development programs.

G Governance & Economic Traceable Natural Rubber

- Implementing end-to-end supply chain traceability systems.
- Supplier and Raw Material Database
- Responsible Raw Material Sourcing
- Ensure Compliance with the EUDR and International Standards
- Supplier Due Diligence
- Disclosing transparent ESG metrics.

About This Report

Teck Bee Hang Co., Ltd. has prepared this Sustainability Report as its fourth annual sustainability report, with the objective of disclosing the Company's sustainability performance and reaffirming its commitment to conducting business responsibly while integrating sustainable development principles into all dimensions of its operations, encompassing Environmental, Social, Governance and Economic (ESG) aspects.

The primary purpose of this report is to provide relevant and transparent information to the Company's stakeholders regarding its sustainability performance. It also demonstrates the Company's commitment to transparency by preparing the report in accordance with the Global Reporting Initiative (GRI Standards). Furthermore, the report has been aligned with internationally recognized sustainability frameworks and initiatives, including the United Nations Sustainable Development Goals (SDGs), the United Nations Global Compact (UNGC), the Task Force on Climate-related Financial Disclosures (TCFD) and the Global Platform for Sustainable Natural Rubber (GPSNR).

These frameworks have been integrated into the Company's sustainability strategy and business operations to reinforce its commitment to achieving internationally recognized sustainability standards while effectively addressing the expectations of all stakeholder groups.

Scope of Reporting

This report presents the key aspects of Teck Bee Hang Co., Ltd.'s operations, covering the reporting period from 1 January to 31 December 2025. The information has been compiled from all five production plants and the head office branch, as follows:

1	Teck Bee Hang Co., Ltd.	Thung Song Branch
2	Teck Bee Hang Co., Ltd.	Yala Branch
3	Teck Bee Hang Co., Ltd.	Narathiwat Branch
4	Teck Bee Hang Co., Ltd.	Pattani Branch
5	Teck Bee Hang Co., Ltd.	Surat Thani Branch

Sustainability Reporting

This report presents the company's performance on key sustainability issues that impact stakeholders and the business operations of Teck Bee Hang Co., Ltd., covering all aspects of the company's natural rubber operations within the scope of the report.

Report Assurance Statement

- The information disclosed in this report, including the Company's material sustainability topics and performance across all sustainability dimensions, has been reviewed and verified by the Sustainability Committee. The Committee subsequently presented the key sustainability matters to the Board of Directors, which reviewed and approved the report. This review and approval process provide assurance that the information presented in this report is accurate, clear, and comprehensive, and faithfully reflects the Company's sustainability performance in a transparent and reliable manner.
- Verification of Organizational Greenhouse Gas Emissions in accordance with ISO 14064-1:2018 by SGS.

Contact information

For any inquiries or further information, please contact:

Teck bee Hang Co., Ltd. Head Office
157 Niphat Uthit 2 Rd Hatyai Songkhla 90110
Tel: 0 7423 5200 Ext. 2086
E-Mail : tbhsustainability@teckbeehang.com



Stakeholder Voices and Feedback



Governance & Economic



“

“The Company is committed to driving business operations through a balance between economic growth and long-term value creation. We prioritize cost management, production efficiency enhancement and the development of a resilient supply chain amidst fluctuations in the natural rubber market and the global economy. We remain dedicated to delivering quality products in accordance with international standards, while building confidence among customers, business partners, shareholders and all stakeholders to reinforce our competitive advantage and sustainable growth.”

”

Mr. Szu Yang Lee
Deputy Chief Executive Officer

“

“The implementation of information technology and the SAP system in our management processes enhances accuracy, transparency and data traceability across all operational procedures. This serves as a vital foundation for good corporate governance. The Company places strong emphasis on maintaining data security, managing technology-related risks and continuously developing systems to support executive decision-making and build trust among all stakeholders.”

”

Ms. Wipa Udompholchaicharoen
Senior IT & SAP Manager



Environment



“

“Procuring quality raw materials alongside environmental stewardship is a key factor in driving the Company’s sustainable growth. We are committed to empowering farmers and suppliers to operate in alignment with responsible sourcing guidelines, minimizing impact on natural resources and strictly complying with environmental regulations. Collaboration from all sectors helps elevate our supply chain toward greater transparency and environmental friendliness.”

”

Mr. Narong Ruangviriya
Senior Raw Materials Manager
Surat Thani Branch

“

“Our manufacturing facilities prioritize environmental management across every production process ranging from efficient resource utilization, wastewater and air emissions control and waste reduction, to the promotion of energy efficiency. We believe that environmentally conscious operations not only mitigate business risks but also foster confidence among customers, local communities, and stakeholders, supporting organizational growth alongside environmental care.”

”

Mr. Jakkaphan Ruangsuwan
Branch Manager
Narathiwat Branch



Social



“

“The Company’s Corporate Social Responsibility (CSR) activities reflect our genuine commitment to growing together with the community. Every employee has the opportunity to participate in various initiatives, such as mangrove reforestation, blood donations, community development and educational support. These efforts not only benefit society but also cultivate a sense of responsibility and teamwork. I believe that employee engagement in CSR activities serves as a vital force in creating shared value among the organization, communities and the environment.”

”

Mr. Pattaranon Hattayanon

HR Officer
Thung Song Branch



“

“Occupational health and safety are fundamental to sustainable business operations. The Company strives to instill a safety culture as an integral part of operations at every level through risk assessments, training, workplace inspections and consistent awareness raising. Everyone’s collaboration helps reduce the risk of accidents, creates a safe working environment and enhances confidence among employees, contractors and all stakeholders.”

”

Ms. Srisuda Kaeowsiri

Safety Officer
Thung Song Branch



Key Performance Highlights in 2025

Environmental Leadership

Climate Change Management and Energy Management

12.6%



Reduction in GHG emissions compared to the 2022 base year.

18%



Proportion of Renewable Energy Use in the Organization

Biomass Furnace



Biomass fuel system installed at the Narathiwat Branch.

Develop an Action Plan



Greenhouse Gas Emissions Reduction

Anti-Deforestation and Biodiversity Management

100%



factory branches and headquarters assessed for deforestation and biodiversity risks.

2,441



Smallholders assessed for risks related to land tenure rights, deforestation and biodiversity preservation.

62%



Natural rubber suppliers completed self-assessments on land use rights, deforestation and biodiversity risk.

Develop an Action Plan



Biodiversity Action Plan



Key Performance Highlights in 2025

Building Strong Communities and Growing Together

Respect for Human Rights of Stakeholders

Zero



Human Rights Violations Across the Supply Chain

2,441



Smallholder Farmers Assessed for Human Rights Risks

68%



Natural Rubber Suppliers Completed Human Rights Risk Self-Assessments

100%



Employees Across All Levels Trained and Communicated on Human Rights

Excellence Level



Human Rights Model Organization Award 2025

Community Engagement

Zero



Unmanaged Grievances/Complaints

5 Activities



Social activities for communities surrounding the factories

5 CSR-DIW



Continuous Awards from the Department of Industrial Works

Key Performance Highlights in 2025

Enhancing Corporate Governance Standards

ZERO

Violations of regulations or laws

**100%**

High-level risks identified from the assessment have been managed

**100%**

High-level risks identified from the assessment have been managed

**62%**

Suppliers have conducted self-assessments in compliance with sustainability guidelines

**96.49%**

Customer Satisfaction

**2,441**

Smallholder Farmers Included in Traceable Raw Material Data Collection

**100%**

Customer complaints regarding quality have been resolved



About Teck Bee Hang

21

Business Policy and
Overview

22

Our Products and Services

24

Membership in Organizations for
Economic, Social and Environmental
Development

25

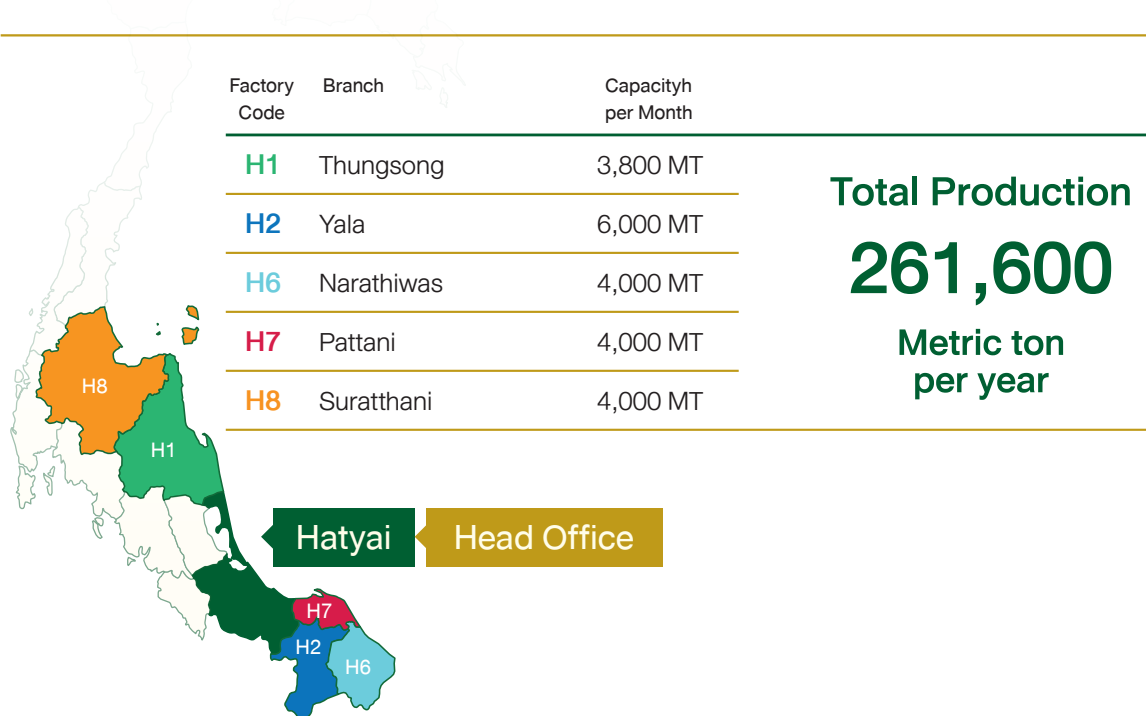
Sustainability Strategy

Business Policy and Overview

Teck Bee Hang Co., Ltd. as a pioneer and leading processor and exporter of natural block rubber in Thailand, takes pride in over 70 years of accumulated expertise and industry leadership. Throughout our operational history, the Company has continuously elevated its competitive capabilities to meet international standards, earning global recognition for product quality excellence, the integration of advanced technologies and innovation-driven management to secure sustainable future growth.

Guided by a vision centered on sustainable growth, environmental and social responsibility serves as our core strategic direction. Today, the Company has strategically established a network of offices and processing facilities across key locations in Thailand to enhance supply chain management efficiency and respond agilely to dynamic global market demands.

We remain committed to serving as a primary driver advancing Thailand's natural rubber industry, upholding our commitment to delivering long-term value to all stakeholders while advancing global sustainability.



Company information

Company Name	Teck Bee Hang Co., Ltd.
Year Established	22 February 1954
Paid Up Capital	1,813 millions Baht
Head Office	157 Niphat Uthit 2 Rd. Hatyai, Songkhla 90110 Thailand
Total Headcount	1,085 Employees (As of December 31, 2025)

Our Products and Services

In an era where global focus centers on environmental stewardship and sustainable development, natural rubber remains a critical raw material driving diverse industries. Southland Rubber Co., Ltd. is committed to operating with social and environmental responsibility while developing high-grade natural block rubber products to meet global demand and foster a sustainable future.

The Company's natural block rubber products are categorized into two main streams:



Standard Thai Rubber: STR

Teck Bee Hang Co., Ltd.'s natural rubber block products are manufactured in accordance with Thailand's industrial standards. They are designed and developed to meet the specific needs of the rubber industry and related products. The natural rubber blocks can be classified according to their properties and main components as follows:

STR 10



Natural rubber blocks produced according to Thailand's industrial standard values undergo strict quality control to ensure stability in their physical and chemical properties. They are suitable for use in the tire industry and a wide range of rubber products.

STR 20

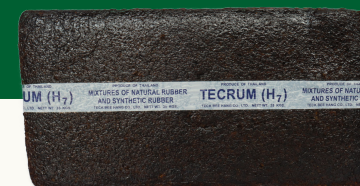


STR 20CV (Constant Viscosity Natural Rubber)



Natural rubber blocks with consistent viscosity have been developed to meet the quality and performance requirements of customers in specialized industries.

Mixtures Natural Rubber, Compound Natural Rubber



Products made by mixing standard-grade natural rubber blocks with synthetic rubber or various chemicals to enhance properties tailored to the specific applications of customers.

Customization Natural Block Rubber



Traceable Natural Rubber: TNR

To comply with the European Union's Deforestation Regulation (EUDR), which requires that seven categories of products imported into the EU be traced to ensure that throughout the entire supply chain from raw material origin, production processes, to export there is no violation of the regulation, particularly that raw materials are produced and harvested on land that has not been deforested after December 31, 2020, Teck Bee Hang Co., Ltd. has established the Traceable Natural Rubber (TNR) program.

This program is designed for products whose raw materials can be verified as not overlapping with forested or protected areas, and it includes an assessment of the environmental, social, economic, and governance (ESG) risks of the company's suppliers, whether smallholder farmers, middlemen or cooperatives. The company has set a target to produce and sell 100% traceable natural rubber (TNR) products by 2027.

Standard Thai Rubber FSC

Our company is committed to delivering high-quality natural rubber, produced responsibly with regard to social and environmental considerations, to meet the diverse needs of our customers while contributing to a sustainable future. To this end, we have developed FSC-grade natural rubber products, certified by the Forest Stewardship Council (FSC). This certification guarantees that the natural rubber originates from forests managed sustainably throughout the entire supply chain.



International Standard



The mark of
responsible forestry

Memberships in organizations for Economic, Social and environment Development

The Company actively participates and holds leadership roles in public and private institutional networks to advance economic, social and environmental sustainability within the natural rubber industry, aligning operations with global sustainable development goals:

- Thai Rubber Association
- The Federation of Thai Industries
- Provincial Industrial Council (where the company is located)
- Global Platform for Sustainable Natural Rubber (GPSNR) (the company is part of Halcyon Agri Corporation Limited, a member of GPSNR)
- Family-Friendly Workplace Network
- Member of Thailand Carbon Neutral Network
- Member of the Thai Chamber of Commerce



Economic Value Creation

Teck Bee Hang Co., Ltd. conducts business sustainably with economic, social and environmental governance, unlocking growth opportunities and driving value creation across the entire supply chain. The Company generates steady revenue and financial returns while minimizing ecological and social footprints to secure resilient, long-term enterprise growth. This paradigm rests upon balanced progress across the ESG triad—optimizing resource efficiency, minimizing waste emissions and fostering shared value creation with stakeholders. Our value creation model emphasizes operational stability, corporate transparency, and long-term competitiveness over short-term financial gains.

The Company is committed to achieving sustainable business growth through increased production capacity, the development of higher value-added products, the adoption of advanced technologies and innovations, and the expansion of its domestic and international markets. At the same time, the Company creates economic value for its stakeholders by generating business operating expenditures, providing competitive employee compensation and benefits, fulfilling its corporate income tax and other tax obligations and investing in community and social development.

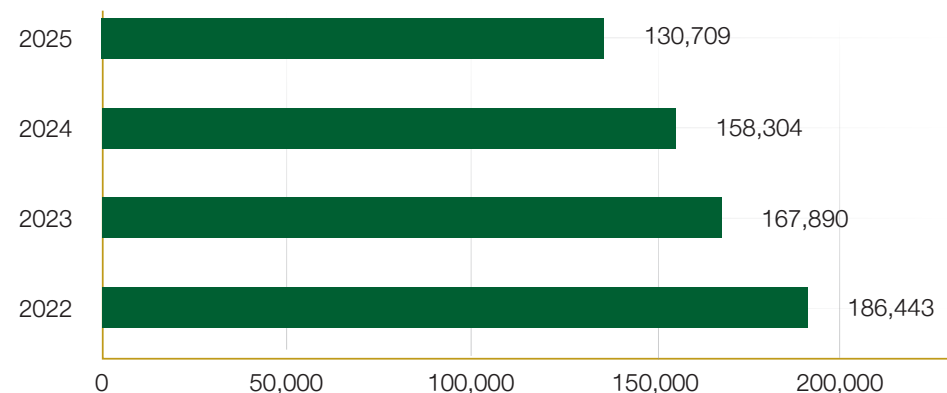


Key Financial Information

Stakeholders	Economic Benefits Received	Economic Value 2023 (THB Million)	Economic Value 2024 (THB Million)	Economic Value 2025 (THB Million)
Teck Bee Hang Co., Ltd.	Revenue from the sale of goods and services	7,433	8,394	8,558
Rubber Farmers / Raw Material Suppliers	Procurement expenses for natural rubber raw materials	6,317	7,354	7,660
Suppliers / Contractors	Capital investment and operating expenditures	858	948	1,070
Financial Institutions and Creditors	Finance costs and interest expenses	70	72	90
Communities, Society and the Environment	Expenditures on community and social development and environmental conservation	5	3	4



Natural Rubber Sales Volume (Tons)



Sustainability Strategy

Teck Bee Hang Co., Ltd. is committed to producing high-quality STR 20 block rubber, while simultaneously advancing technology and human capital to stand sustainably alongside communities and society. We embrace ESG principles as our strategic compass from upstream procurement to final delivery reinforcing our position as a responsible leader for the future of the industry.

Amidst global challenges, Teck Bee Hang Co., Ltd. is dedicated to driving business through a balanced strategy across economic, social, and environmental dimensions, laying our growth foundation through four key pillars.

Sustainable Rubber, Sustainable Future

01 Sustainable Company “Building a Strong Foundation via Governance and Accountability”



The Company is committed to managing its business with transparency and accountability by establishing clear long-term objectives to achieve its transition toward a low carbon organization. It also focuses on developing employees with the competencies required for the future while fostering an organizational culture that prioritizes occupational health and safety in accordance with ISO 45001. These efforts ensure that the Company’s sustainable growth is built upon the well-being of its employees and the shared value created for all stakeholders.

02 Sustainable Procurement “Transparent and Traceable Sourcing from the Origin”



Recognizing that raw materials are at the heart of product quality, the Company has strengthened its supply chain management in accordance with the EU Deforestation Regulation (EUDR) and ISO 20400 Sustainable Procurement. This includes promoting the implementation of Polygon Mapping for plantation identification and establishing a comprehensive Traceability system. The Company also supports smallholder farmers by enhancing their knowledge of sustainable plantation management, enabling them to generate fair and stable incomes while preserving biodiversity.

03 Sustainable Production “Eco-Friendly Manufacturing Process Innovations”



The Company is committed to enhancing resource efficiency by embracing the principles of the Circular Economy, reducing greenhouse gas emissions (Scope 1 and Scope 2), improving water use efficiency (Water Intensity), and pursuing Zero Waste to Landfill. Furthermore, the Company has adopted the KAIZEN philosophy and established Quality Control Circles (QCC) as integral components of its Total Quality Management (TQM) system. These initiatives encourage frontline employees to actively participate in problem-solving and propose continuous process improvements, forming a solid foundation for sustainable operational excellence.

04 Sustainable Product “Delivering Eco-Friendly Value to Global Partners”



Natural rubber is more than just a raw material, it is the foundation of certified products that meet internationally recognized standards and the expectations of leading global customers. The Company continuously develops innovative products to respond to the growing demand of environmentally conscious markets while ensuring that every product contributes positively to both environmental and social sustainability. In addition, the Company is pursuing ISO 14067 Product Carbon Footprint certification in 2026, reinforcing its commitment to developing low-carbon products for the future.

Sustainability Strategic Framework

In 2025, the Company remained committed to a systematic and well-defined approach to sustainability, guided by an ESG framework that comprehensively addresses the Organization's material sustainability issues across all dimensions. During the year, the Company developed its sustainability strategy through close collaboration with the dedicated Sustainability Task Force, alongside active engagement with representatives from all stakeholder groups. Stakeholder perspectives were gathered through questionnaires, interviews and workshops. The insights obtained from these engagement activities served as key inputs in shaping the Company's sustainability framework and strategic direction, ensuring alignment with the Organization's business context, corporate vision and the expectations of society as a whole.

The Company established a five-year Sustainable Business Framework (2021–2025), with clearly defined goals, measurable key performance indicators (KPIs), and concrete strategic action plans. The framework focuses on advancing 12 material sustainability topics covering environmental impact reduction, resource recovery and reuse within production processes, and the development of high-quality rubber products that incorporate innovation while maintaining cost competitiveness. These efforts are aimed at creating sustainable economic value and delivering products that meet internationally recognized quality standards. In addition, the Company is committed to enhancing the quality of life of employees and local communities by promoting occupational safety, health, and well-being, while strengthening good corporate governance and transparency at every level of the Organization. These objectives not only reflect the Company's commitment to its social responsibilities but also serve as strategic instruments to enhance competitiveness, strengthen resilience against external risks and reinforce the confidence of stakeholders both domestically and internationally.



Progress Towards 2025 Sustainability Goals

Governance & Economic		
Material Topic	Target	Performance Results in 2025
Quality Excellence	- Customer satisfaction rate 90% - Sale of sustainable products 100%	96 % 10 %
Sustainable Supply Chain Management	100% of raw material suppliers have acknowledged and comply with the Supplier Code of Conduct for Sustainable Development 100% of raw material suppliers have completed self-assessments on adherence to sustainability guidelines 100% of raw material suppliers have been assessed through on-site evaluations 100% of natural rubber raw material data is traceable across total production capacity 100% New general suppliers signed and acknowledged the Supplier Code of Conduct for Sustainable Development.	66 % 62 % 45 % 49% of production capacity 100 %
Corporate Governance and Business Ethics	- No violations of regulations or laws 100% of employees have received anti-corruption training 100% of employees have received information technology (IT) security training	- Zero case 100 % 100 %
Risk Management and Business continuity	100% of high-level risks identified through assessment have been managed - Annual review of the risk register	100 % - The risk register review has been completed

Social		
Material Topic	Target	Performance Results in 2025
Respect for Stakeholder Rights	• Zero cases of human rights violations throughout the value chain • Annual review of human rights risk issues related to business operations across the value chain • 100% of business operations have undergone comprehensive human rights assessments, with mitigation and remediation measures implemented • All employees at every level have received 100% training and communication on respecting human rights • Awarded as a Human Rights Award, Excellence Level	• Zero case • Completed • 100% • 100 % • Excellence Level
Occupational Health and Safety in the Workplace	• Zero work-related fatalities • Zero lost-time injury rate • 100% of employees receive safety training • Annual activities to promote safety and occupational health	• 1 case • Zero case • 100 % • Near miss activity
Employee Welfare and Development	• Employee satisfaction with the organization exceeds 80% • 100% of factories are certified in implementing Good Labor Practices (GLP) • 100% of factories are certified under the Fundamental Level of the Thai Labor Standard	• 84 % • 100 % • 50 %
Community Involvement	• Zero unresolved complaints • Community satisfaction with community and social projects exceeds 90% • 100% Achievement of the CSR-DIW Continuous Award	• Zero case • 90 % • 100 %

Environmental		
Material Topic	Target	Performance Results in 2025
Climate Change Management	- Reduce Scope 1 and Scope 2 greenhouse gas (GHG) emissions by 63% by 2035, compared to the 2022 base year - Achieve carbon neutrality by 2050 - Achieve net-zero greenhouse gas emissions by 2065	Reduced greenhouse gas emissions by 12.6% from the 2022 base year.
Resource Efficiency	- Reduce electricity consumption by 5.58 kWh per ton of production by 2025 compared to the 2021 baseline - Achieve a 76% renewable energy proportion in manufacturing processes by 2027 - Achieve 100% recycled water usage in the production process	- Electricity consumption per ton of production increased by 16% compared to 2021 20 % 86 %
Pollution Prevention	- No violations of environmental laws or regulations - Total waste generated was less than 150 ton	- Zero case 153 Ton
Land Stewardship	100% of branch factories have been assessed for deforestation risk and biodiversity-related risks 100% of smallholder farmers have been assessed for deforestation risk and biodiversity-related risks	100 % 49 %

Sustainability Management Approach

Sustainability Governance Structure

The Company has established a Sustainability Management Committee and Executive Team, comprising the Management Committee, the Sustainability Department and the Executive Team. They are responsible for planning, monitoring and developing initiatives to achieve the Company's sustainability objectives and targets as follows

Management Committee

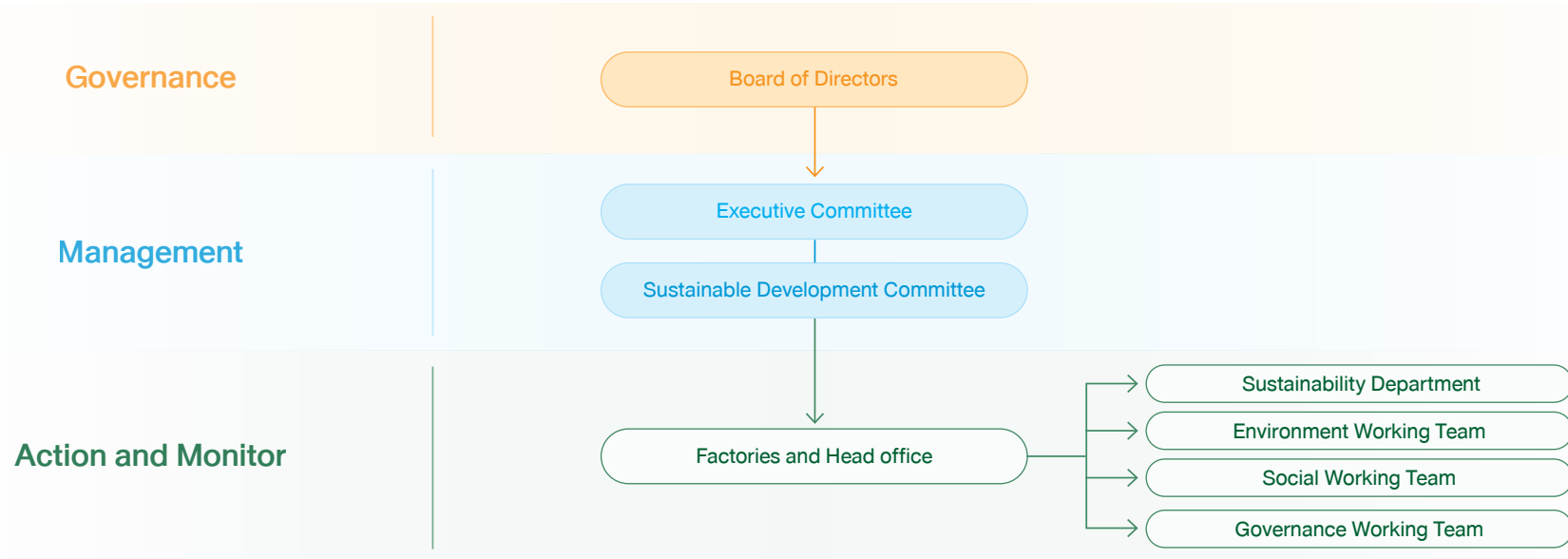
- Reviews policies, strategies, targets, operational approaches and supports sustainability-related activities of the Company.

Sustainability Department

- Defines sustainability strategies, targets and operational approaches, and presents them to the Sustainability Management Committee.
- Oversees, supervises and audits sustainability activities across all branches to ensure alignment with Company policies.
- Analyzes performance and develops sustainability initiatives in accordance with international standards and best practices.
- Promotes engagement with internal and external stakeholders to support organizational sustainability.
- Prepares reports and summarizes performance results to guide future planning.
- Reports performance to the Committee, prepares the annual sustainability report, coordinates and communicates with customers and stakeholders and manages ESG ratings from various agencies.

Working Committee

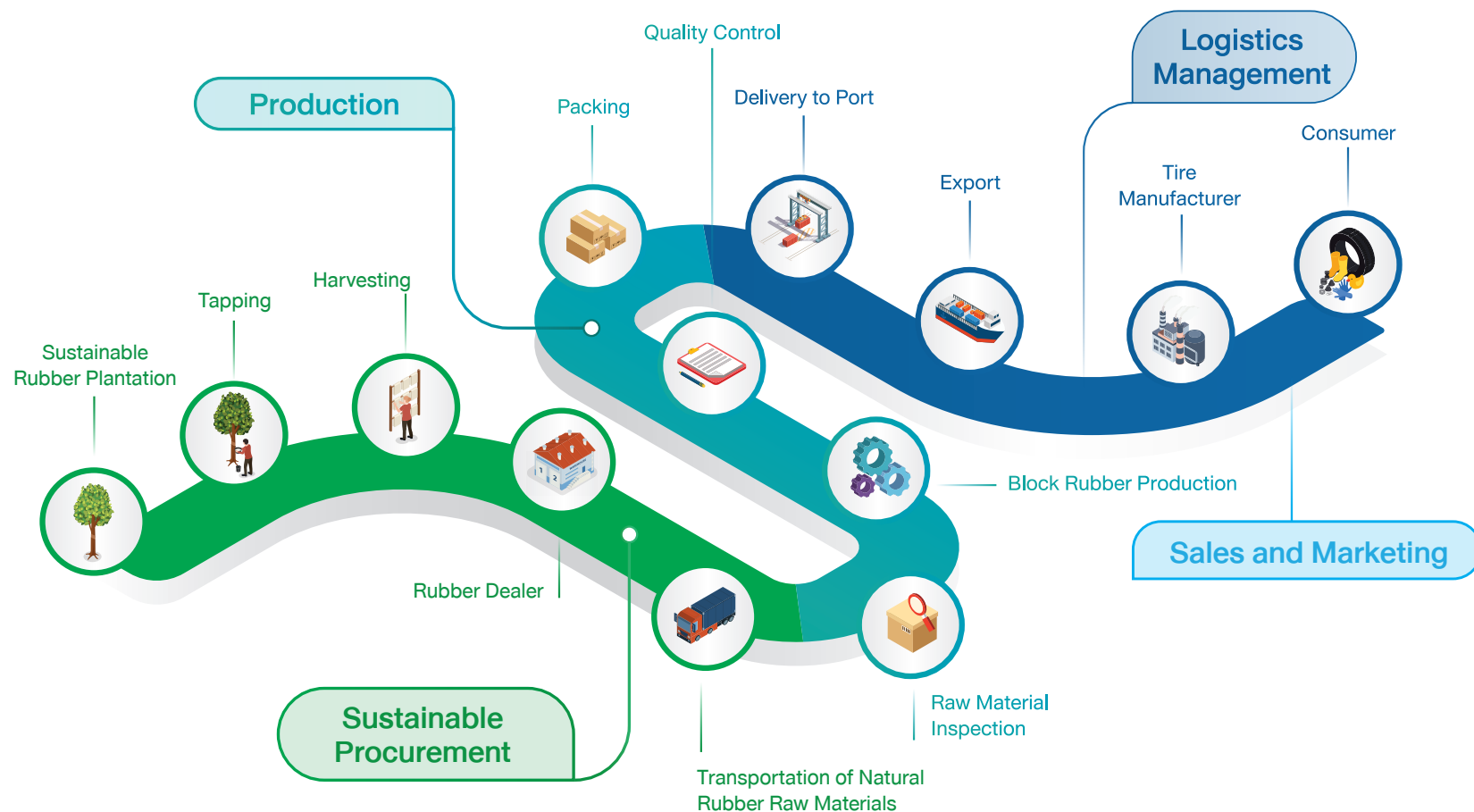
- Environmental
- Social
- Economic and Governance



Managing Impacts on Stakeholders Across the Business Value Chain

Value Chain

The Company is committed to developing a sustainable value chain and leading the sustainable production and export of natural rubber. In driving sustainability throughout the value chain, the Company aims to grow the organization in harmony with community development while preserving a healthy environment. Focused on producing environmentally friendly products and progressing towards a low-carbon society, the Company emphasizes collaborative operations with stakeholders across the entire value chain as follows



Primary Activities

Activity 1 Sustainable Procurement

Stakeholder: Smallholder Farmers, Raw Material Supplier, Cooperatives, Central Rubber Market under the Rubber Authority of Thailand

- Sourcing high-quality natural rubber raw materials from farmers, dealers, or rubber cooperatives that follow sustainability practices aligned with the Company's operations.
- Conducting traceability of the origin of natural rubber raw materials.
- Assessing and ranking the environmental, social, governance and economic (ESG) risks of smallholder farmers and raw material suppliers.
- Supporting knowledge sharing with smallholder farmers and dealers on natural rubber raw material quality, contaminants, minimizing environmental impacts from operations and compliance with new regulations and laws, such as the EU Deforestation Regulation (EUDR).
- Ensuring transparency and fairness in pricing for natural rubber raw material procurement.
- Protecting the personal data of raw material suppliers, including both smallholder farmers and intermediaries.

Activity 2 Manufacturing Operations

Stakeholder: Employees, Suppliers operating within the factory premises, communities and society, including government and regulatory agencies, industry organizations and civil society sectors

- Controlling production processes in accordance with international standards and specific customer requirements to ensure consistent and reliable product quality.
- Maintaining and continuously complying with key industry standards, including Quality Management System (ISO 9001), Environmental Management System (ISO 14001), Occupational Health and Safety Management System (ISO 45001) and Laboratory Competence (ISO/IEC 17025).
- Enhancing employee capabilities in the production process while prioritizing accident and occupational disease prevention to create a safe and high-quality working environment.
- Systematic maintenance of machinery and equipment to extend service life and improve investment efficiency.
- Reducing fossil fuel energy consumption and promoting the use of clean energy in the production process, such as replacing LPG with a biomass furnace in rubber drying.
- Continuously developing and applying technology and innovation to improve production efficiency through initiatives such as Kaizen (Continuous Improvement), Quality Control Circle (QCC) and cost reduction projects (FORCE!).
- Comprehensive analysis, assessment, and management of environmental and social impacts from the Company's production processes, including 100% recycled water usage, installation of rooftop solar power systems and the use of bio-filters in rubber drying processes.
- We promote efficient waste management by adhering to the 3R principles Reduce, Reuse and Recycle and supporting the Circular Economy concept to ensure resource efficiency and minimize environmental impact.
- We also advance efficient waste management by applying the 7R principles to reduce waste volume, production costs and environmental effects, while fostering resource optimization and circular economy concepts.

Activity 3 Sales and Marketing**Stakeholder: Customers, Investors, Banks and Shareholder**

- Manage sales and marketing systematically, adhering to principles of good governance and prioritizing customer satisfaction.
- Set fair and appropriate product pricing in line with product quality, actual costs and market competition.
- Manage customer relationships transparently under strict business ethics to build trust and long-term partnerships.
- Implement processes to respond to and resolve customer issues promptly and efficiently, ensuring timely and proper care.
- Continuously develop and improve products and services to meet evolving customer needs and maximize satisfaction.
- Provide channels for receiving customer feedback, suggestions and complaints, with systematic procedures for review, analysis and corrective action to strengthen trust and maintain service standards.
- Collaborating with global buyers to support farmer welfare initiatives.

Activity 4 Logistics Management**Stakeholder: Service Provider, Customers, Surrounding Communities**

- Procure and select transportation service providers with good sustainability practices across environmental, social and economic and governance (ESG) aspects, ensuring supply chain operations align with the Company's sustainability goals.
- Continuously develop and improve logistics processes to enhance transportation efficiency, reduce fuel consumption and lower greenhouse gas emissions, particularly carbon dioxide, as part of efforts to mitigate climate change.
- Manage and minimize potential impacts on surrounding communities from transportation activities to ports, such as noise, vehicle emissions and public safety, with consideration for social responsibility and sustainable coexistence.

Activity 5 Customers and Consumers**Stakeholder: Customers and Consumers**

- Ensure product safety, considering potential impacts on consumers and customers.
- Regularly survey and analyze customer satisfaction to use the insights for continuous improvement and development of products and services that meet customer needs.
- Protect customers' personal data rigorously in accordance with the Personal Data Protection Act (PDPA) and good practice guidelines, to build trust in business operations.
- Continuously research and develop product quality to enhance usability, meet market demands, and create added value for customers.
- Provide diverse and easily accessible communication channels for customers and consumers, with an effective system for handling complaints and suggestions, focusing on prompt and fair responses to maintain long-term customer satisfaction and trust.

Supporting Activities

Activity 1 Human Resources

Stakeholder: Employees

- Continuously develop employees' knowledge and skills through training programs and capacity-building activities, enabling them to adapt and grow alongside organizational changes.
- Promote employees' well-being in all aspects physical, mental and work environment by providing benefits and activities that support a balanced and healthy lifestyle.
- Treat employees fairly, transparently, and without discrimination, adhering to ethical principles and respecting human dignity.
- Uphold the human rights of all employees according to international standards, ensuring business operations are free from illegal labor, child labor or any form of forced labor.
- Conduct fair, transparent, and non-discriminatory recruitment and selection, promoting diversity, gender equality and providing opportunities for local community members to participate in employment.
- Maintain workplace safety according to established standards, creating a secure, stable and conducive working environment for all employees.

Activity 2: Information Technology Management and Data Security

Stakeholder: All Stakeholder

- Continuously develop and improve the information security management system to prevent data leakage, loss or unauthorized access, with strict technical and administrative measures covering both internal organizational data and stakeholders' personal data.
- Promote the application of digital technologies in operational processes to enhance management efficiency, increase system agility and provide a modern and positive experience for all stakeholder groups.

Activity 3: Legal Department

Stakeholder: All Stakeholder

- Conduct business strictly in accordance with corporate governance principles to enhance transparency, accountability and credibility in management, while striving to maintain balance for all stakeholders.
- Regularly assess and manage risks that could lead to violations or non-compliance with relevant laws, regulations and rules, in order to prevent issues that may impact business operations and organizational sustainability.
- Strictly comply with labor laws, emphasizing employees' rights and welfare, and creating a safe, fair and dignified working environment.
- Adhere to agreements and contracts with partners and business allies with honesty and responsibility, fostering trust and long-term sustainable relationships.

Activity 4: Procurement of Non-raw Material Goods and Services**Stakeholder: Non-Raw Material Supplier, Contractors, Community and Social**

- Conduct sustainable procurement, considering environmental, social, governance and economic (ESG) aspects to promote responsibility throughout the supply chain and support efficient resource use.
- Ensure fairness, transparency and accountability in procurement, providing equal opportunities to all vendors and avoiding any form of discrimination.
- Procure goods and services from local community businesses to generate income, stimulate grassroots economic development and foster good relationships between the Company and surrounding communities.
- Strictly comply with agreed payment terms with suppliers, with clear internal monitoring and control systems, to maintain trust and sustainable relationships with vendors and service providers.

Activity 5: Sustainability Management**Stakeholder: All Stakeholder**

- Continuously monitor sustainability performance through systematic evaluations and use the results to improve and enhance operational processes for greater efficiency.
- Apply sustainable development principles comprehensively across all dimensions to create value for stakeholders and support the organization's long-term growth.
- Committed to strictly adhering to relevant laws, rules, regulations, standards and international trends to ensure that operations are conducted accurately, transparently and in alignment with sustainable development principles.

Value Chain Stakeholder Analysis

The Company prioritizes the roles and perspectives of all stakeholder groups, which are vital to enhancing the efficiency of our operations. We have established a Stakeholder Engagement Policy to assess their significance and gain a deeper understanding of their views and expectations. This serves as a foundation for formulating corporate strategies, management guidelines, and driving organizational success. Furthermore, the Company annually reviews its engagement activities and approaches to ensure confidence, transparency and appropriate engagement. Our operational guidelines are as follows:

Step 1	Define the objectives and scope of stakeholder engagement
Step 2	Identify and analyze stakeholders to prioritize their importance
Step 3	Plan stakeholder engagement activities
Step 4	Implement stakeholder engagement activities
Step 5	Manage risks associated with stakeholder engagement
Step 6	Monitor and review stakeholder engagement activities

From this process, the Company has identified a total of eight stakeholder groups, namely



The Company places great importance on comprehensive engagement with all stakeholder groups. As such, we analyze and prioritize stakeholders across our entire value chain by considering both the potential positive and negative impacts of our business, as well as the level of influence and interest each stakeholder holds regarding our operations.

To systematically identify and understand the needs and expectations of each stakeholder group, the Company applies internationally recognized frameworks, including the Global Reporting Initiative (GRI) Standards and the AA1000 Stakeholder Engagement Standard (AA1000SES). The insights gained are used to evaluate and manage materiality issues in an appropriate, targeted and timely manner.

This ensures that our operations align with the Sustainable Development Goals (SDGs) and create long-term value for all stakeholders. Our operational guidelines are as follows:

From this process, the Company has identified a total of eight stakeholder groups as shown in the diagram above and summarizes the engagement and activities with stakeholders in the table below as follows

Stakeholder	Expectations	Response to expectations	Communication Channels	Result 2025
 Employee	- Fair compensation and appropriate employee benefits - Promotion of continuous learning, skill development and career advancement - Performance-based motivation through recognition and rewards - Provision of a safe, healthy, and flexible working environment - Respect for human rights and fair, equal treatment of all employees - Work-life balance - Promotion of work-life balance - Opportunities for career growth and job security	- Conducting industry compensation benchmark studies to ensure pay equity - Adhering to ethical principles in employee stewardship and responsibility - Formulating annual training and capability development plans for employees - Promote employee activities such as 5S, KAIZEN, QCC, or FORCE! - Establishing a transparent KPI evaluation framework for fair promotion and salary adjustment - Provide annual health check-ups and health and accident insurance for employees. - Apply international standards, such as ISO 45001, Thai labor standards, or Good Labour Practices (GLP). - Organize health and charitable activities, such as Body Transformation programs or tree planting. - Comply with international human rights standards and prepare Human Rights Due Diligence (HRDD) reports. - Establishing comprehensive grievance policy and reporting mechanisms - Developing safety manuals and providing personal protective equipment tailored to workplace hazards.	- Annual employee satisfaction survey - Annual employee training plan development - Internal communication channels (e.g., corporate emails, LINE Application, internal website) - Internal communication events, including Town Hall meetings and Morning Talks - Set up suggestion boxes at branch factories. - Dedicated whistleblowing, grievance and advisory channel - Internal employee engagement and team-building activities	- Annual employee satisfaction score achieved 84% - Employee turnover rate stood at 12% - Total employee training hours reached 30,336 hours - Implementation of Work from Home (WFH) policy “Zero” employee grievance cases filed “Zero” human rights complaint cases recorded - Recognized as an “Outstanding Role Model Organization on Human Rights” (Large Business Category) for the year 2025 - Lost Time Injury Frequency Rate (LTIFR) achieved 0 cases - Deployed an online KPI performance management system integrated with a 360 - degree evaluation model based on core corporate values

Stakeholder	Expectations	Response to expectations	Communication Channels	Result 2025
 Smallholder Farmer and Raw Material Supplier	• Conduct transactions for natural rubber raw materials freely, transparently, and fairly. • Timely and reliable payment system • Stable and sustainable business relationships fostered by effective communication and the provision of accurate, prompt, and up-to-date information. • Provide opportunities for smallholder farmers and raw material suppliers to grow and develop their business capabilities alongside the Company. • Emphasize respect for human rights, fair treatment, and non-discrimination. • Support knowledge and skill development for improving the quality of natural rubber raw materials correctly. • Receive continuous support in knowledge sharing and career development. • Integration of digital technology into raw material procurement processes	• Adhering to sustainable procurement policies and practices • Strictly establishing and enforcing Anti-Corruption Policies and Human Rights Policies • Conducting annual on-site visits and audits for key raw material suppliers • Systematically conducting Environmental, Social, Governance, and Economic (ESG) Risk Assessments for smallholders and suppliers • Executing the Traceable Natural Rubber (TNR) project to ensure supply chain traceability • Organizing capacity-building activities to enhance smallholders' and suppliers' skills in improving natural rubber quality correctly and efficiently • Establishing joint committees or convening stakeholder consultation meetings to gather feedback and recommendations	• Company's official LINE Account (@Teckbee) • Social media channels e.g., Facebook and the corporate website • Suggestion boxes at the front of the factories • Field visits to assess smallholder farmers and key raw material suppliers • Organize Open House activities to foster mutual understanding • Public relations media, including brochures and vinyl banners • All available channels for receiving complaints to the Company • Local farmer representatives and regional natural rubber buying centers	• “Zero” complaints regarding unfair treatment received from smallholders or raw material suppliers • “Zero” bribery or corruption complaints received from smallholders or raw material suppliers • Suppliers successfully delivered high-quality raw materials meeting corporate standards • 49% of smallholders completed the Environmental, Social, Governance and Economic (ESG) Risk Assessment

Stakeholder	Expectations	Response to expectations	Communication Channels	Result 2025
 Customer	- Producing products that meet customer requirements and comply with specified quality standards. - Strictly adhering to sales and purchase agreements. - Complying with the European Union's regulation on deforestation-free products (EUDR) and the Global Platform for Sustainable Natural Rubber (GPSNR) framework. - Prompt and effective resolution of customer issues and complaints. - Utilization of diverse online communication channels e.g., email, telephone, website, LINE and WeChat to provide accurate and rapid information. - Facilitating plant visits for customers and participating in major trade exhibitions. - Conducting customer satisfaction surveys - Organizing joint activities and partnerships with customers to build sustainable relationships. - Safeguarding and maintaining the confidentiality of customer data in accordance with the Personal Data Protection Act (PDPA). - Developing environmentally friendly products, services and operations with high social responsibility. - Responding to sustainability questionnaires and providing related information. - Providing accessible channels for customer complaints. - Participating in Supplier Day activities with customers. - Assessing environmental, social, and governance (ESG) risks through the RubberWay system to enhance supply chain sustainability standards.	- Producing high-quality products and services that meet customer requirements, are delivered on time and are reasonably priced. - Strictly complying with sales contracts and agreements with customers. - Implementing the Traceable Natural Rubber (TNR) project to enhance transparency in the supply chain. - Regularly meeting and communicating with customers to gather feedback and strengthen stable business relationships. - Fostering strong business relationships - Conducting operations in alignment with Sustainable Development principles. - Maintaining management system certifications, including ISO 9001, ISO 14001, ISO 45001 and ISO/IEC 17025 - Prioritizing strict customer data confidentiality and privacy. - Participating in international sustainability assessment programs, such as FSC, EcoVadis and CSR-DIW. - Utilizing risk assessment outcomes from the Traceable Natural Rubber (TNR) project to continuously optimize operational efficiency and sustainability.	- Multiple online communication channels, including email, telephone, website, Line and WeChat, to allow customers to contact the company conveniently and quickly. - Continuously conducting customer satisfaction surveys to use the feedback for improving product and service quality. - Organizing activities to strengthen relationships with customers and using sustainability questionnaires. - All available company channels for receiving complaints.	- Received the Fair Workforce Practices Award from Apollo Tyres - Awarded the Excellent QMS Award 2025 for outstanding quality management system performance by Sumitomo Rubber Industries. - Achieved a high customer satisfaction rating of 96%. - Gained 10 new customers. - Developed products that promote sustainability, including Traceable Natural Rubber (TNR) and FSC-certified natural rubber. - Maintained international certifications, including ISO 9001, ISO 14001, ISO 45001, ISO/IEC 17025 and ISO14064. - No unresolved quality complaints from customers. - No complaints related to personal data protection (PDPA) were reported.

Stakeholder	Expectations	Response to expectations	Communication Channels	Result 2025
 Investor	- Receiving returns on investment in the form of dividends, increased capital, or both. - Operating business transparently backed by an effective internal control system. - Participating in key corporate decision-making and ensuring business operations are socially and environmentally responsible. - Strict compliance with terms, conditions and contractual agreements with business partners and stakeholders. - Executing Know Your Customer (KYC) processes to prevent fraud and money laundering. - Strict adherence to business ethics and integrity standards.	- Operating business in alignment with Corporate Governance policies, demonstrating transparency and accountability to all stakeholder groups. - Disclosing accurate, complete, and timely information. - Conducting regular internal audits and periodic performance reporting to ensure compliance with corporate governance standards. - Participating in international and customer-led ESG rating assessments, such as EcoVadis, reflecting commitment to sustainable development principles and compliance with agreed contractual terms.	- Multi-channel online communication systems, including email, telephone, website, Line and WeChat. - Meetings and discussions to strengthen relationships and mutual understanding. - Holding annual meetings. - Preparation of internal control reports to assess and review operational efficiency and compliance with standards.	- Annual meetings - Financial performance reports - No loan payment defaults - No material deficiencies or weaknesses in internal controls

Stakeholder	Expectations	Response to expectations	Communication Channels	Result 2025
 Supplier	• Procurement processes are standardized, transparent, and auditable. • Contractors and service providers receive fair compensation and workload in accordance with the scope of work. • Accurate and timely payment for goods and services. • Fostering stable and sustainable business relationships between the Company and its suppliers. • Communicate effectively, clearly, and in a timely manner. • Provide complete and transparent information on procurement processes, while giving partners opportunities to grow and develop their business together. • Treat each other with respect for human dignity and human rights principles. • Occupational health and safety at the workplace. • Researching and developing product quality to meet standards while ensuring environmental friendliness.	• Executing procurement in according with fair, transparent and auditable policies and guidelines. • Strictly adhering to Anti-Corruption Policies to foster transparency across business processes. • Providing whistleblowing and grievance channels to encourage participation in good corporate governance. • Promoting collaboration with suppliers through corporate social responsibility (CSR) and environmental initiatives, such as reforestation projects. • Conducting fair price comparison processes for goods and services to ensure equity in supplier selection and build partner trust. • Providing safety training for operational and work sites.	• Multiple online communication channels, including email, telephone, company website, Line and WeChat. • Development of a Supplier Code of Conduct for sustainable practices. • All company channels for receiving complaints. • Joint activities and engagement events with suppliers. • Annual supplier site visits and performance audits.	• 100% of new suppliers have studied and signed the Supplier Code of Conduct for sustainable development. • 100% of suppliers working on the factory premises have received training on workplace safety.

Stakeholder	Expectations	Response to expectations	Communication Channels	Result 2025
 Government Agencies and Regulations	• Strict compliance with relevant laws and regulations. • Conducting business with transparency and good corporate governance. • Accurate and timely payment of taxes. • Participation in national economic development and conducting business responsibly toward society and the environment. • Effective management of environmental impacts. • Promotion of human rights and labor standards in accordance with international norms. • Support for the Sustainable Development Goals (SDGs). • Cooperation in inspections and reporting information as required by law.	• Strict compliance with laws and regulations. • Promote transparent management and good governance. • Support social activities and community development. • Develop and implement concrete environmental policies. • Uphold human rights and treat workers fairly. • Support the advancement of the Sustainable Development Goals (SDGs). • Fully cooperate with government authorities and regulatory agencies.	• Attending meetings and discussion forums. • Reporting information in accordance with legal and regulatory requirements. • Audits and inspections by relevant authorities. • Factory visits by government agencies. • Participation in programs or activities organized by government authorities. • Providing feedback through surveys or online channels of government agencies. • Social media channels, such as the company's Facebook and website. • Organizing activities in collaboration with government agencies. • Providing opinions and supporting information for policy purposes. • Participation as Members of Working Groups under Relevant Government Committees.	• "No" reports of legal violations or complaints. • "No" tax fines. • CSR-DIW Award from the Department of Industrial Works. • Level 3 Green Industry Award from the Department of Industrial Works. • Human Rights Model Organization Award, "Excellence" level for large enterprises, from the Ministry of Justice. • Certification for applying Good Labour Practices (GLP) in the workplace, from the Department of Labour Development. • Certification of Thai Labour Standards. • Certificate of Recognition from the Stock Exchange of Thailand for the "ESG-DNA Sustainability Knowledge Program for Employees at All Levels."

Stakeholder	Expectations	Response to expectations	Communication Channels	Result 2025
 Industrial sector agencies and civil society	• Transparency in business operations • Fair labor practices and respect for human rights • Environmentally friendly business operations • Promotion of the quality of life in surrounding communities • Community and civil society participation in decision-making • Conducting business according to ESG (Environmental, Social, Governance) principles • Support for smallholder farmers in the supply chain • Accountability for impacts arising from business operations	• Conduct business transparently and accountably, disclosing information related to Environmental, Social, and Governance (ESG) matters through sustainability reports. • Regularly conduct human rights due diligence and risk assessments. • Create a safe, fair and non-discriminatory work environment. • Implement environmental management systems, such as ISO 14001. • Effectively manage waste, wastewater and pollution. • Continuously support and develop surrounding communities. • Implement Traceable Natural Rubber (TNR) projects. • Promote smallholder farmers' participation in FSC certification systems. • Participate in sustainability assessments, such as EcoVadis and FSC. • Risk management plans and emergency response plans in place. • Operating business with responsibility toward biodiversity in areas surrounding operational facilities.	• Meetings and participation in discussion forums • Social media channels e.g., Facebook and the corporate website • Factory site visits by Civil Society Organizations • Participation in projects and activities organized by Civil Society Organizations	• Compliance with the Global Platform for Sustainable Natural Rubber (GPSNR) framework • CSR-DIW Award from the Department of Industrial Works • Level 3 Green Industry Award from the Department of Industrial Works • Model Human Rights Organization Award, "Excellence" level for large businesses, from the Ministry of Justice. • Certification for applying Good Labour Practices (GLP) in the workplace, from the Department of Labour Development.

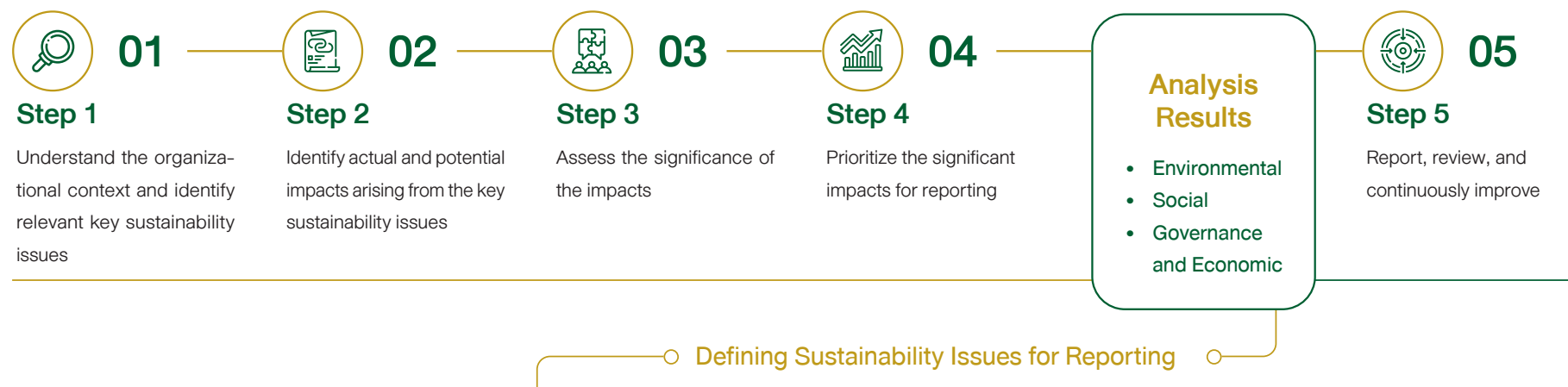
Stakeholder	Expectations	Response to expectations	Communication Channels	Result 2025
 Local communities	- Continuously prioritizing and listening to the opinions and suggestions of the community to foster understanding and good cooperation. - Complaints received from the community are considered and addressed fairly, transparently and verifiably. - Participating in creating economic opportunities for surrounding communities, such as job creation, career promotion and development of small entrepreneurs. - Supporting activities and projects aimed at improving community quality of life in various aspects, including education, public health and the environment. - Encouraging community participation in decision-making on projects or activities that may impact the community in all aspects. - Conducting business with social and environmental responsibility, guided by the principles of sustainable development. - Adhering to international human rights standards and operating under strict anti-corruption and anti-bribery policies.	- Implementing projects to continuously develop the surrounding communities and society, aiming to enhance the quality of life of local residents. - Promoting local employment by prioritizing hiring from the local workforce to generate income and economic stability for the community. - Supporting and participating in community activities, including cultural, educational, sports and public benefit initiatives. - Managing environmental risks systematically to prevent and reduce impacts on surrounding communities. - Strictly complying with relevant laws, regulations and requirements. - Addressing complaints received from the community completely, fairly and transparently. - Upholding the business ethics policy to demonstrate responsibility in conducting business toward society, communities and all stakeholders.	- Meetings and participation in discussion forums - Social media, such as Facebook and the company's website - Face-to-face meetings and conversations to foster relationships and mutual understanding. - Comment boxes located at the front of the factory - Field visits to engage with and survey community satisfaction - Organizing Open House events to build mutual understanding - Various publicity materials, such as brochures and vinyl banners	- Budget allocated to support community activities: 628,290 Baht - Community satisfaction from surveys: 90% - CSR-DIW Award from the Department of Industrial Works - No unresolved complaints

Material Topics

Process for Identifying the Company's Material Topics

In 2025, the Company reviewed its sustainability materiality issues by considering various factors, such as changes in laws, regulations, and national and international sustainability materiality assessment criteria. We also incorporated guidelines from our major shareholder, Halcyon Agri Co., Ltd., to align our sustainability strategy across the corporate group. The materiality assessment was conducted in accordance with the Global Reporting Initiative (GRI) Standards 2021, accounting for Environmental, Social, Governance, and Economic (ESG) impacts, as well as operational impacts on external parties (Inside-Out) and external impacts on the organization (Outside-In) under the Double Materiality framework of the GRI Standards 2021.

Furthermore, the Company focuses on assessing sustainability impacts alongside evaluating their significance in creating value for all stakeholder groups, while integrating human rights considerations into the impact analysis. These material issues were approved by senior management and implemented in accordance with the European Sustainability Reporting Standards (ESRS) to align our practice with European Union (EU) reporting standards. The Company's process for identifying material sustainability issues is divided into five key steps, which serve as an essential driver for this strategy moving forward.



Sustainability Materiality Assessment Results



Environmental

- Climate Change Management
- Resource Efficiency
- Pollution Prevention
- Land Stewardship



Social

- Respect for Stakeholder Rights
- Occupational Health and Safety in the Workplace
- Employee Welfare and Development
- Community involvement



Governance and Economic

- Sustainable Supply Chain Management
- Quality Excellence
- Risk Management and Business Continuity
- Corporate Governance and Business Ethics

Process for Identifying Material Sustainability Topics

Step

01

Understand the organizational context and identify relevant key sustainability issues

The company has considered factors related to both internal and external business operations. Internal factors include the organization's strategy, vision, mission, and objectives, assessed through surveys of senior executives, managers, and branch supervisors. External factors include global and industry trends, potential future risks and opportunities, international human rights principles, and an analysis of key activities across the value chain.

This process aims to identify both direct and indirect stakeholders who may be positively or negatively impacted by the company's operations, before determining the material sustainability topics in the environmental, social, and governance (ESG) dimensions. The company reviewed topics from 2024, considered current contextual information, and studied practices of other companies within the same industry to ensure a comprehensive materiality assessment process.

Step

02

Identify actual and potential impacts arising from the key sustainability issues

The Company identified and assessed both actual and potential positive and negative impacts across the three core dimensions of sustainability: Environmental, Social, and Governance & Economic (ESG). This evaluation considers the nature of short-term and long-term impacts, while placing a strong emphasis on potential human rights impacts across all stages of the organization's value chain.

Step

03

Assess the significance of the impacts

The Company utilized these sustainability issues to evaluate the significance of their impacts by developing and distributing an online survey to both internal and external stakeholder groups. This survey served to validate and assess the impacts of our business operations across the environmental, social and governance & economic dimensions. The Company established criteria for assessing sustainability impacts both positive and negative based on:

- **Scale – the severity of the impact**
- **Likelihood – the probability of the impact occurring**

At the same time, the Company established criteria to evaluate these impacts in alignment with the European Sustainability Reporting Standards (ESRS) under the concept of 'Double Materiality.' An additional assessment was conducted for senior management and plant managers, focusing on organizational impacts across two dimensions:

- **Financial Impact:** Analyzing how sustainability issues may affect the Company's financial position, operating performance, and ability to create long-term value. While these may not yet be reflected in current financial reports, they have the potential to directly or indirectly impact the business in the future.
- **Sustainability Impact:** Analyzing the positive and negative impacts resulting from the Company's operations on the environment, society, and stakeholders. This accounts for both the impacts caused by the Company (Inside-Out) and the impacts from external factors affecting the Company (Outside-In).

This approach aims to enhance transparency in information disclosure and strengthen the capability to comprehensively and effectively manage long-term sustainability risks and opportunities.

Step

04

Prioritize the significant impacts for reporting

The Company prioritized sustainability issues based on the level of impact on both stakeholders and the organization, encompassing both financial and non-financial impacts. From this process, the top 6 material topics with high to very high impact scores were selected as the core priorities to systematically drive the Company's sustainability operations.

The selected material topics were reviewed and approved by senior management and the Sustainability Executive to ensure that each issue aligns with organizational strategy, responds to stakeholder expectations and reflects the Company's commitment to sustainable business operations in accordance with the European Sustainability Reporting Standards (ESRS) and other relevant international standards.

Step

05

Report, review and continuously improve

The Company has planned and established operational guidelines to mitigate negative impacts arising from material sustainability issues, as well as foundational business topics. The assessment and selection process of these material issues was presented to senior management, the Sustainability Executive, executive committee members and the sustainability working group to confirm their appropriateness and seek approval for continuous disclosure in the sustainability report. Furthermore, the Company evaluates and identifies suitable management approaches in response to changes occurring each year.

In addition, the Company continuously reviews its sustainability assessment process and information disclosure annually. This ensures that management approaches are refined to align with the organizational context and can adapt to changing economic, social and environmental conditions. It also provides assurance that the Company's sustainability operations remain fully aligned with international sustainability reporting standards.

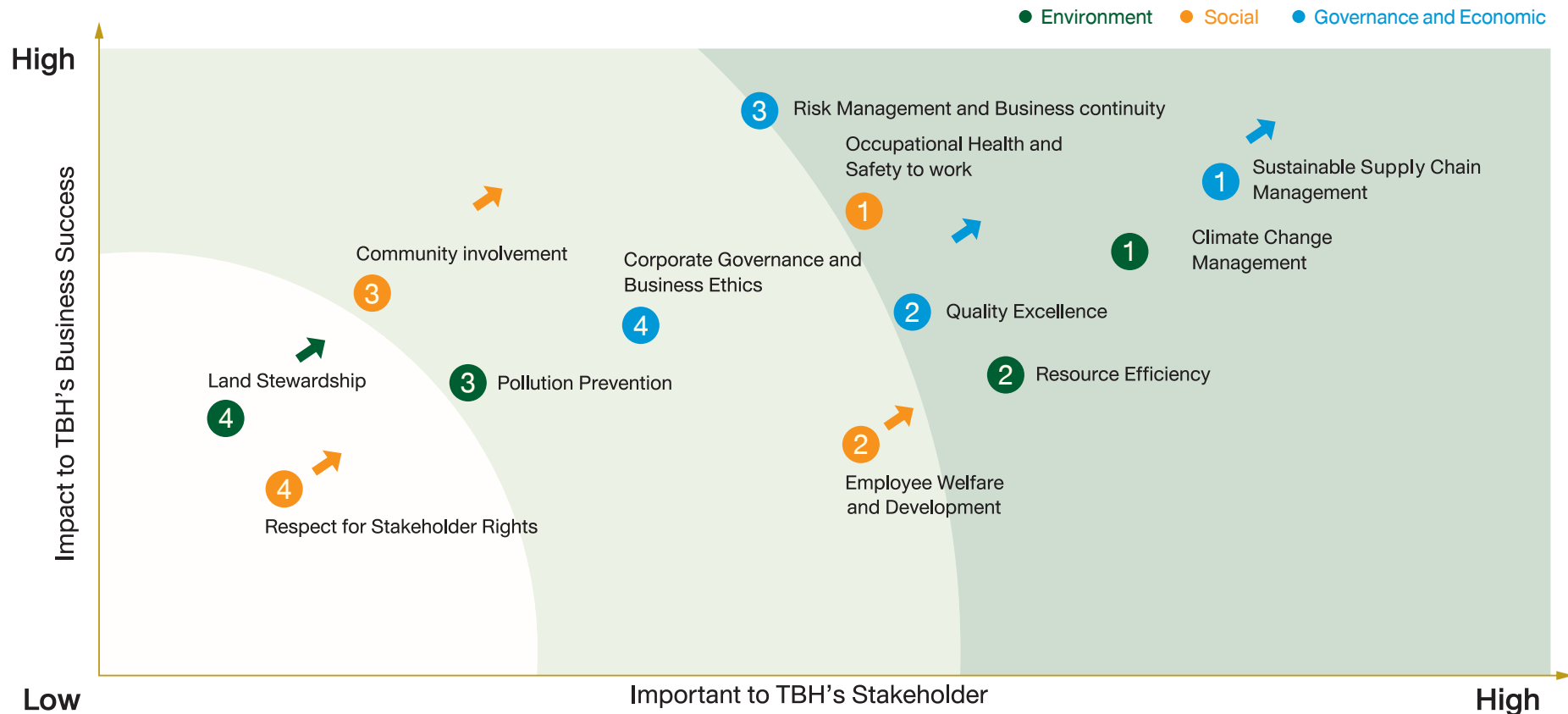


Results of the Company's Material Topics Analysis

12 Business-Related Material Topics

Through the process of analyzing stakeholder impacts and prioritizing sustainability issues, the Company has identified 12 Material Topics relevant to its business operations. The prioritization of these topics was conducted under an impact assessment framework evaluating effects on stakeholders across environmental, social, and governance and economic dimensions, considering both internal and external factors.

Additionally, the Company evaluated the level of impact these issues have on business operations. Topics classified as having a high to very high impact are designated as key issues that require careful and systematic management. This ensures that the Company's policies, strategies, and practices align with the sustainable development context and effectively meet long-term stakeholder expectations.



Material Topics and Their Impacts by Dimension

Material Topics	Impact Materiality		Financial Materiality	Double Materiality	Strategic Importance Topics	Emerging Topics of Future Importance
	Actual Impacts	Potential Impacts				
Governance and Economic						
Corporate Governance and Business Ethics	●	●	Level 1	-	●	
Risk Management and Business Continuity Management	●	●	Level 2	●	●	●
Sustainable Supply Chain Management	●	●	Level 4	●	●	●
Quality Excellence	●		Level 3	-	●	
Social						
Respecting Stakeholder Human Rights	●	●	Level 1	-	●	●
Occupational Health and Safety in the Workplace	●	●	Level 2	-	●	
Employee Welfare and Development	●	●	Level 1	-	●	
Local Community Engagement	●		Level 3	-	●	
Environment						
Climate Change Management	●	●	Level 3		●	●
Resource Efficiency	●	●	Level 2	-	●	
Pollution Prevention	●	●	Level 2	-	●	
Land Stewardship	●		Level 3		●	●

Scope of Impact of Material Topics and Stakeholder



Relevant Stakeholder	Impact on Stakeholder and the company	Type of Impact		Financial Impact (On a scale of 5)	Action
		Actual	Potential		
Governance and Economic Dimension					
Sustainable Procurement					
• Rubber Farmer and RM Supplier • Customers • Government Agencies and Regulators • Investors and Financial	+ Developing a sustainable operational framework and practices for different types of suppliers, including smallholder farmers and the company's raw material suppliers, by implementing a comprehensive digital traceability system to comply with EUDR or FSC requirements. This approach enhances the company's opportunities for sales and profitability, while also improving the livelihoods of smallholder farmers through various risk assessments.			●●●●●	• Establishing a sustainable raw material procurement policy and developing a Supplier Code of Conduct. • Preparing a raw material traceability action plan to comply with EUDR requirements. • Conducting risk assessments of smallholder farmers and the company's raw material suppliers in accordance with EUDR requirements. • Analyzing and mitigating risks related to smallholder farmers and the company's raw material suppliers. • Conducting on-site visits to assess risks of the company's raw material suppliers. • Applying ISO 20400:2017 on Sustainable Procurement. • Organizing activities to promote knowledge and improve the livelihoods of smallholder farmers and the company's raw material suppliers. • Providing knowledge and understanding of EUDR requirements to smallholder farmers to ensure proper comprehension and guarantee that the data collected by the company will not be used illegally. • Participating in consultations with government agencies, such as the Rubber Authority of Thailand or the Thai Rubber Association, to implement EUDR requirements. • Issuing internal and external circulars regarding the company's policy to procure natural rubber raw materials exclusively from domestic sources.
	+ Developing good rubber plantation practices for smallholder farmers and raw material suppliers ensures consistent and high-quality raw materials, while reducing the risk of business disruption.				
	- Failure to adapt and comply with EUDR regulations will prevent the company from exporting products to the European Union, resulting in lost sales opportunities and reduced profitability.				
	- Purchasing raw materials from illegal sources.				
	- Severe floods in the Northern, Northeastern, and Southern regions, as well as leaf fall disease caused by excessively humid conditions, along with impacts related to climate change.				

Relevant Stakeholder	Impact on Stakeholder and the company	Type of Impact		Financial Impact (On a scale of 5)	Action
		Actual	Potential		
Quality Excellence					
• Rubber Farmers and RM Suppliers • Customers • Employees • Investors and Financial	Maintaining high-quality standards and complying with international standards helps build customer confidence, enhances the organization’s credibility, increases market expansion opportunities, reduces production losses, and promotes sustainable business growth.				• Establishing quality policies and controlling production processes to comply with standards and requirements. • Obtaining certifications for various management systems, including ISO 9001, ISO 14001, ISO 45001, and ISO/IEC 17025. • Providing knowledge and training to production and maintenance staff to improve production processes and machinery maintenance for greater efficiency, ensuring suitability with raw material characteristics from different sources and meeting customer requirements. • Planning production efficiently, with primary consideration of customer demand. • Defining guidelines for developing knowledge in innovation, starting with personnel development through 5S, KAIZEN, and QCC.
	Failure to comply with natural block rubber production standards, including Thai and international standards as well as customer requirements, may result in financial impacts, such as costs arising from quality-related complaints, as well as loss of company credibility and reputation, leading to the loss of customers.				
Risk Management and Business continuity					
• Customers • Employees • Investors and Financial	Managing both external and internal organizational risks, including developing a business continuity plan to address crises that could disrupt operations, as well as managing emerging risks. This approach enables the company to be prepared for potential risks, mitigate negative impacts and build confidence among stakeholders.				• Establishing a Risk Management Process • Conducting organizational risk assessments to evaluate and monitor risk mitigation measures to maintain them at an acceptable level • Assessing the effectiveness of the company's information security systems annually • Communicating knowledge and understanding of cybersecurity and personal data protection to all stakeholders
	If the company fails to take action, it may affect overall management, cause business disruptions, impact stakeholder satisfaction, and result in a significant reduction in profits.				

Relevant Stakeholder	Impact on Stakeholder and the company	Type of Impact		Financial Impact (On a scale of 5)	Action
		Actual	Potential		
Corporate Governance and Business Ethics					
- Customers - Employees - Suppliers - Investors and Financial - Government Agencies and Regulators	+ Conducting business with transparency, fairness, and ethics, supported by an effective and well-managed governance system, builds trust and confidence while meeting the expectations of all stakeholders across the value chain. It also helps prevent risks arising from non-compliance with regulations, rules and applicable laws.				- Establish policies and practices for governance, such as corporate governance policy, risk management policy, anti-corruption policy, and business ethics code. - Provide business ethics training for employees. - Maintain a governance manual, ethical standards, and business conduct guidelines. - Implement complaint channels and systematic procedures for resolving complaints. - Operate in accordance with the governance principles of the Department of Business Development, Ministry of Commerce. - Received the Outstanding Business Ethics Award, 23nd Edition, from the Thai Chamber of Commerce.
	- If the company lacks good corporate governance, stakeholders may lose confidence in the organization, which could lead to breaches of business ethics, reputational damage, operational disruptions and a significant decrease in profitability.				

 Positive Impacts  Negative Impacts



Relevant Stakeholder	Impact on Stakeholder and the company	Type of Impact		Financial Impact (On a scale of 5)	Action																		
		Actual	Potential																				
Social Dimension																							
Occupational Health and Safety in the Workplace																							
- Employees - Communities - Government Agencies and Regulations - Civil Societies	+ Promoting occupational health and safety policies and practices helps reduce workplace accidents and incidents while enhancing the safety and well-being of employees, contractors, visitors, surrounding communities, and society at large. These efforts support compliance with applicable laws and regulations, improve operational efficiency, strengthen stakeholder confidence and contribute to sustainable business performance and long-term profitability.			●●	- Establish occupational health and safety policies and management systems, as well as appoint a dedicated health and safety working group to provide guidelines for safe operations covering all activities, work locations, employees and contractors. - ISO 45001 Occupational Health and Safety Management System. - Occupational health and safety risk assessment and safety governance processes. - Health and safety training and awareness programs for employees at all levels. - Safety culture initiatives, including KYT (Hazard Prediction Training), Pointing and Calling, and Near-Miss Reporting programs.																		
	- Failure to prioritize occupational health and safety may have significant consequences for both human life and property. Workplace accidents, injuries and unsafe working conditions may result in non-compliance with applicable laws and regulations, adversely affecting the Company's credibility, reputation and stakeholder confidence. Such impacts may lead to both direct and indirect financial losses, reduced productivity, increased operating costs and in severe cases, disruptions to business operations.					Employee Welfare and Development						- Employees - Investors and Financial	+ Continuous employee development and capability enhancement, supported by effective people management practices and appropriate employee benefits, help strengthen employee engagement and foster a positive work environment. These efforts contribute to employee well-being, improve workforce productivity and performance and support the Company's long-term profitability and sustainable growth.			●	- Employee Training Needs Assessment (Training Needs Analysis: TNA). - Annual training and employee development programs. - Dedicated investment in employee learning and development. - Individual Development Plans (IDPs). - Succession Planning and leadership development programs. - Implementation of Good Labour Practices (GLP) - Obtain basic Thai Labour Standard certification for the Thung Song branch - Participation in sustainability capacity-building initiatives, including the SET ESG-DNA Program.	- Failure to develop employee competencies, maintain effective succession planning, and foster employee engagement may expose the Company to human capital risks. Insufficient workforce capabilities and a lack of employee commitment may lead to lower productivity, reduced operational efficiency, knowledge loss and weakened organizational performance. These challenges could ultimately increase operating costs, reduce profitability and create risks of business continuity disruptions.			+ Positive Impacts - Negative Impacts		
Employee Welfare and Development																							
- Employees - Investors and Financial	+ Continuous employee development and capability enhancement, supported by effective people management practices and appropriate employee benefits, help strengthen employee engagement and foster a positive work environment. These efforts contribute to employee well-being, improve workforce productivity and performance and support the Company's long-term profitability and sustainable growth.			●	- Employee Training Needs Assessment (Training Needs Analysis: TNA). - Annual training and employee development programs. - Dedicated investment in employee learning and development. - Individual Development Plans (IDPs). - Succession Planning and leadership development programs. - Implementation of Good Labour Practices (GLP) - Obtain basic Thai Labour Standard certification for the Thung Song branch - Participation in sustainability capacity-building initiatives, including the SET ESG-DNA Program.																		
	- Failure to develop employee competencies, maintain effective succession planning, and foster employee engagement may expose the Company to human capital risks. Insufficient workforce capabilities and a lack of employee commitment may lead to lower productivity, reduced operational efficiency, knowledge loss and weakened organizational performance. These challenges could ultimately increase operating costs, reduce profitability and create risks of business continuity disruptions.																						
+ Positive Impacts - Negative Impacts																							



Positive Impacts



Negative Impacts

Relevant Stakeholder	Impact on Stakeholder and the company	Type of Impact		Financial Impact (On a scale of 5)	Action
		Actual	Potential		
Community Relations and Engagement					
- Communities - Government Agencies and Regulations - Civil Societies - Customers	+ Engaging with communities surrounding all company factories to provide a clear understanding of factory operations, promote community development, create employment opportunities, and reduce potential disputes between the company and local communities. This approach also supports a positive corporate image and helps prevent operational disruptions.			●●●	- Community Engagement and Development Policy. - Annual stakeholder engagement, public consultation and community dialogue programs. - Community impact assessments and stakeholder engagement processes in compliance with legal requirements. - Community development and social investment initiatives aligned with business operations. - Construction of enclosed raw material storage facilities to mitigate odor impacts. - Installation of biofilter systems to improve environmental performance and reduce community impacts. - Formal grievance mechanisms and structured complaint resolution processes. - Recognition through the CSR-DIW Award 2025.
	- The production of natural rubber blocks may impact the surrounding communities, including their well-being and environmental conditions particularly the odor from raw rubber materials, which can disturb the community and lead to complaints that may disrupt operations.				
Respect for the Human Rights of Stakeholders					
- Employees - Communities - Government Agencies and Regulations - Civil Societies - Customers	+ Promoting human rights contributes to fair and equitable treatment of all stakeholder groups while enhancing awareness and understanding of human rights principles among stakeholders throughout the supply chain.			●	- Human Rights Policy. - Human Rights Due Diligence (HRDD) across the value chain in accordance with internationally recognized standards. - Human rights awareness and capacity-building programs. - Comprehensive measures to prevent human rights violations across all stakeholder groups. - Accessible grievance mechanisms and systematic remediation processes. - Recognition as an Outstanding Human Rights Model Organization (Large Enterprise Category) in 2025. - Human rights risk assessments for smallholder farmers and raw material suppliers.
	- If human rights practices are violated, it can result in financial impacts such as costs for handling complaints or potential fines, as well as a loss of the company's credibility and reputation.				



Relevant Stakeholder	Impact on Stakeholder and the company	Type of Impact		Financial Impact (On a scale of 5)	Action
		Actual	Potential		
Environmental Dimension					
Climate Change Management					
- Employees - Rubber Farmers and RM Suppliers - Customers - Government Agencies and Regulations - Communities - Investors and Financial	+ Electricity generation from solar panels helps reduce greenhouse gas emissions and mitigates potential environmental impacts caused by global warming.			●●●	- Established a Greenhouse Gas Management Policy - Implemented an environmental management system in compliance with legal regulations and international standards, such as ISO 14001 - Developed concrete strategies and operational guidelines - Set targets for greenhouse gas reduction in alignment with the Paris Agreement - Prepared and disclosed greenhouse gas emission reports - Installed a biomass energy system for the rubber drying process at the Narathiwat branch - Organized activities to promote greenhouse gas reduction, such as reforestation and mangrove planting initiatives - Increased the proportion of renewable energy usage - Achieved ISO 14064-1:2018 certification for Greenhouse Gas Statements - Formulated a plan to achieve ISO 14067:2018 certification for Product Carbon Footprint
	+ Using biomass energy to replace natural gas helps reduce greenhouse gas emissions and mitigates potential environmental impacts caused by global warming.				
	+ Improving wastewater treatment ponds to reduce methane emissions helps mitigate potential environmental impacts caused by global warming.				
	+ Integrating climate-related strategies into business operations enhances energy efficiency and reduces dependence on fossil fuels, creating cost advantages and improving operational resilience. Furthermore, it provides opportunities to generate additional revenue through carbon credit mechanisms, gain access to lower-cost green finance, and develop low-carbon products that meet evolving global market demands and support long-term sustainable growth.				
	- Climate change may affect the availability and supply of raw materials, potentially leading to supply chain disruptions and interruptions to business operations.				

Relevant Stakeholder	Impact on Stakeholder and the company	Type of Impact		Financial Impact (On a scale of 5)	Action
		Actual	Potential		
Climate Change Management					
	− Climate change may increase the frequency and severity of natural disasters, resulting in operational disruptions, damage to assets and infrastructure and adverse impacts on business continuity.	●			
	− Increasingly stringent government policies and regulations related to climate change may lead to higher operating costs. These costs may arise from investments in low-carbon technologies, the implementation of internationally recognized greenhouse gas (GHG) measurement and verification systems, and potential future costs associated with carbon taxes, carbon pricing mechanisms, or emissions-related levies.		●		
Resource Efficiency					
• Employees • Rubber Farmers and RM Suppliers • Customer • Government Agencies and Regulations • Communities • Investors and Financial	+ Effective resource management enhances the efficiency of the Company's operations while minimizing potential adverse impacts on stakeholders.	●		●●	• Environmental Policy implementation. • Regular monitoring of environmental quality and environmental management performance. • Efficient management of electricity and natural gas consumption. • Implementation of the ISO 50001:2018 Energy Management System. • Preparation for ISO 50001:2018 certification. • Water resource management in compliance with applicable regulations. • Increased recycled water utilization, reaching 86.02%. • KAIZEN and Quality Control Circle (QCC) projects to improve resource efficiency. • Promotion of reusable and returnable packaging solutions. • Sustainability screening and qualification criteria for smallholder farmers, suppliers, and business partners. • Application of the 3R Principles (Reduce, Reuse, Recycle). • Evaluation and adoption of Circular Economy practices to support sustainable resource management.
	+ Effective resource management can reduce operating costs, leading to improved profitability and enhanced competitiveness.	●			
	− Failure to effectively manage resource utilization in business operations may result in adverse environmental impacts and affect surrounding communities. In particular, excessive resource consumption and environmental impacts arising from operations may disrupt local livelihoods and diminish the quality of life of communities located near the Company's facilities.		●		
	− Failure to effectively manage resource utilization in the Company's operations may result in higher operating costs, reduced efficiency, and a decline in the Company's competitive advantage.		●		
+ Positive Impacts − Negative Impacts					

Relevant Stakeholder	Impact on Stakeholder and the company	Type of Impact		Financial Impact (On a scale of 5)	Action
		Actual	Potential		
Pollution Prevention					
- Employees - Local Communities - Government Agencies and Regulations - Civil Societies	Effective pollution prevention and control measures, including air emissions management and the management of both hazardous and non-hazardous waste, can significantly reduce adverse impacts on stakeholders. Such measures help minimize environmental impacts and reduce community concerns and complaints, such as odor-related complaints from surrounding communities.				- Establish environmental and waste management policies. - Install biofilters to reduce odors from natural rubber sheet drying. - Construct enclosed raw rubber block storage at the Surat Thani branch to prevent odors from raw rubber blocks. - Develop concrete strategies and operational guidelines. - Manage both hazardous and non-hazardous waste in compliance with legal standards. - Operate under the ISO 14001 Environmental Management System framework. - Regularly monitor surrounding air quality.
	Failure to adequately monitor and manage pollution-related impacts may result in operational disruptions due to non-compliance with environmental regulations and adverse impacts on surrounding communities.				
Land Stewardship					
- Smallholder Farmers and Raw Material Suppliers - Customers - Government Authorities and Regulatory Agencies - Local Communities - Investors and Financial	Compliance with the European Union Deforestation Regulation (EUDR) requires the Company to conduct due diligence and screening of smallholder farmers and raw material suppliers to ensure alignment with the regulation’s requirements. This includes verifying that natural rubber is not sourced from areas associated with deforestation, the conversion of forest land into agricultural land, or encroachment into protected forest areas for rubber cultivation. The Company also promotes responsible agricultural practices and environmental protection measures throughout the supply chain to support sustainable natural rubber production.				- Environmental Policy and Biodiversity and No-Deforestation Management Policy - Risk Assessment of Smallholder Farmers and Raw Material Suppliers - Capacity-Building and Awareness Programs on Sustainable Rubber Plantation Management - Biodiversity Impact and Risk Assessment - Biodiversity Conservation and Restoration Initiatives, Including Mangrove Reforestation Projects
	The implementation of the European Union Deforestation Regulation (EUDR) has contributed to an increase in the prices of key raw materials, including cup lump rubber and ribbed smoked sheets (RSS). Under the EUDR requirements, smallholder farmers and raw material suppliers are required to register and undergo verification processes conducted by the Company to ensure compliance with deforestation-free sourcing requirements. As a result, participating farmers benefit from improved market access and enhanced income opportunities due to increased demand for compliant and traceable natural rubber.				
	If the Company does not effectively manage biodiversity in its business operations, it may adversely affect the ecosystems surrounding its facilities. Such impacts could result in reputational damage and other negative consequences for the Company. In the most severe cases, non-compliance with applicable environmental laws and regulations could lead to operational disruptions or suspension of business activities.				
Positive Impacts Negative Impacts					

+ Positive Impacts **-** Negative Impacts

Compliance with the UN Global Compact (UNGC) Principles

Although the Company is not yet an official member of the UN Global Compact, we are committed to conducting business in accordance with international sustainability principles. By adopting the Ten Principles of the UN Global Compact as a key framework for guiding our organizational direction to promote and amplify positive impacts, the Company has tangibly integrated these Ten Principles into our policies, strategies, code of conduct, corporate culture and daily business operations across four key areas



Human Rights



Labour Standards



Environmental Protection

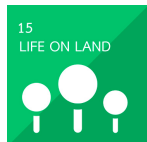
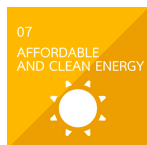


Anti-Corruption

E



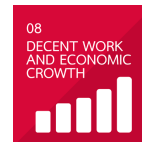
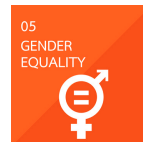
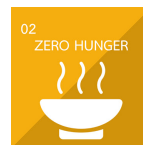
Environmental
Leadership



S



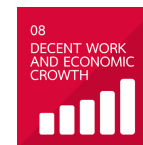
Building Strong Communities
and Growing Together



G



Elevating Governance
Standards



The Ten Principles of the United Nations Global Compact (UNGC)	Advanced Criteria	Company Operations	Location of Disclosure
Strategy, Governance and Engagement			
Scope: Implementing the Ten Principles into Strategies & Operations	1. Integration of the Principles into Business Functions and Operations	• Message from the Chief Executive Officer • Corporate Social Responsibility and Sustainability Management • Sustainability Policy • Sustainability Strategy and Roadmap • Material Sustainability Topics • Management of Stakeholder Impacts Across the Value Chain • Applying Good Corporate Governance Principles in Business Operations • Corporate Governance Manual, Code of Ethics, and Code of Conduct	2025 Sustainability report page 4-5 2025 Sustainability report page 209-222 2025 Sustainability report page 25-26 2025 Sustainability report page 26-30 2025 Sustainability report page 45-48 2025 Sustainability report page 37-44 2025 Sustainability report page 72-103 https://teckbeehang.com/policies.php
	2. Implementation Across the Value Chain	• Sustainable Supply Chain Management	2025 Sustainability report page 31-35

The Ten Principles of the United Nations Global Compact (UNGC)	Advanced Criteria	Company Operations	Location of Disclosure
HUMAN RIGHTS			
Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights; and Principle 2 Ensure that they are not complicit in human rights abuses	3. Robust commitments, strategies or policies in the area of human rights 4. Description of the human rights management system and the measures implemented to uphold internationally recognized human rights standards. 5. Effective monitoring and evaluation mechanisms of human rights integration	- Human Rights Policy - Non-Discrimination Policy - Sustainable Supplier Code of Conduct - Human Rights Compliance Across the Upstream Supply Chain - Protection of personal data for employees and business partners - human Rights Policy - Conducting human rights risk assessments - Conducting Human Rights Due Diligence	https://teckbeehang.com/policies.php 2025 Sustainability report page 172 2025 Sustainability report page 135 2025 Sustainability report page 135 2025 Sustainability report page 93-95 https://teckbeehang.com/policies.php 2025 Human Rights Due Diligence Report page 10-14 2025 Human Rights Due Diligence Report page 10-14
Principle 3 Freedom of Association and Collective Bargaining Principle 4 Elimination of Forced Labour Principle 5 Uphold the effective abolition of child labor Principle 6 Uphold the elimination of discrimination in respect of employment and occupation	6. Robust commitments, strategies or policies in the area of labor 7. Effective management systems to integrate the labor principles 8. Effective monitoring and evaluation mechanisms of labor principles integration	- Promotion of the Employee Welfare Committee - Employee Welfare Committee Structure - Implementation of Good Labour Practices (GLP) - Labour Practices Policy - Human Rights Policy - Work Rules and Regulations	2025 Sustainability report page 187 2025 Sustainability report page 187 2025 Sustainability report page 176 https://teckbeehang.com/policies-hr-csr.php https://teckbeehang.com/policies-hr-csr.php Company Rules and Regulations page 5 2025 Sustainability report page 179, 182, 183, 187 and 191

The Ten Principles of the United Nations Global Compact (UNGC)	Advanced Criteria	Company Operations	Location of Disclosure
Environment			
Principle 7 Businesses should support a precautionary approach to environmental challenges.	9. Description of the Company's commitment, strategy and environmental policies	Environmental Policy	2025 Sustainability report page 224
Principle 8 Businesses should undertake initiatives to promote greater environmental responsibility.	10. Effective management systems to integrate the environmental principles.	Message from the Chief Executive Officer	2025 Sustainability report page 3
Principle 9 Businesses should encourage the development and diffusion of environmentally friendly technologies.	11. Effective monitoring and evaluation mechanisms for environmental stewardship	- Environmental Protection and Impact Mitigation Measures - Corporate Social Responsibility and Sustainability Management - Development and Promotion of Environmentally Friendly Technologies	2025 Sustainability report page 223-284 2025 Sustainability report page 54, 209-222 2025 Sustainability report page 250, 255-256, 268
ANTI-CORRUPTION			
Principle 10 Work against corruption in all its forms, including extortion and bribery	12. Description of the Company's commitment, strategy and anti-corruption policies. 13. Description of the Company's anti-corruption management system and the measures implemented to ensure compliance with anti-corruption principles. 14. Effective monitoring and evaluation mechanisms for the integration of anti-corruption.	- Anti-Corruption and Anti-Bribery Policy - Corporate Governance Manual, Code of Ethics and Code of Conduct - Whistleblowing and Complaint Management Policy - Annual Summary Report on Whistleblowing Cases and Complaints - Corruption, Bribery and Fraud Risk Assessment	2025 Sustainability report page 89 2025 Sustainability report page 86-89 2025 Sustainability report page 97 2025 Sustainability report page 100 2025 Sustainability report page 88

The Ten Principles of the United Nations Global Compact (UNGC)	Advanced Criteria	Company Operations	Location of Disclosure
United Nations Goals and Obstacles			
Scope: Supporting the Implementation of UN Goals and Agreements	15. Core business contributions to UN goals and Obstacles	- About This Report - Message from the Chief Executive Officer (CEO)	2025 Sustainability report page 14 2025 Sustainability report page 4-5
	16. Describing Strategic Social Investments and Social Services	Corporate Social Responsibility and Sustainability Management	2025 Sustainability report page 209-222
	17. Describing Policies on Public Assistance and Supporting Community Engagement	Corporate Social Responsibility and Sustainability Management	2025 Sustainability report page 209-222
	18. Describing Partnerships and Collaborative Teamwork	Corporate Social Responsibility and Sustainability Management	2025 Sustainability report page 209-222
Corporate Governance			
Scope: Corporate Sustainability Governance and Leadership	19. Description of management's commitment and leadership in advancing sustainability throughout the organization.	Message from the Chief Executive Officer (CEO)	2025 Sustainability report page 4-5
	20. Description of the Board appointment process, governance structure, and oversight of sustainability-related risks, opportunities, and performance.	Sustainability Committee	2025 Sustainability report page 30
	21. Description of stakeholder engagement processes and the integration of stakeholder feedback into business and sustainability strategies.	Corporate Social Responsibility and Sustainability Management	2025 Sustainability report page 209-222

GPSNR Policy Framework

The adoption of the eight core principles of the Global Platform for Sustainable Natural Rubber (GPSNR) demonstrates the company's strong commitment to being a driving force in advancing sustainability throughout the entire natural rubber supply chain. This commitment aims to ensure the sustainable production and sourcing of natural rubber.

These eight principles are integrated into the company's policies, strategies, codes of ethics, corporate culture, and day-to-day operations. a summary of the company's actions in alignment with the GPSNR principles is presented as follows.

Top Theme of GPSNR	Policy Component	Disclosure of Performance
1. Commitment to Legal Compliance (Commitment to operating in full compliance with applicable laws, regulations and regulatory requirements.)	1.1 Ensure compliance with all applicable local, national, and international laws and regulations concerning human rights, labour practices, land use and tenure rights and environmental protection.	2025 Sustainability Report Page 167: An Interview on Rubber in Thailand by Ms. Kronggarn Kosago, Senior Sustainability Specialist/ Human Rights Model Organization Project Director. Page 169: Human Rights-Related Operational Guidelines Page 171: Human Rights Due Diligence Process Page 271: Operational Guidelines for Responsible Land Management Pages 272: Responsibility for Land Management Page 261-263: Pollution Management Operational Guidelines Page 263: Pollution Management
	1.2 Prevent and combat corruption in all its forms, including extortion, bribery and other unethical business practices.	2025 Sustainability Report Pages 86-95: Anti-Fraud, Corruption and Bribery
2. Commitment to Healthy and Functional Ecosystems Commitment to protecting, maintaining and restoring healthy and resilient ecosystems throughout the Company's operations and supply chain.	2.1.1 Production and sourcing of natural rubber in a manner that prevents deforestation and avoids the degradation of High Conservation Value (HCV) areas. Areas designated for development and conservation are identified and managed in accordance with methodologies and guidelines consistent with the High Conservation Value (HCV) Approach and the High Carbon Stock Approach (HCSA). 2.1.2 Natural rubber identified as originating from areas that have experienced deforestation or forest degradation after 1 April 2019 shall be deemed inconsistent with this Policy.	2025 Sustainability Report Page 138: Responsible Raw Material Procurement Guidelines Pages 138-149: Responsible Raw Material Procurement Pages 273-284: Biodiversity Management

Top Theme of GPSNR	Policy Component	Disclosure of Performance
	2.2 Support the protection of natural forests and other ecosystems, including the long-term conservation of their environmental and conservation values, and promote the restoration of deforested and degraded areas. 2.3 Prepare land without the use of open burning, except in justified and documented circumstances permitted under applicable requirements and emergency conditions. 2.4 Protect wildlife, including rare, threatened, endangered, and critically endangered species and their habitats, and support biodiversity conservation initiatives in surrounding areas. 2.5 Protect water quantity and quality by preventing contamination, erosion, and sedimentation. 2.6 Protect soil quality by preventing erosion, nutrient depletion, degradation, and contamination. 2.7 Prohibit the development of, or sourcing from, natural rubber plantations established on peatlands, regardless of their depth, extent, or classification status.	

Top Theme of GPSNR	Policy Component	Disclosure of Performance
3. Commitment to Respecting Human Rights (Commitment to upholding and promoting respect for internationally recognized human rights.)	3.1 Respect and protect internationally recognized human rights, including supporting the implementation of the United Nations Guiding Principles on Business and Human Rights (UNGPs), by avoiding causing or contributing to adverse human rights impacts and preventing or mitigating any impacts directly linked to the Company's operations, products, or business relationships. 3.2 Establish and maintain Company grievance mechanisms, aligned with the effectiveness criteria of the UNGPs, to receive complaints and provide remediation for adverse impacts arising from production and sourcing activities. 3.3 Recognize and protect the customary, traditional, and community rights of Indigenous Peoples (IPs) and Local Communities (LCs) to land tenure and natural resources, including: • Conducting operations in accordance with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). • Ensuring the security of land tenure and continued access rights. • Respecting customary rights to access land and natural resources for subsistence purposes, including hunting, gathering, and the exercise of cultural and ceremonial traditions. 3.4.1 Ensure the implementation of Free, Prior and Informed Consent (FPIC) processes for activities that may affect Indigenous Peoples and Local Communities. 3.4.2 Provide mutually agreed compensation and support measures where operations affect the rights of Indigenous Peoples and Local Communities.	2025 Sustainability Report Page 171: Guidelines for Respecting Human Rights Pages 168-173: Respect for the Human Rights of Stakeholders Pages 271-284: Responsibility for Land Management

Top Theme of GPSNR	Policy Component	Disclosure of Performance
3. Commitment to Respecting Human Rights (Commitment to upholding and promoting respect for internationally recognized human rights.)	3.4.3 Implement remediation measures for adverse impacts on the lands, territories or resources of Indigenous Peoples and Local Communities where FPIC has not been appropriately obtained. 3.5 Maintain ongoing, effective, and culturally appropriate engagement with Indigenous Peoples and Local Communities. 3.6 Support labour rights and comply with applicable labour laws in all jurisdictions where the Company operates, consistent with the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the principles embodied in the ILO Core Conventions, including: • Respect for the rights of Indigenous Peoples in accordance with UNDRIP. • Protection of land tenure rights and access rights. • Recognition of customary rights relating to the use of natural resources by Indigenous Peoples. • Freedom of association and collective bargaining. • Prohibition of forced or compulsory labour. • Prohibition of child labour. • Provision of fair and living wages. • Non-discrimination and equal opportunity. • Compliance with legally established working hours. • Safe and healthy working conditions. • Prohibition of abusive, exploitative, or harsh treatment • Promotion of gender equality and non-discrimination. These protections apply to all workers, including permanent employees, contract workers, temporary workers, and migrant workers.	

Top Theme of GPSNR	Policy Component	Disclosure of Performance
4. Commitment to Community Well-being	4.1 Support adequate living conditions for local communities, including access to safe drinking water, adequate housing and sanitation. 4.2 Support the right to food and strengthen food security for individuals, households, and local communities. 4.3 Support the economic, social, and cultural rights of local people, including access to education and employment opportunities.	2025 Sustainability Report Page 209-213: Guidelines for Managing Surrounding Community Engagement Page 209-222: Surrounding Community Engagement
5. Commitment to Productivity Improvement	5.1 Provide or support training programs for natural rubber producers, including smallholder farmers, to improve productivity and product quality. 5.2 Manage operational activities to minimize energy consumption and improve energy efficiency across operations. 5.3 Manage operations to maximize the efficient use of natural resources and promote resource efficiency. 5.4 Implement measures to reduce and mitigate greenhouse gas (GHG) emissions and carbon impacts arising from operations and throughout the value chain.	2025 Sustainability Report Page 153: Guidelines for Quality Excellence Pages 150-164: Quality Excellence Management Page: 252-256 Guidelines for Efficient Resource Management Page: 225-251: Guidelines for Climate Change Management Page: 225-256 Climate Change Management and Efficient Resource Management
6. Commitment to Systems and Processes for Effective Implementation of Policy Components (Commitment to maintaining effective systems and processes to ensure the successful implementation of the Policy Components.)	To implement and demonstrate progress in complying with the Policy Components outlined above, the Company further commits to the following: 6.1 Establish time-bound, geographically specific targets, publicly disclose them, and track key milestones using relevant indicators and metrics to monitor the implementation of the commitments. 6.2 Integrate these commitments into the decision-making processes, management systems, and performance measurement frameworks of relevant business units, joint ventures, affiliates, and subsidiaries.	2025 Sustainability Report Page 63-68: Compliance with the Global Platform for Sustainable Natural Rubber (GPSNR) Framework Page 5: Executive Message / Message from Executive Page 6-9: Awards and Achievements Page 37-44: Stakeholder Analysis in the Business Value Chain Page 137: Responsible Raw Material Procurement Strategy

Top Theme of GPSNR	Policy Component	Disclosure of Performance
	6.3 Maintain regular and meaningful engagement with stakeholders to provide relevant information and create opportunities for feedback and dialogue regarding the Company's implementation of its commitments. 6.4 Participate in and support multi-stakeholder planning initiatives and policy efforts that promote the principles of GPSNR at the local, jurisdictional, and landscape levels.	
7. Commitment to Supply Chain Due Diligence, Traceability, and Management	7.1 Supply chain mapping and supplier assessments to identify social and environmental risks and prioritize mitigation measures. 7.2 Support natural rubber traceability to at least the appropriate jurisdictional level to enable the identification and verification of compliance with the GPSNR Policy Components. 7.3 Communication of expectations to all natural rubber suppliers to ensure that materials are produced and processed in accordance with the recognized GPSNR Policy Components, supported by time-bound compliance requirements and reflected in supplier policies, contractual arrangements, engagement activities, and other relevant mechanisms. 7.4 Regular engagement with direct and indirect suppliers throughout the supply chain to promote compliance with the Company's commitments through effective incentives, support mechanisms, monitoring systems, and procurement controls. 7.5 Development and implementation of time-bound corrective action plans for suppliers that do not comply with the GPSNR Policy Components, including measures to achieve compliance and remediate past or ongoing adverse impacts.	2025 Sustainability Report Page 50-57: Managing Stakeholder Impacts in the Business Value Chain Page 36-44: Stakeholder Analysis in the Business Value Chain Page 50-57: Impact Boundaries of Material Sustainability Issues and Relevant Stakeholder Groups Page 138: Responsible Raw Material Procurement Guidelines Page 128-149: Responsible Raw Material Procurement
8. Commitment to Monitoring, Reporting Progress, and Alignment with Policy Requirements (Commitment to governance, monitoring, and reporting progress in implementing actions under the GPSNR Framework)	8.1.1 Regular monitoring of the Company's commitments to assess actual implementation performance and progress. 8.1.2 Use of monitoring systems and mechanisms to collect information from local stakeholders and affected parties concerning non-compliance with the commitments through both formal and informal channels. 8.1.3 Public disclosure of progress and outcomes related to the implementation of policy commitments at least once per year.	2025 Sustainability Report Page 63 Compliance with the Global Platform for Sustainable Natural Rubber (GPSNR) Framework Page 50-57: Managing Stakeholder Impacts in the Business Value Chain Page 36: Stakeholder Analysis in the Business Value Chain Page 50-57: Impact Boundaries of Material Sustainability Issues and Relevant Stakeholder Groups

Task Force on Climate-related Financial Disclosures (TCFD) Framework

Teck Bee Hang Co., Ltd. is preparing for the transition toward a low-carbon economy and proactively responding to climate change risks on a voluntary basis. Our disclosure aligns with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) framework, with details as follows:

Recommended Disclosures by TCFD	Detail Recommended Disclosures by TCFD	Disclosure Source
1. Governance	1.1 Description of the Board of Directors' oversight of climate-related risks and opportunities. 1.2 Description of management's role in assessing and managing climate-related risks and opportunities.	2025 Sustainability Report Page 14: Statement of Assurance for the Report Page 30: Sustainability Governance Structure Page 227: Challenges and Opportunities Page 228: Commitment Pages 227-229: Climate Change Management Policy
2. Strategy	2.1 Description of the climate-related risks and opportunities identified by the organization over the short, medium, and long term. 2.2 Description of the impacts of climate-related risks and opportunities on the organization's business, strategy, and financial planning. 2.3 Description of the resilience of the organization's strategy, taking into consideration various climate-related scenarios, including a scenario aligned with limiting the increase in global average temperature to no more than 2°C above pre-industrial levels.	2025 Sustainability Report Page 244: "One Reduce, Four" Strategy Page 120: Business Impacts Pages 55-56: Actual and Potential Impact Levels and Financial Impacts Page 246: Pathway to Achieving Net Zero Greenhouse Gas Emissions Page 239: Quantitative Assessment of Climate-Related Business Risks and Opportunities

Recommended Disclosures by TCFD	Detail Recommended Disclosures by TCFD	Disclosure Source
3. Risk Management	3.1 Description of the organization's processes for identifying and assessing climate-related risks. 3.2 Description of the organization's processes for managing climate-related risks. 3.3 Description of how the processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management system.	2025 Sustainability Report Pages 247-248: Greenhouse Gas Emissions Assessment Page 244: Climate Change Management Policy Pages 55-56: Climate Change Risks, Regulatory and Standards Requirements and Climate Change Sustainability Targets
4. Metrics and Targets	4.1 Disclose the metrics used by the organization to assess climate-related risks and opportunities, in alignment with its strategy and risk management processes. 4.2 Disclose Scope 1, Scope 2, and Scope 3 greenhouse gas (GHG) emissions, together with the related climate-related risks. 4.3 Describe the targets used by the organization to manage climate-related risks and opportunities, and report its performance in relation to those targets.	2025 Sustainability Report Page 226: Long-Term Targets and Performance Pages 247-248: Greenhouse Gas Emissions Page 25: GRI Content Index – Sustainability Report 2024 Pages 227-228: An Interview on Rubber in Thailand by Mr. Settha Kuama, Country Head of Finance & Chief Sustainability Officer.

Stepping into Our 71st Year with a Strong Foundation of Corporate Culture

For more than 70 years, the Company has remained steadfast in conducting its business with a strong commitment to good corporate governance. Throughout this journey, we have continuously built our knowledge, expertise, and experience to create sustainable value for all stakeholders, including shareholders, employees, customers, business partners, communities, and society at large. Guided by the principles of transparency, fairness, and accountability, we integrate responsible practices into every aspect of our operations while communicating openly and honestly to strengthen stakeholder confidence and support the Company's long-term sustainable growth.

The Company is committed to delivering sustainable and appropriate returns by driving proactive growth strategies, enhancing operational efficiency and fostering innovation to respond effectively to evolving market dynamics and changing consumer behavior. At the same time, we maintain disciplined and prudent financial risk management to strengthen our financial stability, enhance business resilience, and improve our ability to navigate the uncertainties of the global economy.

As a key contributor to the natural rubber industry, the Company is advancing its commitment to sustainability through responsible supply chain management. We prioritize sustainable procurement practices that incorporate environmental, social and governance (ESG) considerations throughout the value chain. By working closely with farmers and business partners, we promote transparent, traceable and deforestation-free sourcing while strengthening responsible raw material procurement standards. Through these efforts, we strive to ensure that our economic growth contributes positively to environmental conservation, supports biodiversity and enhances the quality of life of upstream communities, creating long-term value for both society and the environment.

Economic and Governance

72

Corporate Governance and Business Ethics

104

Risk Management and Business Continuity

128

Sustainable Supply Chain Management

150

Quality Excellence

Corporate Governance and Business Ethics



Long-term Targets

0 cases of non-compliance with applicable laws and regulations

100% of employees receive anti-corruption training

100% of at-risk employees signed the Conflict of Interest declaration

100% of employees have completed information security training

ISO 07001 Cybersecurity Management System Certification

ISO 20400 Sustainable Procurement Certification

2025 Targets

0 cases of non-compliance with applicable laws and regulations

100% of employees receive anti-corruption training

100% of at-risk employees signed the Conflict of Interest declaration

100% of employees have completed information security training

2025 Achievements

0 cases of non-compliance with applicable laws and regulations

100% of employees receive anti-corruption training

100% of at-risk employees signed the Conflict of Interest declaration

100% of employees have completed information security training

SDGs



Corporate Governance
Manual, Ethical Standards
and Code of Conduct





23rd Thai Chamber of Commerce Outstanding Business Ethics Badge Award 2025

Teck Bee Hang Co., Ltd., received the “23rd Thai Chamber of Commerce Business Ethics Standard Test Award 2025” under the theme
“Big Quick Win through Code of Ethics.”

The award ceremony was graciously presided over by Clinical Professor Emeritus Kasem Watanachai, M.D., Privy Councilor.

Marking the second win since previously receiving the award in 2024, this achievement reflects the Company’s unwavering commitment to continuously conducting business with integrity, ethics, and strong corporate governance. These crucial standards have consistently earned the trust of our customers and society. The Company operates in accordance with 10 business ethics principles: fairness to all stakeholders, operational transparency, responsibility to consumers and business partners, environmental care, striving for excellence, honesty and integrity, promoting ethical standards, contributing to society, respecting human rights and human dignity, and prudent corporate risk management. All of these reflect a business operation firmly rooted in morality and good governance for the genuine ultimate benefit of customers and society. This reinforces our leadership role in the natural rubber industry, characterized by our dedication to environmental stewardship, social responsibility and sustainable growth.

Teck Bee Hang Co., Ltd., continues to drive corporate development under a robust ethical framework, delivering transparent and standardized services while elevating the quality of life for all customers. This underscores our mission as a responsible natural rubber manufacturer and processor, poised to grow steadily and sustainably into the future.



Moral Business Organization Award 2025

Teck Bee Hang Co., Ltd., received the “Moral Business Organization Award 2025” at the 14th National Moral Assembly, held from August 21–22, 2025 at IMPACT Muang Thong Thani, Bangkok. The Company is exceptionally proud to be honored as a selected moral business organization and to receive the award plaque from the Moral Center (Public Organization). The event was organized under the theme “The Power of Family and Network Partners: Strengthening the Moral Ecosystem for Sustainable Development” to serve as a central platform for social network partners to exchange knowledge, connect, and integrate efforts to foster participation in shaping the direction of moral advocacy.

Receiving this Moral Business Organization Award reaffirms Teck Bee Hang Co., Ltd., commitment to conducting business based on moral and ethical principles, as well as actively contributing to the sustainable growth of Thai society. The “Moral Business Organization Award” is a prestigious recognition bestowed upon organizations that operate with transparency, fairness, and a steadfast adherence to morality, prioritizing their responsibilities towards society, the environment and all stakeholders.

Stakeholder Perspectives: Teck Bee Hang Co.,Ltd



Ms. Surisa Rattanasom
Sr. Asst. Accounting Manager

“

In 2025, Teck Bee Hang Co., Ltd., was honored as a Moral Business Organization, receiving the Moral Business Organization Award from the Moral Center (Public Organization). Throughout my time working with the Company, I have observed its steadfast commitment to operating on moral and ethical principles. The Company uses ethics to guide its decision-making, prioritizing integrity, transparency and the impact on stakeholders. We choose to do what is right rather than what provides a temporary advantage. When a business consistently adheres to ethical principles, it cultivates trust among customers, business partners, investors, and society, forging long-term relationships over mere transactional ones. Trust has ultimately become a highly valuable asset for the Company

”

Business Impact

Applying corporate governance principles and business ethics management frameworks to our operations yields positive impacts and serves as a crucial strategy for the organization's stability and sustainability. These positive impacts include enhancing stakeholder trust and confidence, mitigating risks and preventing corruption, elevating management efficiency, supporting sustainable growth, and strengthening the corporate image and brand.

Although implementing a good corporate governance framework may entail short-term costs and challenges, the long-term benefits to business stability, credibility and sustainability clearly outweigh them. This is especially true in the current context, where stakeholders increasingly expect greater transparency and accountability.

Challenges and Opportunities

Conducting business under good corporate governance is a vital approach to driving stable and sustainable long-term growth. Nevertheless, the organization encounters both 'challenges' and 'opportunities' that require prudent management. The challenges include the need for corporate culture transformation, where a lack of effective communication in adjusting employee and executive mindsets may cause internal resistance. There is also management complexity, as decision-making may slow down due to added procedures and scrutiny, necessitating company-wide cooperation. Additionally, organizations face increased operational costs from investing in internal controls, audits, training, personnel, and technology.

Amidst these challenges, however, are significant opportunities. Strong governance enhances market competitiveness, attracting customers and partners who value transparency and credibility. It also elevates corporate culture and employee engagement, and supports proactive risk management. Ultimately, the Company can achieve long-term sustainability and value creation, prioritizing equitable benefits for all stakeholders over short-term gains.

Commitment

Enhancing Corporate Culture and Developing the Governance System

The Company recognizes that good corporate governance and a robust governance system are essential foundations for sustainable business operations, alongside cultivating a corporate culture rooted in ethics, responsibility and transparency. Therefore, we are committed to conducting business under good governance principles, upholding transparency, fairness, accountability and verifiability as core guidelines for organizational management at all levels. The Company prioritizes developing and strengthening its governance system to ensure it is comprehensive, clear, and aligned with international standards and best practices. This is achieved by establishing an appropriate corporate governance structure, clearly segregating the roles, duties and responsibilities of the Board of Directors, executives and relevant departments, as well as implementing effective mechanisms for oversight, auditing and checks and balances.

Concurrently, the Company strives to foster a corporate culture firmly based on ethics and a business code of conduct. We encourage executives and employees across all levels to perform their duties with honesty and integrity, respect the rights of stakeholders, and remain acutely aware of their social and environmental responsibilities, ensuring that governance principles are concretely integrated into daily work processes. Furthermore, the Company is dedicated to developing and applying modernized principles and practices—such as integrated risk management, effective internal control systems, data and technology governance, as well as the complete, accurate, and appropriate disclosure of information. These endeavors aim to enhance transparency, bolster confidence, and elevate the organization's adaptability amidst dynamic transformations in the business environment.

Enhancing Corporate Governance and Business Ethics

Strengthening the governance system is a structural and cultural process that must be implemented systematically. It is not merely about establishing policies, but making them a reality in daily management and operations. This can be explained through a clear practical framework as follows

1	Clearly Define Corporate Policies and Core Values Declare a Mission and Core Values that are firmly rooted in ethics, transparency, and accountability. Ensure that executives act as exemplary role models, establishing a strong (Tone from the Top).	2	Establish a Transparent and Verifiable Management Structure Appoint a Corporate Governance Committee and transparently define the roles and responsibilities of each department.	3	Utilize Internal Audit and Risk Management Systems Establish an independent internal audit unit. Proactively assess and manage risks to prevent future issues, and regularly evaluate and monitor governance performance.
4	Promote Stakeholder Engagement Establish accessible channels to receive feedback and grievances from customers, employees, and the public. Consistently report operational performance to shareholders and the general public.	5	Promote Learning and Cultivate a Governance Culture Regularly conduct governance training sessions for executives and employees. Drive engagement through activities such as transparency campaigns or the "Moral Organization" project.		

Governance Operations and Good Corporate Governance

Business Governance Standards

The Company has continuously established and reviewed its policies and corporate governance guidelines to ensure alignment with good corporate governance principles for private enterprises. This is achieved by referencing the criteria and guidelines of the “Business Governance Standard” prescribed by the Department of Business Development, Ministry of Commerce, which is nationally recognized. This commitment aims to promote transparent, accountable and verifiable business operations.

The Company’s corporate governance guidelines encompass the following key topics:



Rule of Law

The Company’s administration strictly complies with applicable laws and regulations. We enforce operational rules with fairness and non-discrimination, ensuring no infringement upon the rights of others, while fully respecting the rights and freedoms of our personnel and all stakeholder groups.



Principle of Participation

The Company provides opportunities for personnel to engage in operational planning, performance evaluation, and problem-solving. We encourage employees to share perspectives, raise significant issues, and collaboratively develop solutions to foster creativity and a synergistic work environment. Additionally, we invite stakeholders to participate in relevant business activities and actively listen to their feedback and recommendations to determine appropriate guidelines for future improvements



Principle of Integrity / Morality

We oversee our personnel to ensure they perform their duties with steadfast adherence to righteousness, possessing a strong moral and ethical conscience. This includes a strict commitment to the Business Code of Conduct—applying ethical and moral standards to our operations to prevent any ethical issues within the Company



Principle of Accountability

We oversee the performance of our personnel and executives to ensure they remain attentive to issues and demonstrate unwavering responsibility toward customers, business partners, employees, and society. We mandate fairness to all parties and ensure that our actions and decisions can be clearly explained and justified to all relevant stakeholders



Principle of Transparency

The Company’s management is governed by clear regulations, promoting straightforward disclosure to build mutual trust. We operate with honesty and integrity, consistently disclosing necessary, reliable, and beneficial information to relevant stakeholders. Furthermore, we implement systems that facilitate easy and equitable access to such information



Principle of Cost-Effectiveness / Value Creation

The Company’s management promotes operational cost-effectiveness to generate maximum benefit and value. We mandate the efficient use of resources to deliver products and services that offer a high return on investment and optimal public benefit. Furthermore, we systematically develop standardized operational processes, implement risk management, strive for performance excellence, and continuously monitor, evaluate, and improve our operations

Ethical Standards

The Company is committed to conducting its business with the highest ethical standards and consistently applies the best practices recommended by the Thai Chamber of Commerce, as outlined below.

10 Guiding Principles for Operations

1	Fair treatment of all stakeholders	6	Community Engagement and Social Contribution
2	Transparency and Information Disclosure.	7	Environmental Protection and Conservation
3	Responsibility to Customers and Consumers.	8	Respect for Human Rights and Individual Freedoms
4	Integrity	9	Enterprise Risk Management
5	Ethics Promotion Activities	10	Promotion of Operational Excellence

Key Performance Outcomes



1. Customer

- Enhance customer confidence in the Company's corporate image and reputation.
- Improve customer satisfaction with products and services, including sales, product delivery and payment processes.
- Effective complaint resolution to prevent the recurrence of identical issues.



2. Human Resources

- Conduct regular employee performance evaluations and provide constructive feedback on strengths and areas for improvement to support employee development.
- Establish an effective employee grievance mechanism and implement appropriate corrective actions to prevent recurring grievances.
- Monitor employee turnover and analyze turnover rates to support workforce stability and continuous improvement.



3. Financial Management

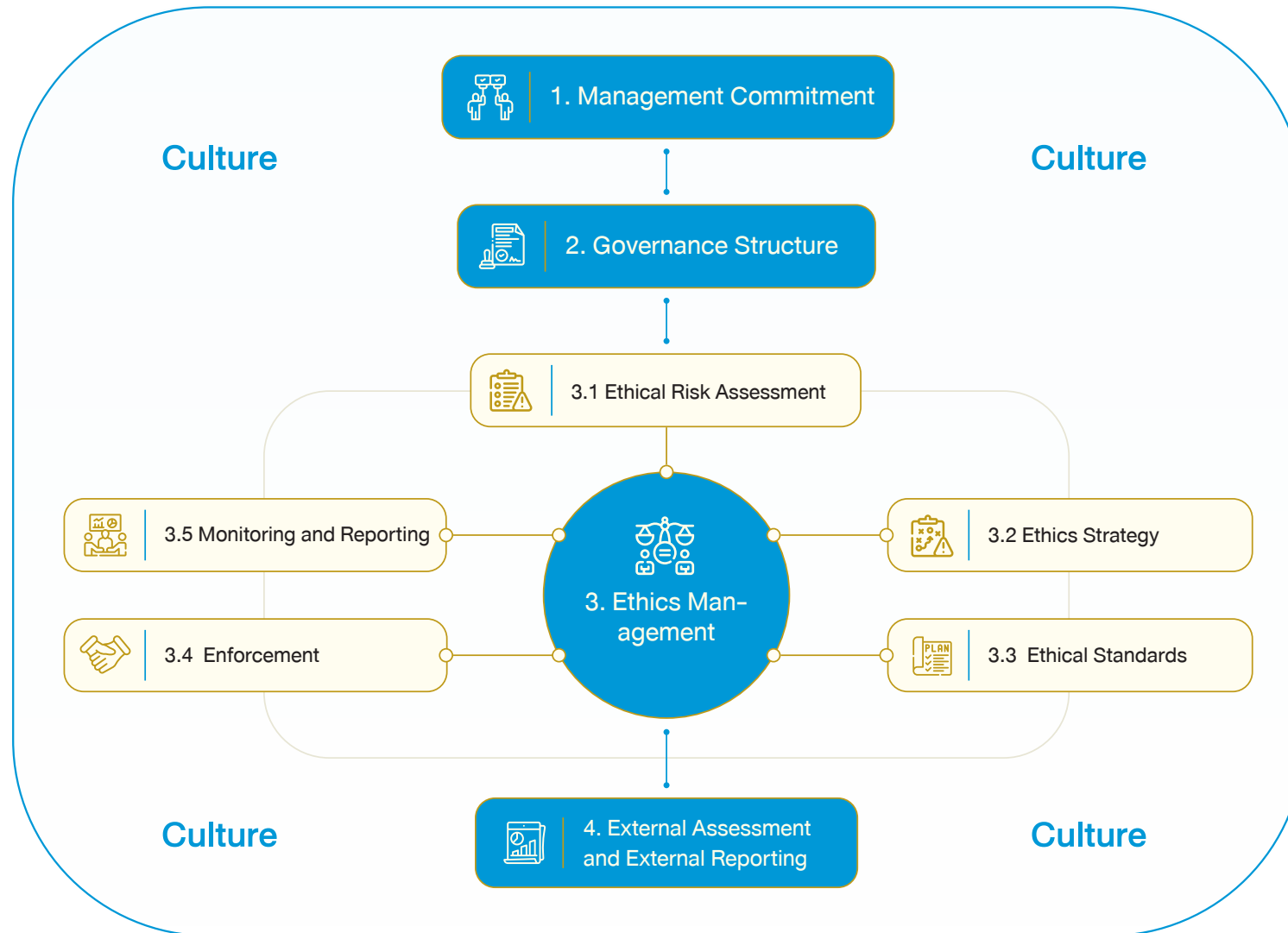
- Prepare accurate and complete accounting records and submit the annual financial statements to the Ministry of Commerce in compliance with applicable laws and regulations.
- Maintain effective financial reporting and cash flow management, including the timely collection of trade receivables and appropriate provisioning for payments to trade payables.



4. Corporate Governance

- Maintain effective governance, monitoring, and internal control systems, including oversight and inspections by relevant government authorities and external organizations.
- Implement a transparent information disclosure policy by providing accurate, reliable and relevant information to stakeholders through accessible and widely accepted communication channels on a regular basis.
- Contribute to society and local communities through meaningful projects and initiatives that create positive social and environmental impacts, including environmental conservation and community development activities.

Framework for Cultivating an Ethical Corporate Culture



Reference: Ethics Management Framework, Institute for the Promotion of Ethics

Corporate Governance Structure



Corporate Governance under the Rule of Law

The Company establishes regulations in compliance with applicable laws, while ensuring fairness, respecting the rights of all stakeholders and preventing legal violations.

Topics for consideration	Evidence	2025 Achievements
Submitting financial statements to the Department of Business Development.	Annual Financial Statements	Submitted on Time
Filing corporate income tax returns.	P.N.D 51 & P.N.D 50	Submitted on Time
Complying with social security and related fund laws.	Social Security Fund	Accurate and Complete
The Company ensures full compliance with all applicable labor laws and regulations.	Disability Employment Compliance	Accurate and Complete
The Company obtains all required licenses and registrations in compliance with applicable laws.	Required Licenses and Permits	Accurate and Complete
The Company provides legal training and communicates relevant laws to employees and stakeholders.	Mandatory Legal Training	Submitted on Time
The Company has measures in place to prevent legal violations.	Company Rules and Regulations	No Intentional Legal Violations Identified
The Company has communicated its company rules and regulations.	Company Rules and Regulations	Employees Acknowledged
Providing education on and ensuring strict respect for traffic rules and discipline.	Company Rules and Regulations	Employees Acknowledged
Ensuring zero use of pirated or copyright-infringing software.	Software Audit Results	No Human Rights Violations



In 2025, the Company reported zero incidents of legal or regulatory violations, both domestically and internationally, across all engagements with business partners and customers.

Corporate Governance under the Rule of Law

The Company prioritizes the continuous development and enhancement of its corporate governance system. We consistently promote and monitor related initiatives to ensure that all organizational activities strictly align with the principles of corporate governance and good governance practices. These measures are designed to be comprehensive, adequate and well-suited to our business context and operational nature.

Furthermore, the Company is deeply committed to respecting and complying with all applicable laws, rules, and regulations across all jurisdictions where we operate. The Board of Directors has established the Regulatory Compliance Policy as an integral part of the Group's Business Ethics. This policy serves as a foundational framework for directors, executives, and employees at all levels, all of whom must thoroughly understand and strictly adhere to it, thereby ensuring that our business practices are conducted with integrity, transparency and efficiency.

Policy Framework for Legal and Regulatory Compliance (Compliance Program)



Legal and Compliance Management

The Company has systematically established a register of laws and other regulations relevant to its business operations. This legal register is reviewed and updated annually to ensure that the organization's operations consistently comply with continuously evolving laws.

The classification of legal categories is aligned with the ISO 26000 guidelines, encompassing 7 core subjects

1	Organizational Governance
2	Human Rights
3	Labor Practices
4	Environment
5	Fair Operating Practices
6	Consumer Issues
7	Community Engagement and Development

Assessment Results of Compliance with Legal and Other Requirements

Issue	Number of relevant laws			
	Total	Compliance	Non-compliance	Not Applicable
Organizational Governance	23	19	0	4
Human Rights	25	24	0	1
Labor Practices	179	116	0	63
Environment	178	93	0	85
Fair Operating Practices	9	9	0	0
Consumer Issues	12	5	0	7
Community Engagement and Development	11	10	0	1
Total	437	276	0	161

Based on the assessment by category, the Company demonstrated a high level of compliance in the areas of Human Rights, Corporate Governance and Fair Operating Practices. The Environmental and Labor categories had the highest number of applicable legal requirements, reflecting the stringent regulatory framework of the industry. The Company places great importance on continuously monitoring and ensuring compliance with all applicable laws and regulations.

The Company remains committed to strengthening its legal compliance management system to further enhance the effectiveness and comprehensiveness of regulatory compliance. This commitment forms an integral part of the Company's responsible and sustainable business operations.

Project Highlights in 2025

2025 Annual Policy Review Training Program



The Company prioritizes conducting its business operations in strict accordance with applicable laws and regulations at local, national, and international levels. To achieve this, a comprehensive and systematic Compliance Program was established to enhance regulatory awareness and understanding among employees at all levels.

In 2025, the Company assigned the Human Resources Department to spearhead communication and review guidelines concerning compliance with laws, regulations, and corporate policies across all 5 manufacturing facilities and the head office. The core objectives were to

- Build knowledge, understanding, and awareness regarding employees' roles and duties towards regulatory compliance.
- Mitigate risks of legal or regulatory violations that could potentially impact the Company's reputation or business operations.
- Foster an organizational culture rooted in transparency and corporate governance principles.

Project Key Outcomes



100%

Corporate-wide policy acknowledgement and announcement.



100%

Employee training completion.



100%

Compliance audit and review against all applicable laws, regulations and rules.

Corporate Governance Progress and Performance

Policy and Training

Establish Review and Training	2025 Performance	2025 and Long-Term Target
Policy Related to Corporate Governance		
• Anti-Corruption and Anti-Bribery	Review and Train 100%	Review and Train 100%
• Stakeholder Engagement and Conflict of Interest	Review and Train 100%	Review and Train 100%
• Fair Practices	Review and Train 100%	Review and Train 100%
• Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT)	Review and Train 100%	Review and Train 100%
• Whistleblowing and Grievance Mechanism	Review and Train 100%	Review and Train 100%
• Sustainable Procurement	Review and Train 100%	Review and Train 100%
• Risk Management	Review and Train 100%	Review and Train 100%
• Corporate Governance Manual, Ethical Standards, and Code of Conduct	Review and Train 100%	Review and Train 100%
• Legal and Regulatory Compliance Registry	Review 100%	Review 100%

Anti-Corruption and Anti-Bribery



Policy and Governance

The Company strictly adheres to the principles of Good Corporate Governance, establishing a written Anti-Corruption and Anti-Bribery Policy based on a “Zero Tolerance” approach, ensuring no negligence toward any form of corruption, both proactively and reactively.



Mechanism and Implementation - Control System Establishment

Developing systems and governance measures to oversee personnel duties, ensuring transparency and accountability



Awareness Building

Providing continuous ethics training, from new employee orientation to annual training sessions, to cultivate integrity among executives and employees at all levels.



External Communication

Disseminating policies and commitments via the corporate website and various communication channels to ensure suppliers and stakeholders are informed and adopt them as mutual guidelines.



No Gift Policy

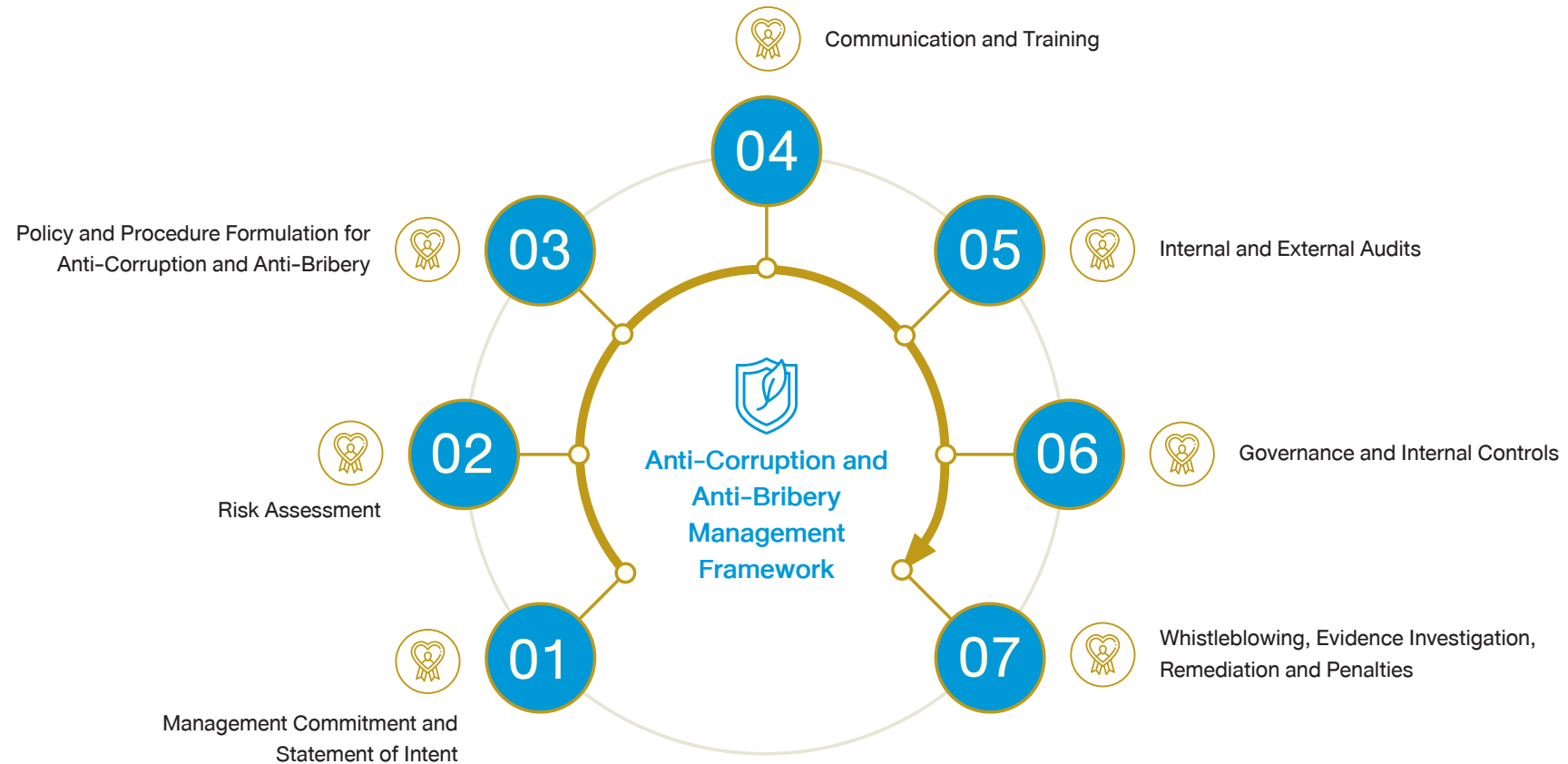
The Company has implemented a ‘No Gift’ policy, actively communicating it to all stakeholder groups. To ensure that all employees concretely recognize and fully understand the business code of conduct and anti-corruption principles, the Company disseminates this information through various communication channels, including the corporate website, Facebook page, internal Intranet announcements and the Company’s LINE application.

Anti-Corruption and
Anti-Bribery Policy



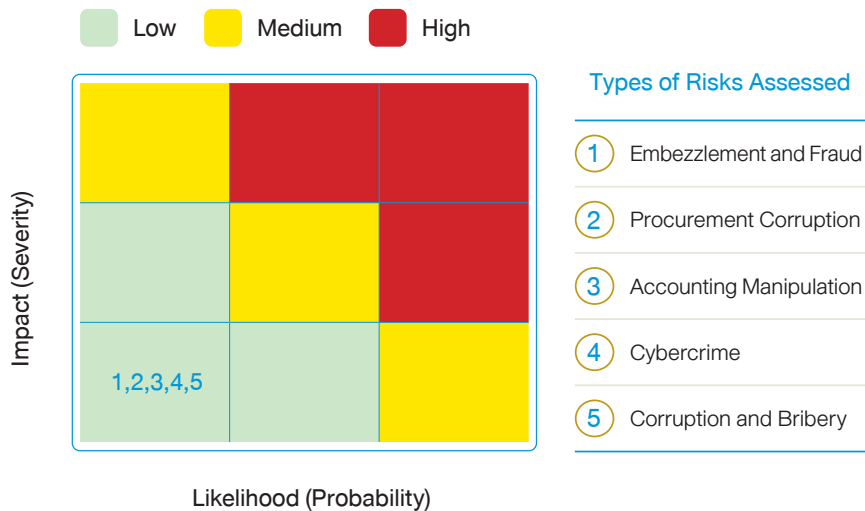
Anti-Corruption and Anti-Bribery Management

The Company firmly believes that the foundation of sustainable growth lies in conducting business with integrity, transparency, and accountability. Accordingly, we have established comprehensive Anti-Corruption and Anti-Bribery Management System that encompasses the clear commitment of senior management, robust preventive and monitoring mechanisms, as well as effective investigation and remediation processes. Through these measures, we strive to foster a corporate culture that is free from corruption at every level while safeguarding the best interests of all stakeholders in a fair and equitable manner.



Fraud, Corruption and Bribery Risk Assessment and Residual Risk After Mitigation Measures

The Company has conducted risk assessments across 5 key operational areas, covering 5 factories and the Head Office (totaling 6 units). The overall risk assessment results are summarized below:



The risk assessment results across the 5 operational areas covering all 6 units (5 factories and the Head Office) indicated "No Material Risks Found."

Anti-Corruption and Anti-Bribery Statistics



Zero complaints regarding ethics violations or suspected fraudulent activities.



100% compliance with applicable laws and regulations.



100% of employees received training and communication on the Anti-Corruption Policy.



100% of customers and suppliers received communication on the Anti-Corruption Policy.



Due diligence conducted on 3 suppliers under high-value fixed asset installation contracts; assessment results revealed zero risks related to corruption, bribery, or misconduct.

Training and Communication of Anti-Corruption and Anti-Bribery Policies

The Company communicates anti-corruption and anti-bribery policies to employees through orientations annual training sessions, and specialized e-learning courses available in both Thai and English. Furthermore, employees are required to review, sign an acknowledgment, and pledge adherence to these policies. Information regarding whistleblowing channels is also provided. Externally, the Company communicates these policies to customers and suppliers via email and integrates them into the Sustainable Procurement Policy.

Policies Related to Anti-Corruption and Anti-Bribery



Anti-Corruption and Anti-Bribery Policy



Conflict of Interest Policy



Anti-Money Laundering and Counter-Terrorism Financing Policy



Whistleblowing and Complaint Policy



Corporate Governance Manual, Ethical Standards and Code of Conduct



Guidelines on Giving and Receiving Gifts and Hospitality

To maximize the efficiency of our ethical risk management system, the Company conducted a CAC Self-Assessment covering all 71 evaluation criteria. The Internal Audit department, operating independently and objectively, conducts this annual review to evaluate the adequacy of the internal control system (initiated in 2023). This reinforces confidence that the Company's anti-corruption measures continuously align with international best practices.

Assessment Topics	Yes/No	Risk Level
Corruption Risk Assessment	Yes	Low
Internal Control for Corruption Risks	Yes	Low
Financial Controls	Yes	Low
Monitoring and Auditing	Yes	Low
Support Functions	Yes	Low
Anti-Corruption Principle & Policy	Yes	Low
Communication	Yes	Low
Raising Concerns and Seeking Guidance	Yes	Low
Review, Assess and Improve	Yes	Low



Operations and Action Plans (2024–2025) Regarding Participation in the Thai Private Sector Collective Action Against Corruption (CAC)

To reinforce its stance against all forms of fraud and corruption, the Company has concretely integrated the guidelines of the Thai Private Sector Collective Action Against Corruption (CAC) into its corporate culture and internal controls. The focus is on establishing a transparent and verifiable system at every operational stage. Although the Company is not yet an official CAC member, adhering to these standards is considered a crucial mission that the Company has consistently upheld.

Prevention of Conflict of Interest

The Company is dedicated to identifying, preventing, and managing conflicts of interest. We have established a Conflict of Interest Prevention Policy to monitor and prevent such occurrences, ensuring that executives and personnel understand and comply with relevant laws, regulations, corporate governance principles, ethical standards, and the Code of Conduct to secure the Company's best interests. This policy is publicly disclosed on the corporate website.



Signing of the "Declaration of No Conflict of Interest"

**Year
2025**

Employees in high-risk positions regarding overlapping interests—specifically

1. Executives at the manager level and above and
2. Procurement personnel—have signed the "Declaration of No Conflict of Interest" form.

Conflict of Interest Prevention Measures



Communication and Acknowledgement of the Policy

Year 2022 → 100%

Year 2023 → 100%

Year 2024 → 100%

**Year 2025
100%**



Prevention of
Conflict of Interest

Operational Procedures

1	Educating executives and employees on conflict of interest risks and notifying individuals in high-risk categories.
2	Providing guidance and assistance to help executives and employees avoid potential conflict of interest risks.
3	Requiring executives and employees to formally and appropriately record instances where they know or suspect a conflict of interest may arise.
4	Mandating that executives and employees collaboratively resolve conflict of interest matters with their supervisors or top management.
5	Investigating and implementing corrective actions or eliminating violations related to conflicts of interest.

Year 2025

- 1 Relatives of executives and employees joining the Company while those individuals are actively employed 3 cases.
- 2 Sensitive transactions involving government agencies and private entities 5 cases.

Anti-Money Laundering and Counter-Terrorism Financing

The Company is committed to preventing and combating money laundering and terrorism financing. Clear guidelines are established in our “Corporate Governance and Business Code of Conduct Manual” and published on the corporate website, ensuring compliance with the Anti-Money Laundering Act, B.E. 2542 (1999) and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing Act, B.E. 2559 (2016). The Company ensures all business transactions strictly obey the law to protect stakeholder interests and preserve our reputation and ethics.

Review and Performance Results under the AML/CFT Policy

The types of activities listed below may constitute money laundering and must be carefully monitored in accordance with the Anti-Money Laundering and Counter-Terrorism Financing Policy (RED FLAGS). In conclusion, the Company has no sensitive transactions that violate the aforementioned policy.

1	No	direct payments or payments made through individuals who are not parties to the relevant contract.
2	No	cash receipts for transactions that are not customarily settled in cash
3	No	requests for payment or actual payments made in a format different from what was agreed upon in the contract.
4	No	payments originating from accounts other than those normally used by the contracting parties
5	No	payments originating from countries with a high risk of money laundering and terrorism financing
6	No	payments originating from tax haven countries or from customers where the ultimate beneficial owner cannot be traced.

Anti-Competitive Practices Prevention

Refraining from interfering with others' business operations to acquire customers through dominant market power or exploiting other operators is a crucial policy of the Company. **Operating under the Trade Competition Act, B.E. 2017**, we prioritize transparency, fairness and social responsibility. Committed to ethical business, the Company maintains a “**Zero Tolerance**” stance against any actions that eliminate market competition. The Anti-Competitive Practices Prevention Policy is available on our website.

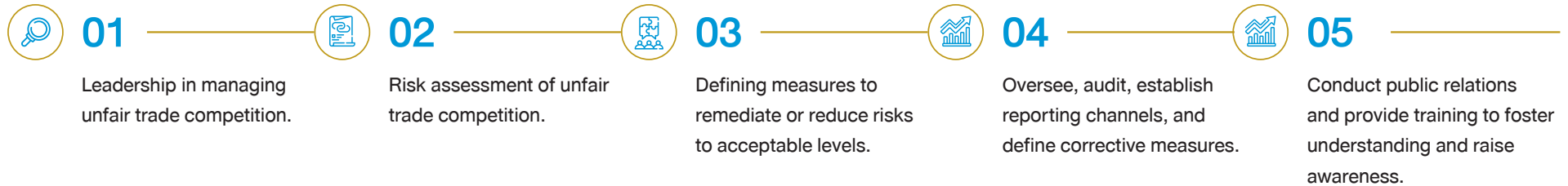
Violations of the Trade Competition Act, B.E. 2560

The Company had “**ZERO**” violations regarding anti-competitive behaviors and received no complaints concerning trade competition restrictions.

Key Actions Related to the Prevention of Anti-Competitive Behavior

Operations	2025 Targets	2025 Performance
1 Improve the management guidelines against anti-competitive practices.	Establish a clear management framework.	Achieved
2 Assess risks associated with the Company's anti-competitive behaviors.	Design a risk assessment checklist and conduct assessments based on specified criteria.	Achieved
3 Raise awareness, provide training to relevant departments and establish practical guidelines within the Corporate Governance Manual, Ethical Standards and Business Code of Conduct.	Provide training and incorporate the guidelines into the Corporate Governance Manual, Ethical Standards and Business Code of Conduct.	Achieved

Competition Compliance Management Framework



Anti-Competitive Behavior

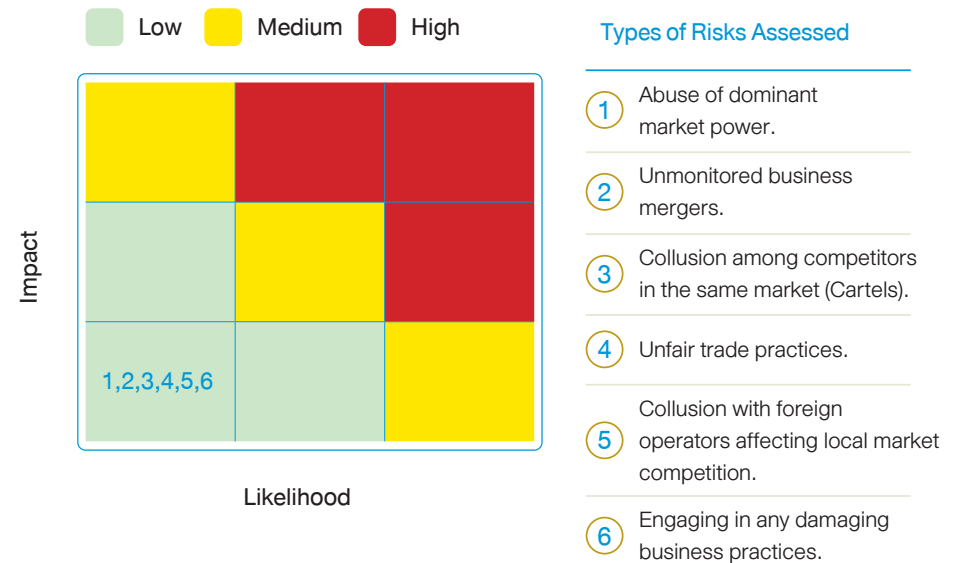
STEP 1	Utilizing questionnaires to evaluate the effectiveness of the anti-competitive practices management system.
STEP 2	Assessing risks and using the results to formulate preventive and corrective measures.

Public Relations and Training to Raise Awareness and Understanding

The Company has conducted employee training during the orientation process and specifically trained the **“Marketing Department”** to ensure an understanding of establishing appropriate preventive and corrective measures. Furthermore, best practices for the Company’s personnel have been incorporated to raise awareness and avoid committing the aforementioned offenses.

Results of the Risk Assessment and Audit on Anti-Competitive Practices

The Company’s management system regarding anti-competitive practices is **“adequately”** effective to prevent violations of trade competition laws. The overall risk is concluded to be at a **“low”** level following the implementation of risk management measures.



Cybersecurity and Data Privacy Management

To build confidence among customers, shareholders, employees, and all stakeholders, the Company continuously upgrades its cybersecurity standards and personal data protection measures. Guidelines align fully with legal frameworks and fundamental rights under a clear management structure, consisting of two core policies.

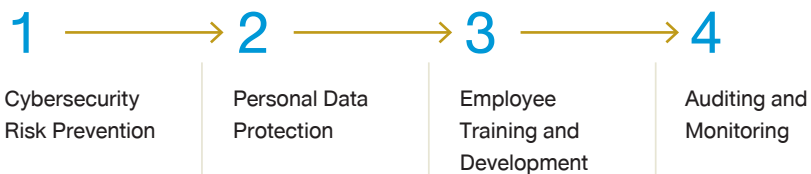
Information Security Policy



Personal Data Protection Policy



Cybersecurity and Data Privacy Management Framework



Cybersecurity and Data Privacy Performance

2025 Targets	2025 Achievements	Long-term Targets
 0 Case of customers, business partner or employees being affected by data breaches	 0 Case of customers, business partner or employees being affected by data breaches	Strengthen cybersecurity innovation across the Company.
 0 Case of data leakage resulting from cyberattacks or data loss	 0 Case of data leakage resulting from cyberattacks or data loss	Achieve ISO/IEC 27001 certification by 2025
 0 Case regulatory fines or penalties related to data security violations	 0 Case regulatory fines or penalties related to data security violations	Conduct a cybersecurity vulnerability assessment in 2024
 70% of employees complete cybersecurity and data privacy awareness training	 80% of employees completed cybersecurity and data privacy awareness training	 90% of employees complete cybersecurity and data privacy awareness training

7 Domains of Information Security and Cybersecurity Management

In the digital transformation era, the Company recognizes that evolving cyber threats are becoming increasingly complex and challenging. These threats could result in widespread impacts, affecting Business Continuity through disruptions to manufacturing systems and critical infrastructure, alongside risks of leaking strategic corporate information, supplier data, and stakeholders' personal data.

Such damage impacts not only corporate reputation and credibility but also carries financial consequences from opportunity losses and remediation costs. Therefore, to prevent and mitigate these risks, the Company enforces strict operational guidelines as follows

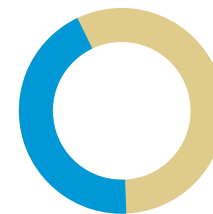
1	Password Management and Access Control Rights.
2	E-mail and Network Access Controls.
3	Anti-Malware Controls and Software Access Management.
4	Cyber Threat Incident Response Plan.
5	Cybersecurity Controls for Remote and Off-site Working
6	Information Technology Asset Management.
7	Data Backup Management and Data Leakage Prevention.

Information Security and Cybersecurity Risk Assessment

In 2025, the Company enhanced its information security standards by engaging an expert external agency (QS Solutions) to conduct a cybersecurity risk assessment using the international CIS Controls Self-Assessment Tool (CIS CSAT) framework for the fourth consecutive year.

The assessment showed consistent maturity development; the latest score was 2.3/4.0 (compared to 2.5 in 2023 and 2.7 in 2024). This reflects a holistic risk management approach that covers all dimensions, placing cyber risk at a moderate level. The Company continues to remediate vulnerabilities and develop measures based on report recommendations to achieve the highest security standards.

Additionally, regarding Supply Chain Management, the Company performed IT Vendor Due Diligence on 4 IT suppliers, with results revealing no significant deficiencies affecting business operations.



Year 2023

Score
2.5/4.0



Year 2024

Score
2.7/4.0



Year 2025

Score
2.3/4.0

Corrective Findings from 2025 Evaluation (out of 17 criteria)

1	Data Protection achieved	Score 2.2
2	User Account Management achieved	Score 2.3
3	Continuous Vulnerability Management achieved	Score 2.3

IT Management Satisfaction Rate

Year 2023	Year 2024	Year 2025
87%	89%	89%

System Vulnerability Assessment (VA)

In 2025, the Company engaged an external service provider, INET Managed Services Co., Ltd., to perform a Vulnerability Assessment (VA) to identify, prevent, and mitigate risks from cyber threats that could cause severe damage to corporate systems and data. The assessment objectives are as follows

1. To identify weaknesses before hackers exploit them.
2. To minimize risks of cyberattacks and data breaches
3. To align with regulatory legal frameworks and international standards.
4. To support corporate risk management strategies.
5. To enhance the confidence of customers and suppliers.

System Vulnerability Assessment Results

Vulnerability Assessment (VA) Results: The 2025 assessment concluded that across all 16 evaluation items, the risk levels were entirely evaluated as “Low.”

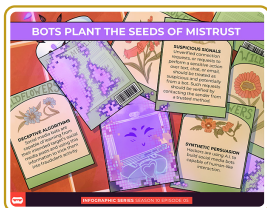
Information Security and Cybersecurity Awareness Training

To ensure that employees are well-informed and aware of cyber threats, the Company has mandated annual information security and cybersecurity training in 2025. The training is conducted through both face-to-face sessions at the branches and online platforms. Furthermore, the Company received support from its overseas parent company to utilize the ‘Ninjo’ training program. This program features animations and summarizes content into episodic pictorial formats, making it engaging and easy to understand. The training completion rate achieved 100% across all branches, encompassing both self-paced online learning and on-site training.



On-site training at factory branches achieved 100% completion across all 6 locations.

2025 Information Security and Cybersecurity Awareness Training Course

Chapter 1	No Shortcuts in Cybersecurity!	  
Chapter 2	Mobile Espionage!	
Chapter 3	Porsha!	
Chapter 4	Nothing Personal!	
Chapter 5	Donut Allow Access!	
Chapter 6	Friendly Fire!	
Chapter 7	Can You Spot the Bot!	
Chapter 8	Heading Out to the Highway!	
Chapter 9	All a Loan!	
Chapter 10	Badges!	
Chapter 11	The Pretender Protocol!	
Chapter 12	The CAPTCHA Con!	

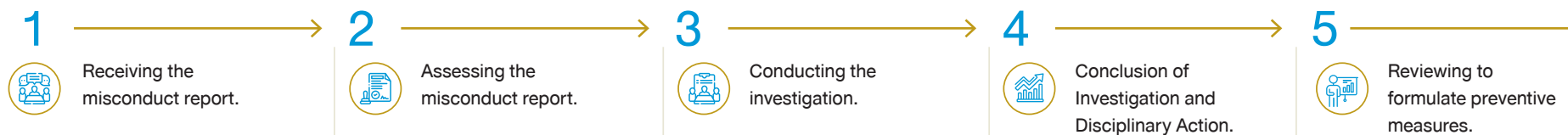
Whistleblowing and Grievance Management

The Company is dedicated to building a corporate culture of transparency and accountability, strictly respecting the rights of all stakeholder groups equally. Consequently, we have established a **'Whistleblowing System'** to provide a safe channel for reporting suspicions or actions that may violate laws, business ethics, or corporate governance policies. It allows both internal employees and external stakeholders to voice concerns or report misconduct safely, focusing on the following critical matters.

1	Financial and non-financial misconduct, including fraud and corruption.
2	Concerns or queries regarding accounting, internal controls and auditing.
3	Non-compliance with the Company's policies or ethical principles.
4	Intentional violations of the law resulting in hazards to employee health and safety.
5	Misbehavior, such as the abuse of power or authority.
6	Intentional concealment of conflicts of interest.
7	Discrimination, harassment, sexual harassment, or bullying, as prohibited under this policy.
8	Money laundering or financing terrorism.
9	Unfair practices related to trade competition.
10	Concealment of information relating to any of the aforementioned items.

Whistleblowing Policy

The policy and its respective complaint channels are transparently published and promoted via the Company's website, enabling stakeholders to access and exercise their rights easily and safely.



Complaint and Grievance Management



Credibility



Impartiality



Whistleblower
Protection

Furthermore, the Company has action plans to foster a **“Speak-Up Culture”** cultivating an understanding among employees at all levels that reporting inappropriate behaviors or potential violations of company regulations and ethics is a shared responsibility. Easily accessible communication channels are provided, including dedicated emails, direct hotlines, suggestion boxes, and online webforms on the corporate website.



Communication, Training and Signing
of Policy Acknowledgement

Year 2023

100%

Year 2024

100%

Year 2025

100%

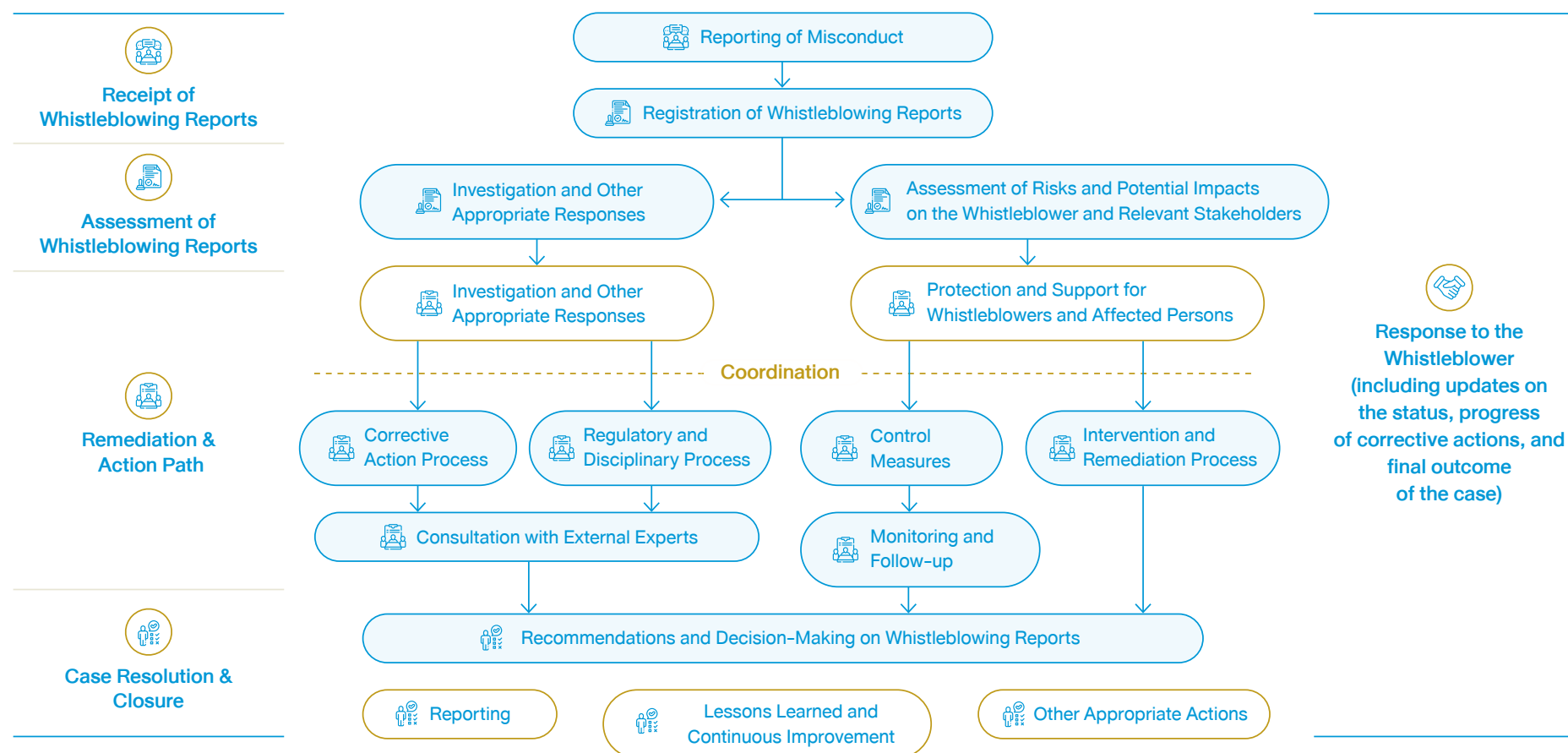


Whistleblowing Policy

Whistleblowing System

The Company recognizes that conducting business with transparency, ethics and accountability is a vital foundation for sustainable development. To strengthen trust among all stakeholder groups, the Company has established mechanisms and processes for whistleblowing against misconduct or inappropriate behaviors that may violate laws, rules, regulations or our Business Code of Conduct. This framework has been developed by studying and implementing ISO 37002:2021 – Whistleblowing Management Systems as our benchmark reference.

The whistleblowing system enables employees, stakeholders, and external parties to report information, grievances, or concerns safely, confidentially, and fairly. The Company guarantees strict protection for whistleblowers against retaliation, victimization or any form of unfair treatment, thereby fostering an organizational culture rooted in honesty, responsibility and good corporate governance.



Source: Developed with reference to ISO 37002:2021 – Whistleblowing Management Systems.

Complaint and Grievance Management



Credibility



Impartiality



Protection of
Whistleblowers

Furthermore, the Company has action plans to foster a **“Speak-Up Culture”** cultivating an understanding among employees at all levels that reporting inappropriate behaviors or potential violations of company regulations and ethics is a shared professional responsibility. Easily accessible communication channels are provided, including dedicated emails, direct hotlines, suggestion boxes, and online webforms on the corporate website.



Policy Communication, Training and Sign-off
Acknowledgment.

Year 2023
100%

Year 2024
100%

Year 2025
100%

Whistleblowing, Complaint and Grievance Channels



Email

- whistleblower@teckbeehang.com
- kslee@teckbeehang.com
- szuyang@teckbeehang.com



Telephone

- 081-969-2979
- 065-898-2919
- 093-5 76-5353



Postal Mail

Postal Mail:

To: Chief Executive Officer (CEO)
and Deputy Chief Executive Officer
(Deputy CEO),
Teck Bee Hang Co., Ltd.

Address: 157 Niphat Uthit 2 Road,
Hat Yai Sub-district, Hat Yai District,
Songkhla Province, 90110,
Thailand



Website

Scan the QR Code



[https://www.teckbeehang.com/
whistleblower/](https://www.teckbeehang.com/whistleblower/)

2025 Whistleblowing, Misconduct Reports and Grievance Statistics

Violation Categories	Reporting Channels				
	Phone	Email	Website	Postal Mail	Letter
Fraud, Corruption and Bribery	0	0	0	0	0
Conflict of Interest	0	0	0	0	0
Anti-Money Laundering and Counter-Terrorist Financing (AML/CFT)	0	0	0	0	0
Human Rights Violations	0	0	0	0	0
Anti-Competitive Practices	0	0	0	0	0
IT & Cyber Threats	0	0	0	0	0
Tax Management Issues	0	0	0	0	0
Other grievances: employee relations, customer/supplier complaints, socio-economic-environmental impacts	0	0	0	0	0
Total	0	0	0	0	0



Whistleblowing Policy

Embedding Ethics into Organizational Culture

Business Impact

The Company firmly maintains that adhering to ethics is not merely a statutory compliance checkpoint, but a fundamental driving pillar that creates distinctive competitive advantages as follows.

Stakeholder Trust:

Transparent business practices lower transaction friction and foster long-term, high-value partnerships with trade suppliers and global investors, strengthening our brand equity and international credibility.

Talent Attraction & Retention:

An ethical workplace culture builds a positive and supportive workspace, encouraging workforce pride and organizational engagement, which decreases employee turnover and optimizes productivity. Mitigating compliance exposures protects the Company from financial losses caused by regulatory penalties, litigation or suspension from commercial bidding, effectively safeguarding organizational stability.

Good Governance:

Fostering a resilient compliance foundation serves as the core pillar supporting Good Corporate Governance, balancing financial performance with equitable treatment for shareholders, customers, and business partners.

Commitment

The Company views **‘Ethics’** as our guiding compass toward long-term corporate health and success. We are committed to integrating ethical values into the DNA of our culture, positioning honesty, integrity, and equity as the foundation of stakeholder trust. We ensure that our Business **“Code of Conduct”** functions as a living framework actively practiced by everyone from the Board of Directors to frontline workers, validating transparent processes certified to global benchmarks.

Challenges and Opportunities

Despite external volatility and pressures on business operations, the Company remains steadfast in its belief that ethics constitutes the most effective safeguard against risk. We are committed to transforming human resource and systemic challenges into opportunities for establishing a robust governance foundation, aimed at delivering sustainable value to society and all stakeholders.

The ultimate challenge lies in aligning the diverse “personal values” of employees with the corporate code of conduct a continuous process that requires time to cultivate. Promoting ethics as a collective responsibility for personnel at all levels, rather than being confined to a specific department, is essential for fostering a truly transparent work ecosystem. The Company has found that building ethical resilience during crises or economic fluctuations ensures that personnel acting with integrity serve as a vital foundation, enabling organizational efficiency, mitigating risks from erroneous decision-making and enhancing trust by stimulating Governance Innovation.



Project Highlights in 2025

“Sharing Happiness, Sharing Kindness for a Beautiful World” Project: 3rd Consecutive Year



Teck Bee Hang Co., Ltd. (Yala Branch) prioritizes peaceful co-existence rooted in mutual respect and deep understanding of cultural and religious diversity. During the holy month of Ramadan in March 2025, the Company organized a community outreach initiative to distribute premium dates to local neighborhoods and mosques surrounding our factories across the southern border provinces, including Yala, Pattani and Narathiwat.

This project was conducted to express solidarity and support the fasting of our Muslim brothers and sisters during this holy time, encouraging harmony in a multicultural society. The initiative reflects our corporate focus on cultural inclusivity while strengthening ties between our operational facilities and adjacent communities.

Project Outcomes

This outreach successfully nurtured mutual understanding and social alignment between the organization and local Muslim communities, directly supporting community practices during the fasting month. Ramadan holds profound spiritual significance for Muslims as a period of physical and mental self-discipline, where fasting from dawn to sunset fosters patience, resilience and personal devotion.

TBH Candle Procession: Leading Hearts to Dhamma



Teck Bee Hang Co., Ltd. (Thung Song Branch) consistently supports local traditions by organizing the “Candle Procession: Guiding Hearts to Dharma” initiative in collaboration with local residents. This project enhances community-corporate partnerships in preserving Buddhist traditions during the holy rain retreat, a significant period for religious merit-making. The procession provides employees and neighbors a shared space to sustain cultural heritage, instilling shared ethical values and a civic mindset within society.

Additionally, the Company donated color-coded sorting bins and modular waste containment enclosures to local temples, inviting the public to practice waste separation at the source and cultivating environmental conservation mindsets within community spaces.

Project Outcomes

The project optimized internal employee engagement and reinforced civic virtues such as compassion, selflessness, and communal gratitude. Concurrently, it established a proactive relationship with community networks, elevating our corporate reputation as an enterprise that values cultural heritage and local harmony in Thailand.

TBH LOVELY Project: Spreading Love to Vulnerable Groups.

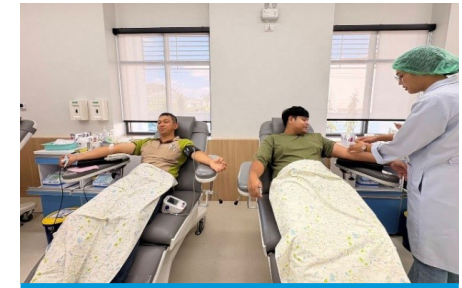


Teck Bee Hang Co., Ltd. (Thung Song Branch) recognizes the importance of promoting social equality and caring for vulnerable demographics, including underprivileged families, the elderly, individuals with disabilities, and bedridden patients. The branch carried out a targeted CSR campaign, "TBH LOVELY: Extending Care to Vulnerable Groups," designed to support sensitive local households, encourage social cohesion, and identify specific challenges faced by the elderly and disabled. This fieldwork helps connect vulnerable residents with appropriate support from relevant public agencies.

Project Outcomes

The project provided essential relief items to local households while driving strong internal engagement, with employees across all levels participating in volunteer fieldwork. This strengthened ties among the Company, community members, state agencies, and local administrations. Additionally, it reinforced practical awareness of human rights and social equity among our workforce, serving as a key pillar for the Company's social sustainability goals.

TBH Blood Donation Drive: Uniting Hearts to Cultivate a Volunteer Spirit.



Teck Bee Hang Co., Ltd. (Thung Song Branch) organized a blood donation drive to promote corporate citizenship and embed civic values within our workforce, showcasing social responsibility and humanitarian spirit. The collected blood units were contributed to regional blood banks, supporting the public healthcare system for surgical patients, accident victims, and individuals suffering from chronic illnesses. This campaign successfully enhanced clinical care resources while elevating the Company's image as a community-minded enterprise.

Project Outcomes

The blood drive received strong support, with employees from all departments participating. This enthusiastic response reflects a shared commitment to humanitarian volunteerism. The donations were delivered to partner agencies, including the Thai Red Cross Society and local community hospitals, to assist chronic care patients, trauma victims and individuals requiring emergency surgery.

Risk Management and Business Continuity



Long-term Targets

100% of all high-level risks have been managed to an acceptable level.

Continuously review the Risk Register annually and systematically integrate emerging risks.

100% employees receive communication and training on corporate risk management frameworks.

Cultivating a Risk Management Culture

Establishment of a comprehensive Risk Register for regional plants and all corporate divisions in 2026.

2025 Target

100% of all high-level risks in 2025 must be managed to an acceptable level.

Review the 2025 Risk Register and integrate newly identified emerging risks.

100% Employees receive continuous communication and training on comprehensive risk management.

Reporting of Operational Risks by the Factory Department

2025 Achievements

100% of all high-level risks have been fully managed to an acceptable level.

The 2025 Risk Register has been thoroughly updated, and all emerging risks have been integrated successfully.

100% Employees have fully received risk management training and scheduled communications.

Annual risk reporting, including the identification of mitigation and compensation plans.

SDGs



Risk Management Policy



Stakeholder Perspectives: Teck Bee Hang Co., Ltd.



Mr. Sarayut Linniew

Pattani Factory Branch Manager

“

Presently, the Company faces intensifying challenges from extreme weather events, which trigger more frequent and increasingly unpredictable flash floods compared to historical patterns. Consequently, we have designated climate risk as a high-level exposure requiring stringently managed, specialized protocols. Our commitment reaches beyond the physical protection of company assets; we focus on fostering structural Organizational Resilience amid climate crises. This guarantees that we continuously honor our commercial supply contracts with clients, providing our stakeholders absolute confidence that our business models will remain sustainable under any circumstance.

”

Challenges and Opportunities

In this transitional era, the Company navigates interconnected, complex risk dimensions, ranging from systemic risks to international regulatory complexity

Amid these headwinds, the Company identifies critical entry points to elevate our operations to pioneering standards, such as engineering competitive edges through innovation, integrating smart technologies to drive agile workflows, and bolstering international corporate trust.

Ultimately, we do not view volatility as a barrier, but as a structural stress test of our governance architectures. We are dedicated to converting operational challenges into strategic catalysts for business model reformation, ensuring that our organization scales robustly and delivers superior value amid a shifting global landscape.

Impact on Business

The Company strongly believes that effective risk management is not merely about damage control, but serves as a strategic driver that creates long-term competitive advantages and corporate stability. Proactive risk frameworks yield positive impacts across multiple business dimensions, including establishing financial and operational stability to smooth performance volatility. Moreover, it upgrades strategic decision-making by equipping management with analytical risk data to accurately assess market opportunities and hurdles. Understanding risk dynamics builds enterprise resilience and inspires the development of innovative products or services that address shifting market demands and climate volatility, ensuring sustainable corporate growth.

Commitment

The Company is deeply committed to instilling a Proactive Risk Culture, motivating personnel across all operational tiers to identify and systematically comprehend enterprise exposures. We strictly maintain comprehensive risk assessment and monitoring frameworks across all dimensions, including financial liquidity, plant operations, climate volatility and information technology.

Our core mission centers on cementing **Organizational Resilience** equipping the enterprise to absorb and dynamically adapt to unforeseen disruptions with velocity and efficiency, while rigorously upholding our commercial reputation and business ethics to achieve sustainable global scale and market trust.

The Company is committed to cultivating a **'Proactive Risk Culture'** as an integral part of its corporate DNA. We encourage employees at all levels to recognize their roles and responsibilities in actively identifying and managing risks associated with their work. We uphold that risk management is a **'Collective Responsibility'** across all departments, not limited to the risk management or internal audit functions. This approach ensures the integration of information and practices throughout the organization, supported by continuous reviews and system enhancements to remain resilient in an ever-changing business landscape.



Enterprise Risk Management (ERM) Architecture and Mechanism

1

Global Standards Alignment

The Company is dedicated to building a high-efficiency risk management system that covers all operation pillars by adopting the international **COSO-ERM 2017 framework (Enterprise Risk Management Integrating with Strategy and Performance)**. This structurally embeds risk management within our corporate strategy and performance evaluation targets, addressing both current threats and emerging risks as follows:

- Strategic & Operational Risks: Strategic and operational risk management.
- ESG Risks: Environmental, Social and Governance risk management.
- Emerging Risk

2

Risk Governance Structure

Risk Management Working Group: Composed of senior executives from all core functional business units, this body integrates risk data and controls to steer alignment with organizational directions and financial targets.

Department-Level Risk Management: Focuses on requiring every standard department to map out and manage its own localized Risk Register. These registries are cross-mapped between business units to compile a Holistic View of risk landscapes at the enterprise level.

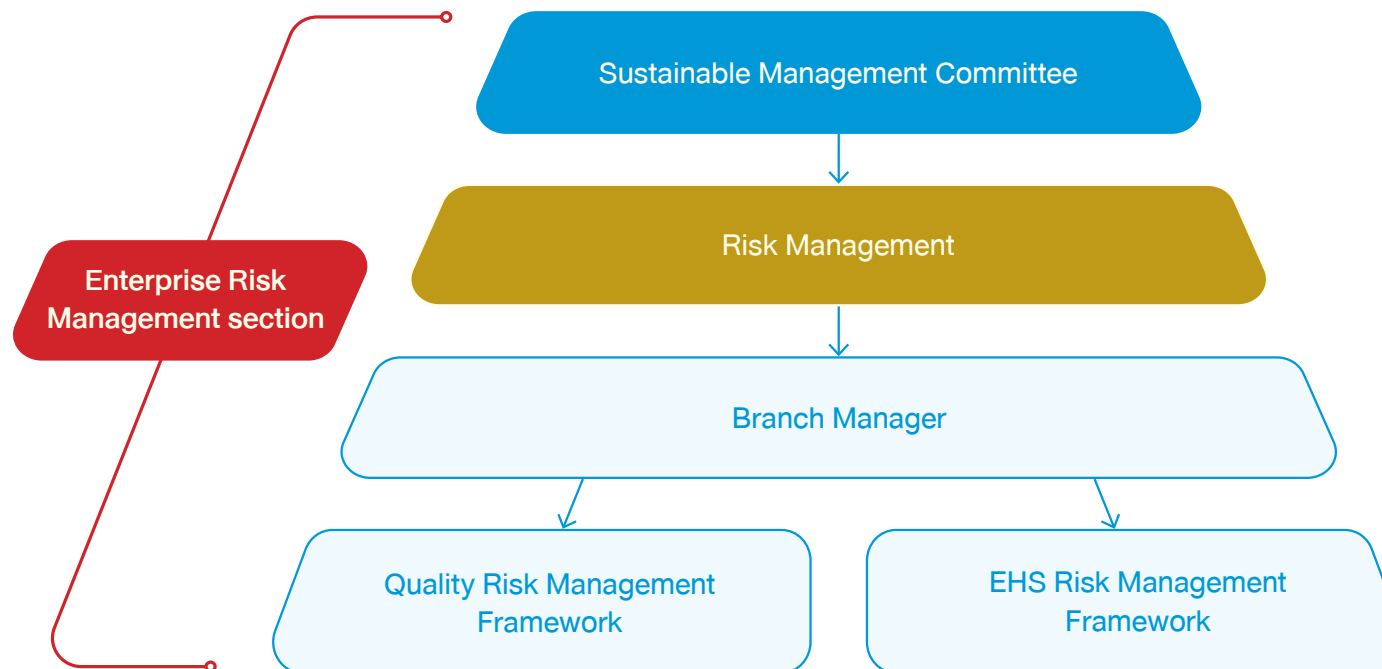
3

Review & Monitoring Process

The Company mandates a formal evaluation of the corporate Risk Registers and corporate **Risk Appetite** thresholds at least once a year. This review is critical to keep residual risk exposures tightly within authorized boundaries, driving secure, robust and sustainable commercial expansion.

Risk Management Structure

The Company has established a systematic risk management framework. The Chief Executive Officer (CEO) has appointed a Risk Management Committee, which operates under the oversight of the Sustainable Development Management Committee. The committee's mandate is to consider, approve, review and monitor the Company's risk management operations to ensure alignment with corporate strategy and support the achievement of long-term sustainable development goals.



Roles and Responsibilities of Risk Management Team

1	2	3	4	5	6
Establish risk management policies and guidelines	Plan and oversee the risk management system	Monitor and evaluate the effectiveness of risk management activities	Promote a risk management culture throughout the organization	Oversee ESG-related risks and emerging risks	Report to the Board of Directors

Risk Assessment Dimensions

1	Strategic Risk
2	Operational Risk
3	Social and Environmental Risk
4	Emerging Risk

Each category of risk is reviewed by the President and Deputy Executive Directors for integration into the corporate-level risk profile at least once a year, with additional reviews conducted in response to significant incidents or volatility that may trigger emerging risks. Furthermore, the Company prioritizes risks based on their severity and likelihood, while establishing mitigation measures to ensure they remain within acceptable levels. A Risk Map is utilized to facilitate prioritization and inform the selection of appropriate risk response strategies.

Short-term
(1–3 years)

Medium-term
(>3–5 years)

Long-term
(>5 years)

To ensure effective and systematic risk management, the Company has adopted the ‘**Risk Management Process**’ as a vital tool for identifying, analyzing, and managing potential risks. The Company’s risk management process is divided into six key stages, as follows:

Risk Management Process

1	Objective Setting and Data Preparation Define business objectives and collect relevant baseline data associated with potential risks.
2	Risk Identification Identify and detect potential risks that may arise from business activities and processes.
3	Risk Assessment Analyze and evaluate the level of severity and the likelihood of each identified risk.
4	Risk Treatment and Control Identification Consider appropriate measures and strategies to control and mitigate the impact of identified risks.
5	Risk Mapping Create an overview of risks and prioritize each risk issue accordingly.
6	Risk Monitoring and Reporting Continuously review and monitor the implementation of risk management activities.

Risk Management Performance Results for the Year 2025

Based on the 2025 annual risk assessment, the Company found that most risks were at a “**Medium**” level. However, two risk issues were categorized as “Very High”

- namely Risk of plant and production process disruption due to flooding.
- Risk of natural rubber price volatility (due to global market supply and demand factors).

Additionally, 9 other issues were assessed as ‘Medium,’ totaling 11 priority risk issues for that year. For these significant risks, the Company has developed comprehensive Mitigation Plans with clearly assigned responsibilities, specified timelines, and monitoring and evaluation mechanisms. This ensures that all risks are managed effectively, mitigating potential impacts on business operations to an acceptable level.

Summary Table of Material Risks to Business Operations

1. Strategic Risks

Key Risk Factors (Risk Description)	Impact Time Frame (Business Impact)	Management Approach and Opportunities
1.1 Price Volatility of Natural Rubber (Demand and Supply of Natural Rubber) Risk Description Natural rubber prices are a critical factor characterized by high volatility, driven by structural factors and interconnected global market conditions as follows: 1. Global Supply and Demand Factors (Market Dynamics): Market mechanisms involve the equilibrium between industrial consumption (Demand) and agricultural output entering the market (Supply). Regional competition is driven by production volumes and export policies of neighboring ASEAN countries, which serve as the world's primary sourcing hub. 2. Cost and Commodity Price Correlation Factors: Crude oil prices directly affect the pricing of synthetic rubber (a substitute product) and impact overall manufacturing and transportation costs. Futures markets, particularly price movements on the Singapore Exchange (SICOM), serve as the regional benchmark index.	Long Term Impact (> 5 Years) Business Impact 1. Financial & Cost Impact Volatility of Production Costs: Since natural rubber is our primary raw material, price fluctuations in global markets and the SICOM directly impact our cost management. Sudden price spikes can materially compress the Company's gross profit margins. Pricing Strategy Challenges: Shifting dynamics in crude oil prices and synthetic rubber (substitute goods) complicate finished product pricing strategies, making market-aligned pricing highly complex.	Amidst market volatility, the Company identifies opportunities to drive differentiation and sustainable value creation as follows: 1. Operational Excellence through Innovation Yield Optimization: Sourcing price pressures serve as a catalyst for developing manufacturing processes focused on waste reduction and enhancing output yield per unit, which yields positive long-term profitability. High-Value Product Development: Leveraging R&D to engineer specialty products or formulations with optimized natural rubber ratios, reducing dependency on synthetic rubber which fluctuates in tandem with crude oil.

1. Strategic Risks

Key Risk Factors (Risk Description)	Impact Time Frame (Business Impact)	Management Approach and Opportunities
3. Production and Environmental Constraints: This includes the capacity to secure a sufficient volume of natural rubber raw materials for production. Seasonal and climatic variations, such as leaf-shedding seasons or heavy rainfall, limit harvesting volumes and yield quality. Quantitative risks involve production uncertainties caused by plant diseases or extreme weather anomalies; for instance, South American Leaf Blight or leaf fall diseases reduce rubber yields in certain areas.	2. Operational & Supply Chain Impact Production Continuity: Seasonal factors (wintering/tapping cessation period) and volatile weather conditions can cause raw material shortages during peak periods. This necessitates stringent inventory management to prevent production line disruptions. Procurement Efficiency: Intensifying procurement competition from neighboring countries may restrict access to premium -grade raw materials at optimized prices, highlighting the need for robust Supplier Relationship Management (SRM). 3. Strategic Impact Long-term Planning Difficulties: Uncertainties in crop yields and futures pricing escalate risks in long-term budgeting and capital expenditure (CAPEX) planning. Strategic Adaptation: The Company may need to invest in R&D and manufacturing technologies that diversify material reliance or optimize resource efficiency to mitigate market price volatility.	2. Sustainable Partnership Upstream Supplier Engagement: Supporting smallholders and farmers to enhance their quality of life and agricultural techniques ensures long-term security of supply. This engagement amplifies our social impact, attracting ESG-centric global client segments. Supply Chain Traceability Leadership: Implementing robust traceability mechanisms for natural rubber sourcing to address evolving international standards and stringent environmental regulations in global markets.

1. Strategic Risks

Key Risk Factors (Risk Description)	Impact Time Frame (Business Impact)	Management Approach and Opportunities
1.2 Supply Chain Sourcing Management or Risk of Dependence on Key Suppliers for Natural Rubber Sourcing. Risk Description High concentration and reliance on key suppliers for critical raw materials expose the Company to systemic and complex operational challenges, detailed as follows: 1. Operational Continuity Risk Raw Material Scarcity & Force Majeure: External uncertainties beyond Suppliers control, such as intensifying climate-induced natural disasters or public health crises. Delivery Delays: Supply chain bottlenecks or internal mismanagement on the supplier's end can trigger Just-in-Time delivery disruptions. 2. Quality & Compliance Risk Substandard Material Variances: Arising when primary suppliers face internal quality control failures or utilize sub-optimal production inputs. 3. Supplier Financial & Management Risk Financial Standing and Governance: Should primary suppliers experience financial distress, liquidity crunches, or corporate restructuring that hinders performance, the impacts cascade downstream to our operations, creating long-term supply instability.	Mid Term Impact (> 3 – 5 Years) Business Impact Disruptions in vendor manufacturing or logistics subject the Company to direct raw material shortages, subsequently threatening delivery commitments to our global clientele. Furthermore, incoming materials failing to meet contracted standards undermine production efficiency and place our corporate reputation and customer quality covenants at significant risk.	To guarantee business sustainability, the Company enforces proactive measures to mitigate concentration risks and foster corporate resilience: 1. Supplier Diversification Strategy: Active onboarding of qualified secondary sourcing channels that exhibit comparable operational metrics, eliminating single - sourcing vulnerabilities. 2. Supplier Audit & Monitoring: Conducting periodic technical audits and financial solvency assessments, as well as reviewing suppliers' Business Continuity Plans (BCPs) to ensure ecosystem-wide crisis readiness. 3. Strategic Partnership: Cultivating long-term strategic alliances to harmonize collaborative production forecasting and safety stock buffers, lowering the incidence of supply deficits during macro-environmental strains.

2. Operational Risks

Key Risk Factors (Risk Description)	Impact Time Frame (Business Impact)	Management Approach and Opportunities
2.1 Plant and Manufacturing Process Disruptions Risk Description Unplanned production downtime directly erodes corporate top-line revenues and weakens client confidence. The Company categorizes critical operational disruption vectors into the following dimensions: 1. Technical & Infrastructure Risk Machinery & Automation Stability: Unexpected component breakdown or software glitches within primary automated lines due to asset depreciation or IT infrastructure failures. Human Error: Deviations from standard operating procedures or administrative oversights leading to manufacturing losses. 2. Catastrophic & Environmental Risk Severe Accidents & Disasters: Unforeseen hazards impacting tangible capital and operations, including industrial fires or severe climate-induced disasters like floods and seismic activity. Public Health Crises: Contagious disease outbreaks that compromise human capital wellness and impose on-site access restrictions.	Short Term Impact (1 – 3 Years) Business Impact 1. Economic & Financial Impact Revenue Losses & Opportunity Cost: Manufacturing holdups lead to breached delivery schedules, provoking immediate revenue drops and potential contractual liquid damages/penalties. Escalated Operating Costs: Heightened emergency maintenance bills, overtime labor premiums to compensate for deficits, and expedited spot procurement costs. Cash Flow Fluctuations: Stagnated cash inflows pitted against persistent fixed overheads (e.g., payroll, lease commitments) can compress short-term liquidity.	To reduce the impact of these variables, the Company adopts the following proactive management frameworks: 1. Predictive Maintenance: Deploying advanced sensory inspection tools to optimize machine health and minimize emergency engineering downtime. 2. Business Continuity Plan – BCP: Executing rigorous regular simulations of corporate crisis protocols, encompassing emergency egress, structural data redundancy and alternative production facility allocation. 3. Workplace Safety and Environmental Management: Internalizing premier occupational health and safety standards to curb recordable injuries and establish productive industrial environments.

2. Operational Risks

Key Risk Factors (Risk Description)	Impact Time Frame (Business Impact)	Management Approach and Opportunities
3. Resources & Labor Risk Supply Chain Vulnerabilities: Shortages or lead-time delays of core production consumables thwarting manufacturing schedules. Workforce Challenges: Scarcity of specialized technical labor or labor relation conflicts that hinder operational environments and manufacturing output.	2. Reputational & Stakeholder Impact Customer Retention: Chronic failure to deliver consistent, timely batches undermines buyers' trust, risking customer churn to competitors and long-term market share erosion. Downstream Interruption: Operational shocks pass through to downstream clients, inciting systemic confidence drops across the supply ecosystem. Investor Sentiment: Frequent operational anomalies suggest sub-optimal management oversight, negatively influencing corporate valuation metrics and governance ratings. 3. People & Culture Impact Employee Well-being and Morale: Disruption caused by workplace incidents or disasters compromises physical safety and mental health, fueling anxiety and recovery fatigue. Labor Relations: Elevated stress during recovery operations or flawed crisis leadership can catalyze frictions between executive management and employee groups.	

2. Operational Risks

Key Risk Factors (Risk Description)	Impact Time Frame (Business Impact)	Management Approach and Opportunities
2.2 Non-Conforming Products Risk Description Minor dimensional non-conformities or trace contaminants can trigger widespread liabilities. The Company maps potential product quality failure risks along these key parameters: 1. Upstream & Raw Material Risk Defective Inputs: Receiving raw materials that possess substandard structural characteristics or host inherent contaminants, compromising the end product's physical and functional traits. Inadequate Incoming Quality Control: Operational oversights during the incoming inspection phase that allow defective inputs to pass into primary processing lines. 2. In-Process & Technical Risk Automation Control Variance: In an automated infrastructure setting, split-second technical malfunctions in tracking sensors or software feedback loops can drift product specifications away from established tolerances. Human Factors: Mechanical configuration errors (Machine Setup) or lapses in in-process quality control sampling stemming from worker fatigue or misaligned operational instruction interpretations. 3. Storage & Distribution Risk Degradation Prior to Delivery: Inventory deterioration resulting from non-compliant warehouse storage conditions (e.g., temperature, ambient moisture, or over-stacking limits), as well as freight operations lacking standard shock absorption mitigation, causing structural or chemical altering before client acceptance.	Short Term Impact (1 – 3 Years) Business Impact If product defects manifest, the Company projects consequences across three severity tiers: Operational Tier: Increased internal scrap rates, extensive rework costs, and soaring expenditures linked to comprehensive product recalls. Reputational Tier: Structural loss of market share driven by damaged client trust, representing a commercial penalty difficult to reverse in the short term. Regulatory & Legal Tier: Exposed to product liability litigation from end-users or civil/criminal penalties from regulatory watchdogs if safety thresholds are breached.	Proactive Management Approach Total Quality Management: Mandating stringent international standards across all operating lines and integrating high-resolution automated inspection arrays to phase out human-induced error rates. Supplier Audit Protocols: Enforcing precise vendor onboarding and continuous facility audits to insulate our supply chain from upstream deficiencies. Traceability Systems: Constructing a comprehensive tracking database connecting batches back to source raw inputs, facilitating rapid isolation and swift remediation should an anomaly occur.

2. Operational Risks

Key Risk Factors (Risk Description)	Impact Time Frame (Business Impact)	Management Approach and Opportunities
2.3 Risk of Dependence on Key Executives and Critical Personnel. Risk Description Our corporate breakthrough and multinational competitiveness are partially steered by our executive officers and Subject Matter Experts (SMEs), who possess extensive industry experience in handling intricate business structures. The loss of these individuals via resignation, retirement or unforeseen separation creates the following strategic vulnerabilities: 1. Operational Continuity Interruption Leadership Vacuums: Key professionals drive strategic positioning and pivot points during corporate disruptions. Their absence can paralyze operational progress or compromise strategic momentum. Loss of Intellectual Capital: Deep historical knowledge, niche insights, and personal industrial networks (Tacit Knowledge) gathered over decades cannot be easily documented or replicated overnight. 2. Reputational & Stakeholder Confidence Investor and Partner Trust: Senior leadership often embodies the credibility, market repute and core vision of the enterprise. Customer Relationships: In certain industries, strong bonds between key personnel and clients are vital for maintaining the business foundation. 3. Human Capital Investment Cost Acquisition & Retention Pressures: Headhunting high-caliber profiles capable of replacing seasoned executives in a competitive landscape spikes talent acquisition spending. Learning Curve Inefficiencies: Replacement personnel require significant time investments to assimilate into the corporate culture and understand nuanced internal frameworks (Onboarding Process).	Short Term Impact (1 – 3 Years) Business Impact 1. Instant replacement of specialized roles is highly challenging, potentially altering execution quality during transitional windows. 2. Abrupt shifts in leadership can shake shareholder, investor, and credit institution confidence, possibly exerting downward pressure on equity valuations or structural partnerships. 3. Personnel turnover risks the migration of critical corporate accounts or market insights over to rival firms. 4. Executive recruitment expenses carry substantial financial premiums and protracted talent-search timelines. 5. Transitional gaps generate opportunity costs when organizational productivity operates below optimized levels.	To guarantee uncompromised corporate resilience amidst workforce transitions, the Company enforces the following mitigation protocols: 1. Succession Planning: Formalizing a continuous succession roadmap across executive and critical operational nodes to groom internal high-potential professionals (Talent Pool). 2. Knowledge Management: Institutionalizing the transfer of tacit knowledge into digitalized repositories and standardized playbooks, thereby minimizing over-reliance on individual memory or unique traits. 3. Comprehensive Retention Strategies: Advancing modern incentive plans, compensation structuring, and career development mapping to anchor core talent over extended tenures.

3. Environmental and Social Risks

Key Risk Factors (Risk Description)	Impact Time Frame (Business Impact)	Management Approach and Opportunities
3.1 Business operations with potential impacts on the community. Risk Description The community's acceptance is fundamental to our license to operate. Factory operations and upstream/downstream logistical activities may generate direct and indirect effects on the livelihood, health, and ecosystem of neighboring settlements. Lacking professional oversight, these aspects can escalate into the following issues: 1. Environmental Nuisance to Communities Operational Pollution: Potential emission of fugitive dust/air particles, industrial odors, or accidental runoff into local water catchments and soil matrices due to non-compliant waste treatment, altering community health metrics. Impacts from Daily Operations: Noise pollution from machinery operations and increased traffic volume from raw material and product transportation, which may cause inconvenience and elevate the risk of road accidents within the community. 2. Resources & Public Health Risk Natural Resource Competition: The heavy consumption of water or energy for production may impact shared resource reserves, leading to inequality and conflicts over natural resource utilization. Public Safety Vectors: Catastrophic developments such as localized fires or hazardous chemical leaks that present macro-level risks to the lives and properties of nearby residents.	Mid Term Impact (> 3 – 5 Years) Business Impact 1. Legal & Operational Impact Operational Suspension: Validated community grievances regarding pollution or incidents can prompt state regulators to issue temporary cease-and-desist orders, immediately disrupting revenue streams. Litigation Costs and Fines: The Company may face civil and criminal lawsuits, as well as compensation for affected parties. These costs are difficult to control and may adversely impact the organization's cash flow. 2. Reputational & Social License to Operate Corporate Brand Crises: Negative publicity regarding community friction propagates instantly over digital media platforms, neutralizing brand equity and alienating sustainability-conscious clients. Growth Constraints: Forfeiting the local "Social License to Operate" impairs Environmental Impact Assessments (EIA) greenlighting, public hearing success or permitting approvals, stalling growth plans.	To guarantee harmony between the Company and nearby citizens, we deploy the following frameworks: Proactive Monitoring & Control: Integrating advanced environmental telemetric systems (Monitoring Systems) that comply with environmental safety laws, publishing data transparently to assure public safety. Grievance Mechanism: Establish two-way communication channels to actively listen to the community, identify issues, and implement timely corrective actions within a defined timeframe. Community Relations Projects (CSR-after-Process): Focus on local employment and supporting public interest activities aligned with community needs to transform risks into engagement and shared growth.

3. Environmental and Social Risks

Key Risk Factors (Risk Description)	Impact Time Frame (Business Impact)	Management Approach and Opportunities
3. Socio-Economic Conflict Livelihood Displacement: Commercial urbanizing or industrial expanding that reshapes the traditional, agrarian lifestyle or demographic architecture of the neighborhood, brewing mistrust. Social Relations: A lack of transparent communication and community engagement may result in grievances, protests, or opposition to the company's future expansions.	3. Financial & Investment Impact ESG Rating Downgrades: International fund managers utilize the 'Social' index of ESG performance as a core capital allocation metric. Communal friction risks investment blacklisting or elevated debt servicing costs (interest margins). Escalating Crisis Management Costs: Resolving conflicts through a reactive approach often requires significantly more resources and budget than proactive prevention.	

3. Environmental and Social Risks

Key Risk Factors (Risk Description)	Impact Time Frame (Business Impact)	Management Approach and Opportunities
3.2 Human Rights Risks Risk Description Operations spanning diverse production units and complex supply tiers run inherent risks of impacting the fundamental rights and liberties of employees, vendors and citizens. Deficient human rights governance violates international ethics and impedes global market sustainability, across these domains: 1. Labor Rights & Welfare Unfair Labor Practices: Risks involving child labor, forced labor, or exploitative employment contracts, which may occur internally and most significantly, among partners within the supply chain. Discrimination & Freedom of Association: Unconscious biases affecting hiring, pay equality, or contract termination based on race, religion, gender orientation or physical differences, alongside structural blockages to valid collective bargaining rights. 2. Workplace Safety & Cultural Diversity Workplace Safety Standards: Risks arising from sub-standard working environments, which may lead to accidents or long-term health issues for employees. Lack of Respect for Cultural Diversity: Risks stemming from a lack of understanding or neglect of cultural diversity and beliefs, which can lead to organizational conflict and diminish equality in career advancement opportunities.	Short Term Impact (1 – 3 Years) Business Impact 1. Trade & Market Access Impact International Trade Barriers: Currently, many countries, particularly in Europe and the United States, have implemented strict regulations (such as the EU Supply Chain Law). If the company or its partners are found to have committed human rights violations, such as forced labor, the company's products may be subject to import bans or global blacklisting. Loss of Partners and Target Customers: Multinational clients often maintain sustainable procurement policies. Any human rights issues associated with the company could lead to contract terminations and the loss of long-term strategic partnership opportunities. 2. Reputational & Social Impact Confidence Crisis and Boycott Campaigns: Human rights violations are high-profile social issues. Negative publicity can trigger product boycotts, causing severe and long-lasting damage to brand value. Sustainability Rating Downgrades: The company may face score reductions in various sustainability indices (e.g., DJSI or THSI), which directly influences the decisions of ESG-focused investors.	The Company pledges to align its human rights landscape with leading frameworks via these strategies: Human Rights Due Diligence – HRDD: Regularly conduct human rights risk assessments across all business activities to identify, prevent, and mitigate potential impacts. Supplier Code of Conduct: Incorporating explicit labor rights protections into master procurement terms and performing regular vendor audits to enforce supply chain ethical compliance. Whistleblowing System: Provide independent communication and grievance channels to ensure that individuals whose rights are violated can report incidents safely and receive fair remediation.

3. Environmental and Social Risks

Key Risk Factors (Risk Description)	Impact Time Frame (Business Impact)	Management Approach and Opportunities
3. Community & Resource Rights Land Acquisition & Resource Encroachment: Industrial facility development that inadvertently threatens ancestral land claims, property rights, or the native ecosystem of local populations.	3. Legal & Financial Impact Massive Litigation and Compensation: The Company may face both domestic and international lawsuits, including high-value remediation for affected parties. Additionally, there are litigation expenses and fines associated with relevant labor laws. Higher Financial Costs: Financial institutions may suspend credit facilities or increase interest rates, perceiving the company as having deficient corporate governance. 4. Human Capital Impact Loss of High-Potential Personnel: A discriminatory or unsafe work environment will lead to higher turnover rates and hinder the company's ability to attract new talent in the future.	

3. Environmental and Social Risks

Key Risk Factors (Risk Description)	Impact Time Frame (Business Impact)	Management Approach and Opportunities
3.3 Risks from Climate Change, Regulatory Standards and Climate-related Sustainability Goals Risk Description Climate volatility alters operational continuity via direct and indirect paths. In accordance with global disclosures (such as TCFD), these elements are categorized into two core risk dimensions: 1. Physical Risks Acute Physical Risks: Financial and physical hazards resulting from low-probability, high-impact climate events like extreme flash floods, typhoons or regional wildfires. Chronic Physical Risks: Long-term shifts in baseline weather structures, including prolonged drought seasons or rising ambient mean temperatures. 2. Transition Risks Policy & Legal Risks: Hardening legislative policies shifting toward net-zero targets, including cross-border Carbon Taxes, tighter greenhouse gas (GHG) emission limits, and complex sustainability disclosure rules globally. Market & Technology Shifts: Fluctuating energy prices and a structural movement in consumer behavior toward eco-friendly solutions (Green Products), requiring proactive investments in low-carbon engineering to sustain competitive advantages.	Long Term Impact (> 5 Years) Business impact 1. Sudden severe weather shocks can damage high-value manufacturing infrastructure and halt supply logistics. Flooding of manufacturing assets or raw material sourcing catchments interrupts factory throughput, decreasing the quality and volume of natural rubber crops and stressing processing machinery. 2. Strict compliance caps or carbon pricing tariffs add to operational costs, posing material downside risks to corporate profitability and market share. 3. Impact on investor and customer confidence, reputation, and brand image: Should the company fail to meet its sustainability targets or lack a clear climate change management strategy that aligns with societal expectations.	1. Establish policies and operational frameworks as mechanisms to support investment in low-carbon projects, aimed at enhancing the company's greenhouse gas (GHG) emission reduction performance. 2. Develop Carbon Footprint assessments to identify significant emission sources and implement measures to mitigate GHG emissions, including performance monitoring and strategic target reviews. 3. Continuously reduce GHG emissions and align operations with evolving regulations and policies through effective energy management and production efficiency optimization.

3. Environmental and Social Risks

Key Risk Factors (Risk Description)	Impact Time Frame (Business Impact)	Management Approach and Opportunities
3.4 Environmental Management, Pollution Abatement Resources, Environmental Claims and Regulatory Compliance Risk Description Environmental mismanagement risks arise when the Company fails to control its eco-footprint, creating friction with nearby communities and regulatory bodies. This encompasses unsustainable natural resource consumption that induces localized scarcity. Technical failures in treating effluents, gaseous emissions, or hazardous waste can harm ecosystems and public health. Such issues invite official complaints from NGOs and regulators, resulting in statutory fines, operational limits, and severe damage to corporate reputation.	Short Term Impact (1 – 3 Years) Business Impact Non-compliance exposes the Company to administrative fines and mandatory operational shutdowns, posing material threats to corporate financial performance.	1. Maintaining strict alignment with ISO 14001 Environmental Management Systems across all industrial operations. 2. Conducting regular community site visits and environmental surveys to gauge and address potential local impacts. 3. Annual Inspection, Monitoring and Maintenance Plan for Water and Air Pollution Treatment Systems

4. Emerging Risks

Key Risk Factors (Risk Description)	Impact Time Frame (Business Impact)	Management Approach and Opportunities
4.1 Geopolitical Conflicts and Trade Wars (e.g., China-Taiwan, Russia-Ukraine, Israel-Hamas, and US-China Trade Frictions) Risk Description Political and Economic Uncertainty: These conflicts create global market volatility, leading to a slowdown in investment and international trade and causing disruptions across the supply chain. 1. Supply Chain & Logistics Disruption Strategic Shipping Lanes: Armed conflicts across vital geographical straits force maritime or air freight re-routing, causing prolonged transit times. Upstream Raw Material Depletion: Clashes in mineral or energy-dense sectors (e.g., Russian natural gas or Taiwanese semiconductor components) trigger global manufacturing shortages, impacting industries linked to our product lines. 2. Economic Sanctions & Trade Barriers Protectionist Trade Policies: Tariff penalties and retaliatory import-export controls between economic powers increase cross-border procurement costs and dilute product competitiveness in target markets. International Sanctions: Statutory compliance bans against trading with specific sanctioned countries or entities introduce complex regulatory compliance layers and international partnership risks.	Mid Term Impact (> 3 - 5 Years) Business Impact 1. External and Uncontrollable Risks: These are external factors beyond the company's control that are directly linked to its business operations. Conflicts lead to increased operational costs, while economic stagnation in major markets (China, Europe, and the US) poses a significant challenge especially since China is currently a primary market for the company. 2. Logistics Disruptions: Extended transit times and sudden surges in freight costs. 3. Losses from Exchange Rate Fluctuations	To mitigate uncontrollable external shocks, the Company implements the following strategic countermeasures: 1. Resource Diversification Strategy (China + 1 / Regionalization): Reducing singular market concentration by actively expanding our supplier network and distribution channels across multiple jurisdictions to hedge geopolitical risks. 2. Financial Hedging & Cost Control: Closely tracking macroeconomic indicators to optimize raw input buying cycles, while deploying financial instruments (derivatives) to hedge commodity price risks and foreign exchange exposure. 3. Agile Supply Chain Engineering: Creating backup logistical corridors and flexible safety stock buffers to allow rapid operational pivots when geopolitical disruptions occur.

4. Emerging Risks

Key Risk Factors (Risk Description)	Impact Time Frame (Business Impact)	Management Approach and Opportunities
3. Energy & Macroeconomic Volatility Energy Market Crises: Armed standoffs across energy hubs provoke high volatility in crude oil and natural gas prices, compressing corporate gross margins. Currency and Forex Volatility: Geopolitical shocks trigger sudden capital flight and financial market oscillations, amplifying foreign exchange exposure (FX Risk) for international transactions. 4. Asset & Human Security Conflict-Zone Risks: Operations within volatile regions by the Company or its suppliers may pose threats to employee security and lead to physical asset damage caused by instability.		

4. Emerging Risks

Key Risk Factors (Risk Description)	Impact Time Frame (Business Impact)	Management Approach and Opportunities
4.2 Enforcement of New EU Regulations Under the Deforestation-Free Products Law Risk Description The European Union Deforestation Regulation (EUDR) mandates that products sold within the EU marketplace must be deforestation-free. This creates structural compliance risks for companies utilizing agricultural raw materials from regions exposed to deforestation risks. Key risks include: Compliance Complexity: The necessity to gather, manage, and verify extensive geolocation plots and proof of origin for raw inputs, which increases administrative costs and operational complexity. Legal & Penalty Risks: Failure to meet strict criteria can lead to high revenue fines or import bans into EU borders. Supply Chain Friction: Thorough vetting of compliant vendors can cause procurement lead-time delays or limit available material sources. Reputational Risks: Any link between corporate sourcing and deforestation heavily degrades global brand equity. Competitive Disadvantage: Slower adaptation risks losing access to European markets that prioritize environmental sustainability.	Short Term Impact (1 – 3 Years) Business Impact Breaching the directive results in severe financial penalties and potential export blocks into the EU, damaging stakeholder trust and significantly impacting corporate revenues.	1. Enforcing strict compliance with all active statutory provisions. 2. Establish a dedicated EUDR legal working group and develop Standard Operating Procedures.

Corporate Business Continuity Management

To instill unwavering confidence among all stakeholders across the value chain and preserve organizational resilience during crises, the Company anchors its Business Continuity Management (BCM) framework on the pillars of Good Corporate Governance, executed through these concrete measures:

1

Policy & Strategic Planning

The Company has instituted a comprehensive Business Continuity Management Policy (BCM Policy) that addresses all risk dimensions, integrating a three-tiered operational response plan to ensure seamless alignment:

- ① Emergency Response Plan (ERP): Focuses on immediate tactical actions to prioritize the protection of human life and secure corporate physical assets.
- ② Crisis Management Plan (CMP): Centers on high-level strategic decision-making and stakeholders communication to contain unfolding situations and safeguard corporate reputation.
- ③ Business Continuity Plan (BCP): Actionable operational playbooks designed to recover and restore critical production workflows and IT functions within predefined Recovery Time Objectives, minimizing downstream disruptions for vendors and clients.

3

Standardization & Sustainability

Our BCM frameworks are designed around top international standards to guarantee long-term corporate security:

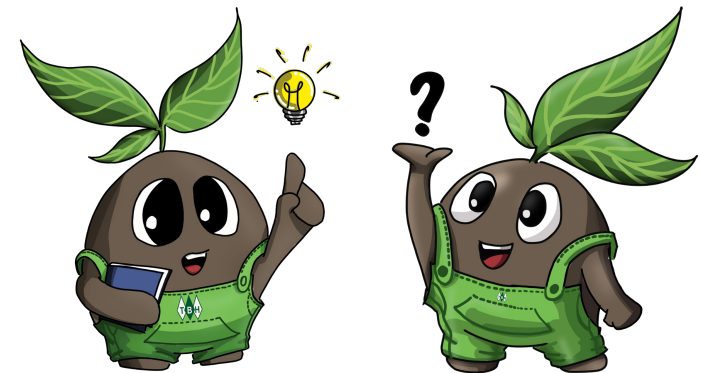
- ① Supply Chain Mitigation: Ensuring that even during operational shocks, the Company maintains undisrupted product deliveries, safeguarding the commercial stability of our clients and vendors.
- ② Stakeholder Assurance: Demonstrating structural corporate resilience against volatility, which forms the foundation of sustainable business growth and consistent long-term investor returns.

2

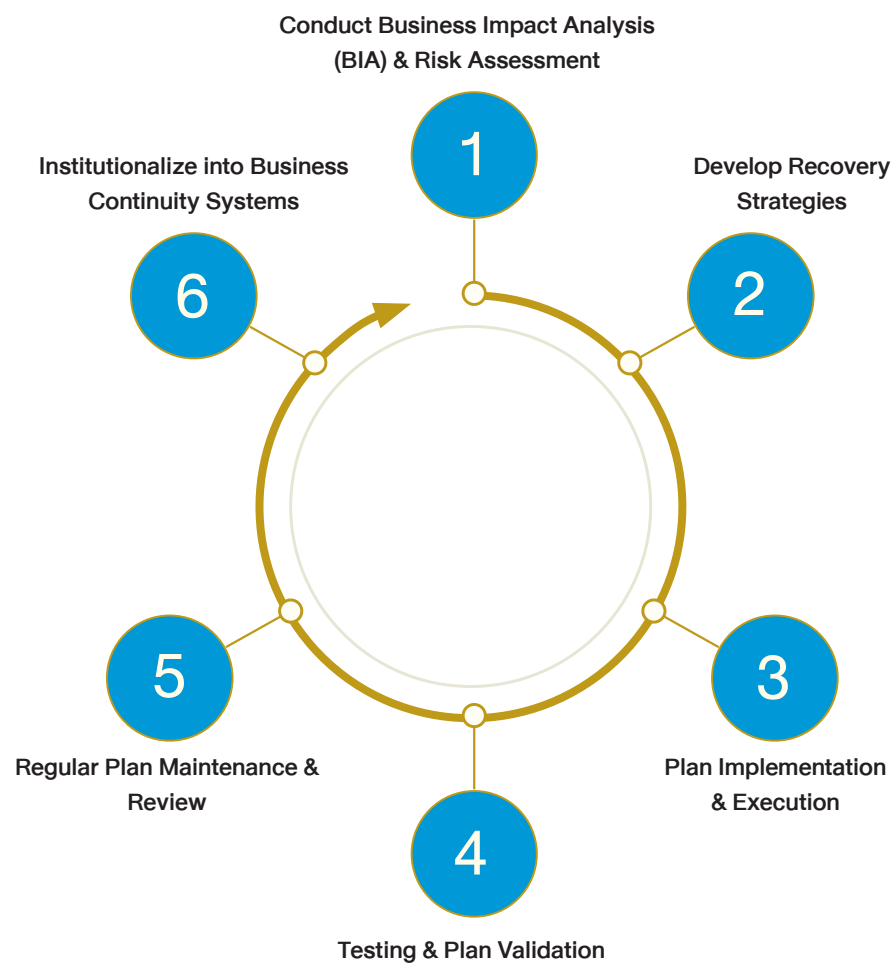
Readiness & Capacity Building

The efficacy of our continuity frameworks relies on personnel readiness. The Company prioritizes “breathing life into plans” through the following initiatives:

- ① Annual Testing & Exercise: Executing annual tabletop simulations and live on-site functional drills to stress-test staff comprehension and system operational readiness.
- ② Post-Exercise Review: Analyzing post-drill metrics to isolate strengths and operational gaps, ensuring playbooks are continuously updated against modern, evolving threats.



Business Continuity Management Framework



Policy related to Business Continuity Management



Emergency Action Plans for Acute Incidents



Crisis Management Plans & COVID-19 “Bubble and Seal” Policies



Succession Planning Policy



ERP Recovery Policy



IT Contingency & Incident Response Plans

Progress and Action Plan for Business Continuity Management

Action Plan	2025 Target	2025 Performance Result	Long-term Target
Response plan for unforeseen information technology disruptions	Review	Review completed	Continuously improve to align with changes
Recovery of information in the ERP system	Review	Review completed	Continuously improve to align with changes
Development of a succession planning policy	Evaluate	Evaluation completed	Continuously improve to align with changes
Establishment of a succession planning system for management and key positions	Develop	Completed	Continuously improve to align with changes
Preparation of disaster prevention manuals and plans	Develop	Completed	Continuously improve to align with changes
Preparation of the Knowledge Management System for 2026	-	-	Develop

Sustainable Supply Chain Management

Long-term Targets

100%	New general suppliers "signed" to acknowledge and comply with the Supplier Code of Conduct for Sustainable Development.
100%	New natural rubber raw material suppliers "signed" to acknowledge and comply with the Supplier Code of Conduct for Sustainable Development.
100%	Existing natural rubber raw material suppliers "signed" to acknowledge and comply with the Supplier Code of Conduct for Sustainable Development.
100%	Natural rubber raw material suppliers completed the sustainability self-assessment.
100%	Number of Supplier Trained on Sustainable Procurement.
100%	Data collection for traceable natural rubber raw materials.
100%	On-site sustainability audits for natural rubber raw material suppliers.

Certify ISO 20400

Sustainable Procurement

2025 Target

100%	New general suppliers "signed" to acknowledge and comply with the Supplier Code of Conduct for Sustainable Development.
100%	New natural rubber raw material suppliers "signed" to acknowledge and comply with the Supplier Code of Conduct for Sustainable Development.
80%	Existing natural rubber raw material suppliers "signed" to acknowledge and comply with the Supplier Code of Conduct for Sustainable Development.
80%	Natural rubber raw material suppliers completed the sustainability self-assessment.
10%	Number of Supplier Trained on Sustainable Procurement.
20%	Data collection for traceable natural rubber raw materials.
50%	On-site sustainability audits for natural rubber raw material suppliers.

Action Plan Formulated

2025 Achievements

100%	New general suppliers "signed" to acknowledge and comply with the Supplier Code of Conduct for Sustainable Development.
100%	New natural rubber raw material suppliers "signed" to acknowledge and comply with the Supplier Code of Conduct for Sustainable Development.
66%	Existing natural rubber raw material suppliers "signed" to acknowledge and comply with the Supplier Code of Conduct for Sustainable Development.
62%	Natural rubber raw material suppliers completed the sustainability self-assessment.
4%	Number of Supplier Trained on Sustainable Procurement.
8%	Data collection for traceable natural rubber raw materials.
45%	On-site sustainability audits for natural rubber raw material suppliers.

Action Plan Formulated

SDGs



Sustainable Supply Chain
Management Policy ▶



Procurement Policy ▶



Stakeholder Perspectives: Teck Bee Hang Co., Ltd



Ms. Sirithorn Triranurat

Raw Material & Business Analyst

“

Procurement is a strategic mechanism that dictates the stability and sustainability of our organization. Natural rubber raw material is the bedrock of product quality, competitiveness, and trust from international customers. Amidst global market volatility, climate challenges, and intensifying ESG regulations, the role of procurement must transcend mere cost management. We must strike a balance between a **“competitive price”** and **“environmental, social and governance (ESG) responsibility”** while developing transparent traceability systems and promoting sustainability standards across all levels of the supply chain. Our vision is to grow in tandem with our suppliers and smallholders through collaboration, knowledge transfer, and continuous capacity building. We believe that true sustainability can only be achieved when all parties possess mutual understanding, access to opportunities, and the resilience to adapt securely to changes. We are committed to elevating procurement into a driving force for the organization, forging a transparent, fair and sustainable supply chain so that our business, suppliers, smallholders and communities can thrive together over the long term.

”

Impact on Business

The Company recognizes that procurement plays a vital role in business continuity, encompassing general goods and services such as energy, logistics, packaging materials and machinery spare parts, which may be susceptible to price volatility and global supply chain disruptions. Consequently, the Company prioritizes systematic supplier selection and management, taking into account quality, price, delivery capability and ESG performance.

For natural rubber raw materials, prices are inextricably linked to international futures markets, including SICOM, TOCOM and SHFE, reflecting global rubber industry demand and supply. Fluctuations in prices and exchange rates directly affect the Company's costs and competitiveness. Concurrently, climate change challenges, such as droughts and floods, impact the volume and continuity of raw material supply.

Therefore, the Company focuses on comprehensive risk management, alongside supply source diversification and fostering collaboration with suppliers and smallholders, to strengthen the stability, transparency, and long-term sustainability of the supply chain.

Challenges and Opportunities

One of the Company's key challenges lies in balancing market-competitive pricing with sustainable procurement amidst a steady upward trend in production, energy, logistics, and ESG compliance costs. Procurement covers not only natural rubber raw materials but also general goods and services, all of which influence the cost structure and operational continuity. The Company must concurrently evaluate price, quality, delivery performance, and environmental and social impacts within the supply chain.

Another significant challenge is the development of a traceability system, particularly for natural rubber sourced from a large number of smallholders who face constraints regarding data and infrastructure. Collecting, verifying, and linking data from upstream to downstream requires robust cooperation among the Company, suppliers, and smallholders, alongside investments in digital systems and capacity building for stakeholders.

Nevertheless, these challenges pave the way for strategic opportunities to elevate sustainable procurement. The Company can develop high-potential suppliers, enhance supply chain transparency, and forge a competitive edge by complying with international regulations and standards, such as the EU Deforestation Regulation (EUDR) and Forest Stewardship Council (FSC), thereby solidifying trust among customers and partners over the long term.

Commitment

The Company is steadfastly committed to conducting procurement transparently, accountably, and with utmost respect for human rights. We adopt the ESG (Environmental, Social, and Governance) framework to guide supply chain management across both natural rubber raw material sourcing and general procurement. We systematically refine our supplier selection and evaluation processes, placing high emphasis on ESG risk assessments including labor law compliance, human rights, environmental management, and business ethics. The Company has formulated and communicated the “Supplier Code of Conduct for Sustainable Development” to serve as a roadmap for both raw material and non-raw material suppliers to align with environmental, social, and governance benchmarks. These criteria are integrated into supplier selection, evaluation, and performance tracking to elevate sustainable procurement standards in all dimensions.

Regarding natural rubber raw materials, the Company systematically stores and verifies origin data to support increasingly rigorous Traceability and EUDR regulations. Concurrently, we are expanding our share of procurement from FSC-certified sources and performing upstream supplier risk assessments to enhance transparency and credibility.

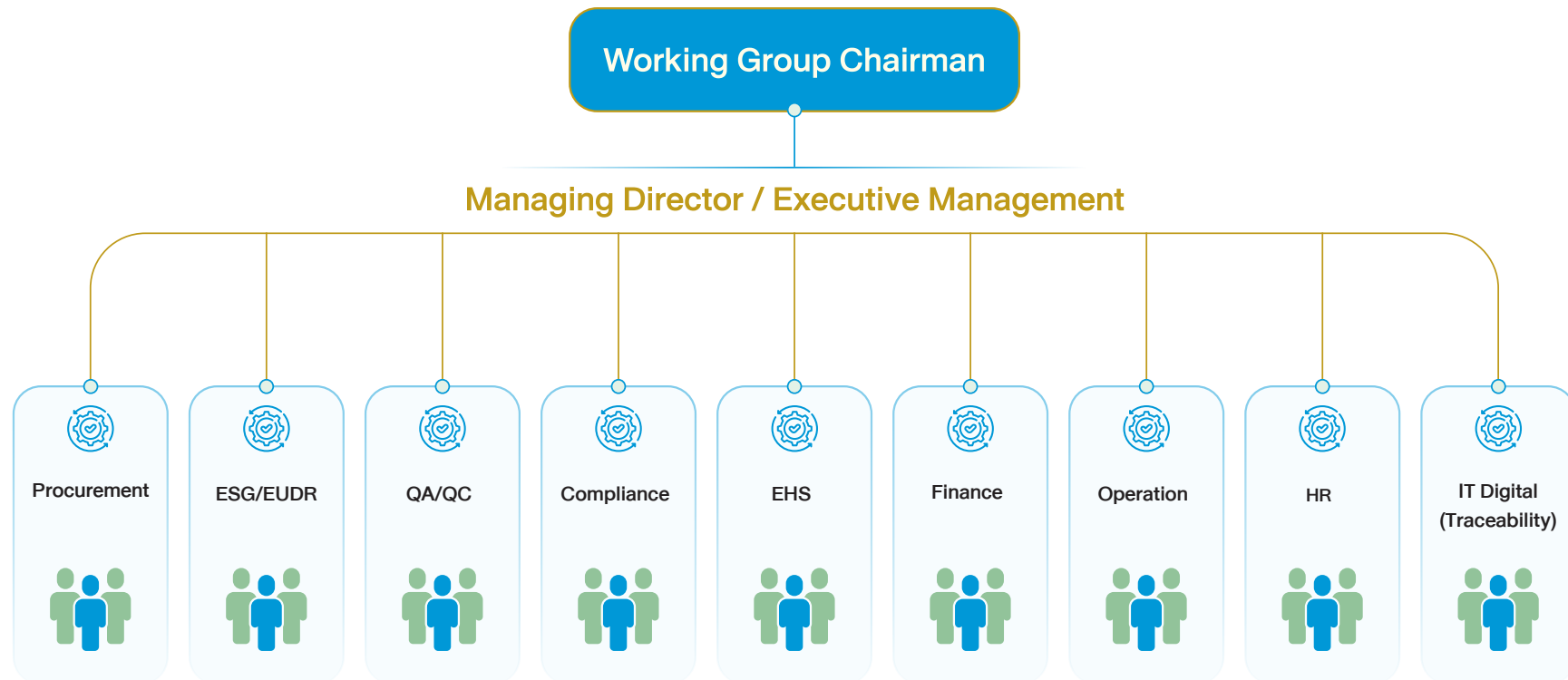
For general procurement, the Company applies ESG risk assessment methodologies to critical suppliers of goods and services, such as energy, logistics, and contractors. Continuous screening, monitoring, and evaluation criteria are in place to mitigate risks and encourage suppliers to adapt to sustainable practices.

Furthermore, the Company focuses on capacity building for suppliers and smallholders through training, knowledge transfer, and incentive creation. This upgrades environmental and social practices and fulfills diverse market demands, including conventional products, EUDR-compliant items, and certified products, collectively driving the supply chain toward long-term sustainability.



Sustainable Procurement Governance

The Company recognizes that procurement is a vital lever influencing corporate sustainability throughout the value chain—not only affecting costs, quality, and business continuity but also leaving environmental, social, and governance (ESG) footprints that shape long-term value for all stakeholders. The Company is dedicated to transparent, auditable, and responsible procurement, embedding sustainability principles into standard purchasing operations for both natural rubber raw materials and non-raw material procurement to govern suppliers' ESG risks and upgrade cross-supply-chain standards. Accordingly, the Company adopts the international ISO 20400 standard as its framework, focusing on integrating sustainability into every stage of the procurement process—from policy definition, supplier assessment and selection, and relationship management to continuous monitoring and evaluation. This ensures our procurement aligns harmoniously with sustainable development tenets, reduces ESG exposure, and fosters balanced economic, social, and environmental progress.



General Procurement

The Company recognizes that procurement is a pivotal driver influencing corporate sustainability across the entire value chain. It shapes not only cost parameters, quality, and business continuity but also bears environmental, social, and corporate governance (ESG) impacts crucial for generating long-term value for all stakeholders.

The Company is committed to transparent, accountable and responsible procurement by integrating sustainability principles into general procurement processes, covering both natural rubber and non-raw material procurement. This aims to manage supplier ESG risks and elevate supply chain standards.

In this regard, the Company has adopted ISO 20400 as its operational framework, focusing on integrating sustainability into every stage from policy definition, supplier assessment and selection, to relationship management and continuous evaluation to ensure alignment with sustainable development goals, mitigate ESG risks and create a balanced positive impact on the economy, society and the environment.

Sustainable Procurement Process

1

Planning

The Company initiates its procurement cycle with strategic planning, explicitly integrating sustainability elements into our enterprise purchasing framework. This is delivered by designing Sourcing Strategies that map seamlessly to the corporate business roadmap and ESG objectives. At this juncture, the Company performs rigorous assessments of sustainability-driven risks and opportunities inherent in the purchasing request, supplemented by Life Cycle Costing (LCC) to guarantee decisions account for total long-term impacts rather than short-sighted upfront costs.

Furthermore, we analyze organizational strategic demands alongside macro market dynamics to secure efficient, sustainable sourcing. The diagnostic insights gathered here feed directly into generating comprehensive procurement blueprints that balance quality, cost, business resilience and socio-environmental stewardship.

2

Integration of Sustainability Requirements

The Company mandates that sustainability criteria be hardcoded directly into product and service Specifications. Clear sustainable procurement benchmarks are established, spanning environmental footprint reduction, human rights preservation, and ethical business conduct.

These parameters encompass both Minimum Requirements and Optional Requirements, encouraging suppliers to pitch forward-thinking innovations or highly advanced sustainable approaches. Additionally, the Company prioritizes targeted market research to ensure these requirements remain contextually viable, legally sound, and realistic for market players. Once these specifications are deployed, the Company institutes rigorous monitoring and review loops to confirm that chosen suppliers deliver total compliance with the mandated sustainability provisions.

3

Supplier Selection

The Company deploys transparent and equitable selection processes, evaluating candidate competencies across quality metrics, production capacity, business stability, and ESG compliance. Prior to entering the bidding stage, a Pre-qualification check is conducted to guarantee that suppliers meet our stringent baseline standards. Subsequently, a structured tendering process is executed, with selection weighted on a balance of price competitive matrices, quality assurance, and proven sustainability performance.



Supplier Selection and Tendering

Upon procurement approval, the Company carries out systematic bidding and supplier selection workflows. Proposals are reviewed against multidimensional criteria covering pricing structure, quality control, operational capabilities and ESG commitments to verify that chosen partners can fulfill obligations in line with Company policies and sustainability criteria.

Supplier Code of Conduct Acknowledgment and Self-Assessment

Awarded suppliers must review and execute written acknowledgment of the Company's "Supplier Code of Conduct for Sustainable Development," which covers human rights tenets, labor guidelines, environmental duties, and business integrity. Additionally, suppliers must complete a sustainability Self-Assessment to gauge their ESG performance, creating a diagnostic baseline for long-term risk management and vendor capacity development.

Supplier Registration

The Company mandates that all qualified vendors go through our official onboarding protocol. Dedicated departments inspect critical corporate documents, including certificates of incorporation, tax registrations, and related corporate credentials, to validate legal standing and creditworthiness, ensuring an audited and accurate vendor master database.

Supplier Performance Monitoring and Evaluation

The Company exercises continuous oversight regarding supplier execution, reviewing product and service quality, price competitiveness, and adherence to ESG requirements.

1. Annual Supplier Evaluation

Conducted yearly to review past operational performance and check ongoing alignment with corporate mandates.

2. On-site Audit

For high-risk or critical-tier suppliers, the Company conducts on-site field audits to directly verify compliance with environmental, labor, and workplace safety standards.

Joint Supplier Development

The Company prioritizes building long-term partnerships with its suppliers by utilizing sustainability risk assessments and industry-specific risk analyses to formulate appropriate supplier development plans.

These guidelines cover critical issues such as climate change management, respect for human rights, fair labor practices, and anti-corruption, aiming to enhance supplier capabilities and collectively build a responsible and sustainable supply chain.



4

Contract Management

Post-selection, the Company maintains strict oversight over contract lifecycles and vendor relationships. A tailored Contract Management Plan is enforced to govern, track, and appraise supplier execution against all bound terms. The Company fosters active collaboration with vendors to pioneer joint sustainability initiatives, including resource conservation, waste reduction, and production efficiency optimization, supported by clear corrective mechanisms if compliance fallouts occur. Furthermore, end-of-life cycles for procured goods and services are reviewed to promote optimal circular economy returns and minimize environmental.

5

Review and Continuous Improvement

The Company conducts regular audits of active contracts and supplier deliverables to assess execution health and alignment with sustainable criteria. We prioritize harvesting Lessons Learned to refine and strengthen future procurement frameworks. This cycle empowers the Company to consistently evolve its sustainable procurement systems, remaining highly agile and responsive to changing stakeholder expectations.



Supplier Code of Conduct for Sustainable Development

The Company prioritizes the development of a responsible supply chain network, believing that collaboration with ethical partners is key to sustainable growth. To align practices with the Sustainable Development Goals (SDGs), the Company has implemented the Sustainable Supplier Code of Conduct. This code outlines essential criteria for creating positive economic, social and environmental impacts and provides channels for stakeholders to submit inquiries, feedback or whistleblowing reports regarding ethical violations.

This manual reflects international frameworks, including the Global Platform for Sustainable Natural Rubber (GPSNR), UN Global Compact and ILO standards. It is distributed to all suppliers and disclosed on the Company's website for transparency, covering six key areas.

1

Ethics and Transparency

Focuses on conducting business with uncompromised integrity, honesty, and transparency, enforcing a zero-tolerance stance toward bribery and corruption. It upholds rigorous corporate governance and aligns with local regulations and global ethical protocols.

5

Occupational Health and Safety

Mandates that suppliers enforce airtight workplace safety protocols, provide appropriate personal protective equipment, eliminate industrial hazards, and invest in the long-term health and well-being of their workforce.

2

Quality and Innovation

Encourage suppliers to consistently maintain product and service quality standards while promoting innovations that enhance efficiency and mitigate environmental impact, in alignment with SDG 9: Industry, Innovation and Infrastructure.

6

Policy Deployment and Adherence

Encourages suppliers to institute verifiable, highly transparent management systems that continuously track compliance with legal statutes and corporate policy mandates.

3

Environment

Promote resource efficiency, reduce waste and pollution, and support circular economy approaches and climate change mitigation, in accordance with GPSNR environmental guidelines and UN Global Compact Principles 7-9.

4

Labor and Human Rights

Enforces strict compliance with core human rights and equal labor opportunities, eliminating workplace discrimination, guaranteeing fair wages, and preserving worker rights under the ILO conventions and UNGC Principles 1-6.



Supplier Risk Assessment

In 2025, the Company formulated a risk assessment framework tailored for non-natural rubber suppliers, laying the groundwork for elevating sustainable procurement methodologies in 2026. The initial phase focused on conducting diagnostic analyses and segmenting suppliers based on their operational impact across multiple dimensions. This classification enables the Company to govern supply chain risks systematically and efficiently while mirroring core ESG doctrines. The Company deployed key criteria to identify vendor risk categories and map appropriate mitigation paths:

1

Spend Analysis

The Company identifies high-spend vendors due to their overarching financial and operational materiality to the business. Sourcing data is categorized by industrial segments—such as logistics service providers, packaging manufacturers, energy suppliers, and consumables vendors—to unlock sector-specific risk management pathways.

2

ESG Risk Assessment

The Company manages a dedicated Supplier ESG Risk Register, scoring vendors based on industry-inherent exposures and operational footprints. This addresses variances such as heavy environmental footprints in energy sectors or potential human rights exposures in labor-intensive industries, generating quantitative inputs to deploy right-sized mitigation safeguards.

3

Strategic Importance

The Company appraises suppliers that wield critical influence over operations, such as single-source or limited-source vendors, or fields experiencing structural contraction, which pose high risks to business continuity. These accounts receive heightened priority for relationship management and business resilience planning.

2025 Performance Summary

Indicator	Unit	2025 Target	2025 Achievements
New Tier 1 suppliers engaged and signed onto the Supplier Code of Conduct for Sustainable Development	Suppliers	80	80
Active Tier 1 suppliers undergoing annual sustainability evaluations	Suppliers	80	62



Supplier Capacity Building for a Sustainable Supply Chain

In 2025, the Company established guidelines for supplier development, with a concrete action plan scheduled for 2026 to promote ESG-aligned business practices throughout the supply chain.

This systematic approach utilizes sustainability risk assessments and supplier segmentation to prioritize high-risk and strategic partners.

Furthermore, the Company emphasizes internal capacity building through ISO 20400 training for procurement staff, ensuring the integration of sustainability into every stage of the process from risk assessment to monitoring.

These efforts will elevate procurement efficiency and transparency in accordance with international standards, fostering a long-term sustainable supply chain.

Operations	Target 2026
Execute corporate procurement alignment and functional training on ISO 20400 Sustainable Procurement standards.	May 2026
Supplier ESG self-assessment	June 2026
Sustainable procurement training for suppliers	June 2026
Supplier site audits / On-site inspections	November 2026
Achieve ISO 20400 certification for sustainable procurement	2027

Responsible Natural Rubber Sourcing Strategy

The Company has implemented its Sustainable Supply Chain Management and Sustainable Procurement policies to establish a framework for transparent, ethical, and responsible management. These policies are communicated through executive meetings, employee training, and integration into annual action plans to ensure concrete implementation.

The Company continuously prioritizes capacity building for both personnel and suppliers, while collaborating with government agencies, NGOs and associations to elevate the natural rubber supply chain to international standards.

In 2025, the Company enhanced its sourcing strategy to meet diverse customer needs and comply with EUDR and FSC traceability requirements, reflecting its commitment to transparent and sustainable operations from upstream to downstream.



Responsible Sourcing of Natural Rubber Raw Materials

The Company has enacted its Sustainable Supply Chain Management Policy to define a governance framework rooted in transparency, ethics, environmental and social responsibility. This policy is explicitly communicated through executive conferences, staff training sessions and its complete integration into the annual operating plans of all functional units to ensure measurable implementation.

We consistently invest in scaling up the skillsets of internal personnel and supply partners, cultivating a unified focus on ethics, sustainability and end-to-end value chain accountability. Concurrently, we seek out and nurture cross-sector alliances with government entities, non-governmental organizations (NGOs) and trade associations to collectively move the natural rubber supply ecosystem toward global standard alignments.

In 2025, the Company enhanced its commodity procurement framework to fulfill specialized consumer demands and comply with strict international regulatory regimes. Our operations successfully secured natural rubber volumes that possess end-to-end traceability compliant with EUDR and FSC certification standards, reflecting our commitment to business integrity and responsible value chain management from origin to final product.

Furthermore, the Company has fully integrated the principles and policy framework of the Global Platform for Sustainable Natural Rubber (GPSNR) into our supply chain governance. This embeds absolute compliance with zero-deforestation mandates (No Deforestation), unwavering respect for human rights and fair labor standards, proactive smallholder inclusion and the long-term stewardship of natural ecosystems.

The Company has structurally embedded GPSNR guidelines directly into our commodity traceability systems, supplier risk diagnostic matrix and stakeholder capability development plans. This ensures our operational execution strictly mirrors international best practices, enabling us to effectively satisfy the expectations of global clients and stakeholders.

Sustainable Natural Rubber Procurement Policy

1

Corporate Governance

- Policy Implementation and Compliance
- Traceability
- Ethics and Transparency
- Compliance with Local and National Statutes
- Good Agricultural Practices (GAP)

2

Social

- Working and Living Conditions
- Respect for Human Rights and Non-Discrimination
- Labor Practices
- Community and Socio-Economic Development Involvement

3

Environmental

- Zero Deforestation
- No Peatland or Wetland Development
- Ecosystem Protection and Biodiversity Preservation
- Water Management
- Resource Conservation and Waste Reduction
- Energy Consumption Reduction and Greenhouse Gas (GHG) Emissions Mitigation
- Chemical Management

Sustainable Supply Chain Management for Natural Rubber Raw Materials

Teck Bee Hang Co., Ltd. places the highest priority on responsible supply chain management, recognizing that a resilient supply network is the cornerstone of efficiently delivering premium-grade natural rubber from our production sites to partners and consumers worldwide. Robust management not only curbs cost exposures, raw material shortfalls, or business interruptions that could compromise brand reputation and stakeholder value, but it also creates shared value across the supply chain ecosystem.

The Company focuses on selecting and evaluating traceable, high-potential suppliers while emphasizing diversity and equity, such as supporting women-owned businesses, vulnerable groups, and persons with disabilities. By integrating ESG principles into our business strategy, we aim to enhance competitiveness and foster long-term sustainable growth for our business partners.

In 2025, the Company updated its procurement framework to ensure organization-wide standardization and strict adherence to the Supplier Code of Conduct. We are also planning initiatives to enhance the quality of life for farmers and partners, while fostering ESG awareness among both raw material and non-raw material suppliers. ESG risk assessments for key suppliers will be conducted via self-assessments and site visits. By preparing for emerging international regulations, such as GHG emission reductions and global environmental standards, the Company aims to strengthen business resilience and elevate its competitive advantage on the global stage.

Natural Rubber Raw Material Supply Chain Structure

The Company prioritizes efficient and sustainable raw material supply chain management by analyzing its procurement structure to identify supplier types within the sourcing system. This enables the design of risk management frameworks and sustainability initiatives tailored to each supplier category. Furthermore, it allows for a comprehensive assessment of interrelated risks, including human rights, improper labor practices, environmental impacts, traceability and procurement transparency.



Supplier Sustainability Self-Assessment across Environmental Social Governance and Economic

The Company prioritizes supply chain sustainability risk management and has developed the Supplier Sustainability Self-Assessment system. This framework tracks, audits, and evaluates our suppliers' performances across critical dimensions such as environmental, social, and ethical practices, which form the bedrock of sustainable business operations.

The self-assessment encompasses the following core areas:

- Business Ethics
- Product and Service Quality
- Environmental Management
- Human Rights and Labor Practices
- Raw Material Traceability

The assessment system is also systematically aligned with the European Union Deforestation Regulation (EUDR) mandates, focusing on procurement and tracking raw material origins to guarantee they are deforestation-free. Consequently, raw material traceability serves as a pivotal mechanism, enabling the Company to audit transparency at the inception of procurement and prepare for full compliance with international market parameters.

Annually, the Company's active suppliers must undergo this self-assessment. For prospective suppliers, the Company utilizes this evaluation as part of its pre-qualification screening before establishing business relations, fostering collective growth that is responsible, transparent and sustainable.

2025 Performance Summary

Number of Suppliers "Signed" to Acknowledge and Comply with the Supplier Code of Conduct for Sustainable Development

Annually, suppliers are required to review and sign their written acknowledgment and commitment to adhere to the Supplier Code of Conduct for Sustainable Development.

Year	2023	2024	2025
2025 Target (%)	80	80	80
2025 Achievements (%)	83	87	66

Number of Suppliers Completing the Sustainability Self-Assessment

Year	2023	2024	2025
2025 Target (%)	80	80	80
2025 Achievements (%)	83	87	62

Based on the 2025 supplier sustainability self-assessments, **no suppliers were identified as high-risk or posing severe negative impacts on environmental, social, governance or economic dimensions.** The assessment diagnostic insights have been analyzed to shape right-sized engagement activities and training roadmaps for suppliers, aligning with corporate objectives to expand knowledge and strengthen sustainability capabilities across the Company's supply chain network.

Performance Results

Indicator	Unit	2024	2025
Procurement spend on natural rubber sourced from local suppliers relative to total raw material spend	%	38	42
New raw material suppliers screened using social criteria	%	4	35
New raw material suppliers screened using environmental criteria	%	4	35
New raw material suppliers screened using governance and economic criteria	%	4	35

Supply Chain Capacity Building and Sustainable Collaboration

In 2025, the Company focuses on strengthening FSC standard awareness by developing potential suppliers through training on relevant regulations. This includes clarifying the differences between EUDR and FSC, market trends and buyer segments to offer suppliers diverse development options for future growth.

To instill transparency across the value chain, the Company conducts annual field visits and site inspections of supplier and smallholder properties. These site interventions act not only as auditing mechanisms to verify compliance with business ethics and legal requirements, but also serve as foundational pillars to deepen relationships, secure institutional trust, and lock in long-term collaboration between the Company, smallholders and natural rubber vendors.

This close engagement model empowers the Company to execute proactive, preventive risk screening while nurturing a corporate culture of shared accountability within the supply network the bedrock of genuine, long-term corporate sustainability.

Number of suppliers that received on-site visits in 2025

Year	2023	2024	2025
2025 Target (%)	30	50	50
2025 Achievements (%)	53	53	45



Role Model Suppliers for Sustainability

The Company benchmarks sustainable supply chain management as a critical objective, recognizing that natural rubber vendors are vital catalysts driving product quality, corporate continuous operations, and institutional growth. Consequently, the Company spearheads the “Outstanding Natural Rubber Supplier Program” to incentivize and upgrade partner capabilities to operate efficiently, transparently, and in complete alignment with sustainable procurement practices, ESG principles and international standards. Within this framework, the Company deploys multi-dimensional assessment metrics covering raw material quality consistency, delivery punctuality, volume allocation flexibility matching production demand, and environmental, social and governance (ESG) footprints, ensuring holistic stakeholder accountability. Under quality parameters, we assess material stability, compliance with corporate technical specifications and historical defect rates. For logistics parameters, evaluation is weighted on shipment timeliness, document accuracy and capacity to secure sufficient raw material flows. Regarding ESG parameters, focus centers on ethical business integrity, compliance with labor and human rights laws, environmental protections and backing open, traceable sourcing channels.

The Company is confident that this initiative not only inspires suppliers to consistently upgrade their operational standards, but also serves as an institutional anchor for forge a sustainable supply network, lock in procurement stability, and fulfill corporate long-term sustainability mandates under the core philosophy: “Sustainable Rubber Sustainable Future.”



Commitment to FSC Certification

FSC (Forest Stewardship Council®) certification remained a key component of the Company's sustainability strategy throughout 2025. During the year, the Company worked closely with smallholders and farmer groups to promote responsible rubber plantation management in accordance with the FSC Principles and Criteria.

Through collaboration with business partners that prioritize sourcing FSC-certified natural rubber, the Company has strengthened supply chain transparency while promoting the sustainable management and protection of natural resources.

In addition to engaging upstream producers, the Company also collaborated with customers that share a strong commitment to sustainability by supporting the procurement of natural rubber sourced from FSC-certified plantations. Such market-driven demand serves as a key mechanism for encouraging smallholders to transition toward more sustainable agricultural practices, creating long-term value across the entire natural rubber supply chain.

The Company enforces total compliance with FSC Chain of Custody (CoC) requirements as follows:

1

Material Sourcing

The Company sources raw materials exclusively from farmers and vendors certified by the Forest Stewardship Council (FSC) under classifications such as FSC 100%, FSC Mix, FSC Recycled, or FSC Controlled Wood. FSC Certificate Codes are validated and securely cataloged. Additionally, the Company maintains a strict Approved Supplier List to govern responsible purchasing pathways.

2

Material Segregation

To guarantee that certified materials never co-mingle with conventional supply streams, the Company institutes strict segregation protocols immediately upon raw material entry at factory gates. Dedicated storage yards and processing zones are designated for FSC-certified stocks, reinforced by clear, visible physical tags identifying batch classifications.

3

Production Process Control

The manufacturing lines for FSC-certified technically specified natural rubber are strictly controlled, separated completely from standard STR 20 production runs to eliminate raw material and product cross-contamination risks. The Company implements standardized production control documentation and assigns systematic Batch Numbers within enterprise resource systems, preserving end-to-end traceability across the manufacturing cycle as mandated by FSC Chain of Custody protocols.

4

Document and Invoice Control

All documentation regarding the processing and export of FSC-certified natural rubber must explicitly verify that products fall under the FSC Chain of Custody (FSC-CoC) framework, displaying the Company's valid FSC Certificate Code. Relevant records including rubber transport slips, sales agreements, production orders, export mandates and customs declarations are archived for a minimum duration of 5 years.

5

Employee Training

The Company administers ongoing educational programs for personnel across all functional units, including Procurement, Material Receiving, Production, Quality Control and Export departments, to maintain functional mastery over FSC Chain of Custody benchmarks. Training is executed at least once a year. Furthermore, Standard Operating Procedures (SOPs) are deployed as operational toolkits for permanent staff and onboarding materials for new hires, securing airtight compliance with FSC directives.

6

Internal Audits

The Company executes internal audits of its FSC Chain of Custody (CoC) system at least once a year to assess the accuracy, coverage, and total alignment of operations with FSC criteria. Internal audit findings are systematically documented, and any identified gaps or minor non-conformances trigger immediate Corrective and Preventive Action (CAPA) plans with bound resolution timelines. This guarantees the management system preserves optimal operational efficiency and trace integrity as required by the standard.

7

Labeling and Communication

The Company exercises strict control over the deployment of FSC Trademarks, complying with Forest Stewardship Council design and branding by laws. Pre-approval from our designated Certification Body is mandatorily secured prior to printing or displaying any trademarks on product labels, packaging or marketing collateral, ensuring correct usage aligned with trademark standards.

EUDR Readiness for Enhanced Supply Chain Sustainability

The Company acknowledges the strategic materiality of the European Union Deforestation Regulation (EUDR), which dictates the future trajectory of the natural rubber sector. This regulation mandates that all rubber products must be certified deforestation-free and backed by highly transparent traceability records.

Under our dedicated TNR (Traceable Natural Rubber) Project, the Company has developed traceability platforms spanning the absolute upstream of our supply chain. Key actions include mapping land plot polygon coordinates, archiving production location datasets and upgrading raw material purchasing protocols to meet EUDR due diligence parameters and secure our market position across European export destinations.

Concurrently, the Company actively builds the resilience of smallholders during this transition, deploying educational workshops on environmental care and guiding data mapping for cultivation plots. These efforts elevate sustainable rubber production standards, underscoring our commitment to EUDR guidelines to secure an open, resilient, and internationally sustainable supply network.



Traceable Natural Rubber: TNR

① Traceability System Development

In 2025, the Company developed and upgraded the system to the “Teck Bee Plus” application to enhance the efficiency of farmer data collection, ensuring greater accuracy, completeness, and precision. The application supports geolocation recording, relevant document storage, and integration with the central database, which increases traceability and supports efficient supply chain management.

Field surveys are conducted by Company staff in collaboration with local community leaders to build understanding and cooperation from farmers. Knowledge regarding EUDR (Regulation on Deforestation-free Products) is also provided to support smallholders in adapting to European market export requirements.

Regarding data management, the Company prioritizes personal data protection by operating in accordance with the Personal Data Protection Act B.E. 2562 (PDPA). A secure and standardized database has been established to effectively support traceability throughout the supply chain.



② Sourcing Communication and Knowledge Transfer for Smallholders and Material Vendors

To ensure supply chain transparency and traceability, the Company has conducted training sessions and workshops for smallholders and raw material suppliers, focusing on the following relevant topics:

- | | |
|---|--|
| 1 | Knowledge regarding EUDR regulations and the definition of deforestation |
| 2 | Regulatory Compliance and Local Legal Frameworks |
| 3 | Guidelines for traceability |
| 4 | Sustainable rubber plantation management |
| 5 | Knowledge of the environment, biodiversity, and labor health care |

Furthermore, the Company delivers tailored technical advisory services and documentation assistance to cushion compliance risks regarding the rollout of EUDR regulations, effectively expanding the competitive capabilities of Thai smallholders on the global stage.

3 Internal Workforce Capacity Building and Training

The Company consistently scales up the professional capabilities of its personnel across all hierarchies, securing cross-functional mastery to meet EUDR parameters. Targeted skill development is embedded within Procurement, Quality Control and Supply Chain Traceability workflows. Crucially, our field survey teams who act as the primary touchpoints for mapping smallholder properties undergo specialized training modules to master precision data collection, advanced digital tool navigation and compliant field execution. Concurrently, the Company has published unified technical manuals and educational toolkits, standardizing execution protocols across all operating locations.

Furthermore, the Company champions open internal communication, setting up feedback loops and technical forums where employees can exchange operational insights, resolve compliance questions and share field best practices.

These strategic investments do more than satisfy EUDR informational baselines; they cement an organizational culture deeply rooted in environmental stewardship and corporate sustainability, driving the enterprise toward global leadership in the sustainable natural rubber sector.



Training on the rubber plantation data collection process.

Training on rubber plantation data collection, regulations and relevant laws



Knowledge and understanding assessment for the survey team.

Officers who pass the assessment will receive a certificate of training completion.

Results of Surveyor Training

Indicator	2025 Target	2025 Achievements
Survey officers have received training (%)	100	100
Survey officers have passed the knowledge assessment (%)	100	100



Communication Channels for Raw Material Suppliers

To maximize corporate transparency and enable active stakeholder participation across our supplier network, the Company has deployed a dedicated Line Official Account (Line OA) as its core communication channel with business partners and smallholders. This digital touchpoint is utilized to broadcast technical knowledge, deliver real-time rubber market price tickers and stream critical industry regulatory updates.

Moreover, the Line OA functions as a direct feedback loop and grievance mechanism, enabling vendors and growers to voice suggestions or log formal complaints, keeping management close to true supply chain needs. **Notably, in 2025, zero grievances or compliance alerts were submitted via this channel, proving high vendor satisfaction and robust sustainability alignment within our merchant network.** Moving forward, the Company is rolling out targeted campaigns to maximize subscriber volume among smallholders and commercial traders.

Number of Suppliers Onboarded via the Line Application Channel

details	2025
Target	100 %
Achievements	77 %



Whistleblower Channel

Stakeholder Perspectives: Teck Bee Hang Co.,Ltd



Ms. Sirikorn Thongrom
Procurement Officer

“

As a natural rubber procurement officer, my mandate extends far beyond securing premium raw materials for the Company; it is about building trust and seeding a deep understanding of sustainable plantation management among our growers. A core part of our mission involves going down to the fields to harvest plot data, log polygon coordinates, and compile demographic insights that anchor compliance with FSC standards and changing international mandates. Early on, many smallholders questioned the commercial benefits of FSC certification, viewing it as an administrative hurdle or operational burden. We stepped in as strategic liaisons and technical advisors, demonstrating that FSC alignment does more than unlock access to premium global markets it secures steady income premiums and drives long-term asset value for their rubber crops.

My proudest achievement is witnessing our smallholders embrace this transition. They are actively shifting toward proper land stewardship, eco-conscious farming and maintaining auditable data records. Seeing families secure higher financial yields by feeding certified crops into our FSC channels directly elevates community livelihoods, ensuring rubber farming remains a viable, proud legacy for future generations. I am convinced that true sustainability materializes only when the whole chain grows in tandem the enterprise, the traders, and the upstream smallholders. Being the bridge that connects these collaborative forces is deeply fulfilling and drives my professional purpose.

”

Responsible Raw Material Sourcing Action Plan

Year 2026

- ① Revise and upgrade the Supplier Code of Conduct for Sustainable Development.
- ② Roll out structured capacity-building frameworks and engagement activities for smallholders.
- ③ Execute enterprise-wide masterclasses to prepare operations for sustainable procurement standard deployment.

Year 2027

- ① Attain formal organizational accreditation for the ISO 20400 Sustainable Procurement standard.



Project Highlights in 2025

The TBH Project: Elevating Sourcing Capabilities to Global FSC Standards



The Company organized targeted technical training tracks and advisory forums for smallholders and commercial natural rubber suppliers. The strategic objective centered on grounding partners in FSC technical requirements, relevant benchmarks and potential market risks and commercial opportunities unlocked by certification compliance.

The modules also provided concrete roadmaps for structural adjustment to align with FSC rules, detailed the operational differences between FSC and EUDR mandates, and mapped out international buyer segments tracking certified rubber. This empowers growers and merchants to optimize production schedules, align sales strategies and scale up long-term competitiveness.

Project Outcomes

Partners demonstrated high comprehension of FSC parameters, expressing clear commercial intent to register for the certification scheme and actively onboarding up-stream smallholders into the program.

Target	2025 Achievements
11 Suppliers / 100%	10 Suppliers / 91%
Number of FSC-standard raw material suppliers participating in activities	Number of FSC-standard raw material suppliers participating in activities

On-site Audits and Supplier Code of Conduct Engagement



The Company executes annual field visits and physical audits across its natural rubber supply network. These interactions serve to continuously cascade and review compliance criteria bound within the Supplier Code of Conduct, while auditing environmental, social and governance (ESG) field execution to mirror EUDR legal parameters and trace compliance protocols managed under the TNR Project.

These field interventions prioritize aligning corporate-vendor expectations, accelerating raw data exchange, and offering customized continuous improvement roadmaps. This elevates macro supply network sustainability, embedding long-term vendor alliances built on transparent corporate disclosure, trust and shared ethical accountability.

Project Outcomes

Active natural rubber suppliers underwent annual ESG risk screening and statutory compliance reviews, while successfully preserving excellent corporate-vendor relationship metrics.

Target	2025 Achievements
50%	45%

Quality Excellence



Long-term Targets

0%	Number of Quality Complaints
Zero	Unsolved of Quality Complaints
Zero	Product Recall Incidents
90%	Customer Satisfaction Assessment
700 Projects	Number of Continuous Improvement and Development Projects

Low-Carbon Products – Increase Sustainability-Driven Products

2025 Target

0%	Number of Quality Complaints
Zero	Unsolved of Quality Complaints
Zero	Product Recall Incidents
90%	Customer Satisfaction Assessment
700 Projects	Number of Continuous Improvement and Development Projects

2025 Achievements

1.22%	Number of Quality Complaints
Zero	Unsolved of Quality Complaints
Zero	Product Recall Incidents
96.49%	Customer Satisfaction Assessment
793 Projects	Number of Continuous Improvement and Development Projects

SDGs



Sustainable Supply Chain Management Policy



Procurement Policy





Excellent QMS Award

Teck Bee hang Co., Ltd. was honored with the “Excellent QMS Award”
for outstanding quality management system implementation at our Surat Thani branch factory (H8)
by Sumitomo Rubber Industries

a premier global partner in the tire and rubber industry. This prestigious recognition underscores the Company's unwavering commitment to developing and maintaining stringent quality management standards, ensuring the consistent delivery of premium, internationally certified natural rubber products to our global clientele.

The Excellent QMS Award is bestowed upon manufacturers demonstrating an exceptionally effective Quality Management System (QMS) across all operational touchpoints—ranging from robust production line process control, quality assurance auditing, and preventive risk management to efficient, secure and reliable international product delivery.

This milestone reflects the operational capability and profound dedication of the Surat Thani (H8) factory team, operating under the core tenet of Continuous Improvement while elevating operational standards to align with evolving customer expectations and corporate sustainability frameworks.

The Company expresses its sincere gratitude to Sumitomo Rubber Industries for their enduring trust and long-term partnership. We reaffirm our strategic intent to continuously drive organizational development, sharpen our competitive advantage, and deliver high-quality natural rubber products backed by total accountability toward society, the environment and all stakeholders in a sustainable manner.

Stakeholder Perspectives: Teck Bee Hang Co., Ltd



Ms. Sineenart Petsiri

Thung Song Branch Factory
Manager

“

At our Thung Song branch, the 5S system is more than an internal activity; it is a fundamental pillar in fostering a work culture rooted in orderliness, cleanliness, safety, and efficiency. Through active employee participation in continuous process improvement, we have successfully reduced waste, enhanced operational agility, and established unified standards. Furthermore, 5S plays a vital role in elevating product quality by minimizing errors and contamination risks, ensuring operational consistency and reliability.

This success stems from the collective efforts of employees at all levels and extends to our business partners to enhance standards across the entire supply chain. We consider 5S as part of our 'Corporate DNA,' reflecting the discipline and responsibility essential for building stakeholder trust and driving long-term sustainable growth.

”

Challenges and Opportunities

Amid global economic volatility, climate change, and increasingly stringent international quality standards, the Company faces multifaceted challenges in quality management across the supply chain from the seasonal variability of raw materials to ensuring consistent production and traceability. We also navigate skilled labor shortages and the need for rapid technological advancement to meet evolving market expectations for transparency and sustainability.

We view these challenges as strategic opportunities to enhance our competitiveness. By fostering a culture of continuous improvement through Kaizen, Quality Control Circles (QCC) and Lean Projects, we aim to eliminate waste and increase operational agility. Our investments in real-time quality monitoring and human capital development further mitigate production risks. Furthermore, global certifications like ISO 9001 and FSC bolster our credibility and support strategic long-term partnerships. We remain confident that this integration of quality and efficiency is fundamental to our resilience and sustainable growth.

Impact on Business

In the natural rubber industry, product quality is a critical driver of competitiveness and customer confidence. As global markets demand increasingly stringent standards for quality, consistency and traceability, failure to meet these requirements poses significant risks including product returns, lost orders, and increased operational costs. Such failures can also undermine long-term relationships, particularly with international tire manufacturers. Conversely, delivering consistently high-quality and traceable products provides a competitive advantage, strengthens customer loyalty and opens new business opportunities in markets that prioritize excellence and sustainability.

Commitment

The Company is steadfastly committed to continuously advancing its quality management systems, locking in institutional trust among clients and stakeholders across the entire value chain based on the core conviction that **“Quality”** is the definitive cornerstone of corporate competitiveness and sustainable growth. We champion a corporate culture under the banner **“Everyone Owns Quality”** empowering employees across all organizational hierarchies to take active ownership of process refinement and workplace problem-solving. This is delivered through Kaizen activities, Quality Control Circles (QCC) and Lean Projects to optimize throughput, eliminate operational waste, and consistently upgrade product standards. Furthermore, the Company institutes rigorous annual internal quality audits while continuously refining product Quality KPIs and Traceability metrics, securing highly precise data tracking and swift, efficient problem resolution to match international frameworks and client expectations. We do not merely strive for baseline regulatory compliance; rather, we systematically elevate our operational bars to anticipate future market trajectories, build a clear competitive edge and solidify global confidence in our position as a highly responsible, sustainable manufacturer of premium natural rubber.

Product and Service Quality Management Framework

To effectively translate this policy into measurable execution, executive leadership has institutionalized strategic objectives and standard operating guidelines that personnel must consistently integrate into their functions:



Innovation and Technology Development

The Company is deeply dedicated to driving technological innovation and modern operational integrations across its footprint, stepping up competitive barriers, expanding process efficiencies and securing corporate resilient growth within a fast-moving and aggressive commercial landscape. We place great value on reshaping working processes across all nodes to deliver agility to client specifications while securing an optimal economic, social and environmental balance.

The Company advances its organizational footprint utilizing Continuous Improvement strategies. This is delivered by deploying localized Kaizen toolkits, Lean Projects, smart Industrial Automation architectures, mechanical and assembly-line overhauls, and workforce Quality Control Circles (QCC). These tools work in tandem to amplify plant throughput, eliminate systemic waste, strip out non-value-added activities and elevate functional execution across all departments.

Furthermore, the Company actively builds shop-floor innovation capabilities, prompting staff at all operational levels to systematically diagnose, analyze and resolve operational problems. This accelerates localized knowledge exchange and grassroots engineering, anchoring a corporate culture characterized by bold creativity, ongoing professional learning and relentless adaptation.

We remain convinced that regular technological refinement does more than optimize structural margins and secure long-term commercial dominance; it operates as an essential driver to mitigate our environmental footprint, expand resource yields and promote balanced sustainable business practices across the corporate value chain.

In 2025, the Company focused its operational advancements through three flagship pillars:

1	Kaizen Personnel Development Project
2	Lean Project
3	Quality Control Circles (QCC)





Gold Award: Thailand Kaizen Award 2025

The Company charts its course toward becoming a highly sustainable enterprise by driving continuous refinement across all corporate divisions. Strategic focuses center on amplifying production yield efficiencies, securing rigorous energy and resource conservation, mitigating carbon and industrial discharges and enforcing eco-friendly factory practices while generating shared value alongside neighboring communities.

The Company allocates dedicated capital expenditure budgets for continuous improvement and engineering overhauls at each processing plant. This optimizes regional market readiness, controls manufacturing outlays and buffers commercial volatility across environmental protections, occupational health and safety compliance, process layouts, quality control and general corporate infrastructure. The tangible returns on these operational investments are highlighted by the Company's landmark success at the 2025 Thailand Kaizen Award, orchestrated by the Technology Promotion Association (Thailand-Japan). In 2025, the Headquarters of Teck Bee hang Co., Ltd. secured the prestigious Gold Award for the innovative continuous improvement project titled "TNR Pa (Kan) Long."



Gold Award: 5S Award 2025

Thung Song branch factory of Teck Bee hang Co., Ltd. successfully attained the Gold Award tier at the

"5S Award 2025"

hosted by the Technology Promotion Association (Thailand-Japan). This milestone honors the Company's dedication to scaling up operational capabilities by systematically and continuously deploying 5S principles across its plants. The Company instills 5S disciplines to organize production floors, optimize tool layouts, and refine manufacturing sequences, securing a highly secure, clean and productive operational environment. This structural layout cuts down physical waste, checks resource over-consumption and feeds direct continuous improvements aligned with Kaizen concepts.

This prestigious accolade highlights the profound alignment of our workforce at all levels in building an organizational culture focused on premium quality and sustainable value creation. The Company remains confident that 5S deployment does more than expand baseline operational metrics; it serves as a critical pillar propelling the enterprise toward long-term sustainable growth while preserving environmental resources, safeguarding workplace health and driving premium returns for all corporate stakeholders.

Continuous Improvement Initiatives

The Company places high strategic emphasis on steady talent cultivation, leveraging Kaizen (Continuous Improvement) frameworks as an essential tool to empower staff across all hierarchies. This approach forms an institutional culture focused on sustainable long-term evolution.

To execute this systematically, the Company has established a dedicated Kaizen Master Team to operate as the core driver facilitating Kaizen deployment across all units. Concurrently, a formal Kaizen Committee administers corporate governance, milestone planning, and workflow oversight. This rigorous structure ensures that Kaizen projects are delivered efficiently, yield verifiable metrics and map directly to organizational targets for quality assurance, productivity maximization and factory cost containment critical drivers reinforcing the enterprise's competitive advantage.

Furthermore, the Company remains dedicated to advancing its Kaizen deployment methodologies by encouraging team members to engineer innovative work methods, eliminate structural losses, trim financial outlays and expand performance margins across all operational touchpoints. This collective engagement sharpens technical skillsets, spurs shop-floor creativity and deepens resource conservation awareness, securing an enduring competitive advantage for the enterprise over the long term.

Kaizen Worksheet Performance Metrics Summary 2025

Projects	Number of Project	Cost Savings (Baht)
2025 Kaizen Improvements	793	11,235,000
2024 Kaizen Improvements	847	18,354,609
2023 Kaizen Improvements	771	3,849,897

Quality Control Circles (QCC)

The Company has designated QCC or 'Quality Control Circles' as an activity under the principles of Total Quality Management (TQM), aimed at encouraging employees at all levels particularly frontline staff to participate in identifying problems, analyzing root causes and proposing appropriate solutions for their own work processes.

Core Principles of QCC:

- 1 Employee Participation at All Levels
- 2 Continuous Improvement
- 3 Teamwork and Open Communication
- 4 Data- and Fact-Based Decision Making
- 5 Personnel Development and Learning

Sustainable Human Capital Development through QCC Activities

In 2025, the Company scaled up its human capital capabilities within the Quality Control Circle (QCC) framework, rolling out a systematic Upskill & Reskill methodology. We developed 5 foundational QCC training curricula utilizing a 100% Online-Based Self-Learning (100-OBSL) digital architecture, giving our employees seamless, flexible, and continuous access to specialized knowledge anytime, anywhere. This digital suite comprises: QCC Overview 101, QC Story 101, 7 Tools of QC 101, QCC Facilitator 101, and QCC Presentation Technique 101. These modules comprehensively address core concepts, diagnostic problem-solving loops, statistical quality control tools, advanced presentation methodologies and facilitation skills. Through this initiative, the Company aims to equip team members to seamlessly translate theoretical insights into persistent process refinements, embed a collaborative workplace culture and advance corporate operational efficiency parameters in a sustainable manner.

Sustainable Human Capital Development through QCC Activities

In 2025, the Company aggressively accelerated its employee-led continuous improvement tracks via Quality Control Circle (QCC) frameworks. A total of 107 active circles mobilized across the organization, highlighting a mature corporate culture focused on joint ownership, optimization-oriented thinking and continuous process refining. These operational initiatives delivered total financial cost savings of approximately 24.36 million THB, yielding a robust average Return on Investment (ROI) of 20.19%. This demonstrates the high efficiency of our cost management frameworks and corporate value-creation capabilities through continuous optimization concepts.

From a regional standpoint, the Yala branch factory emerged as a vital driver of QCC momentum, delivering financial cost savings that outpaced other branches by a significant margin. The Yala operations logged a total project capital investment of approximately 511,570 THB against total operational execution outlays of 445,530 THB, showcasing highly efficient budget management and optimal resource deployment.

Regarding project target execution, statistics indicate that 40.06% of registered QCCs successfully achieved their predefined targets, while 57.64% fell short of their goals. This outcome reveals vital strategic windows to advance project delivery methodologies, reinforce monitoring frameworks and upgrade team technical capabilities moving forward.

Crucially, top-performing QCCs acted as the primary anchors driving the Company's aggregated cost savings. The highest-performing circle single-handedly generated cost savings exceeding 23 million THB, proving the capacity of our front-line workforce to pioneer impactful technical innovations and deliver concrete financial returns for the business.

Overall, QCC activities serve as a vital mechanism in supporting cost reduction, enhancing operational efficiency, and fostering employee engagement at all levels all of which align with the principles of sustainable organizational development. Furthermore, the Company is committed to elevating the success rate of QCC projects and continuously strengthening employee potential to further drive a culture of sustainability within the organization.

Performance Results



Customer Relationship Management

Stakeholder Perspectives: Teck Bee Hang Co., Ltd



Thathars Songchuai

Deputy Sales &
Marketing Manager

“

Amid global market volatility and multi-dimensional challenges shifting the tire and rubber sectors, we remain anchored to a customer-centric sales blueprint designed to maximize partner satisfaction. We execute proactive supply chain interventions spanning sustainable raw material procurement, manufacturing throughput, and optimized logistics channels, advancing our functional workflows into Proactive Service frameworks. By establishing transparent communication channels and delivering systematic predictive market insights, we reinforce institutional trust and mold long-term strategic relationships that grow steadily and sustainably.

We actively forge deep co-creation alliances with clients to engineer tailored product applications, sharpening their competitive edge against complex custom tariffs and international trade boundaries. This heightens structural flexibility while expanding our green product portfolios and elevating sustainability criteria across the value chain.

”

We remain convinced that joining the forces of strategic partnership, industrial innovation and environmental responsibility constitutes the definitive foundation ensuring the organization grows steadily, stands resilient and remains fully primed to lead the sustainable future of the rubber industry.

Impact on Business

Within the natural rubber sector, maintaining top-tier customer relationships extends far beyond the punctual delivery of commodities that meet baseline technical specifications; it encompasses the institutional capability to build deep operational trust, guarantee structural transparency, and fulfill customer sustainability expectations. This addresses environmental care, human rights protections, end-to-end trace fidelity and absolute alignment with international statutory frameworks such as the EU Deforestation Regulation (EUDR).

The Company recognizes that efficient customer relationship management directly shapes macro competitiveness and business continuity. Safeguarding technical quality, chemical safety and ESG benchmarks solidifies long-term client retention and opens premium channels for global commercial collaboration. Recently, global buyer criteria have structurally transitioned from looking strictly at price matrixes and product grades to prioritizing ethical corporate responsibility across the supply chain. Accordingly, the Company focuses on transparent communication, extensive ESG disclosures, robust raw material traceability and automated management platforms configured to handle specific client mandates. Exceptional partner relationship management also serves as an indispensable tool through which the Company harvests vital feedback, monitors market trends and captures new off-taker demands, fueling continuous product innovation and sustainability optimization. This limits business risk, insulates our core customer base and secures premium commercial avenues for the future.

Furthermore, receiving formal validation from clients regarding quality, operations and ESG performance highlights the organization's capacity to execute according to leading global standards, bolstering corporate brand equity, market credibility and competitiveness across the international landscape.

Commitment

In 2025, the Company continues to stand resilient, driving its enterprise forward via a customer-centric vision and strategic operational frameworks. We advance deep technical co-creation workflows with partners to develop customized product lines, optimizing tariff competitiveness while scaling up eco-responsible product solutions. This serves as an essential foundation generating long-term institutional trust, brand value and strategic competitive advantages, honoring our 70year leadership legacy in the rubber industry. The Company remains focused on driving a balanced, highly secure and sustainable business ecosystem for the future.

Challenges and Opportunities

The natural rubber sector is navigating complex external challenges and structural macro uncertainties, spanning global economic fluctuations, geopolitical shifts, climate change anomalies, and tightening international trade regulations. As a premier industry player, the Company prioritizes robust corporate risk management, agile strategic adaptation, and deep operational flexibility to buffer transitions impacting short-term and long-term business continuity.

1

Geopolitical Tensions and Global Economic Volatility

Regional geopolitical frictions across the globe affect international trade systems, disrupt supply chain logistics, and inflate freight outlays, posing risks to Thailand's natural rubber and tire exports regarding supply continuity, operational margins, and trade barriers across critical destination ports. Concurrently, macro-economic volatility causes commodity price swings and foreign exchange exposure, directly impacting revenue streams, pricing competitiveness, and structural stability. The Company prioritizes real-time global monitoring and exercises ongoing cost and trade risk management.

2

Market Expansion Opportunities and Custom Tariff Privileges

Growing entry into emerging markets, particularly India—which offers strategic tariff privileges that favor natural rubber imports from Thailand acts as a vital catalyst driving export growth. These tariff advantages lower commercial friction, boost structural pricing advantages, and allow the Company to diversify market exposure away from single-destination reliance, optimizing long-term trade volume and supply chain value.

3

China's Economic Recovery and Rubber Demand Trends

The manufacturing recovery of the Chinese economy remains a definitive factor steering natural rubber market growth, given China's position as the world's largest consumer of rubber commodities principally across automotive manufacturing, tire production lines and associated sectors. China's industrial expansion directly accelerates global rubber demand, stabilizing international market prices and expanding trade avenues for Thai exporters.

4

Climate Change Uncertainty

Climate change disruptions, particularly intense La Nina cycles that bring heavy rainfall and severe flooding across rubber-growing regions, impact raw material yield stability. Excess precipitation compromises rubber tree maturity, disrupts tapping schedules and lowers harvest efficiency. This lowers raw material volumes, triggers supply volatility and complicates production cost controls. The Company enforces proactive climate risk management, leverages advanced meteorological forecasting and builds deep supply network flexibility to buffer environmental impacts.

5

Pest and Crop Disease Outbreaks (South American Leaf Blight / Leaf Drop Disease)

Fungal outbreaks spread via wind and rain across humid, high-precipitation cultivation zones trigger severe deforestation on rubber trees, weakening crops and lowering latex output. The spread of leaf drop disease across Thailand presents operational hurdles for production yields and export quality standards, escalating corporate management outlays and remediation pressures.



6

Escalating Pressures from Global Sustainability Regulations

Corporate expectations regarding ESG regulatory compliance grow increasingly strict. Evolving international frameworks governing carbon taxation, rigorous raw material origin traceability and zero-deforestation mandates impact natural rubber operations directly. This requires the continuous overhaul of product manufacturing setups, upstream value chain management and international marketing blueprints to align with global criteria.

7

Emerging Market Competition from African Producers

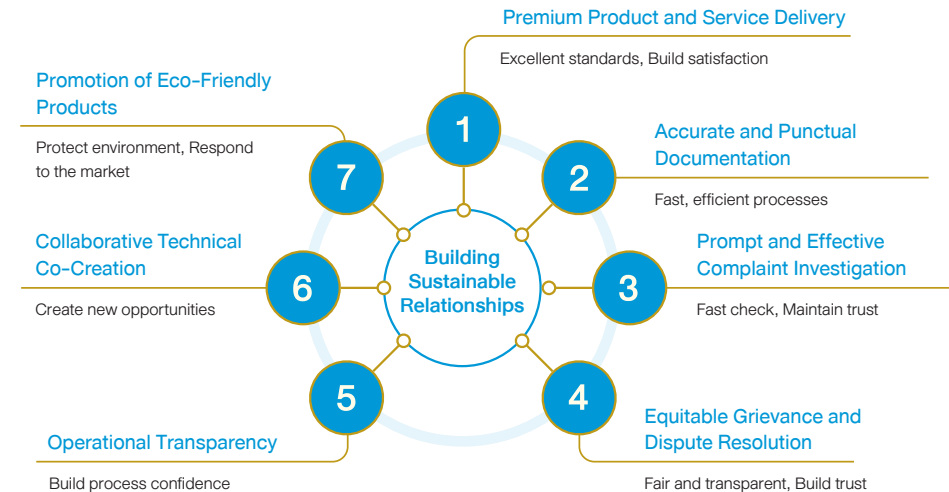
Emerging rubber cultivation hubs across Africa operate under low production cost structures and benefit from optimized trade routes and lower freight costs. The expansion of African commodity volumes broadens options for international buyers, particularly across price-sensitive markets, placing pressure on Thailand's export dominance and long-term pricing trends within the domestic sector.

While these multi-dimensional challenges present clear operational hurdles, they simultaneously catalyze windows for structural innovation and adaptation. The Company remains focused on conquering these challenges by advancing its workflows through sustainable development principles, broadening supply chain flexibility, maintaining a core commitment to premium manufacturing, and expanding client satisfaction metrics.



Customer Relationship Management Policy

In 2025, our company established a systematic and efficient framework for managing customer relationships. This initiative aims to foster customer satisfaction and trust through seven core pillars as follows.



1

Premium Product and Service Delivery

The Company prioritizes the consistent delivery of high-quality products and services, adhering strictly to global technically specified rubber grading standards while operating highly efficient customer service systems. This guarantees we satisfy the specialized technical criteria and commercial expectations of our buyers. Maintaining this elevated baseline remains instrumental in maximizing customer satisfaction, building institutional trust and locking in long-term corporate relationships.

2

Accurate and Punctual Documentation

The Company focuses on systematically upgrading its administrative workflows, ensuring that corporate transactional records, commercial bills of lading and export compliance documents are generated accurately, completely and distributed punctually. This drastically cuts down operational errors or processing delays, enhancing corporate reliability and administrative creditworthiness.

3

Prompt and Effective Complaint Investigation

Protecting service quality and client goodwill remains paramount. The Company enforces clear, systematic protocols to receive client feedback, audit technical claims, and execute corrective actions without delay. This buffer potential fallouts in client satisfaction while funneling complaint diagnostics back into our continuous improvement loops to optimize factory workflows.

4

Equitable Grievance and Dispute Resolution

The Company anchors its relationships with clients and stakeholders on fair governance, resolving commercial differences through highly transparent, objective, and auditable procedures. We ensure all disputes are addressed neutrally, yielding ethical, legally sound resolutions in line with corporate integrity benchmarks.

5

Operational Transparency

The Company recognizes that absolute transparency is the cornerstone of robust corporate governance. We perform our commercial operations openly, providing clear, accurate and timely disclosures to stakeholders across all functional workflows, which effectively minimizes operational ambiguity and prevents potential conflicts.

6

Collaborative Technical Co-Creation

The Company champions business innovation via structured corporate-client Co-creation frameworks. We integrate corporate technical expertise with specialized customer specifications directly into our R&D workflows, strengthening long-term strategic alliances and ensuring our product solutions map efficiently to shifting international demand.

7

Promotion of Eco-Friendly Products

Advancing eco-friendly product lines represents a core strategic engine steering the Company toward true long-term sustainability. We invest in research, engineering, and scaling up eco-conscious natural rubber offerings, successfully satisfying expanding global market and consumer demands focused on environmental preservation.

Driving Growth through Innovation and Sustainability

Amid challenging macro market dynamics, the Company deploys proactive sales frameworks to optimize its global competitive advantage and deliver sustainable value for all stakeholders.

In 2025, our sales framework focuses heavily on driving growth through technological innovation and environmental stewardship. By engineering high-value-added products and adhering to rigorous international sustainability benchmarks, we maximize corporate market performance. The Company systematically expands its capacities across these key strategic pillars:

1

Driving Product Excellence in Target Markets

The Company sharpens its regional competitive edge by unlocking trade privileges under the ASEAN Agreement framework. Dynamically rebalancing our production lines and marketing strategies to push premium Mixture Rubber and Compound Rubber solutions increases product value margins, minimizes customs tariff exposures and secures an enduring trade advantage across target ports.

2

Global Leadership in Eco-Responsible Commodities

The Company positions itself at the forefront of the green transition by developing natural rubber offerings aligned with strict sustainable development tenets, catering directly to eco-conscious global off-takers. We accelerate sales metrics across our Green Products lines certified under major global frameworks including EUDR and FSC reinforcing consumer trust and expanding our market share among premium clients who prioritize absolute environmental accountability.

3

Driving the Transition Toward a Low Carbon Society

The Company prioritizes a systematic reduction of greenhouse gas (GHG) emissions by integrating Carbon Reduction Plans into its sales and marketing strategies. Our focus is on offering low-carbon products throughout the entire supply chain to enhance environmental value and align with the sustainability goals of our global partners.

4

Balanced Market Portfolio Management

To insulate corporate revenues against macro geopolitical shifts and global market shocks, the Company prioritizes Domestic Market Expansion. This builds internal operational security and business continuity while systematically refining our performance across primary international export ports.

5

Transforming Customer Relationships into Long-Term Strategic Alliances

The Company re-engineers its relationship management models to transition from transactional buyer-seller frameworks toward long-term strategic alliances. We focus on locking in strong Brand Loyalty by delivering holistic value that transcends the commodity itself, advancing deep technical collaboration to maximize shared commercial opportunities over the long term.



Customer Accountability: Health and Safety Impact Evaluations for Products and Services

The Company places customer satisfaction at the peak of its strategic priorities, operating with uncompromised honesty, transparency, and corporate ethics. We are dedicated to delivering premium commodities punctually, securing optimal value-to-cost parameters for clients. The Company maintains accessible, open communication networks through which buyers can submit operational suggestions or lodge complaints in a transparent and fair manner.

Regarding data protection, the Company enforces absolute alignment with the Thailand Personal Data Protection Act B.E. 2562 (PDPA), **restricting data collection to essential service parameters while maintaining strict cybersecurity firewalls to eliminate data misuse risks.**

In 2025, the Company logged zero complaints regarding customer privacy breaches from state regulators, clients, or external parties. Concurrently, no grievances were recorded regarding product health and safety hazards from our natural rubber shipments, demonstrating our commitment to highly responsible, sustainable corporate execution.

No.	Health and Safety Impact Assessment of Products and Services	Target	Number of Complaints			
			2022	2023	2024	2025
1	Customer complaints concerning breaches of customer privacy	0	0	0	0	0
2	Customer complaints concerning health and safety risks and impacts associated with the Company's products and services	0	0	0	0	0

Customer Satisfaction Surveying

In 2025, the Company administered its annual customer satisfaction survey utilizing standardized diagnostic parameters, reviewing operational milestones to refine and elevate long-term sustainable business practices. The multi-dimensional dataset harvested from this study offers valuable strategic insights to guide corporate processes toward high transparency, efficiency and sustainability.

The survey methodology combined comprehensive digital questionnaires with deep qualitative interviews, meticulously engineered to secure exhaustive feedback across 4 core operational pillars:

1	Documentation Service Quality
2	Product Logistics and Shipment Punctuality
3	Total Corporate Customer Service Delivery
4	Technical Product Quality

Customer Satisfaction Survey Results

No.	Customer Satisfaction Indicators	Evaluation Criteria	Tar- get	Score			
				2022	2023	2024	2025
Overall Customer Satisfaction			90%	93%	95%	95%	96%
1	Documentation Services	Accuracy and timeliness of document processing, service delivery, and complaint resolution	90%	96%	96%	95%	95%
2	On-Time Delivery Performance	Timeliness of product delivery	90%	97%	95%	93%	97%
3	Overall Service Performance	Responsiveness of sales services, sales documentation, and after-sales services	90%	93%	93%	96%	98%
4	Product Quality	Customer satisfaction with product quality	90%	91%	92%	90%	95%

Sample Base: 32 Key Accounts

Product Accountability

The Company maintains an airtight, systematic Product Recall framework to respond rapidly to potential quality variations or consumer hazards, protecting corporate brand equity and customer safety through these crucial steps:

1	Organizational Readiness The Company has institutionalized a dedicated Product Safety Team to govern all emergency recall operations. This unit conducts simulation drills and mock recall stress tests at least once a year to verify system agility and process efficiency.	4	Recall Deployment Upon crossing the recall threshold, emergency notifications are dispatched to clients with clear action plans. Affected inventory is recovered and returned safely and efficiently, with all communications and tracking metrics securely logged.
2	Detection and Risk Diagnostics We monitor real-time data channels including formal client complaints, warranty metrics, and internal batch quality audits to instantly identify potential anomalies impacting safety or regulatory frameworks, evaluating severity, batch scope and defect risks.	5	Root - Cause Analysis and Corrective Actions The Company performs rigorous root-cause analyses utilizing 5-Why analysis and Ishikawa (Fishbone) Diagrams, rolling out Corrective and Preventive Action (CAPA) plans to eliminate manufacturing recurrence.
3	Product Recall Decision The Company coordinates with customers, regulatory bodies, and internal teams to define the scope of the recall, including affected product lists, lot numbers and relevant customer groups.	6	Review and Formal Closure Post-recall efficiency evaluations are executed to refine corporate product safety handbooks, translating incident case studies into continuous manufacturing improvements.



Social

The Company recognizes the importance of conducting business in a sustainable manner, which requires cooperation from all stakeholders throughout the natural rubber value chain. The Company is therefore committed to promoting and respecting human rights across all aspects of its operations, guided by relevant internationally recognized principles and standards.

The Company conducts Human Rights Due Diligence (HRDD) to identify, assess, prevent, and mitigate potential human rights risks and impacts arising from its business activities. The process covers employees, communities, stakeholders, and other relevant parties throughout the value chain. The Company is committed to applying the outcomes of the HRDD process to establish appropriate preventive and corrective measures, as well as to continuously monitor and improve its human rights performance.

In addition, the Company adheres to the principles of social responsibility under ISO 26000 and participates in the Corporate Social Responsibility, Department of Industrial Works (CSR-DIW) program, alongside its implementation of ISO 45001:2018. These frameworks support the creation of a safe, healthy, and appropriate working environment. Particular emphasis is placed on preventing occupational accidents and hazards, as well as raising awareness of occupational health and safety among employees at all levels.

The Company also encourages employees to develop a strong sense of social responsibility and to actively participate in community and social initiatives on an ongoing basis. These efforts aim to foster positive relationships and build trust with surrounding communities, while promoting mutual support and harmonious coexistence.

These initiatives reflect the Company's commitment to conducting business responsibly, with a strong emphasis on respecting human rights, caring for employees, creating shared value with communities, and systematically managing social impacts. Through these efforts, the Company seeks to support sustainable business growth alongside the sustainable development of society.

166

Respect for Stakeholder Rights

176

Employee Welfare and Development

199

Occupational Health and Safety in the Workplace

210

Community Involvement

Respect for Stakeholder Rights



Long-term Targets	2025 Target	2025 Achievements
Zero case of human rights violation cases across the value chain	Zero case of human rights violation cases across the value chain	Zero case of human rights violation cases across the value chain
Zero Case of unresolved Human Rights Complaints	Zero Case of unresolved Human Rights Complaints	Zero Case of unresolved Human Rights Complaints
100% of smallholder farmers have undergone human rights risk assessments	20% of smallholder farmers have undergone human rights risk assessments	8% of smallholder farmers have undergone human rights risk assessments
100% of Tier 1 key raw material suppliers have undergone human rights risk assessments	80% of Tier 1 key raw material suppliers have undergone human rights risk assessments	62% of Tier 1 key raw material suppliers have undergone human rights risk assessments
100% of Tier 1 key raw material suppliers have been informed of the company's Human Rights Policy and operational framework	80% of Tier 1 key raw material suppliers have been informed of the company's Human Rights Policy and operational framework	66% of Tier 1 key raw material suppliers have been informed of the company's Human Rights Policy and operational framework
100% of the company's operations have undergone comprehensive human rights due diligence (HRDD), with mitigation, corrective and remedial measures established	100% of the company's operations have undergone comprehensive human rights due diligence (HRDD), with mitigation, corrective and remedial measures established	100% of the company's operations have undergone comprehensive human rights due diligence (HRDD), with mitigation, corrective and remedial measures established
100% of employees at all levels have received training and communication on respecting human rights	100% of employees at all levels have received training and communication on respecting human rights	100% of employees at all levels have received training and communication on respecting human rights
Human Rights Model Organization Award: Gold Level	Human Rights Model Organization Award: Gold Level	Human Rights Model Organization Award: Gold Level

SDGs



Human Rights Due Diligence Report (HRDD Report) ▶



Human Rights Policy ▶





“Human Rights Model Organization” Excellence Award 2025

In 2025, Teck Bee Hang Co., Ltd. was honored with the Excellence Level Human Rights Award from the Ministry of Justice, representing an upgrade from the Good Level awarded in 2024. This achievement underscores our steadfast commitment to conducting business anchored in respect for human rights, equity and accountability toward stakeholders across the entire value chain. The Company seamlessly embeds human rights principles into all facets of its operations spanning worker care, cultivating safe and equitable workspaces, preventing discrimination, enforcing zero tolerance for child and forced labor and respecting the rights of local communities, smallholders and suppliers. Concurrently, we systematically carry out Human Rights Due Diligence (HRDD) processes to proactively mitigate potential exposure. This prestigious award is not our ultimate destination, but rather a catalyst driving the Company to consistently raise its human rights performance benchmarks, securing economic resilience alongside long-term value creation for society, communities and the environment

“ We firmly believe that sustainable business success must grow in tandem with absolute respect for the rights and human dignity of every individual across the value chain. ”



Mr. Lee Keng Seng
Chief Executive Officer

Stakeholder Perspectives: Teck Bee Hang Co., Ltd.



Ms. Kronggarn Kosago
Senior Sustainability Specialist /
Human Rights Model Organization
Project Director

“

Teck Bee Hang Co., Ltd. recognizes that respect for human rights is the cornerstone of sustainable enterprise. Consequently, we prioritize the welfare of all stakeholder groups across our supply chain encompassing employees, smallholders, business partners, communities and customers guided by the principles of fairness, equity, and human dignity. The Company implements comprehensive Human Rights Due Diligence (HRDD) processes to identify, evaluate and prevent human rights risks, while actively prompting our suppliers and smallholders to align with international human rights standards and labor conventions. The 2025 Human Rights Excellence Award highlights our continuous drive to elevate human rights standards and serves as an institutional engine propelling us to build a supply chain that is transparent, fair and sustainable for everyone.

”

Business Impact

The natural rubber sector features highly complex supply chains involving a vast spectrum of stakeholders ranging from upstream smallholders, raw material intermediaries and logistics providers to internal staff, downstream partners, neighboring communities and international off-takers. Accordingly, human rights performance is absolutely critical to business continuity. Human rights breaches, such as child labor, forced labor, workplace discrimination, land rights violations, or severe community disruptions, can heavily damage brand equity, compromise customer trust, restrict access to premium global markets and fracture supply chain resilience. Conversely, running an enterprise with a clean human rights track record solidifies institutional confidence among clients, investors and stakeholders, sharpening competitive advantages while securing robust long-term growth.

Challenges and Opportunities

A key structural challenge within the natural rubber industry lies in governing human rights risks across a multi-tiered supply chain with highly fragmented actors, particularly smallholders and local dealers dispersed across various rural zones who face limits regarding human rights literacy and international labor standards. Concurrently, tightening regulatory landscapes, increasing customer mandates and stringent international standards require the organization to consistently upgrade its monitoring frameworks and risk diagnostic tools. Nevertheless, these challenges pave the way for strategic opportunities to refine supply chain transparency, accountability and sustainability. This is achieved by delivering continuous capability-building workshops for smallholders and vendors, building digital traceability networks, implementing comprehensive Human Rights Due Diligence (HRDD) tracks and fostering collaborative alliances with stakeholders throughout the corporate value chain.

Commitment

Teck Bee Hang Co., Ltd. recognizes that respect for human rights is the fundamental pillar of a sustainable enterprise. We are dedicated to treating all stakeholder groups with equity, fairness, and human dignity. The Company utilizes leading international human rights frameworks and standards to shape its corporate policies and operating directives including the United Nations Guiding Principles on Business and Human Rights (UNGPs), the Universal Declaration of Human Rights (UDHR), the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work and the National Action Plan on Business and Human Rights (NAP).

The Company integrates human rights principles across its entire value chain, from sourcing natural rubber from smallholders to partner operations, labor management, production, and global delivery. We are committed to non-discrimination, zero child and forced labor, diversity and equality, anti-harassment, data privacy and fundamental freedoms under legal frameworks. Furthermore, we conduct continuous Human Rights Due Diligence (HRDD) to manage risks and provide transparent, accessible and fair grievance and remedy mechanisms.

We believe respecting human rights builds stakeholder trust, enhances competitiveness, aligns with global regulations like the EUDR and drives long-term sustainable growth toward our goal of “**Zero Human Rights Violations**” throughout the supply chain.



Operational Guidelines

The Company clearly demonstrates its commitment to responsible business practices and respect for human rights, ensuring no adverse impacts on individuals, communities or society as a whole. We strictly adhere to the United Nations Guiding Principles on Business and Human Rights (UNGPs) and strive to integrate these principles into our corporate culture at all levels from the Board of Directors and executives to every employee. Furthermore, we conduct comprehensive Human Rights Due Diligence (HRDD), covering both internal operations and the entire value chain, to identify, assess, prevent and mitigate potential human rights impacts on all stakeholder groups. Furthermore, the Company has extended its human rights management approach to suppliers and business partners by implementing the Supplier Code of Conduct as a framework for assessing and promoting labor and human rights, occupational health and safety, and responsible environmental stewardship. These initiatives are aligned with Thailand's 2nd National Action Plan on Business and Human Rights (NAP II) and relevant international standards. Moreover, the Company prioritizes stakeholder engagement by listening to feedback, suggestions, and grievances from employees, local communities, suppliers, and other stakeholders to continuously enhance its human rights management system.

We remain convinced that human rights respect is the absolute foundation of corporate sustainability, driving economic, social and environmental value creation while robustly protecting individual rights and human dignity across the value chain to yield long-term mutual growth.

Human Rights Management Framework

The Company is committed to conducting business with respect for the human rights of all stakeholders throughout the value chain. We have adopted the 3 pillars of the United Nations Guiding Principles on Business and Human Rights (UNGPs) Protect, Respect and Remedy as our core operational framework.

Protect

The Company protects human rights by framing clear, comprehensive internal policies, cascading these human rights directives across all employees, commercial suppliers, business partners and joint ventures to secure a unified operational direction.

Respect

The Company conducts rigorous human rights risk profiling across both corporate sites and upstream supply networks, focusing on identifying exposures affecting individuals or vulnerable demographics. We govern these risks via right-sized mitigation protocols, while establishing collaborative compliance pathways with vendors according to international metrics.

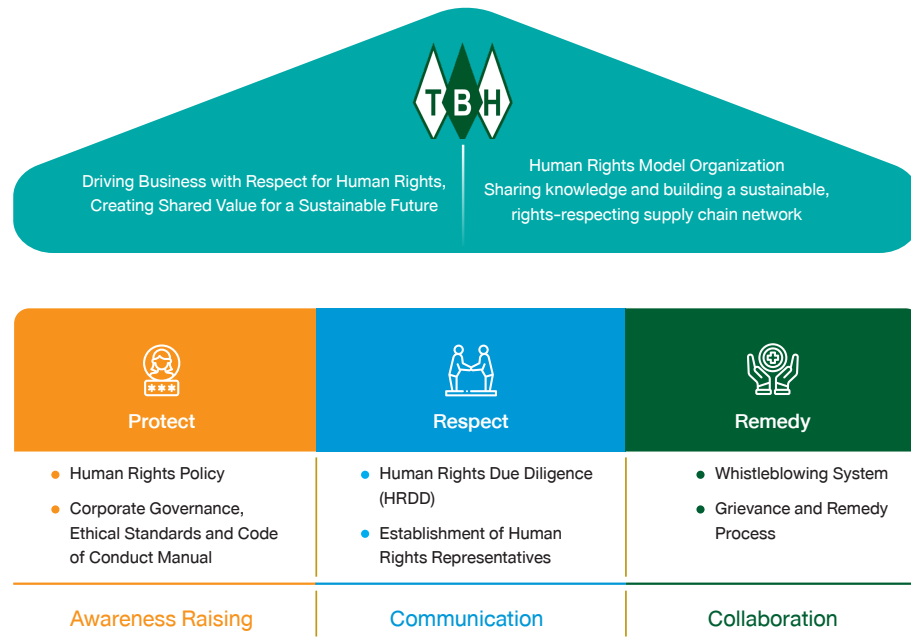
Additionally, we run continuous human rights awareness and technical capability training for our staff, locking in a workplace culture that respects individual rights.

Remedy

If human rights breaches emerge, the Company provides grievance channels that are highly accessible, neutral and safe. We enforce formal, transparent and equitable investigation and dispute resolution tracks, supported by clear protection metrics for whistleblowers and witnesses.

The Company maintains continuous tracking systems over remediation deliverables to verify successful problem resolution and eliminate recurrence risks.

Human Rights Strategy and Operational Targets



Protect

Human Rights Policies and Corporate Governance Manual

Teck Bee Hang Co., Ltd. enacted its inaugural Human Rights Policy and Labor Practices Policy in 2022. This comprehensive framework mandates that all branch factories and corporate headquarters strictly perform business operations under rigorous human rights and fair labor guidelines. These systems mirror international best practices and foundational codes including the Universal Declaration of Human Rights (UDHR), the International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work and relevant statutory mandates. Furthermore, the Company syncs its workflows with Thailand's National Action Plan on Business and Human Rights (NAP II), sharpening corporate accountability to respect and protect human rights across all commercial sectors in a sustainable manner.

Human Rights Associated Policies



Number of employees trained on the Human Rights Policy

Year 2023

100 %

Year 2024

100 %

Year 2025

100 %

Respect

Human Rights Due Diligence: HRDD

Teck Bee Hang Co., Ltd. mandates absolute care for human rights across all business workflows. We conduct routine supply chain human rights risk mapping and execute a formal, comprehensive Human Rights Due Diligence (HRDD) process every 2 years to completely identify and manage potential human rights exposures in all dimensions.

These assessments cover all company-managed branch factories and corporate headquarters, alongside commercial business allies including contractors, raw material suppliers and rubber smallholders. The evaluations address critical human rights indicators: forced labor, child labor, workplace conditions, freedom of association and collective bargaining, freedom of expression, human trafficking, equal remuneration, non-discrimination, community and environmental rights, access to operational remedies and personal data privacy protection.

The diagnostics cover all defined stakeholder groups, encompassing internal employees, neighboring communities, suppliers, contractors, customers, consumers, and third-party or migrant workers. The Company enforces non-discrimination and equality metrics, focusing heavily on vulnerable groups including women, children, indigenous peoples, migrant laborers, persons with disabilities and LGBTQI+ individuals managed in strict accordance with our official Human Rights Due Diligence framework.



Human Rights Due
Diligence Report
(HRDD Report)

Remedy

Whistleblowing System

The Company prioritizes corporate transparency, ethical accountability, and human rights alignment under the United Nations Guiding Principles on Business and Human Rights (UNGPs) and Thailand's National Action Plan on Business and Human Rights (NAP II). We provide whistleblowing and grievance management channels that are accessible, safe, and equitable for employees, suppliers, contractors, and all stakeholder clusters. These networks are configured to receive reports or compliance alerts regarding:

1	Human Rights Violations
2	Discrimination
3	Workplace Harassment
4	Corruption
5	Violations of Company Policies or Business Ethics

Grievance Mechanism

The Company has established an accessible, efficient, and fair Grievance Mechanism, enabling employees, local communities, and stakeholders to report concerns or flag incidents regarding human rights, discrimination, harassment, statutory non-compliance or business code breaches. This framework is systematically engineered around the 8 Effectiveness Criteria of the UNGPs as follows:

01 Accessibility

Achieved through the implementation of a comprehensive communication plan for all stakeholder groups, with particular focus on stakeholders directly affected or potentially impacted by the Company's operational activities.

Grievance Channels

Complainants can securely log their concerns or compliance alerts via our official designated channels:



Website

Complaints can be submitted through the company's website under the "Whistleblower" section: <https://teckbeehang.com/whistleblower.php>



Postal Mail

Complaints can be sent by postal mail directly to the following address:

Teck Bee Hang Co., Ltd. – Head Office
157 Nipat Uthit 2 Road, Hat Yai Subdistrict,
Hat Yai District,
Songkhla Province 90110, Thailand



Telephone

Complaints can be made via telephone at
+66 74 235200-5 ext. 2061



Email

Complaints can be sent via email to:
whistleblower@teckbeehang.com



Responsible Unit

Complainants may report their concerns directly to the responsible unit.

02 Transparency

The Company delivers uncompromised transparency at every milestone of the grievance lifecycle—from initial intake, investigation and diagnostic analysis to resolution notification and closure monitoring. Complainants can securely track case progress anonymously. Furthermore, aggregated performance metrics are routed to the corporate governance committee and published as annual statistical summaries to verify open disclosure, guaranteeing no personal data is disclosed.

03 Equitable & Non-discriminatory

The Company handles investigations neutrally, strictly following fairness metrics regardless of the complainant's standing—whether internal staff, supply chain vendors or external citizens. Every registered case undergoes equal scrutiny, ensuring total neutrality and zero administrative interference to deliver credible, unbiased resolutions.

04 Safe & Confidential

The Company guarantees the safety of whistleblowers, deploying strict information firewalls and encryption to preserve anonymity and eliminate retaliation or workplace victimization risks. We enforce an explicit **"Zero Retaliation Against Good-Faith Whistleblowers"** policy, which stands as a mandatory corporate directive.

05 Predictable & Timely

Grievance handling operates under clear, predictable, and public timeframes: initial case intake within 3 days, standard internal investigations within 15 days, and resolution disclosures within 30 days. If complex diagnostics require timeline extensions, the compliance unit provides transparent, reasoned notifications alongside modified completion schedules.

06 Remedy & Continuous Improvement

Upon proving compliance breaches, the Company rolls out tailored remediation paths encompassing formal corporate apologies, financial restitution for physical or material damages, professional rehabilitation or severe disciplinary layoffs. Concurrently, we perform Root-Cause Analysis to update organizational policies and prevent systemic re-emergence.

07 Stakeholder Engagement

The Company recognizes the importance of stakeholder feedback in the design, development and evaluation of its grievance mechanism. Regular engagement sessions are conducted with employees and local communities through both formal and informal channels to gather their perspectives and ensure that the mechanism effectively responds to the needs of its intended users.

08 Rights-Compatible

The Grievance Mechanism is benchmarked against international human rights doctrines, matching Thai statutory provisions and cross-border treaties, such as the International Labour Organization (ILO) core conventions, ensuring every complaint is managed with absolute respect for individual human dignity and legal rights.

Remediation Process

If human rights violations or ethical non-compliances emerge, the Company is bound to administer right-sized, equitable and transparent remedy protocols. These frameworks target restoring justice for affected parties, cushioning physical, psychological or professional impacts, and shielding operations from future recurrence:

	Formal corporate apologies
	Financial restitution for physical or material damages
	Professional rehabilitation or severe disciplinary layoffs
	Root-Cause Analysis and organizational policy updates
	Access to appropriate remediation pathways

Performance Communication

Transparent tracking and public disclosure constitute core pillars of an effective Human Rights Due Diligence (HRDD) framework. Initiated in 2022, the Company has continuously published its human rights metrics within its annual Sustainability Report, utilizing diversified reporting channels to maximize positive socio-economic impacts. To verify that our public communications display sufficient clarity and effectiveness regarding our human rights commitments, the Company carries out these actions:

Targeted Stakeholder Communications

Through the implementation of a stakeholder communication plan covering all stakeholder groups, with a particular focus on affected stakeholders and those who may potentially be affected by the Company's operations.

Executive Report Verification

All human rights disclosures undergo thorough evaluation and sign-off by executive management to guarantee high content quality and reporting accuracy.

Communication of Human Rights Performance

Publishing yearly metrics within the official Sustainability Report alongside streaming real time transparency updates across our social media platforms.

Key Performance Targets and Deliverables from the 2025 Labor and Human Rights Risk Diagnostics

Policy and Operational Directive	Target	Result
Comprehensive corporate communication on human rights and labor policies	100%	100%
Zero child labor deployment or recruitment of workers under 18 years of age	100%	100%
Zero forced labor or modern slavery across all business operations	100%	100%
Zero deployment of female workers in hazardous roles strictly prohibited by labor laws	100%	100%
Equal remuneration for male and female personnel executing work of equal value	100%	100%
Provision of statutory healthcare and occupational safety welfare benefits to all personnel	100%	100%
Enforcement of absolute equal opportunity and non-discrimination metrics	100%	100%
Zero incidents involving workplace violence, coercion, bullying or harassment in any form	100%	100%
Equitable and transparent disbursement of base salaries, overtime premiums and standard benefits under statutory mandates	100%	100%
Management of standard working hours and rest days in strict accordance with labor regulations	100%	100%
Absolute preservation of freedom of association and collective bargaining rights	100%	100%
Verification that all employment terminations and severance packages follow statutory labor codes	100%	100%
Rigorous verification that upstream raw material sources (origins) operate in compliance with environmental and local regulations	100%	100%
Airtight data privacy protection for all employees and corporate vendors	100%	100%

Project Highlights 2025

Human Rights Risk Assessments for Natural Rubber Suppliers



The Company places exceptional priority on enforcing human rights metrics across its supply chain network. Throughout the past year, corporate teams from headquarters and regional branches successfully joined forces to conduct comprehensive field audits of our natural rubber vendors, executing extensive ESG Risk Assessments alongside precise human rights profiling anchored in our Human Rights Due Diligence (HRDD) framework. These site diagnostics comprehensively addressed: child and forced labor zero-tolerance parameters, workplace discrimination and harassment metrics, fair employment and decent labor conditions, occupational health and safety controls, land tenure rights verification and localized socio-economic community footprints. The assessment diagnostics indicate that the vast majority of our natural rubber vendors manifest a low human rights risk profile, with zero severe or material human rights breaches identified. Nonetheless, the Company maintains systematic tracking, continuous reviews and ongoing human rights capability building for suppliers, continuously elevating operational standards to anchor an open, fair and sustainable raw material network over the long term.

Target	2025 Performance
80%	62%
Raw Material Suppliers Assessed for Human Rights Risks	Raw Material Suppliers Assessed for Human Rights Risks

Basic Human Rights Training



Teck Bee Hang Co., Ltd. is dedicated to expanding human rights awareness across all organizational strata. We roll out fundamental human rights workshops to instill deep functional knowledge regarding basic human rights within daily social interactions and professional plant environments, reinforcing shared accountability to respect individual dignity. The core training modules address: workplace equality and anti-discrimination, the absolute prevention of harassment in any form, statutory labor protections, diversity management and the engineering of safe, high-respect workspaces. The Company remains confident that driving continuous human rights education is vital to cultivate an enterprise culture that protects human dignity, drives social fairness and backs responsible corporate sustainable performance over the long term.

Target	2025 Performance
100%	100%
Employees Trained	Employees Trained



Employee Welfare and Development

Long-Term Target

>60 Courses	Number of In-house Training Programs
>90 Courses	Number of External Training Programs
>30 Hours	Average Training Hours per Employee
1,500 THB	Average Training Investment per Employee
>90%	Employee Satisfaction Rate
100%	Employee Engagement Survey Participation Rate
100%	Facilities Passing the Good Labour Practices (GLP) Assessment
100%	Facilities Passing the Thai Labour Standard (TLS) Assessment -Complete Level
100%	Employees Receiving Performance and Competency Evaluations

2025 Target

>60 Courses	Number of In-house Training Programs
>90 Courses	Number of External Training Programs
>30 Hours	Average Training Hours per Employee
1,500 THB	Average Training Investment per Employee
>85%	Employee Satisfaction Rate
100%	Employee Engagement Survey Participation Rate
100%	Facilities Passing the Good Labour Practices (GLP) Assessment
50%	Facilities Passing the Thai Labour Standard (TLS) Assessment -Complete Level
100%	Employees Receiving Performance and Competency Evaluations

2025 Achievements

>96 Courses	Number of In-house Training Programs
>209 Courses	Number of External Training Programs
>28 Hours	Average Training Hours per Employee
1,053 THB	Average Training Investment per Employee
>84%	Employee Satisfaction Rate
100%	Employee Engagement Survey Participation Rate
100%	Facilities Passing the Good Labour Practices (GLP) Assessment
80%	Facilities Passing the Thai Labour Standard (TLS) Assessment -Complete Level
100%	Employees Receiving Performance and Competency Evaluations

SDGs



Human Resource Management Policy ▶



Labor Practices Policy ▶





Good Labour Practices in the Workplace

Teck Bee Hang Co., Ltd., covering all branch factories and the head office, is committed to conducting business with social responsibility by adopting the Good Labour Practices (GLP) policy and guidelines as a key framework in human resource management. This aligns with Corporate Social Responsibility (CSR) principles and the ESG (Environment, Social, and Governance) concept to create sustainable growth for the organization.

In the social dimension, the Company gives importance to the protection of labor rights, fair treatment of employees, provision of a safe and hygienic working environment, voluntary employment, and the non-use of illegal labor, as well as the promotion of the quality of life, well-being, and appropriate welfare for employees at all levels. Meanwhile, in the governance dimension, the Company operates strictly under relevant labor laws and standards, while providing opportunities for participation and transparent communication between the employer and employees.

The Company also gives importance to building knowledge and understanding of GLP principles for employees at all levels through continuous internal training and communication, including monitoring and evaluating good labor performance to improve and develop operational guidelines in line with sustainability goals.



Thai Labour Standard

Teck Bee Hang Co., Ltd. is proud to have received the basic level certification of the Thai Labour Standard (TLS 8001) from the Ministry of Labour, which is a certification mark that reflects the company's commitment to managing labor with morality, ethics, and concrete respect for human rights principles. Currently, the Company has 4 branch facilities that have received this standard certification, namely the Surat Thani Branch, Thung Song Branch, Yala Branch, and Narathiwat Branch.

Receiving the Thai Labour Standard certification not only confirms that the company operates its business under the legal framework and principles of good corporate governance, but also reflects the intention to elevate the quality of life of workers, promote a safe and fair working environment that is conducive to sustainable development, which aligns with the concept of Corporate Social Responsibility (CSR) and the social and governance dimensions of ESG.

The Company firmly believes that labor that is appropriately cared for, secure, and happy at work is the important foundation for producing quality products and is the driving force for the organization to grow and compete sustainably at the national and international levels. The success in receiving the Thai Labour Standard certification this time is therefore considered a shared success of the organization and all employees in jointly creating a corporate culture that gives importance to "people" as the heart of sustainable development.

Stakeholder Perspectives: Teck Bee Hang Co., Ltd.



Mr. Narongrit Songpan

Human Resources and
Administration Manager

“

Teck Bee Hang Co., Ltd. prioritizes human resource management as a strategic mechanism that enables the organization to agilely adapt and grow amidst changes in the economic and industrial context, aiming to create a work system that facilitates a balance between operational efficiency and the quality of life for employees.

In the human resources role, the Company emphasizes creating a positive work experience, promoting continuous learning, and developing potential, alongside improving work processes and applying appropriate technology to enhance the agility, speed, and quality of work.

The key objective is to create a working environment where employees feel valued, engaged, and ready to grow sustainably alongside the organization.

”

Impact on Business

The Company recognizes that its employees are a vital asset in driving the organization toward sustainable growth. Consequently, ensuring comprehensive welfare, enhancing the quality of life, maintaining occupational health and safety, and continuously developing employee capabilities are critical factors that directly impact operational efficiency, market competitiveness, and long-term organizational stability.

The natural rubber industry currently faces multifaceted challenges, including intensified market competition, technological advancements, escalating sustainability expectations, and stringent requirements from global customers and international regulatory frameworks. In response, the Company places a robust emphasis on upskilling, knowledge enhancement, and capacity building for employees at all levels. This ensures our workforce remains agile, adaptable to industry shifts, and fully equipped to effectively drive future business operations.

Challenges and Opportunities

A primary challenge within the natural rubber industry is the long-term retention and development of a skilled workforce. This is compounded by shifting demographics toward an aging society, intensifying competition for labor, and the rapid pace of technological advancement. Concurrently, international production standards and labor compliance requirements continue to become increasingly stringent.

However, the Company views these challenges as strategic opportunities to elevate our human resource management systems. We are actively responding by implementing systematic personnel development planning, creating clear career progression pathways, and upskilling our workforce to align with emerging technologies and advanced industry standards. Furthermore, by promoting an enhanced quality of life for our employees and their families, we aim to build workforce stability and drive the long-term, sustainable growth of the organization.

Commitment

Teck Bee Hang Co., Ltd. believes that sustainable organizational growth begins with people development. Therefore, the Company prioritizes comprehensively elevating the quality of life, potential, and well-being of employees under the principles of fair and equal treatment, covering both Thai and foreign labor. The Company also promotes employee participation in driving the organization forward to build long-term engagement and mutual growth. The Company is committed to continuously developing personnel capabilities through practical training aligned with actual operations, knowledge transfer via a mentoring system, and the systematic establishment of career progression pathways. This is coupled with fostering a culture of learning and supporting employees in developing new skills through digital platforms and online learning systems to prepare for future technological disruptions and evolving market demands. This approach reflects the organization's goal of developing employees into "Smart People" personnel equipped with the knowledge, skills, and mindset ready for change, capable of co-driving the organization toward stable and sustainable growth.

Regarding welfare, the Company prioritizes the health, safety, and quality of life of employees through the provision of appropriate welfare benefits, occupational health and safety management, and the creation of a safe working environment conducive to efficient operations. This helps boost morale, reduce turnover rates, and support long-term business continuity. The Company firmly believes that developing employee potential alongside ensuring an appropriate quality of life is the critical foundation for sustainable business operations and the creation of shared value for all stakeholders.



Operational Approach

Guided by the business direction of Teck Bee Hang Co., Ltd., which aims to become a global leader in the sustainable production and export of natural block rubber, the Company has aligned its human resource management and development guidelines with its corporate strategy. The focus is on developing employee potential, ensuring they possess the knowledge, capabilities, and expertise relevant to production processes, exports, and administrative functions across all dimensions of the business.

The Company prioritizes comprehensive employee care and the long-term retention of high-potential personnel. This is achieved by creating fair career advancement opportunities, providing welfare benefits appropriate to the working context, establishing career progression planning, and implementing Succession Planning. These initiatives strengthen the long-term continuity and stability of the organization, enabling employees to grow securely and sustainably alongside the Company.

To this end, the Company manages its human resources with a focus on five key areas, namely:



Employee Care and Development



Work Environment and Employee Safety



Employee Care to Promote Quality of Life



Career Advancement Opportunities



Building Organizational Engagement

1. Human Capital Well-being and Capacity Building

The Company prioritizes the continuous care and capability development of its personnel. We aim to promote continuous learning and career growth by organizing diverse training programs tailored to specific employee groups, while simultaneously cultivating a work environment that facilitates learning, drives motivation, and enhances operational efficiency.

To achieve this, the Company has implemented an internationally standardized performance evaluation system as a critical tool for data collection and analysis. This data is utilized to formulate appropriate individual personnel development plans, provide equitable career advancement opportunities, and execute systematic succession planning to support the long-term growth of the organization.

Additionally, the Company places great importance on providing employee welfare benefits that strictly comply with relevant regulatory standards and legal requirements. We are also committed to creating a safe working environment that promotes occupational well-being and ensures a sustainable quality of working life for all employees.

Equal Employment Opportunity and Respect for Human Rights

The Company operates its employment policy on the foundation of respect for human dignity and workplace equality. We adhere to universal human rights principles as a core guideline, coupled with full compliance with all relevant labor laws and standards at both the national and international levels, including the guidelines of the International Labour Organization (ILO).

The organization prioritizes creating equal opportunities at every stage of employment, from recruitment and employee treatment to development and career advancement. We base our decisions fundamentally on merit and potential, strictly free from discrimination based on any personal differences. This approach cultivates an open corporate culture that respects diversity and promotes the active participation of all employees.

Regarding personnel recruitment, the Company has designed a process that is clear, verifiable, and fair. We evaluate candidates from a comprehensive perspective, encompassing skills, knowledge, experience, and alignment with our corporate values. Furthermore, we expand access to job opportunities through diverse channels to ensure that candidates from all demographic groups can participate in the recruitment process equally.

Promoting Opportunities for Vulnerable Groups

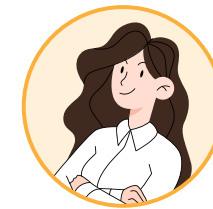
The Company prioritizes creating inclusive employment opportunities by actively promoting the employment of vulnerable groups, particularly persons with disabilities, in accordance with the intent of the Persons with Disabilities Empowerment Act, B.E. 2007. To achieve this, the Company collaborates with government and private sector agencies to recruit and allocate roles that are appropriately tailored to the capabilities of persons with disabilities. We also support necessary training and skill development to ensure they can perform their duties effectively, thereby fostering self-reliance and professional pride. In 2025, the Company proudly employed a total of 11 persons with disabilities across all operating branches.

Total Number of Employees by Gender



Male

531 Employees
48.94%



Female

554 Employees
51.06%

Total Workforce
As of December 31, 2025

1,085 Employees



Talent Acquisition Performance

New Employees Hired in 2025



Male
55
Employees
52.88%



Female
49
Employees
47.12%

Total Employee Turnover (2025)



Male
75
Employees
59.06%



Female
52
Employees
40.94%

Total Employee Turnover (2025)



Male
75
Employees
6.91%



Female
52
Employees
4.79%

Employees Returning from Maternity Leave

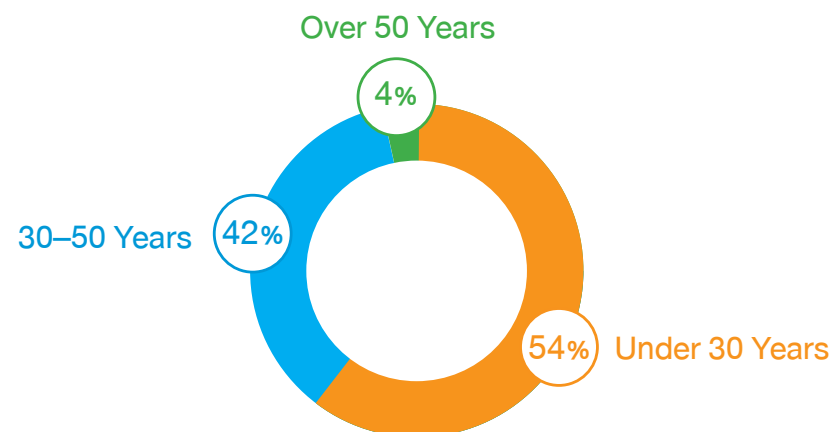


In 2025, 12 female employees
took maternity leave.

Returned to Work
10 Employees

Equivalent to
83.33%

New Employees Hired by Age



Employee Recruitment Data	2023	2024	2025
Total number of new employee hires (Persons)	17	35	17
Open positions filled by internal candidates (%)	35.29	0	0
Average hiring new employee cost (Baht/Person)	2,014	1,079	1,532

Disable employees	2023	2024	2025
Total disable employees (Persons)	13	13	11
Internal *	12	12	11
External **	1	1	0
Wages Payable (Baht)	2,068	1,594	1,565

* Internal Employment of Persons with Disabilities: Refers to the direct hiring of individuals with disabilities to perform work within the Company's operations.

** External Employment of Persons with Disabilities: Refers to the employment or sponsorship of individuals with disabilities to perform public service work within their local communities for the benefit of society.

Stakeholder Perspectives: Teck Bee Hang Co.,Ltd



Ms. Witchayapa Karnjanadecha

Compensation &
Benefits Specialist

“

The Company provides continuous opportunities for employees to learn and develop their potential through both internal and external training programs, thoughtfully aligned with our specific roles and individual growth goals. What impresses me most is that the organization actively involves us in planning our own development, openly welcomes our feedback, and genuinely considers our actual learning needs.

Receiving consistent training and developing new skills enhances our knowledge, confidence, and professional perspectives. It enables us to apply what we learn to perform our jobs more efficiently, while simultaneously preparing us for future career advancement. This approach truly makes me feel valued and deepens my engagement with the organization.

”

Workforce Capacity Building

The Company establishes employee development guidelines as an integral component of organizational growth. We define a framework for continuous learning and skill enhancement throughout the year via both internal and external training programs, ensuring that employees can develop their knowledge and capabilities in direct alignment with their roles and the Company's strategic business direction.

This skill development focuses on enabling employees to build upon their long-term potential and expanding their opportunities for career advancement. The Company conducts comprehensive needs assessments regarding the skills, knowledge, and competencies required at each employee level. We actively provide a platform for employees to reflect on and voice their own learning needs, benchmarking these against their job responsibilities as well as relevant industry standards and requirements.

Furthermore, the Company heavily factors in the organization's operational trajectory, alongside our Environmental, Social, and Governance (ESG) goals. These elements are systematically integrated into our annual training plan, creating a comprehensive curriculum that simultaneously drives human capital capacity building and sustainable business operations.

1

New Joiner Program

Orientation for new employees to build understanding of the organization and work culture

2

Soft Skill Development

Courses to develop human relations, communication, and teamwork

3

Functional Training

Courses to develop job-specific knowledge and skills

4

Leadership Program

Courses to develop leadership potential and supervisors' management skills

5

Digital & Technology Skills

Courses to develop digital and technology skills

6

Compliance & Governance Training

Courses on laws, regulations, requirements, and company policies

7

Safety, Health & Environment

Courses on safety, occupational health, and workplace environment

8

Career Development & Talent Program

Courses for career path development and talent management

Internal Training Programs

The Company places critical importance on the continuous development of employee potential, viewing our workforce as a highly valuable resource and the primary driver in propelling the organization toward sustainable success. We focus on equipping employees with the knowledge, capabilities, and skills required to adapt to industry transformations and successfully execute the Company's strategic business direction. In 2025, the Company conducted a total of 96 in-house training courses, successfully achieving and significantly exceeding our established operational target of delivering more than 60 internal courses. The curriculum was comprehensively designed to cover 8 core pillars: Management and Leadership, Production Processes, General Knowledge Enhancement, Service Excellence, Specialized Skill Development, Environmental Management, Occupational Health and Safety, Quality Assurance. This multi-disciplinary approach is designed to develop both specialized professional expertise and cross-functional capabilities for employees at all levels. Ultimately, this elevates operational efficiency, fosters a culture of professionalism, ensures strict compliance with designated industry standards, and actively promotes the long-term retention of highly capable talent within the organization.

Excel Tips: How to Create Dashboards Using Power BI



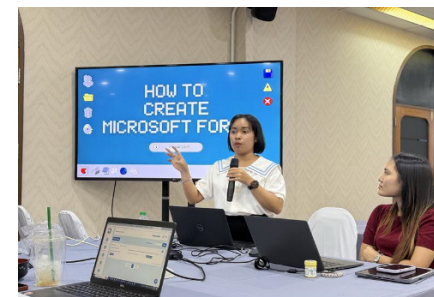
FORCEI Brainstorming Session 2025 (06/03/25)



Leveraging AI to Enhance Work Performance and Efficiency



Utilizing Google Translation Quill Bot to Develop Writing Skills



Corporate Tax Planning



Essential Properties and Testing Parameters for STR 20 Technically Specified Rubber (TSR) Production



Basic Firefighting and Emergency Fire Evacuation Drill



The Journey of Natural Rubber to Tires



External Training Programs

Beyond internal capacity-building programs, the Company emphasizes the promotion of continuous learning and the enhancement of specialized expertise through external training courses. This ensures that employees acquire up-to-date knowledge that aligns with evolving industry standards and professional developments. In 2025, the Company supported employees in attending a total of 209 external training courses across various job functions. These programs focused on individual skill development and technical expertise, empowering employees to effectively apply their newly acquired knowledge and practical insights to their daily operations. Furthermore, the Company offers equal opportunities for personnel to participate in external training aligned with their professional interests, aptitudes, and potential. This initiative fosters career growth, sharpens operational capabilities, and prepares our workforce to sustainably navigate changes and challenges in the modern business landscape.

Optimizing Workforce Protection through Digitalization



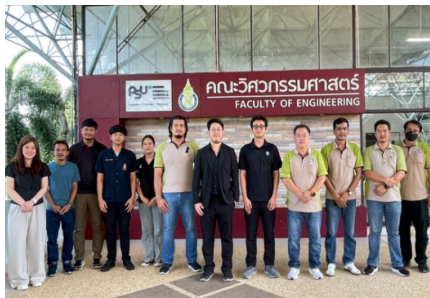
JW Tech Integrated product of the year



Translating Innovative Concepts into Safety Innovations



PLC Programming for Block Rubber Manufacturing



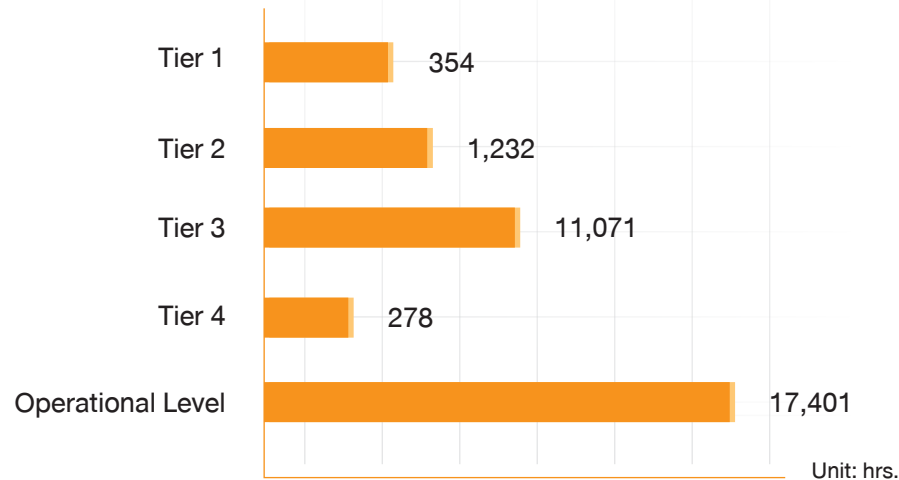
Comprehensive Human Rights Promotion in the Thai Supply Chain



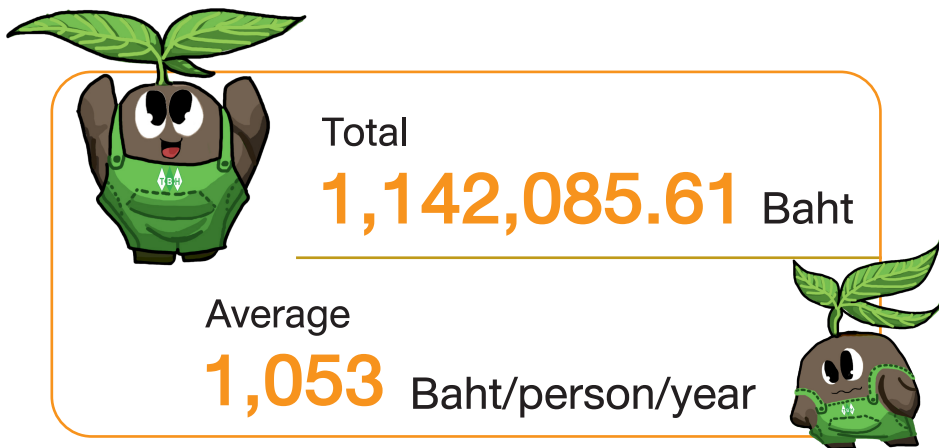
Organizational Development via Moral Model Frameworks



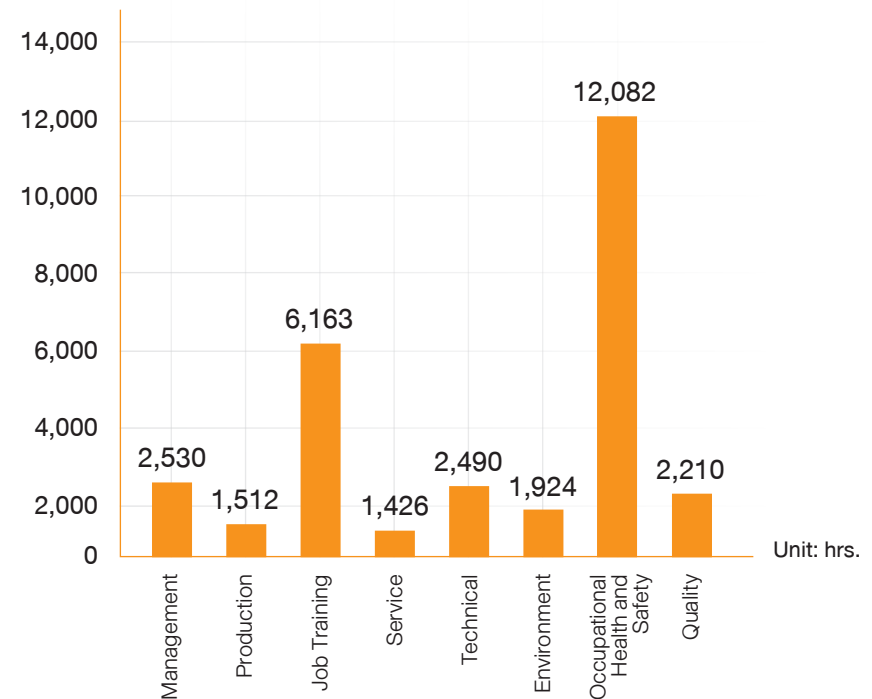
Training Hours by Employee Level



Training Expenses



Training Hours by Skill



Employee Training and Development

Employee Training	Unit	2023	2024	2025
Total Training Hours	Hour	26,792	43,207	30,337
Average Training Hours				
Target	(Hrs/Person/Year)	20	30	30
Achievements	(Hrs/Person/Year)	26	39	28

2. Occupational Health and Safety

The Company places paramount importance on the health and occupational safety of our employees as a cornerstone of sustainable business operations. We focus on the prevention and mitigation of risks associated with our operations, while strictly adhering to all relevant laws and regulatory requirements. To formalize this commitment, the Company has established an Occupational Health and Safety management system aligned with the ISO 45001 international standard. This system encompasses comprehensive hazard identification, risk assessment, the implementation of control measures, as well as continuous monitoring, evaluation, and performance reviews to ensure that risks arising from work activities are prevented and addressed efficiently and in a timely manner.

Furthermore, the Company promotes the participation of employees at all levels in developing safer working methods, reporting incidents and unsafe conditions, and elevating health and safety standards across all operational processes. Our ultimate goal is to foster a safe working environment that promotes the health and well-being of our employees in the long term, thereby supporting the organization's ongoing sustainability.



3. Promoting Employee Quality of Life

Stakeholder Perspectives: Teck Bee Hang Co.,Ltd



Mr. Mongko Reannark
Human Resources Officer,
Yala Factory

“

The Company places paramount importance on the holistic care of our employees and their quality of life in the workplace. We provide comprehensive and appropriate benefits starting from the very first day of employment. This includes complimentary staff housing, with all water, electricity, and internet expenses covered, featuring well-organized and segregated living spaces tailored to each employee group.

In terms of operations, the Company provides all necessary office equipment and Personal Protective Equipment (PPE), which employees can request as needed without incurring any personal costs. We also maintain a robust occupational health and safety system, featuring an on-site infirmary for recovery during illness and dedicated transport services for emergency hospital transfers.

The Company is deeply committed to diversity, equality, and cultural and religious inclusion, providing prayer rooms for our Muslim employees. We also ensure the highest standards for essential infrastructure, such as clean water, restroom facilities, and the maintenance of common areas, managed by dedicated staff.

Furthermore, we promote strong internal relationships through inclusive activities that encourage participation across all levels, such as New Year celebrations, Quality Day, and various CSR initiatives. These events cultivate a positive work atmosphere, strengthen the relationship between staff and management, and build long-term organizational loyalty. Our employees take great pride in and are confident that the Company treats every individual with equality and fairness. This commitment is a fundamental factor in enhancing our employees' quality of life and supporting the Company's sustainable growth.

”

The Company is committed to the continuous care and improvement of our employees' quality of life, ensuring that every individual receives appropriate support in terms of welfare, work environment, and professional development. We foster a deep sense of engagement between our employees and the organization, viewing this as a fundamental foundation for the long-term sustainability of our business.

1

Employee
Welfare and
Benefits

2

Employee
Welfare
Committee

3

Promoting
Diversity and
Equal Opportunity
Employment

4

Compensation
Management

Employee Welfare

The Company provides welfare and benefits to employees at all levels, encompassing both permanent staff and employees working in our significant locations of operation. We have meticulously documented the details of all welfare programs, relevant policies, internal regulations, and fair dismissal procedures strictly adhering to labor laws to ensure that all employees have clear and transparent access to information regarding their entitlements. Our welfare system covers 100% of our workforce, ensuring access to essential benefits critical to our employees' quality of life and long-term security.



Health, Safety and Well-being Benefits

	Health, Safety and Well-being Benefits
	Pre-employment Health Screening
	Annual Health Check-ups
	Risk-based Health Examinations (Specific to Operational Workspaces)
	Health Insurance
	Personal Accident Insurance

Family, Social and Work-Life Balance Benefits

• Annual Leave

Employees are entitled to a minimum of 6 days of annual paid leave, adjusted based on years of service, to foster a healthy work-life balance.

• Personal / Business Leave

Employees are eligible for up to 10 days of paid personal leave per year to attend to essential personal affairs, including: Caring for immediate family members or spouses in the event of illness or accident. Attending children's school activities or essential welfare events.

• Maternity Leave and Paternity Support Leave:

Female employees receive 120 days of maternity leave (with 60 days of fully paid leave). Male employees are entitled to 15 working days of paid paternity leave to support their spouses during childbirth.

• Religious Observance Leave

Retirement and Financial Security Planning

- Provident Fund (PVD)

Employee Welfare Committee

The Company has institutionalized a "Welfare Committee" across all factory branches and our headquarters. This body serves as our primary governance mechanism to ensure a high quality of life, employee engagement and ethical workplace standards, in full alignment with the Thai Labour Standard (TLS 8001-2010) and international human rights principles. Strategic Objectives;

- Providing dedicated channels for employees to voice opinions and propose welfare improvements.
- Analyzing feedback to refine and manage benefits that balance employee needs with organizational capabilities.
- Ensuring all welfare practices strictly adhere to labor laws and global human rights best practices.

Committee Structure and Oversight

Representation: Comprised of 5 members, featuring balanced representation from both employer and employee groups. Operational Rhythm: Quarterly meetings are mandatory to review, adapt, and innovate our welfare guidelines, ensuring they remain responsive to the evolving needs of our workforce.

Promoting Diversity and Equal Opportunity Employment

The Company maintains a hiring policy that prioritizes the promotion of diversity and equal opportunity employment. We are committed to the principles of fairness, non-discrimination, and the upholding of human dignity throughout all operational stages from recruitment, selection, and professional development to performance evaluation, promotions, and compensation management.

The Company provides equal employment opportunities to all individuals, regardless of gender, age, ethnicity, religion, socioeconomic status, geographical origin, or educational background. Employment decisions and career progression are based strictly on merit, including knowledge, skills, experience and operational potential. Furthermore, we foster an inclusive workplace environment that respects differences, encourages creative communication, and promotes employee participation. We are dedicated to building a corporate culture free from all forms of harassment and discrimination, ensuring that every employee can fully realize their potential and grow sustainably alongside the organization.



Stakeholder Perspectives: Teck Bee Hang Co.,Ltd



Ms. Mayuree Saewong
Chief Marketing Officer

“

Reflecting on my journey 14 years ago, when I first stepped in as a Planning Manager, I never imagined I would have the opportunity to grow to the top executive level as Chief Marketing Officer (CMO). What drove me to this point was not merely my own efforts, but the ‘opportunities’ that the Company provided equally. At Thai South East Rubber, the terms ‘woman’ or ‘man’ have never been used as a measure of capability. My executives and colleagues have always been open to my new ideas, giving me the confidence to be creative and contribute significantly to the organization.

Equality here is reflected in every dimension. We believe in Women Empowerment, and we pass this belief down to employees at all levels—from office staff to our colleagues on the production lines. Everyone receives fair compensation and is treated with equal respect. Thank you, ‘Tek Bee Hang,’ for being a warm, inclusive home for everyone.

”

At Teck Bee Hang Co.,Ltd, success is measured by commitment and performance, not by gender. We believe in the power of women and the equal dignity of every employee.

The Company places great importance on creating equal opportunities in society by supporting the **employment of persons with disabilities** in positions that align with their capabilities and the practical requirements of the work. We focus on recruitment based on potential, responsibility and operational ability, ensuring that every individual can contribute meaningfully to the organization’s success.



Mr. Chai Ruengdecha
(Individual with a mobility impairment”
(Type 3) Head of Maintenance
Pattani Factory

“

Joining this company has been a truly meaningful opportunity for me. The organization does not focus on my physical limitations; instead, it values my skills, dedication, and potential. The open-minded working environment, coupled with the support I receive from both my supervisors and colleagues, makes me feel valued and more confident in myself. This opportunity has not only provided me with career stability but also serves as a strong motivation for me to continuously improve and contribute to the organization with pride.

”

Furthermore, the Company is deeply committed to ‘supporting underprivileged groups in society’ by fostering educational opportunities and improving access to information. **We continue to donate used calendars to schools for the blind annually.** These materials are repurposed to create Braille educational resources, directly facilitating learning and enhancing the daily lives of visually impaired individuals.



Recycling Calendars for Education

4. Career Growth and Professional Development

Employee Development and Performance Management

The Company is committed to enhancing personnel potential in tandem with elevating our performance management system to support competitive advantage and organizational readiness in the face of long-term shifts in the natural rubber industry. We prioritize the establishment of clear, fair, and objective performance goals that are strictly aligned with the organization's strategic direction.

To ensure performance management efficiency, the Company has established a KPI Committee, responsible for defining frameworks, guidelines, and overseeing evaluation standards across the entire organization. We have also implemented the Employee Performance Evaluation System (EPES), a centralized online platform, as the primary tool for conducting annual employee performance reviews.

The EPES covers employees at all levels, connecting individual performance goals with the company's strategic business objectives. This ensures that every employee clearly understands their roles, performance expectations, and individual development pathways, fostering a high-performance culture.

1 Core Competency Assessment

Evaluating the knowledge, skills, and abilities essential for professional performance and operational excellence.

2 Core Value Assessment

Evaluating behavioral alignment with the organization's cultural values, ensuring that individual conduct consistently reflects the principles we strive to uphold.

Percentage of employees receiving performance evaluations

Top Management (Tier 1)	100%
Middle Management (Tier 2)	100%
Employees (Tier 3)	98%*
Operators (Monthly) (Tier 4)	100%

*Employees who reached mandatory retirement in 2025 were excluded from the annual performance and career development review cycle.

Succession Planning for Organizational Continuity and Sustainability

The Company recognizes human capital as the vital engine driving our stable and sustainable growth. To ensure operational continuity, we have implemented a structured Succession Plan to prepare for potential transitions in critical roles, particularly within core business functions that may be impacted by retirement, resignation, or unforeseen circumstances.

Our succession planning strategy focuses on identifying and cultivating high-potential employees who demonstrate the readiness to develop the knowledge, skills, and competencies necessary for future leadership. We employ a systematic development approach, including: Targeted Training: Equipping successors with leadership and technical expertise. On-the-job Learning: Providing real-world experiences to deepen operational understanding. Knowledge Transfer: Mentorship programs designed to capture and pass on institutional wisdom.

These succession management initiatives reinforce our resilience, mitigate human capital risks, and support long-term organizational development all of which are fundamental pillars in building the Company's enduring business sustainability.

Succession Planning Practices

To ensure unwavering business continuity and proactively mitigate risks associated with critical talent shortages, the Company has institutionalized a systematic succession planning framework. This comprehensive strategy covers all key organizational tiers, specifically:

- Senior Executive Positions
- Middle Management Positions
- Critical Roles in Core Business Functions

Standardized Guidelines and Procedures

- Risk Assessment & Identification: Systematically evaluating roles that critically impact organizational operations to designate target positions for succession.
- Merit-Based Selection: Establishing clear selection criteria for potential successors, rigorously evaluating their underlying potential, core competencies, and professional experience.
- Targeted Capability Development: Formulating customized, robust development plans for selected candidates to ensure their complete readiness to assume future leadership responsibilities.
- Continuous Monitoring & Evaluation: Implementing an ongoing performance tracking process to guarantee that successors are not just theoretically prepared, but practically and operationally ready to execute their duties.

Successor Development Program

The Company executes a systematic and continuous successor development program to ensure seamless and efficient leadership transitions across critical organizational roles. Our development framework includes:

- **Successor Talent Pool Registry:** Maintaining a comprehensive roster of succession candidates, detailing their professional backgrounds, performance records, evaluation scores, and current job descriptions.
- **Target Role Profiling:** Establishing a precise registry of target positions, clearly defining the requisite responsibilities and core competencies for each role.
- **Competency Gap Analysis:** Conducting rigorous assessments to identify skill and competency gaps between the successor’s current capabilities and the strategic expectations of the target role.
- **Customized Training Curricula:** Developing targeted training programs in collaboration with instructors to define learning methodologies, curriculum structures, training hours, and evaluation metrics.
- **Individual Development Plans (IDP):** Creating highly personalized IDPs tailored to address the specific developmental needs and specialized skill sets of each candidate.
- **Readiness Evaluation System:** Implementing an objective, criteria-based assessment process to evaluate a successor’s comprehensive readiness prior to officially assuming the role.

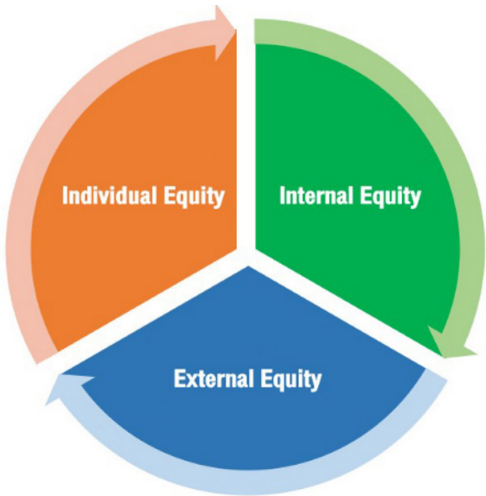
Furthermore, the Company continuously updates its development guidelines and training curricula to align with shifting market conditions, corporate strategies, and the evolving direction of the organization. By emphasizing individualized capability building, we ensure that our successors possess the readiness and robust potential required to execute their duties effectively and sustainably over the long term.

Project Results

A total of 22 high-potential employees participated in the succession development program this year. After undergoing our systematic capability building and continuous monitoring processes, 7 employees have successfully demonstrated full readiness to assume their designated target roles, accounting for 31.82% of the total participants. This achievement reflects our tangible progress in cultivating next-generation leadership and ensuring long-term human capital stability for the organization.

Target	2025 Performance Results
30% The employees who successfully completed the systematic development and monitoring process	31.82% The employees who successfully completed the systematic development and monitoring process

Compensation Management



The Company places great importance on human resource management, recognizing that its employees are a key driving force in achieving the organization’s goals. Compensation management is therefore an important tool for motivating employees, retaining knowledgeable and capable personnel, and promoting fairness within the organization.

The Company manages compensation based on the principles of “fairness, appropriateness, and sustainability,” taking into consideration employees’ roles and responsibilities, knowledge, skills, and experience in each position, as well as the overall performance of the organization. Compensation comprises salaries and wages, variable compensation, employee welfare and benefits, and other appropriate benefits that reflect the nature of the work and working conditions in the industrial sector. These practices aim to support employees’ quality of life and enable them to perform their duties to their full potential.

Market Compensation Benchmarking

To ensure fairness and external equity, the Company systematically analyzes and reviews its compensation levels against the broader labor market. By referencing credible data sources and benchmarking against industry peers, we ensure that our compensation structure maintains robust Market Competitiveness and perfectly aligns with current economic conditions. This proactive benchmarking significantly strengthens our ability to attract and retain high-caliber talent, serving as a fundamental pillar of the organization’s social sustainability.

Fair, Equitable and Inclusive Compensation Structure

The Company has established a comprehensive compensation structure that accurately reflects the intrinsic value of each role, effectively reducing internal disparities while actively promoting equal employment opportunities and career advancement. This equitable framework not only ensures fairness but also creates an open environment where job seekers and the organization can collaboratively and efficiently align, select, and develop talent to its fullest potential.

Policy and Implementation Framework	2023	2024	2025
Total Remuneration to Sales Ratio	3.38%	3.08%	3.09%
Year-over-Year (YoY) Change in Total Remuneration	2.75%	0%	0%

The highest-paid individual within the organization is the Chief Executive Officer (CEO). This disclosure encompasses all employees within the Company's defined reporting boundary. Furthermore, the compensation ratio data is derived directly from the Company's internal remuneration records and is calculated based on the total compensation costs, strictly adhering to the criteria, methodologies, and boundaries established for corporate sustainability reporting.



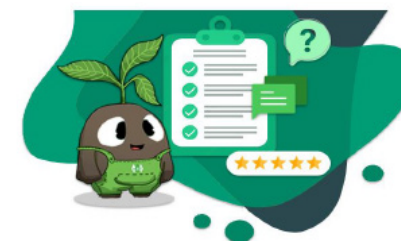
Performance Evaluation System for Sustainable Growth

The Company has implemented the Employee Performance Evaluation System (EPES) as a fundamental mechanism for determining compensation adjustments and career promotions. This system utilizes performance indicators that are strictly aligned with the organization's strategic objectives. To ensure fairness, transparency, and accountability, a KPI Committee has been established to oversee and direct performance management guidelines. This governance structure continuously supports the development of employee potential and robust career advancement.

The employee performance evaluation is categorized into two primary dimensions:

1. Core Competency Assessment
2. Core Value Assessment

Beyond the structured compensation management practices, the Company actively empowers employees to voice their perspectives on remuneration and welfare policies through the annual Engagement Survey, specifically within the 'Salary and Benefits' section. **Employee feedback and constructive suggestions are systematically reviewed and utilized to refine our compensation strategies.** This ensures our approaches consistently meet workforce needs while reinforcing our commitment to good corporate governance.



Ethical Human Resource Management

The Company executes its human capital management strictly governed by ethical principles and fair labor practices, enforcing these standards comprehensively across 100% of our workforce. This steadfast commitment includes rigorous adherence to our Business Code of Conduct, overarching human resource policies, and the fundamental pillars of corporate governance. Furthermore, the Company maintains absolute transparency by openly disclosing all policies, regulations, and standardized procedures pertaining to both employment and termination. This transparent approach ensures that every employee can easily access, fully comprehend, and rightfully exercise their workplace entitlements and protections."

5. Employee Engagement and Retention

The Company remains deeply committed to cultivating a robust and sustainable corporate culture. We prioritize the embedding of our Core Values as the fundamental guiding principles for employees at all levels, ensuring seamless operational alignment and a unified business direction across the entire organization.

To actively promote employee engagement, the Company orchestrates a diverse range of internal activities, coupled with continuous and comprehensive internal communication. These strategic initiatives provide open platforms for employees to exchange perspectives, build mutual understanding and foster a profound sense of belonging. Consequently, this approach nurtures deeper organizational commitment, shared accountability, and highly effective collaboration.

The integration of this corporate culture and our shared values plays a pivotal role in reinforcing good corporate governance and effective management practices. It establishes a work environment anchored in cooperation, transparency and mutual trust serving as the essential foundation required to propel the organization toward its long-term business objectives and sustainable development goals.

Company's Core Value



The Company has implemented the Employee Performance Evaluation System (EPES), a comprehensive online platform designed to streamline performance appraisals and employee feedback surveys. This digital integration ensures that the evaluation process is highly convenient, efficient, and entirely transparent. The platform's capabilities encompass the objective assessment of Key Performance Indicators (KPIs), the evaluation of behavioral alignment with our core corporate values, as well as the systematic measurement of overall employee satisfaction and organizational engagement.

Employee Engagement Survey

The Company places paramount importance on fostering the well-being and satisfaction of employees at all levels, recognizing these elements as vital drivers of operational efficiency and organizational sustainability. To this end, we consistently conduct an Annual Employee Satisfaction Survey to comprehensively gather employee feedback, perspectives, and expectations across various dimensions.

The insights derived from these surveys undergo rigorous systematic analysis. This data-driven approach directly informs our strategic planning, guiding the formulation of targeted measures to enhance the working environment, optimize human resource management, and elevate the overall quality of life for our workforce in a manner completely aligned with our corporate context.

Our employee satisfaction assessment encompasses six core dimensions, carefully designed to reflect the critical factors influencing employee engagement and holistic well-being. This multifaceted evaluation serves as the foundational intelligence driving the Company's long-term sustainable development initiatives.

		
Salary and Benefits	Job Characteristics and Responsibilities	Career Advancement and Stability
		
Supervisors	Colleagues	Work Environment and Quality of Life

These practices reflect our unwavering commitment to cultivating a thriving work environment, ensuring sustainable development across both our human capital and corporate dimensions.

Employee Engagement Survey Results

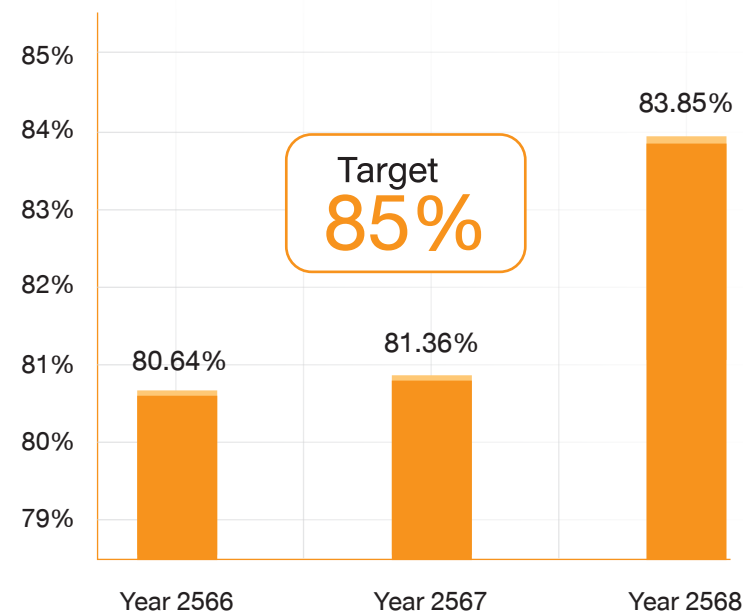
According to the Annual Employee Satisfaction Survey, the dimension of 'Supervisory Management' achieved the highest satisfaction score at 85.73%. This exceptional result profoundly reflects the high level of trust, confidence, and respect that employees hold for the organization's leadership.

These assessment results indicate that our supervisors and managers play a pivotal role in driving team performance. They effectively set clear directions, seamlessly cascade corporate policies and strategic goals, and maintain transparent, continuous communication. Consequently, employees possess a unified understanding of their roles, responsibilities, and the overarching operational direction of the Company.

Furthermore, this systematic, accountable, and fundamentally fair management approach significantly cultivates a collaborative work environment. It fosters mutual trust and continuously supports the capability building of our workforce, serving as a critical catalyst for elevating the overall operational efficiency of both our teams and the entire organization.

The Company firmly believes that positive and constructive relationships between leadership and employees form the absolute cornerstone of a resilient corporate culture. This synergistic dynamic serves as a powerful driving force, consistently fostering deeper employee engagement, elevating job satisfaction, and ultimately securing the long-term sustainability of our business operations.

Employee Engagement Survey



Employee Engagement Activities

The Company prioritizes the strengthening of employee engagement as a critical driver of our organizational sustainability. To this end, we consistently organize annual activities designed to foster internal relationships and cross-functional collaboration. These initiatives provide dynamic platforms for employees to actively participate, share valuable experiences, and creatively enhance their teamwork. Our comprehensive engagement programs primarily encompass:

1

Morale and Motivation-Boosting Activities

2

Capacity Building and Collaborative Learning Initiatives

Promoting these strategic activities plays a pivotal role in cultivating a work environment highly conducive to cooperation, mutual trust, and active workforce participation. The Company aspires to instill a profound sense of professional pride and self-worth among our employees, thereby securing their long-term commitment to the organization. Ultimately, this deep-rooted engagement drives operational excellence and holistically supports the Company's sustainable growth across all dimensions.



Project Highlights of 2025

Project Talent Pool



The Company places paramount importance on the strategic management and development of human capital, with a primary focus on cultivating a high-potential talent pool. This initiative is designed to underpin our business expansion and ensure organizational continuity in the long term.

We have systematically implemented our 'Talent Pool' program, which utilizes a rigorous selection process to identify individuals who demonstrate exceptional potential, capability, and readiness for development. Selected candidates are integrated into personalized development plans (IDPs), which are designed to enhance essential technical competencies, leadership skills and a profound understanding of the Company's business landscape.

Project Outcomes

The Company is committed to a proactive human capital strategy, designed to effectively attract, develop, and retain high-caliber talent aligned with our future business requirements. By systematically cultivating a future-ready workforce, we ensure organizational agility and long-term competitiveness. This strategic framework serves as a vital intelligence hub for identifying and accelerating the development of high-potential internal candidates, preparing them to seamlessly transition into critical leadership roles and key positions in the future.

Proactive Hepatitis B and C Screening Initiative



The Narathiwat branch places the highest priority on promoting the health and well-being of employees at all levels. Recognizing the health risks associated with chronic infectious diseases and their potential impact on both our employees and overall operational efficiency we have implemented a Proactive Hepatitis B and C Screening Program. This systematic initiative is designed to monitor, prevent and mitigate health risks across our workforce.

This initiative centers on preventative health screening for targeted employee groups, enabling early detection of risk factors or infection stages to facilitate timely medical intervention.

Project Outcomes

The implementation of this proactive Hepatitis B and C screening program underscores the Company's unwavering commitment to preventive healthcare. By effectively mitigating the risk of chronic health issues and fostering a safe, supportive work environment, we not only prioritize the quality of life of our workforce but also establish the essential foundation for organizational resilience. Ultimately, this initiative reinforces our dedication to long-term sustainable development, ensuring that our people our most valuable asset are empowered to grow and thrive alongside the Company.

Together We Play



Teck Bee Hang Co., Ltd. (Headquarters) organized the 'Annual Sports Day,' a vibrant initiative dedicated to promoting both the physical and mental well-being of our employees. This event serves as a platform to strengthen organizational bonds and unity through a diverse range of competitive sports, including football, volleyball, and traditional Thai games. By encouraging active participation from employees at all levels in an atmosphere of fun and camaraderie, the event highlights our corporate culture, which places a high value on the quality of life, employee engagement, and effective cross-departmental collaboration. We believe that these shared experiences are fundamental to building a cohesive workforce, forming the essential foundation for the Company's long-term sustainable growth.

Project Outcomes

The Annual Sports Day is a pivotal initiative in strengthening interpersonal relationships among employees at all levels, fostering a welcoming and collaborative work environment. By boosting morale and deepening organizational engagement, the event facilitates open communication and promotes creative, cross-departmental cooperation. Furthermore, this initiative plays a vital role in enhancing both the physical and mental well-being of our workforce, effectively alleviating occupational stress. It reinforces our corporate culture, which prioritizes quality of life, unity and inclusivity. We firmly believe that these shared efforts are fundamental to elevating operational efficiency, ultimately driving the Company's long-term sustainable growth.

Mountain Conqueror



"Teck Bee Hang Co., Ltd. (Headquarters) organized the 'Khao Kho Hong Trail Challenge' in Hatyai, Songkhla, dedicated to promoting the health and quality of life of our employees through physical exercise in a natural environment. This initiative brought together staff from various departments in a friendly atmosphere, fostering a shared sense of unity and collective energy.

This event underscores our commitment to a corporate culture that prioritizes 'Employee Well-being' caring for our workforce holistically across physical, mental, and social dimensions. The trail walks and run not only enhances physical fitness and encourages proactive health management, but also serves as an effective platform to alleviate occupational stress, promote relaxation, and infuse positive energy into both our personal lives and our collaborative work environment.

Project Outcomes

This initiative reflects the Company's unwavering commitment to supporting the physical and mental well-being of our employees while simultaneously fostering stronger organizational relationships and deepening camaraderie among colleagues. By encouraging a culture of continuous health consciousness, we aim to enhance operational efficiency and drive the long-term sustainability of our organization.

Furthermore, conducting this activity within a natural environment cultivates a sense of environmental stewardship and promotes the mindful use of public spaces. This approach is firmly aligned with our broader business philosophy, which integrates social responsibility and environmental sustainability into the core of our operations.

Employee Restroom Improvement



The Company carried out restroom improvement projects for employees at the Surat Thani Factory, Pattani Branch, Narathiwat Branch, and Yala Branch to enhance sanitation, cleanliness, and convenience for users. The improvements included the installation of complete sanitary facilities, renovation of the restroom areas, replacement of sanitary ware and equipment, enhancement of ventilation systems, and environmental improvements to ensure cleanliness, safety, and suitability for all employees.

The Company recognizes that providing hygienic and comfortable facilities is an important factor in promoting employees' physical health, quality of life, and well-being. These efforts reflect the Company's commitment to creating a positive working environment and demonstrating care for employees' welfare. Through continuous investment in workplace facilities and amenities, the Company aims to improve employee quality of life and grow sustainably alongside its workforce.

Project Outcomes

The restroom improvement projects at the Surat Thani Factory, Pattani Branch, Narathiwat Branch, and Yala Branch have significantly enhanced sanitation, cleanliness, and convenience for employees. As a result, employees have reported higher levels of satisfaction and improved well-being. The upgraded facilities also contribute to a healthier and more pleasant working environment, enabling employees to perform their duties more efficiently. This initiative reflects the Company's ongoing commitment to employee care and the continuous promotion of human resource sustainability.

Thungsong Marche



The Thung Song Factory established an online marketplace platform for employees to create a space for buying, selling, and exchanging goods within the organization. The initiative aims to reduce employees' daily living expenses, create opportunities for generating additional income, and encourage the efficient utilization of resources. Employees can bring products they have produced themselves or unused household items to exchange and sell through the platform.

This initiative promotes resource circulation, reduces waste generation, and strengthens relationships among employees. It also reflects the Company's commitment to fostering employee well-being, improving quality of life, and encouraging sustainable employee engagement.

Project Outcomes

This initiative has contributed to more efficient resource utilization and encouraged the recirculation of reusable goods, thereby reducing waste generation and unnecessary consumption. Employees have gained opportunities to generate additional income from selling goods and exchanging unused items within the organization. Furthermore, the project has strengthened relationships among employees across different departments and supported the implementation of Circular Economy principles, which form part of the Company's long-term sustainability strategy.

Occupational Health and Safety in the Workplace



Long-term Target	2025 Target	2025 Performance
0 Case Work-related Fatalities (Number of cases)	0 Case Work-related Fatalities (Number of cases)	1 Case Work-related Fatalities (Number of cases)
0 Case Lost Time Injury Frequency (LTIF) (Number of cases)	0 Case Lost Time Injury Frequency (LTIF) (Number of cases)	1 Case Lost Time Injury Frequency (LTIF) (Number of cases)
0 Case / 1,000,000 hrs Lost Time Injury Frequency Rate	0 Case / 1,000,000 hrs Lost Time Injury Frequency Rate	0.80 Case / 1,000,000 hrs Lost Time Injury Frequency Rate
0 Case Commuting Accidents (Number of cases)	0 Case Commuting Accidents (Number of cases)	0 Case Commuting Accidents (Number of cases)
100% Employees Trained on Safety	100% Employees Trained on Safety	100% Employees Trained on Safety
Safety & OHS Promotion Activities (Annual frequency)	1 activity/year	Complied

SDGs



Occupational Health and Safety Policy ▶



Stakeholder Perspectives: Teck Bee Hang Co., Ltd.



Mr. Suppadet Kwanchuai
Assistant EHS Manager

“

Throughout 2025, the Company remained steadfast in our commitment to elevating standards in Environment, Health, and Safety (EHS) in alignment with our sustainable business objectives. During the year, we recorded a total of 2,486,225 cumulative working hours, an increase from the previous year that reflects the expansion and heightened scale of our operational activities. Regarding safety performance, our Total Recordable Injury Rate (TRIR) stood at 0.80 per million working hours. This ‘represents a significant improvement compared to the previous year, underscoring the effectiveness of our enhanced safety management protocols and the progressive cultivation of a proactive safety culture across the organization. Regrettably, we recorded one work-related fatality in 2025. The Company treats this incident with the utmost seriousness. We have conducted a rigorous systemic root cause analysis and have implemented stringent preventive measures and process improvements to ensure that a similar incident does not recur.

”

Impact on Business

Safety performance is intrinsically linked to our business continuity, operational efficiency, and stakeholder confidence. While our trend in Total Recordable Injury Rate (TRIR) has shown a significant improvement over the past five years declining from 5.87 in 2021 to 0.80 in 2025 the recent fatality serves as a solemn reminder of the urgent need to elevate our engineering controls and operational oversight.

In response, the Company has conducted a comprehensive root cause analysis and is accelerating corrective measures at both the departmental and systemic levels. These actions are critical to mitigating impacts on our workforce, safeguarding our corporate reputation and securing our long-term sustainability.

Challenges and Opportunities

The Company recognizes that occupational health and safety challenges evolve in tandem with our business expansion, operational complexity, and increased working hours all of which influence the risk landscape for our workforce and the wider supply chain. To address these challenges, we are actively transitioning our Environment, Health, and Safety (EHS) management system from a Reactive approach to a Predictive framework.

Our strategic roadmap includes the development of digital tools for real-time risk surveillance and monitoring. We are also empowering frontline leadership to take a more proactive role in safety oversight and are championing a culture of transparency by promoting ‘Near Miss Reporting.’ While current reporting rates remain low, we are committed to increasing awareness to ensure that potential hazards are identified and mitigated before they manifest into incidents.

Commitment

The Company remains steadfast in our goal of achieving ‘Zero Accidents.’ Our senior leadership team actively oversees this mission through rigorous risk management mechanisms, proactive hazard identification, and the cultivation of a robust safety culture across the entire organization. We have elevated our control measures for ‘High-Potential Risks’ (HiPo) and institutionalized a ‘Lessons Learned’ framework, ensuring that insights from past incidents are communicated proactively to all departments to prevent recurrence.

Furthermore, we uphold the safety of our contractors with the same dedication as our own employees. We are pleased to report that in the current reporting year, there were no major injuries or fatalities involving contractors throughout our supply chain.

Occupational Health and Safety Governance

The Company integrates Occupational Health and Safety into our core Enterprise Risk Management (ERM) framework. We have established a robust governance structure, spanning from the Board of Directors and senior management to operational levels, ensuring that all activities comply with legal requirements, international standards and internal corporate policies. Policy Level; The Board and senior management set the strategic direction and safety goals, with 'Zero Accident' as our primary objective. Performance is regularly monitored through key safety performance indicators (KPIs).

Management Level; We have established an OHS Committee tasked with monitoring, reviewing significant risks and implementing systemic preventive measures. This includes incident investigation and the rectification of identified deficiencies. Furthermore, all managers and supervisors bear direct responsibility for safety oversight within their respective areas of operation.

Operational Level; We conduct continuous OHS risk assessments covering both employees and contractors, employing the 'Hierarchy of Controls' to effectively mitigate risks. This is supported by comprehensive training, effective communication, and internal audits to ensure the efficacy of our safety protocols.

We are deeply committed to fostering a proactive safety culture. We promote active employee participation, encourage 'Near Miss' reporting, and champion 'Visible Felt Leadership' among our executives through regular engagements such as morning safety talks. These initiatives are essential to our goal of building a safe, sustainable and incident-free workplace

Code of Conduct for Environmental, Health and Safety Management

Quality of life and employee safety	Compliance with environmental laws and regulations
Hazard prevention measures and safety policy	Improvement of working conditions and working environment
Safety and environmental activities	Health check-ups for regular employees and new employees



Occupational Health and Safety Risk Assessment Process

The Company conducts OHS risk assessment in strict accordance with ISO 45001 standards, integrating these practices into our broader Enterprise Risk Management (ERM) framework. This ensures a systematic approach to identifying hazards, assessing risks, and implementing control measures, encompassing all employees, contractors, and relevant business activities. Our process follows three key phases:

1

Hazard Identification

We proactively identify hazards across all operational activities using tools such as Job Safety Analysis (JSA), site inspections, historical incident reviews, and employee feedback. This process covers physical, chemical, biological, ergonomic, and psychosocial factors, including potential abnormal situations and emergency scenarios.

2

Risk Assessment

Upon identifying hazards, we evaluate risk levels based on severity and likelihood, utilizing our organizational Risk Matrix to prioritize mitigation efforts. We place particular emphasis on managing High-Potential Risks.

3

Risk Control

We implement control measures following the 'Hierarchy of Controls', which includes elimination, substitution, engineering controls, administrative controls, and the use of Personal Protective Equipment (PPE). We prioritize engineering and design-based measures to minimize reliance on individual behavior, thereby ensuring a more robust and sustainable safety outcome.

4

Implementation and Communication

Control measures are integrated into daily operations through Standard Operating Procedures (SOPs), specialized training, and a rigorous Permit-to-Work (PTW) system. We ensure that all risks are effectively communicated to both employees and contractors, guaranteeing that every individual on-site fully understands the potential hazards and the corresponding protocols to manage them safely.

5

Monitoring, Review and Continuous Improvement

We evaluate the effectiveness of our safety measures through internal audits, field inspections, incident analysis, and key safety performance indicators. Our risk assessments are reviewed at least annually or immediately following any significant changes such as modifications to machinery, processes, raw materials or after an incident occurs. This ensures continuous improvement in alignment with the Plan-Do-Check-Act (PDCA) cycle of ISO 45001.

These processes enable the Company to manage occupational health and safety risks in a highly effective, proactive and sustainable manner, ensuring the safety of our people and the resilience of our operations.



2025 Occupational Health and Safety Risk Assessment Performance Summary

Risk Category	Inherent Risk	Mitigation Measures	Residual Risk
1.Chemical Exposure	High	Facility upgrades, PPE compliance, and emergency preparedness	Moderate
2.Noise Exposure	High	Hearing conservation program & engineering controls	Low
3.Fire Hazards	Moderate	Emergency equipment provision & fire drill exercises	Low
4.Transportation Accidents	Moderate	Vehicle inspection, alarm systems, and site zoning	Low
5.Electrical Hazards	Low	Grounding system upgrades & PPE enforcement	Low

Occupational Health and Safety Management Framework

Incident Reporting and Unsafe Situation Management

The Company mandates that Environment, Health and Safety (EHS) reporting is a collective responsibility shared by all employees and contractors. Specifically, the reporting of accidents, 'Near Misses' and unsafe conditions or acts is a vital mechanism for proactive risk management and the prevention of incidents that could impact lives, assets, or our long-term business continuity. This approach aligns with the principles of worker participation and continual improvement under the ISO 45001 standard.

To facilitate this, we have established clear, systematic and accessible reporting channels including internal digital platforms, electronic forms, and direct reporting to supervisors. We maintain a non-punitive reporting culture, ensuring that all personnel feel empowered to report hazards or unsafe situations promptly without fear of reprisal.

For significant incidents or those with the potential for serious consequences, we conduct rigorous systemic investigations using Root Cause Analysis (RCA). We examine contributing factors across all levels including human behavior, work processes, machinery, equipment and management systems. Subsequently, we implement effective, actionable Corrective and Preventive Actions (CAPA) to eliminate recurrence and reduce risks to an acceptable level.

The company provides various forms of safety communication channels to promote participation and timely risk alerts, which include:

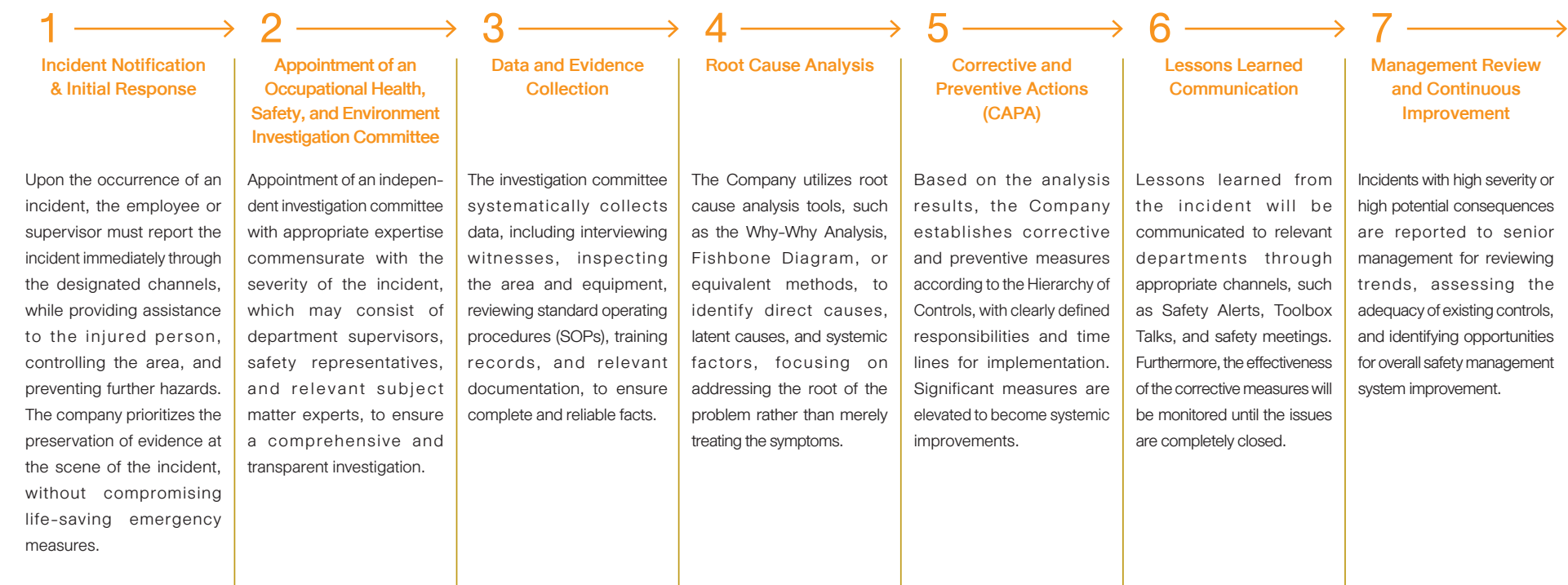
Safety Communication Channels

 Safety incident reporting	 Reporting through supervisors	 Suggestion box and safety reporting
 Safety meetings (Toolbox Talk, Safety Meeting)	 Company hotline or E-mail safety channels	 Safety communication campaign

The Company fosters a "No Blame Culture" to empower employees and contractors to report safety incidents or unsafe working conditions without fear of disciplinary repercussions, provided the reports are made in good faith. The Company affirms the right of employees and contractors to exercise Stop Work Authority halting or refusing tasks deemed to pose imminent threats to life, health, or safety without facing penalty or discrimination. In such cases, workers must immediately notify their supervisors or designated safety personnel to conduct risk assessments and implement appropriate control measures before work resumes. Furthermore, the Company is committed to ensuring these rights are actively exercised in practice through continuous communication, technical training, and performance monitoring, establishing confidence that all workers perform their duties in a safe and adequately protected environment.

Injury Investigation Process

The Company maintains a systematic process for investigating all work-related injuries and cases of ill-health, integrated within our ISO 45001 Occupational Health and Safety Management framework. This procedure is designed to identify root causes, prevent recurrence, and continuously enhance our risk control measures. Our investigation process encompasses all employees and contractors, and follows these structured steps:



This systematic process enables the company to learn from incidents effectively, reduce the risk of recurrence, and foster a proactive safety culture throughout the organization. It covers all levels of employees and contractors, while ensuring the communication of lessons learned to prevent recurrence, enhance risk control, and support the organization's continuous improvement.

Work-Related Injury

In the past year, the Company encountered one serious accident, which the Company treats with the utmost importance. The Company responded to the incident urgently in accordance with emergency management procedures, while conducting an in-depth incident investigation to perform a Root Cause Analysis and systematically establish preventive measures to avoid recurrence. The investigation results and lessons learned have been utilized to improve and enhance risk control measures regarding machinery, work processes, and the supervision of occupational health and safety to foster a safer working environment for employees and all stakeholders.

The Company expresses its deepest condolences regarding the incident that occurred and reaffirms its commitment to continuously developing occupational health and safety measures to prevent such incidents from occurring in the future.

Following the **fatal incident**, the Company systematically executed its Environmental, Health and Safety (EHS) incident management guidelines in strict accordance with safety standards and legal requirements, following these three steps:

1 Process Steps

1.1 Incident Response: Immediately upon the occurrence of the incident, the Company suspended production and the operation of the relevant machinery for a period of 4 days to control the situation and prevent further risks. The incident site was secured, and a rigorous safety inspection of the surrounding area was conducted. Initial findings confirmed that there was no damage to the machinery, indicating that the impact was primarily limited to personnel.

1.2 Incident Reporting & Impact Assessment: The Company reported the incident in full compliance with the established procedures for serious incidents and within the specified timeframe, while also conducting a comprehensive assessment of the impacts across various aspects.

1.3 Investigation & Root Cause Analysis: The Company conducted an in-depth investigation utilizing Root Cause Analysis principles, covering primary factors including Man, Machine, Method, Material, and Environment.

1.4 Corrective & Preventive Actions: To prevent recurrence, the Company implemented concrete improvement measures, including: Machinery upgrades, such as the installation of guards, interlock systems, and alarm systems. Development and revision of Standard Operating Procedures (SOPs), specifically regarding the implementation of Lockout/Tagout (LOTO) systems. Training and awareness-raising programs for employees regarding safety. Monitoring and evaluation of the effectiveness of these measures within the specified timeframe.

- Corrective & Preventive Actions: To prevent recurrence, the Company implemented concrete improvement measures, including:
- Machinery upgrades, such as the installation of guards, interlock systems, and alarm systems.
- Development and revision of Standard Operating Procedures (SOPs), specifically regarding the implementation of Lockout/Tagout (LOTO) systems.
- Training and awareness-raising programs for employees regarding safety.
- Monitoring and evaluation of the effectiveness of these measures within the specified timeframe.

2 Compensation and Remediation for Affected Parties

- Compensation from the Company and relevant departments
- Compensation from government agencies and regulatory bodies
- Other expenses

3 Summary of Incident Impact and Response

- Although the incident resulted in a temporary production suspension for 4 days, the Company was able to manage product delivery without any delays, and there was no damage to property.
- This incident caused an impact on personnel, for which the Company has executed remediation, compensation, and preventive measures in full accordance with safety standards.



Furthermore, the Company prioritizes the safety of its product users by monitoring and collecting data on accidents that may occur during the customer's use of its products. This data is analyzed and utilized to inform design developments, enhance production processes, and continuously upgrade safety communication, reflecting the Company's commitment to fostering sustainable safety throughout the entire supply chain.

Occupational Health and Safety Training

The Company prioritizes the continuous development of occupational health and safety knowledge and skills among its employees, establishing training as a key mechanism for accident prevention and elevating the safety culture across the entire organization, covering all departments and levels. In 2025, the total number of employees per site ranged from 143 to 309, with total safety training hours ranging from 191 to 2,870, depending on the size and operational characteristics of each area. Notably, 100% of employees received more than one hour of safety training per year, and no employees were found to have received training below the prescribed threshold.

These performance results reflect the effectiveness of the Company's safety training planning and monitoring system. However, the Company recognizes that simply increasing "training hours" is insufficient to reduce risk. Therefore, it has focused on elevating the quality of training by emphasizing curricula related to Critical Risks, machine operation, Permit to Work (PTW) systems, Lockout/Tagout (LOTO), and emergency response.

The Company has plans to develop a learning system that is specific to the risks of each job (risk-based training), increase hands-on practical training, and utilize digital tools to monitor learning effectiveness. This ensures that employees do not merely "complete the training," but are truly capable of working safely in real-world conditions.

Occupational Health and Safety Training Schedule

No.	Key Performance Indicators	Thungsong	Yala	Nara-thiwat	Pattani	Surat-thani	Total
1	Total Employees (Persons)	143	309	209	149	214	1,024
2	Total Training Hours (Hours)	191	2,870	419	326	313	4,119
3	Employees trained > 1 hour (Persons)	143	308	176	131	199	957
4	Employees trained < 1 hour (Persons)	0	0	0	0	0	0
5	% of Employees trained > 1 hour	100%	100%	100%	100%	100%	100%

Occupational Health and Safety Performance Goals



Number of fatal work-related accidents is zero



Number of work-related occupational diseases among operators is zero

Occupational Health and Safety Performance

Fatal accidents resulting from work related

Performance					
2023 Performance (Persons)		2024 Performance (Persons)		2025 Performance (Persons)	
Employees	0	Employees	0	Employees	1
Contractors	0	Contractors	0	Contractors	0

Serious work-related accidents

Performance					
2023 Performance (Persons)		2024 Performance (Persons)		2025 Performance (Persons)	
Employees	1	Employees	0	Employees	0
Contractors	0	Contractors	0	Contractors	0

Safety Communication and Public Relations

The Company consistently prioritizes communication regarding occupational health and safety to strengthen awareness and foster a safety culture at all levels of the organization, employing a variety of communication activities that ensure comprehensive reach to all employees. In 2025, the Company organized a “Safety Poster Contest” to provide employees with an opportunity to participate in creative safety communication. This activity aimed to encourage employees to recognize work-related risks, convey accident prevention concepts, and take part in driving the culture that “safety is everyone’s responsibility.”

The winning entries were published and displayed in operational areas, internal communication channels, and safety campaign activities to extend awareness to employees and contractors throughout the entire organization. Beyond increasing participation, these activities have made safety communication more engaging, easy to understand, and relevant to actual working conditions.

The Company will continue to develop its safety communication formats by integrating creative activities, digital technology, and employee participation to elevate the safety culture into a strong and sustainable one.

Public Relations to Promote Workplace Safety in 3 Languages



Employee Health Check-up

The Company prioritizes proactive employee health management by providing both annual general health check-ups and health examinations based on work-related risk factors. This approach is designed to monitor occupational diseases, detect abnormalities at an early stage, and continuously support the work readiness of our employees.

Annual General Health Check-up

The Company ensures that all employees receive an annual health check-up tailored to their age, gender, and job requirements. This covers basic health assessments such as blood pressure, body mass index (BMI), blood tests, and a general health evaluation. The results are analyzed to identify overall health trends among employees, and appropriate, personalized health advice is provided.

Occupational Risk-Based Health Surveillance

For employees working in environments with specific risk factors, the Company conducts specialized health surveillance based on risk assessments. This may include:



Audiometric testing for roles exposed to high noise levels.



Pulmonary function testing (lung function) for roles exposed to dust or chemicals.



Visual acuity testing for roles requiring specialized vision.



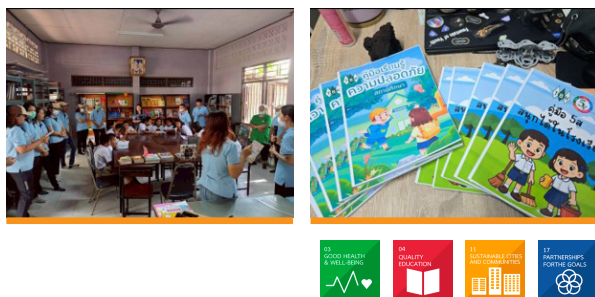
Biological monitoring (chemical exposure testing) for roles involving hazardous substances.

The Company maintains employee health records in strict confidence in accordance with ethical standards and applicable laws. We also monitor employees with abnormal findings to ensure they receive continuous care, undergo “fit to work” assessments, and benefit from additional risk control measures in the workplace when necessary.



Project Highlights 2025

5S Activities for Safe Learning Environments in Schools



The Thungsong Branch Plant has extended the '5S' concept from the workplace context to the educational community, with the objective of developing the learning environment to be orderly, safe, and promotional of appropriate well-being for students and educational personnel. The implementation of such activities focuses on instilling safety awareness starting from the youth level, which is an important foundation for long-term behavioral development. Furthermore, it plays a role in strengthening good relationships and cooperation between the organization and the community, leading to sustainable development in both social and educational dimensions.

Project Outcomes

Target schools have concretely improved their orderliness and reduced safety risk points. Teachers and students have gained a greater understanding of the 5S principles and are able to apply them to their daily lives. Consequently, a safety cooperation network has been established between the company and local educational institutions.

Target	2025 Results
100% Safety Initiatives in Collaboration with External Organizations	100% Safety Initiatives in Collaboration with External Organizations

Road Safety Campaign



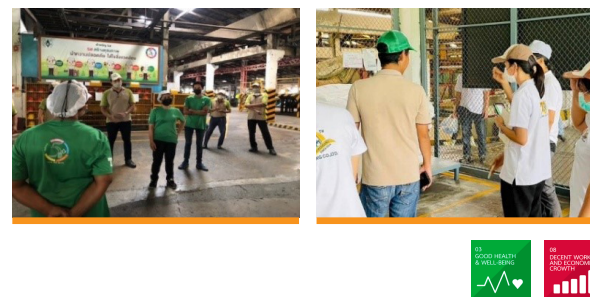
The Thungsong branch plant implemented a Road Safety Campaign aimed at promoting safe driving practices and reducing the risk of injuries and fatalities resulting from road traffic accidents. The campaign focused on achieving 100% helmet use among employees and members of the surrounding communities through continuous communication, awareness-building activities, safety education, and proactive outreach initiatives. These efforts were designed to enhance safety awareness and foster sustainable behavioral change in road use and driving practices.

Project Outcomes

The helmet-wearing rate among employees has continuously increased. Broad awareness and engagement have been generated within the community. Safe driving behaviors have been elevated, effectively reducing the risk of accidents during commuting to and from work.

Target	2025 Results
10% Number of Employees Participating in the Project	10% Number of Employees Participating in the Project

Near Miss Activity



The Company has encouraged all branch factories to report Near Miss incidents in order to strengthen the effectiveness of proactive workplace safety prevention measures. To support this initiative, the Company has developed reporting channels that are convenient, efficient, and easily accessible, while simultaneously promoting a No Blame Culture within the organization. This approach aims to build trust and encourage employees to actively report risks, hazards, or unsafe conditions identified in their work areas. The information gathered is systematically utilized to drive continuous improvement and prevent workplace accidents more effectively.

Project Outcomes

Employees have shown increased awareness and participation in risk reporting. Near-miss data is analyzed to determine systemic preventive measures. Consequently, the company is able to manage risks before actual accidents occur, thereby strengthening the safety culture.

Target	2025 Results
10% Monthly Increase in Near-Miss Reports	10% Monthly Increase in Near-Miss Reports

KYT Activity



All branch plants have applied Point Hazard Prediction activities (KYT) as a tool to develop employees' hazard identification and prediction skills prior to operation. The implementation focuses on the teamwork participation process in identifying risks, reviewing hazard points in the operational areas, and jointly determining preventive measures at the frontline level, in order to enhance safety awareness and reduce the likelihood of work-related accidents.

Project Outcomes

Employees have demonstrated an increased ability to foresee hazards in advance. Risk communication within teams has become more effective, thereby reducing risky behaviors in operational areas and concretely supporting behavior-based accident prevention.

Target	2025 Results
100% Employee KYT Activity Participation Rate	100% Employee KYT Activity Participation Rate

Emergency Preparedness Training



The Company provides training to enhance the knowledge, understanding, and readiness of employees to handle emergency situations that may occur in the operational processes across all branch plants, such as fires, chemical leaks, or other emergency events. The training covers both theoretical and practical phases, so that employees can respond to emergencies correctly and appropriately, and reduce impacts on life, property, and the environment.

Project Outcomes

Employees understand their roles and duties when emergencies occur, enabling them to respond correctly and quickly. The emergency response team has demonstrated increased readiness, and the incident response time has shown an improving trend.

Target	2025 Results
100% Employee Attendance	100% Employee Attendance

Basic Firefighting and Fire Evacuation Drills



The Company conducts basic firefighting and fire evacuation drills annually across all branch plants, including the headquarters, to test and evaluate the readiness of the fire prevention and suppression systems, as well as the appropriateness of evacuation routes and the coordination efficiency of the emergency team. This is to ensure an efficient response to fire situations and to reduce potential impacts on life and property.

Project Outcomes

Employees are able to use basic firefighting equipment correctly. The evacuation proceeded according to the plan and took less time compared to the previous drill. Systemic areas for improvement were identified and have already been rectified, resulting in a stronger fire management readiness for the organization.

Target	2025 Results
100% Employee Attendance	100% Employee Attendance

Community Involvement



Long-term Target

Zero

Unhandled complaints

>90%

Community Satisfaction Rate on Social Initiatives

Excellent Level
CSR-DIW Continuous

2025 Target

Zero

Unhandled complaints

>90%

Community Satisfaction Rate on Social Initiatives

All factories CSR-DIW Continuous

2025 Performance

Zero

Unhandled complaints

>85%

Community Satisfaction Rate on Social Initiatives

All factories CSR-DIW Continuous

SDGs



Community Involvement Policy





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

Teck Bee Hang Co., Ltd. received a total of 5 CSR-DIW Continuous 2025 awards, covering all 5 plants, under the project “Promoting Industrial Plants for Social and Community Responsibility toward the Goal of Sustainable Community Economic Development and Urban Environmental Management,” organized by the Department of Industrial Works, Ministry of Industry. These awards reflect the company’s commitment to conducting business responsibly, taking into account the economic, social, and environmental dimensions simultaneously to create stable and long-term sustainable growth. The company prioritizes operating business alongside responsibility toward society, the environment, and surrounding communities by participating in and executing operations in accordance with the CSR-DIW Continuous framework of the Department of Industrial Works, which serves as an organizational continuous development framework to elevate factory standards toward a balance between economic growth, social care, and sustainable environmental preservation.

Under the CSR-DIW Continuous framework, the Company focuses on operating with good governance, complying with relevant laws and standards, caring for safety, occupational health, and the working environment, as well as managing the environment efficiently, while promoting the participation of employees and local communities to build understanding, trust, and good relationships among the organization and stakeholders.

The Company wishes to thank government agencies, communities, employees, and all stakeholder sectors for their continuous support and participation in driving social responsibility activities. Furthermore, the Company remains committed to continuously developing its CSR missions to elevate the quality of life of surrounding communities, promote a healthy environment, and create balance for business operations. The Company firmly believes that continuous social responsibility operations not only reduce social and environmental impacts but also serve as an important foundation for strengthening the organization and surrounding communities, enhancing the good image of the factories, and supporting stable and long-term sustainable business growth.

Stakeholder Perspectives: Teck Bee Hang Co., Ltd.



Ms. Kampeerapan Choothong
HR Supervisor

“

In a rapidly changing business world, achieving organizational success today is not measured solely by financial performance or economic growth, but also includes the organization's role in caring for society and the environment simultaneously. The business sector in the current era must shift its role from being merely a producer of goods and services to truly becoming a part of the surrounding social development. This is because consumers and stakeholders increasingly prioritize transparency, ethics, and the impacts that organizations have on communities more than in the past, as organizations that can balance the economy, society, and the environment will be the ones that gain long-term trust.

And in my view, the business sector can create value for society in various forms, from creating employment opportunities for local people, supporting the development of the community's quality of life, to utilizing resources mindfully and reducing environmental impacts. Furthermore, sharing knowledge, technology, and working collaboratively with government agencies, the educational sector, and communities is another important mechanism that helps strengthen society sustainably. Social activities or CSR projects are, therefore, not just short-term activities, but rather the creation of long-term relationships between the organization and the community, which leads to trust, cooperation, and mutual growth. When the organization and society can develop together, business sustainability will naturally occur.

”

Impact on Business

Amidst conducting business in an era where societal expectations have become more complex, the relationship between the organization and the community has become a key factor determining long-term business stability. Especially for organizations with operations located near community areas, community engagement does not mean merely organizing occasional social activities, but it is a two-way communication process where the organization actively listens to the opinions, needs, and concerns of the community. Continuous listening helps the organization understand the local context, enables the adaptation of operational approaches to align with the citizens' way of life, and reduces the likelihood of conflicts that could affect future business operations.

Challenges and Opportunities

Working collaboratively with the community is also an important opportunity to elevate the quality of life of local people, whether through supporting careers, promoting education, or jointly developing the environment and well-being of the surrounding society. When the community receives concrete benefits, the resulting trust will become the foundation of a strong, long-term relationship between the organization and society. Such an approach also reflects business ethics that align with international social responsibility standards, such as the principles of ISO 26000, which prioritize stakeholder consideration, as well as the human rights principles of the UN Global Compact, which emphasize respecting the fundamental rights of communities throughout the supply chain. **Operating under these frameworks helps the organization build international trust, while elevating the corporate image to align with modern business trends.** Ultimately, an organization that can sustainably manage relationships with the community will not only be accepted by the local society but can also truly create 'Shared Value' between business and society, which is considered an important foundation for stable and long-term sustainable growth.

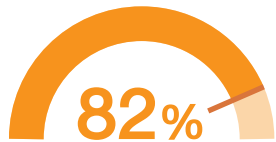


Commitment

Throughout over seven decades of operations, the Company has never viewed success solely through the lens of business growth. Instead, it places great importance on the relationships forged with communities surrounding its operational sites. The Company's framework for community responsibility has been systematically structured, referencing the principles of ISO 26000 and CSR-DIW guidelines. This directs our operational approach, encompassing stakeholder engagement and opinion gathering, comprehensive multi-dimensional impact assessments on communities, and capacity building to foster long-term self-reliance among local residents.

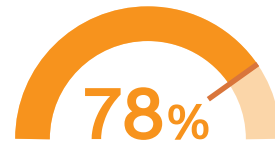
Community Satisfaction Survey Results

Customer Satisfaction Scores by Dimension



Communication & PR

Effectively communicates information, news, and activities to the community in a timely and consistent manner.



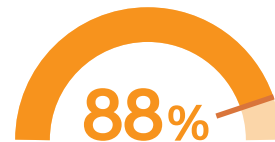
Community Participation

Provides opportunities for community participation in expressing opinions and plays a role in the development of the community together with the factory.



Community Impact

Can effectively manage impacts on the community and create positive benefits for quality of life, the economy and the environment in the area.



Sustainability & Transparency

Operates the business with good governance, transparency, and accountability, while being mindful of the social and environmental impact.

Overall Customer Satisfaction Score



85%
★★★★★

Satisfaction Level: High

Reflects the level of trust and acceptance from the community towards our factory operations overall.



In 2025, the Company continuously drove social projects and activities, covering both the head office and all factory branches, totaling **107 activities**. Each project was designed to meet diverse local needs across various dimensions, including society, the environment, education, and quality of life development. These can be classified into 7 main categories, reflecting the organization's intention to create concrete positive impacts on society.

1	Arts, Culture and Local Heritage	24 %
2	Environment and Energy	10 %
3	Youth and Education	12 %
4	Health Promotion and Well-being	15 %
5	Agriculture Promotion	3 %
6	Community Development	22 %
7	Charitable Contributions	14 %



Project Highlights 2025

Arts, Culture and Local Traditions

Teck Bee Hang Co., Ltd. adheres to conducting business alongside sustainable community and social development, prioritizing the preservation, promotion, and transmission of local culture and traditions, which are considered the core foundations of society and the unique identity of each area. The Company continuously supports religious and cultural activities organized within the communities surrounding its factories, particularly significant traditions of Thai Buddhists, such as Kathin robes-offering ceremonies and religious maintenance activities, to jointly preserve cultural values and strengthen good relationships between the organization and communities. Furthermore, the Company promotes cultural dissemination and engagement through activities at each factory branch to provide opportunities for employees, communities, and surrounding stakeholders to jointly learn, exchange, and participate in transmitting local traditions, as part of building a strong and sustainably growing society.

Sharing Happiness, Sharing Kindness for a Better World Project – 3rd Year



Teck Bee Hang Co., Ltd., Thung Song Branch, organized the “TBH: Preserving Temples, Sustaining Religion” activity to encourage employees to volunteer and participate in the development and maintenance of important religious sites within the community. The activity provided opportunities for employees to collaboratively clean, improve the landscape, and support religious activities, thereby promoting spiritual values and raising awareness regarding the importance of preserving local culture and traditions.

Project Outcomes

This activity helps encourage employees to volunteer and participate in the development of the community's religious sites, while strengthening unity and corporate social responsibility within the organization. Furthermore, it helps improve the landscape of the religious sites, promotes the preservation of local culture and traditions, and builds good relationships between the Company and the communities surrounding the factories, reflecting the commitment to conducting business alongside sustainable social development.

Promoting Buddhism through the Unity Kathin Robe-Offering Ceremony



Teck Bee Hang Co., Ltd., Yala Branch, participated in the Unity Kathin Robe-Offering Ceremony to encourage cooperation, solidarity, and strengthen unity within the organization through shared participation in religious activities and local traditions. This activity also reflects the Company's commitment to maintaining and upholding Buddhism, while jointly preserving the Kathin tradition, which is a beautiful culture of Thai society, to endure sustainably. Furthermore, it serves to build good relationships among the organization, employees, and the surrounding community, leading to a mutually supportive and sustainable coexistence.

Project Outcomes

The Unity Kathin Robe-Offering Ceremony helps strengthen cooperation and unity within the organization by providing opportunities for employees to jointly participate in religious activities and local traditions, resulting in even better relationships among employees, the organization, and the surrounding community. Furthermore, this activity plays an important role in jointly preserving and transmitting the Kathin tradition, which is a beautiful culture of Thai society, to endure further, reflecting the Company's commitment to conducting business alongside promoting social values, culture, and sustainable community development.

Supporting the Ramadan Fasting Month



Teck Bee Hang Co., Ltd., Narathiwat Branch, organized an activity to support the Ramadan Fasting Month to jointly promote and respect the way of life, culture, and religious practices of the local Muslim community. The Company presented dates and necessary consumer goods to Muslim communities and mosques surrounding the factory for use during the month of Ramadan. This reflects the Company's commitment to coexisting with the community with respect for cultural and religious diversity, while strengthening good relationships between the organization and the surrounding communities, as part of conducting business with corporate social responsibility and sustainable development.

Project Outcomes

The activity to support the Ramadan Fasting Month helps strengthen good relationships between the Company and the Muslim communities surrounding the factories by jointly supporting religious activities and the community's way of life during this important religious month. Furthermore, it reflects the respect for cultural and religious diversity, as well as promotes coexistence with mutual understanding and supportive harmony in society.

Songkran Rod Nam Dam Hua Ceremony for Community Elders



Teck Bee Hang Co., Ltd., Surat Thani Branch, organized the Songkran Rod Nam Dam Hua ceremony (water-pouring ritual to pay respect to elders) to jointly preserve Thailand's beautiful traditions and culture, while demonstrating respect and gratitude toward elders within the organization. The activity provided opportunities for employees to participate in conserving Thai traditions through jointly pouring water and requesting blessings from elders, which is a culture that reflects respect, warmth, and connections among individuals in Thai society. Furthermore, the activity helped strengthen good relationships among employees at all levels, creating an atmosphere of unity, kindness, and collaboration within the organization, as well as promoting corporate cultural values that prioritize mutual respect, teamwork, and mutually supportive coexistence.

Project Outcomes

The Songkran Rod Nam Dam Hua ceremony (water-pouring ritual to pay respect to elders) helps strengthen good relationships and unity within the organization through the shared participation of employees at all levels in cultural activities. This results in a warm, kind working atmosphere and promotes efficient collaboration. Furthermore, this activity plays an important role in preserving and transmitting beautiful Thai traditions to endure further, while reflecting the Company's commitment to promoting cultural values and organizational development alongside sustainable social development.

Environment and Energy

The Company prioritizes environmental preservation and energy efficiency, considering them as one of the key missions in conducting sustainable business. The Company is committed to reducing environmental impacts from production processes and operations through cost-effective resource management, the promotion of alternative energy, and the application of eco-friendly technologies. Furthermore, the Company emphasizes creating a balance between business growth, environmental care, and value creation for communities and society, in order to continuously drive sustainable development at both local and global levels.

Mangrove Reforestation and Crab Release Activity



Teck Bee Hang Co., Ltd., Head Office, organized an environmental preservation activity through a mangrove reforestation project and a crab release activity into nature at Singhanakhon District, Songkhla Province, to jointly restore and preserve the coastal ecosystem sustainably. For this mangrove reforestation activity, the Company planted 2,000 mangrove seedlings at the Mangrove Forest Conservation Club, Hua Khao Subdistrict, Singhanakhon District, Songkhla Province. This project aimed to increase habitats for living organisms within the coastal ecosystem, restore the abundance of natural resources, and promote the preservation of local biodiversity. Furthermore, participants received knowledge regarding coastal resource conservation and crab farming from the President of the Ban Hua Khao Mangrove Forest Conservation Club, which helped raise awareness and promote the participation of employees and the community in jointly caring for the environment.

Project Outcomes

The mangrove reforestation and coastal resource conservation project helps increase green areas and habitats for living organisms within the coastal ecosystem, while supporting the restoration of local biodiversity. Furthermore, the waste collection and crab release activities help raise environmental awareness among employees and the community, as well as strengthen cooperation in sustainable natural resource conservation.

Planting with Love, Protecting the Forest



Teck Bee Hang Co., Ltd., Thung Song Branch, organized the “Pluk Rak Phi Thak Pa” (Planting to Protect the Forest) activity to jointly restore and preserve upstream forest areas to regain their natural abundance, which is an essential part of maintaining ecosystem balance and promoting environmental sustainability. The activity provided opportunities for employees to participate in tree planting and nature conservation activities, which helped foster awareness regarding corporate social and environmental responsibility within the organization. Furthermore, the Company collaborated with the Ban Wang Sai Upstream People Tourism Community Enterprise to support community involvement in natural resource conservation and strengthen good relationships between the organization and the local community. This project also contributes to carbon dioxide absorption and supports the goal of mitigating climate change impacts resulting from the Company’s business operations.

Project Outcomes

This activity helps restore upstream forest areas and increase green areas, which play an essential role in maintaining ecosystem abundance and local biodiversity. Furthermore, it helps foster environmental conservation awareness among employees and the community through shared participation in forest planting and jointly caring for natural resources. This project also serves to strengthen good relationships between the Company and the local community, and contributes to carbon dioxide absorption to jointly mitigate climate change impacts and support long-term sustainable development.

Planting and Nurturing Trees

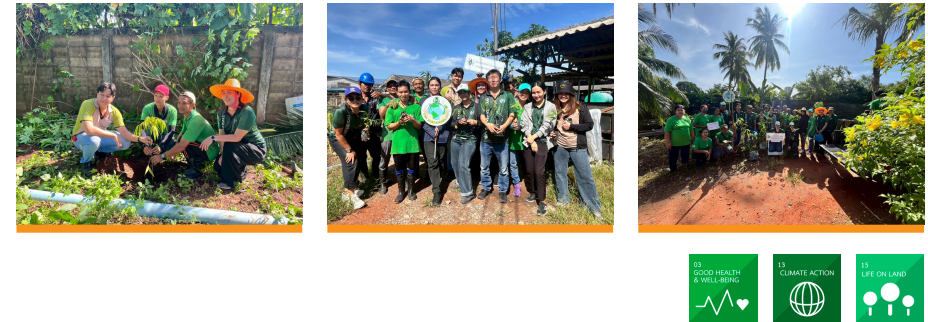


Teck Bee Hang Co., Ltd., Pattani Branch, in collaboration with the Pattani Mangrove Forest Resource Management Center, organized a tree planting and nurturing activity on National Annual Tree Day and International Day for the Conservation of the Mangrove Ecosystem (National Mangrove Forest Day) to jointly restore and preserve forest resources and the mangrove ecosystem, which play an essential role in maintaining environmental balance and biodiversity in coastal areas. The activity provided opportunities for employees and the community to participate in natural resource conservation, raised environmental awareness, and strengthened cooperation among the government, private sector, and local communities in sustainably caring for and maintaining natural resources. It also reflects the Company's commitment to conducting business alongside environmental preservation and sustainable social development.

Project Outcomes

The tree planting and nurturing activity helps restore forest areas and the mangrove ecosystem, which play an essential role in maintaining biodiversity and the balance of natural resources in coastal areas. Furthermore, it helps increase green areas and supports carbon dioxide absorption to reduce climate change impacts. This activity also serves to foster environmental conservation awareness among employees and the community, while strengthening cooperation among government agencies, the private sector, and communities in jointly caring for natural resources sustainably.

Planting Trees, Spreading Smiles



Teck Bee Hang Co., Ltd., Surat Thani Branch, organized the "Pluk Ton Mai Sang Roi Yim" (Planting Trees to Create Smiles) activity by planting trees around the factory area to increase green areas and promote a favorable environment within and around the operational space. This activity contributes to absorbing odors from production processes, reducing greenhouse gas emissions, and improving air quality in the surrounding areas. Furthermore, the activity helps foster environmental conservation awareness among employees and reflects the Company's commitment to conducting business alongside environmental care, mitigating community impacts, and supporting long-term sustainable development.

Project Outcomes

"This activity helps increase green areas around the factory area, which contributes to absorbing odors and greenhouse gases from production processes, as well as improving the air quality and surrounding environment further. Furthermore, the activity helps foster environmental conservation awareness among employees and reflects the Company's commitment to mitigating community impacts and conducting business alongside sustainable development."

Child and Youth Development

Teck Bee Hang Co., Ltd. recognizes the importance of children and youth as a vital force in driving society and the country forward in the future. The Company is therefore committed to continuously promoting child and youth development through supporting a variety of activities and projects, such as life skills enhancement activities, sports and recreational activities, the development of learning resources, as well as educational support and scholarships. The Company believes that promoting comprehensive learning and potential development for youth—physically, mentally, and socially—will help build a strong foundation for communities and society in the long term, while cultivating morality, ethics, and social responsibility awareness. Furthermore, conducting these activities helps strengthen good relationships between the Company, schools, and surrounding communities, which is a part of sustainable social development.

National Children's Day



Teck Bee Hang Co., Ltd. recognizes the importance of child and youth development in the areas surrounding the factories, which is considered a fundamental foundation for sustainable social development. The Company therefore continuously provides support for educational and learning activities, both at the Head Office and all factory branches, by collaborating with educational institutions and local agencies to organize activities that promote learning and youth potential development. The activities supported by the Company cover National Children's Day activities, the promotion of 5S knowledge in schools, the presentation of scholarships to students with good academic performance or good conduct, as well as the support of school supplies, food, and beverages to promote well-being and create equal learning opportunities.

The Company believes that supporting education and the holistic development of youth plays a vital role in enhancing quality of life, strengthening the foundation of local communities, and contributing to sustainable social development in the long term.

Project Outcomes

The Company's support for educational activities helps provide opportunities for children and youth in the community to access learning equally through the presentation of scholarships, National Children's Day activities, and 5S activities in schools, as well as the support of school supplies, food, and snacks, which helps reduce family expenses and promotes the quality of life of local students. Furthermore, schools in the community are developed to have environments more suitable for learning, resulting in a quality teaching and learning atmosphere, and helping promote sustainable youth development.

Handwriting Competition for Meaningful Communication



Teck Bee Hang Co., Ltd., Thung Song Branch, organized the "Khat Lai Mue Sue Khwam Mai" (Handwriting with Meaning) activity to support the school's Sunthorn Phu Day activities and promote Thai language learning alongside cultivating 5S knowledge among students. Through handwriting and communicating messages that reflect concepts of orderliness, discipline, and maintaining a favorable environment, the activity helped enhance Thai language skills, creativity, and out-of-classroom learning for youth. It also raised awareness of discipline and environmental care from school age, while reflecting the Company's commitment to supporting education and sustainable youth development in the community.

Project Outcomes

The "Khat Lai Mue Sue Khwam Mai" (Handwriting with Meaning) activity helps enhance Thai language skills, creativity, and out-of-classroom learning for students, alongside cultivating 5S knowledge and awareness of orderliness and environmental care from school age. Through creative activities, students learned to communicate through Thai characters while absorbing concepts of cleanliness, orderliness, and public responsibility. Furthermore, this activity helps strengthen good relationships between the Company, schools, and the community, while supporting youth development to grow into quality individuals with discipline and social and environmental responsibility in the future.

Painting the School Fence



Teck Bee Hang Co., Ltd., Surat Thani Branch, organized a school fence painting activity at Wat Somwang School to jointly improve the landscape and develop the school's environment to be clean, beautiful, and suitable for learning. This activity helped create a favorable and visually pleasant atmosphere for students, teachers, parents, and visitors, as well as promoted an environment conducive to teaching, learning, and daily life within the school. Furthermore, the activity reflects the Company's commitment to participating in community development, supporting education, and strengthening good relationships between the organization and surrounding communities, which is a part of sustainable business operations.

Project Outcomes

The school fence painting activity helps improve the landscape and environment of the school to be clean, beautiful, and more suitable for learning, resulting in students, teachers, parents, and the surrounding community benefiting from a favorable atmosphere conducive to daily life. Furthermore, this activity helps strengthen good relationships between the Company, the school, and the community, while reflecting the Company's commitment to supporting education and sustainable community development.

Provision of Clothing and Essential Items for Disadvantaged Children



Teck Bee Hang Co., Ltd., Head Office, organized a campaign to collect clothing, toys, and essential supplies to be delivered to underprivileged children via the Volunteers for Happiness Association. This activity provided an opportunity for employees to participate in sharing and assisting society by donating items that are still in usable condition. The Company believes that promoting volunteerism and sharing with the disadvantaged is a crucial part of building a society of mutual support and sustainable coexistence. Moreover, this reflects the Company's commitment to conducting business in tandem with social responsibility and continuously improving the community's quality of life.

Project Outcomes

The donation collection activity helps provide opportunities for underprivileged and disadvantaged children to receive essential supplies necessary for daily living and quality of life improvement, including clothing, toys, or equipment that enhances learning and age-appropriate development. Furthermore, it helps bring smiles and encouragement to children and families in needy communities. Concurrently, the activity promotes employee participation in social contribution, fostering awareness of sharing, helping others, and maximizing resource efficiency, which reflects a corporate culture that prioritizes social responsibility and growing together with the community.

Health and Hygiene Promotion

Teck Bee Hang Co., Ltd. continuously prioritizes promoting the health and well-being of children, youth, and people in the communities surrounding the factories, believing that good health is a fundamental foundation for sustainable quality of life and social development. The Company therefore implements health activities and projects in various formats, such as environmental health campaigns, providing health and hygiene education, promoting mental health and well-being, supporting proper nutrition in schools, as well as providing medical equipment and public health supplies to local agencies and communities.

Emotional and Mental Health Management Following a Crisis



Teck Bee Hang Co., Ltd., Head Office, prioritizes the comprehensive well-being of employees, both physically and mentally. Especially following crises or incidents that may impact employees' emotional states and mental health, the Company has implemented activities and guidelines to promote emotional and mental health management to help employees adapt, reduce stress, and return to work appropriately. The Company believes that good mental health is a fundamental foundation for quality of life and work efficiency, and therefore aims to create a work environment conducive to understanding, listening, and mutual care in order to promote good well-being and strengthen organizational resilience sustainably.

Project Outcomes

Implementing emotional and mental health care activities helps employees properly cope with and recover from crises or incidents that affect their mental state, resulting in employees feeling secure, reducing stress, and being able to return to work efficiently. Furthermore, prioritizing mental well-being helps create a work environment conducive to understanding and mutual care, and strengthens employee engagement with the organization, which are key factors in building a resilient organization prepared to handle future changes.

Supporting the Operations of Local Rescue Units



Teck Bee Hang Co., Ltd., Yala Branch, recognizes the crucial role of local rescue units in providing assistance to emergency victims and enhancing community safety, particularly in remote areas where the readiness of equipment and vehicles is essential for accessing victims quickly and safely. Consequently, the Company has supported a new set of car tires for the Phron Sub-district Rescue Unit, Mueang Yala District, Yala Province, for the second consecutive year, to be used in the maintenance of rescue vehicles operating to assist the public in the area. These tires can replace worn-out originals, thereby enhancing the operational readiness and efficiency of the rescue unit, as well as increasing safety in providing assistance to emergency victims in the community.

Project Outcomes

Supporting car tires for the rescue unit helps enhance the readiness and efficiency of rescue vehicles in operating to assist emergency victims in the area, enabling the rescue unit to access victims more quickly and safely. It also helps strengthen confidence and safety among people in the community, while reflecting the cooperation between the Company and local agencies in supporting public health missions and social assistance.

Transforming Old Facilities into Modern Sports Grounds



Teck Bee Hang Co., Ltd., Pattani Branch, organized the “Phattana Rong Kao Su Sanam Mai” (Developing Old Facilities into New Sports Grounds) activity by renovating a vacant area into a sports ground and public space for the community. This space serves as a center for local residents to meet, relax, and engage in mutual activities, thereby promoting relationships, unity, and the quality of life of the surrounding community. This activity also provides opportunities for children and youth to utilize their free time for beneficial activities through playing sports, which helps promote physical and mental health, while cultivating discipline, sportsmanship, and social responsibility. Furthermore, it helps reduce the risk of youth involvement in illicit drugs and inappropriate behaviors.

Project Outcomes

The “Phattana Rong Kao Su Sanam Mai” (Developing Old Facilities into New Sports Grounds) activity helps transform vacant areas into creative spaces for exercise and shared activities among community members, resulting in residents and youth having more spaces to relax, meet, and strengthen good relationships with one another. Furthermore, the sports ground serves as a space that encourages youth to utilize their free time beneficially through sports activities and teamwork, which helps cultivate discipline, responsibility and sportsmanship, while reducing the risk of youth involvement in illicit drugs and inappropriate behaviors in the community.

Providing Community Health Check-ups



Teck Bee Hang Co., Ltd., Yala Branch, organized a community health check-up activity to encourage local residents to recognize the importance of health care and ensure thorough access to primary health services. This activity provided an opportunity for villagers to receive health screenings along with advice from medical personnel regarding disease prevention, health care, and behavioral adjustments to promote good well-being. The activity also helps elevate the quality of life for people in the community by building health knowledge, understanding, and promoting appropriate self-care, while reflecting the Company’s commitment to participating in the community’s well-being care and strengthening good relationships between the organization and local residents.

Project Outcomes

The community health check-up activity helps encourage local residents to recognize the importance of health care and ensure access to primary health screenings as well as appropriate advice on disease prevention and self-care. It also helps elevate the quality of life for the community through building health knowledge and preventive health care, while strengthening good relationships between the Company, medical personnel and local residents.

Community Development

Teck Bee Hang Co., Ltd. is committed to continuously participating in developing the quality of life for children, youth, and people in the communities surrounding its operational areas. The Company prioritizes promoting physical health, mental health, and the well-being of community members through various activities and projects aligned with corporate social responsibility guidelines under the ISO 26000 standard framework and CSR-DIW Continuous principles. The Company believes that building a healthy community is a fundamental foundation for long-term social and quality of life development, and therefore aims to implement activities that respond to community needs, in tandem with building good relationships and growing together between the organization and surrounding communities.

5S Chairs Initiative: Delivering Happiness and Smiles to Patients



Teck Bee Hang Co., Ltd., Thung Song Branch, organized the “Kao-ee 5S Term Suk Sang Roi Yim Hai Phu Puay” (5S Chairs Filling with Happiness, Creating Smiles for Patients) activity to jointly support local hospitals in patient care and develop the environment within the healthcare facilities to be more appropriate and conducive to service delivery. This activity involves applying the 5S concept to renovate and prepare chairs for patients and visitors. This activity reflects the Company’s commitment to participating in public health support and community quality of life development, while promoting awareness of social assistance and employee teamwork to create benefits for the public.

Project Outcomes

The “Kao-ee 5S Term Suk Sang Roi Yim Hai Phu Puay” (5S Chairs Filling with Happiness, Creating Smiles for Patients) activity helps support local hospitals by providing equipment and an environment more appropriate for patient service delivery, resulting in patients and visitors receiving convenience and an atmosphere conducive to recovery and medical service reception. Furthermore, this activity promotes employee participation in social contribution and reflects the cooperation between the Company and healthcare agencies in caring for the quality of life of people in the community.

Roadside Development Volunteer Activity on the Occasion of National Mother’s Day



Teck Bee Hang Co., Ltd., Surat Thani Branch, organized a roadside development volunteer activity on the occasion of Her Majesty the Queen Mother’s Birthday (National Mother’s Day) to jointly improve the landscape and maintain cleanliness of the roadsides in the community, ensuring orderliness, cleanliness, and safety for local commuters. This activity helped facilitate road users, reduce roadside obstacles, and mitigate the risk of road accidents. Furthermore, it reflects the cooperation and volunteer spirit of employees in jointly developing the community and creating a good environment for the surrounding society.

Project Outcomes

The roadside development volunteer activity helps improve the road environment to be clean, orderly, and safer for public transit, resulting in road users receiving convenience and mitigating the risk of accidents caused by roadside obstacles. It also helps cultivate a volunteer spirit and social responsibility among employees, while strengthening cooperation between the organization and the community in jointly caring for public spaces.



TECK BEE HANG CO., LTD.



TBH

Moving towards

Net Zero

Paving the way to a sustainable future for all

Driving climate action
through change today
for a better
tomorrow



Contributing to the United Nations Sustainable Development Goals (SDGs)



* The 2040 target aims to achieve net zero emissions across the value chain by 100% greenhouse gas reduction.

Note: tCO₂e = tons of carbon dioxide equivalent



Environmental

The Company operates its business with a deep commitment to environmental responsibility and sustainable development, integrating environmental management into its corporate strategy and operations across all levels. Under international framework standards, the Company has implemented the ISO 14001 Environmental Management System to control and mitigate the environmental impacts of its operations. Furthermore, the Company has developed a greenhouse gas (GHG) management and verification system aligned with the ISO 14064 standard to enhance the transparency and credibility of its climate-related data. The Company has officially announced its Net Zero target by 2050 to support global efforts in combating climate change, establishing concrete roadmaps and mitigation measures. These include improving energy efficiency, transitioning to clean energy, optimizing production processes, and fostering engagement throughout the supply chain.

In addition, the Company prioritizes stakeholder engagement, particularly with local communities surrounding its operational areas, by regularly conducting on-site visits to survey environmental needs and expectations. The insights gathered are integrated into planning and refining management measures to ensure that operations align with community contexts, alleviate environmental concerns, and create sustainable shared value.

The Company firmly believes that systematic, transparent, and stakeholder-inclusive environmental management serves as a key foundation for driving sustainable organizational growth and promoting long-term environmental sustainability.

226

Climate Change Management

253

Resource Efficiency

262

Pollution Prevention

271

Land Stewardship



Certification of ISO 14064-1: Greenhouse Gas Specification with Guidance at the Organization Level for Quantification and Reporting by Thailand Greenhouse Gas Management Organization (Public Organization)

The Company is resolutely committed to managing its greenhouse gas (GHG) emissions systematically and transparently to support the transition toward a low-carbon economy and achieve its Net Zero target by 2035. GHG management has been seamlessly integrated into our corporate strategy, risk management framework, and daily operations. Under international framework standards, the Company has adopted the ISO 14064 standard for GHG accounting, quantification, monitoring, and verification to ensure that our emissions data is accurate, complete, consistent, and globally comparable, covering all scopes relevant to the organization's operations. The ISO 14064-1 certification governs the design, development, and verification of organizational-level GHG management, ensuring that emissions quantification and reporting are accurate, transparent, and aligned with international criteria stipulated by the International Organization for Standardization. This standard provides structured guidelines for identifying GHG sources, quantifying emissions, developing a GHG Inventory, and reporting results systematically. To drive this commitment forward, the Company has established concrete GHG mitigation pathways, focusing on key measures: enhancing energy efficiency, adopting renewable energy, optimizing production processes and technology, managing waste efficiently, and fostering collaboration with suppliers and stakeholders throughout the supply chain. To strengthen credibility, the Company routinely undergoes third-party verification of its GHG data by independent bodies in accordance with ISO 14064 guidelines. Performance outcomes are disclosed transparently through our Corporate Sustainability Report. Furthermore, the Company promotes carbon reduction awareness among employees to cultivate inclusive participation across the organization. We firmly believe that adhering to the ISO 14064 standard, combined with our long-term carbon reduction roadmap, will enhance our competitiveness, mitigate climate-related risks, and generate sustainable value for all stakeholders. Certification of ISO 14064-1: Greenhouse Gas Specification with Guidance at the Organization Level for Quantification and Reporting by Thailand Greenhouse Gas Management Organization (Public Organization)

To drive this commitment forward, the Company has established concrete GHG mitigation pathways, focusing on key measures: enhancing energy efficiency, adopting renewable energy, optimizing production processes and technology, managing waste efficiently, and fostering collaboration with suppliers and stakeholders throughout the supply chain. To strengthen credibility, the Company routinely undergoes third-party verification of its GHG data by independent bodies in accordance with ISO 14064 guidelines. Performance outcomes are disclosed transparently through our Corporate Sustainability Report. Furthermore, the Company promotes carbon reduction awareness among employees to cultivate inclusive participation across the organization. We firmly believe that adhering to the ISO 14064 standard, combined with our long-term carbon reduction roadmap, will enhance our competitiveness, mitigate climate-related risks, and generate sustainable value for all stakeholders.

Climate Change Management



Long-Term Target

63%

Reduce greenhouse gas emissions by 63% by 2035

Carbon Neutral

Towards Carbon Neutrality by 2050

Net Zero

Achieve Net-Zero Greenhouse Gas Emissions by 2065

ISO 14064:2018

Apply for Certification under the Guidelines for Organizational Carbon Footprint Management

ISO 14067:2018

Apply for Certification under the Guidelines for Product Carbon Footprint Management

Low Carbon Product

Introduce a New Sustainable Product: Low-Carbon Product

Commitment to the Science Based Targets initiative (SBTi) for the Transition to a Low-Carbon Future

2025 Target

<18,237.11 tonCO₂

Organization's Scope 1 Greenhouse Gas Emissions

<13,997.34 tonCO₂

Organization's Scope 2 Greenhouse Gas Emissions

<97,135.16 tonCO₂

Organization's Scope 1 & 2 Greenhouse Gas Emissions

<0.64

Organizational Greenhouse Gas Emissions per Unit of Production

ISO 14064:2018

Apply for Certification under the Guidelines for Organizational Carbon Footprint Management

2025 Performance

<20,167 tonCO₂

Organization's Scope 1 Greenhouse Gas Emissions

<14,133 tonCO₂

Organization's Scope 2 Greenhouse Gas Emissions

<34,300 tonCO₂

Organization's Scope 1 & 2 Greenhouse Gas Emissions

0.69

Organizational Greenhouse Gas Emissions per Unit of Production

ISO 14064:2018

Apply for Certification under the Guidelines for Organizational Carbon Footprint Management

Note: The reported greenhouse gas (GHG) emissions data have been independently verified by SGS an external verification body to ensure the accuracy and reliability of the reported information.

SDGs



Carbon Footprint Policy ▶





Mr. Settha Kuama
Country Head of Finance
& Chief Sustainability Officer

“

We recognize that climate change is a business reality with direct financial implications—not merely an environmental issue. To achieve the highest level of transparency, we have aligned our corporate strategy with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the International Sustainability Standards Board (ISSB) Standards, IFRS S1 and IFRS S2. This enables us to elevate our sustainability reporting to internationally recognized financial reporting standards. Through a rigorous risk assessment process, we identify and assess both sustainability-related risks and opportunities under IFRS S1, as well as climate-specific physical and transition risks under IFRS S2. This integrated approach enables us to conduct climate scenario analysis and stress testing across our supply chain, business operations and capital allocation decisions under a range of climate scenarios. Ultimately, adopting these standards is not simply about regulatory compliance it is about future-proofing our business. By transforming risk management into a driver of resilience, innovation and sustainable growth, we strengthen stakeholder confidence, enhance long-term competitiveness and create lasting value in an increasingly complex and rapidly evolving global economy.

”

Impact on Business

Climate change significantly impacts the natural rubber industry across raw material availability, processing operations, and supply chain management. The Company recognizes that climate volatility, natural disasters and stringent international environmental regulations could jeopardize business continuity, escalate operational costs, and weaken organizational competitiveness.

In terms of Physical Risks, shifting rainfall patterns, flooding and extreme weather events directly threaten the volume and quality of raw materials, while potentially disrupting manufacturing operations and logistics networks. Simultaneously, the Company faces Transition Risks associated with the global shift toward a low-carbon economy, intensifying greenhouse gas regulations, and evolving sustainability legislation such as the European Union Deforestation Regulation (EUDR) which may induce higher compliance and operating costs.

Consequently, the Company prioritizes climate change management by actively executing greenhouse gas mitigation projects, optimizing energy efficiency, and championing low-carbon business practices. Key initiatives include the installation of solar rooftops, the integration of biomass energy and the comprehensive accounting of corporate greenhouse gas footprints. These strategic actions are designed to fortify corporate competitiveness and secure long-term, sustainable growth.

Challenges and Opportunities

Climate change presents both significant challenges and strategic opportunities for the natural rubber industry, particularly in the areas of raw material management, energy consumption, and supply chain resilience. The Company recognizes that climate-related risks including extreme weather events, natural disasters, and evolving environmental regulations may have direct implications for operating costs, business continuity and long-term competitiveness in the global marketplace.

Key climate-related challenges include physical risks such as floods, droughts, and severe weather events, which may adversely affect the availability and quality of natural rubber raw materials, as well as disrupt manufacturing operations and transportation networks. In addition, transition risks arising from the global shift toward a low-carbon economy including increasingly stringent customer requirements, greenhouse gas (GHG) reduction commitments, traceability expectations, and regulatory frameworks such as the European Union Deforestation Regulation (EUDR) may increase compliance obligations and operating costs across the value chain.

At the same time, climate change creates opportunities to enhance operational efficiency and generate long-term business value. The Company is actively investing in renewable energy, energy-efficient technologies, and the development of low-carbon products to strengthen its competitive position. We continue to improve energy efficiency, expand the use of renewable energy, reduce greenhouse gas emissions, and build a more sustainable and resilient supply chain that meets evolving customer expectations and international market requirements. Through these initiatives, the Company aims to reinforce its long-term competitiveness while creating sustainable value for all stakeholders.

The Company believes that effective climate change management is essential to mitigating business risks, enhancing organizational resilience, and supporting sustainable growth over the long term.

Commitment

The organization's environmental commitment is not merely a policy statement; it is a practical framework embedded in its business strategy, decision-making processes, and corporate culture. Management has reaffirmed the organization's direction toward achieving Net Zero by 2035, supported by short-, medium-, and long-term plans to ensure that greenhouse gas emissions are reduced in a systematic, measurable, and verifiable manner.

From a management perspective, the organization has developed a greenhouse gas management system in accordance with ISO 14064, alongside an environmental management system aligned with ISO 14001. These systems are intended to ensure that the identification, calculation, monitoring, and reporting of greenhouse gas emissions are accurate, transparent, and consistent with international standards. Management views these standards not merely as technical requirements, but as strategic tools that strengthen the organization's credibility among stakeholders. The organization also places strong emphasis on reducing environmental impacts throughout the value chain, rather than limiting its efforts to internal operations. It collaborates with suppliers, contractors, and business partners to promote environmentally responsible practices, while advancing initiatives related to energy efficiency, renewable energy and the efficient use of resources.

Another important element of this commitment is community engagement. The organization regularly engages with local stakeholders to understand their environmental needs and expectations. The insights obtained are incorporated into the planning and development of environmental initiatives so that the organization's activities create shared value for the business, society and the environment. The organization recognizes that environmental success depends on the cooperation of employees at all levels. It therefore promotes environmental awareness, strengthens employee capabilities, and establishes clear environmental performance indicators linked to the performance of relevant functions and business units. These measures are intended to ensure that the organization's environmental commitment is implemented consistently and sustained over the long term.



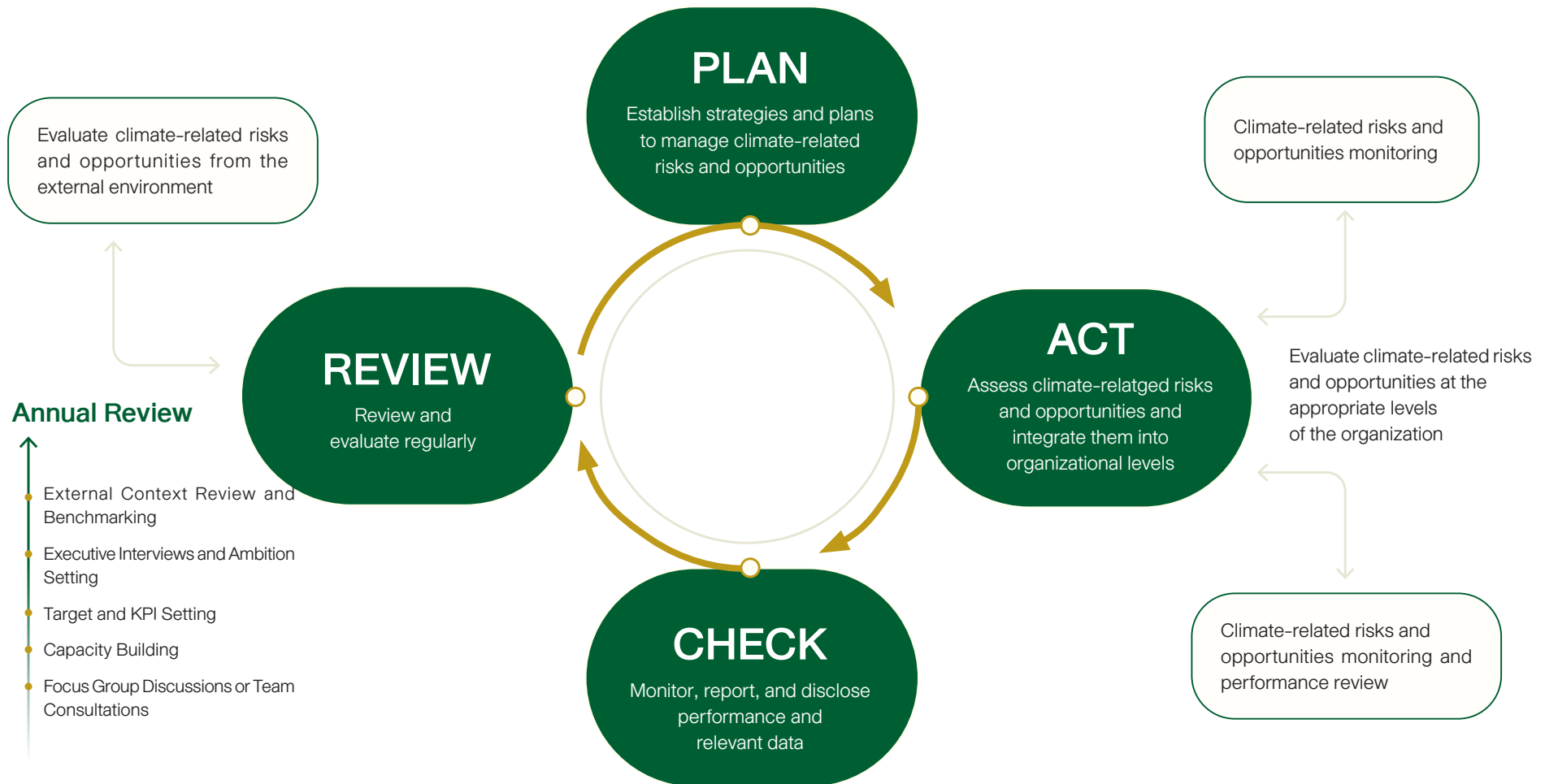
Climate Change Governance

The Company prioritizes corporate climate change governance under the oversight of Senior Management, who is responsible for defining directions, policies, and targets related to climate change and greenhouse gas mitigation. Senior Management also evaluates climate-related risks and opportunities to ensure corporate operations align with sustainable development pathways. To reinforce governance efficiency and ensure continuous performance monitoring, Senior Management reviews climate-related issues at least once a year. Furthermore, Senior Management has appointed the Sustainability Working Group to oversee policy compliance, monitor progress, and drive organizational climate actions. This includes integrating climate risk and opportunity assessments into the enterprise risk management (ERM) process to support strategic decision-making and enhance corporate climate adaptation capabilities.

At the operational level, the Company has established the Climate Change Working Group to execute actions in alignment with defined strategies and goals. Their scope encompasses managing and mitigating greenhouse gas emissions, continuously monitoring and reviewing climate performance, and developing various initiatives and measures to support Carbon Neutrality and Net Zero Emissions targets. These collective efforts aim to foster long-term climate resilience across the organization.



Performance of the Climate Change Working Group



Risks and Opportunities Related to Climate Change

Risk Level ● High ● Medium ● Low

Physical Risk	Impact on Business	Financial Impacts	Temporal Impact and Severity Rating			Response and Adaptation Plans
			Short-Term (1 Year)	Mid-Term (2-5 Year)	Long-Term (> 5 Year)	
1. Increase in Extreme Weather Conditions (e.g., Hail, Lightning, Strong Winds/Cyclones)	- Extreme weather events (such as thunderstorms, hailstorms, and typhoons) can inflict severe damage on infrastructure, machinery, and equipment, resulting in production disruptions and subsequent delays in product delivery to customers. - Sudden severe windstorms pose significant safety and occupational hazards to employees working both inside facilities and in open-air operational areas. - Heavy rainfall or persistently overcast conditions can drastically reduce power generation efficiency from solar photovoltaic (PV) systems. Furthermore, hailstones can cause direct physical damage to solar panels, leading to escalated repair and replacement costs.	Revenue Impacted by Operational Disruptions and Delayed Deliveries		●	●	- Closely monitor weather forecasts and prepare daily reports by the Raw Material Procurement Department. - Establish preparedness measures for severe storms, including the Business Continuity Plan (BCM), raw material and supply chain contingency plans, and alternative logistics routing. - Conduct employee training programs on emergency evacuation and self-protection protocols during severe windstorms. - Secure comprehensive insurance coverage against damages caused by extreme weather events.
2. Flood Events / Flood Disasters	- Flooding can cause severe damage to corporate infrastructure, plant machinery, operational equipment, and inventory. - Production continuity may be disrupted, leading to major supply chain and logistics network bottlenecks. - The post-disaster recovery period can be prolonged, resulting in significant delays in product delivery to customers.	The replacement costs for various structures require substantial capital expenditure (CAPEX), while ongoing maintenance expenses continue to escalate. Furthermore, revenue may be adversely impacted by production downtime and extended recovery periods. Additionally, the company faces increased expenses related to employee welfare and the provision of emergency labor facilities, alongside unforeseen emergency repair and maintenance expenditures. -Higher Alternative Logistics and Raw Material Costs	●	●	●	- Develop a comprehensive Business Continuity Management (BCM) plan covering all factories, conduct regular simulation drills, and implement water management and flood prevention programs. - Secure Industrial All Risks (IAR) and Business Interruption (BI) insurance coverage across all operations.

Risk Level ● High ● Medium ● Low

Physical Risk	Impact on Business	Financial Impacts	Temporal Impact and Severity Rating			Response and Adaptation Plans
			Short-Term (1 Year)	Mid-Term (2-5 Year)	Long-Term (> 5 Year)	
	The post-disaster recovery period can be prolonged, resulting in significant delays in product delivery to customers.					- Formulate integrated supply chain and logistics contingency plans. - Establish a rigorous and detailed recovery blueprint to ensure rapid post-disaster restoration. - Upgrade and relocate machinery and equipment to maximize flood resilience, including elevating key production equipment above historic flood levels.
3. Drought Events / Prolonged Droughts	- Adverse impacts on the yield and quality of natural rubber raw materials will lead to supply shortages, and product quality may fall short of customer specifications. - Raw material scarcity necessitates procurement from alternative sourcing locations outside the primary operational area. - A severe shortage of raw materials could cause critical production disruptions and operational downtime.	- Loss of reputation due to products not meeting customer requirements. - Raw material prices rise, and raw material management costs increase due to the need to procure raw materials outside the area. - Loss of a large amount of revenue if a shortage of raw materials results in a production shutdown.	●	●	●	- Prepare a water management plan for the production process, such as efficient water use and water recycling. - Diversify latex sourcing origins, not relying on suppliers from a single area, to reduce the risk of localized drought. - Plan to buffer rubber raw materials before the dry season to maintain production continuity. - Promote and support farmers or suppliers to adopt drought-resilient agriculture and sustainable water management.

Risk Level  High  Medium  Low

Physical Risk	Impact on Business	Financial Impacts	Temporal Impact and Severity Rating			Response and Adaptation Plans
			Short-Term (1 Year)	Mid-Term (2-5 Year)	Long-Term (> 5 Year)	
4. Increasing Average Temperatures	- Processing, drying, and quality control efficiency, because of the need to control temperature and humidity more appropriately, may cause inconsistent technically specified rubber (TSR) quality, such as color, odor, or Mooney viscosity. - Higher temperatures cause machinery to work harder, especially drying systems, pressing machines, and electric motors, increasing the risk of wear and tear, damage, and break-downs, resulting in higher maintenance costs and energy expenses. - The volume of rubber raw materials entering the factory decreases, resulting in reduced or delayed production capacity, impacting business continuity. - High temperatures impact health, fatigue, and work concentration, increasing the risk of heat stress/heat stroke and workplace accidents, potentially causing lower labor efficiency and a higher absenteeism rate.	- The volume of technically specified rubber (TSR) produced decreases, resulting in lower sales revenue. - Inconsistent product quality, losing competitiveness due to higher costs of quality. - Electricity costs increase from using ventilation systems, industrial fans, and supplementary cooling systems or chillers. - Machinery operating under high temperatures causes rapid deterioration, resulting in increased maintenance frequency. - The absenteeism rate from health problems increases, causing higher labor costs per unit and reduced productivity per person.				- Increase occupational health and safety measures, such as rest areas, ventilation systems, and providing education to prevent heat stress. - Increase energy efficiency in the production process to reduce costs that may increase from electricity use for cooling or heavier machinery operation. - Consider alternative energy sources or renewable energy to reduce the risk of volatile energy costs in extreme hot weather. - Control the environment inside the factory (such as ventilation systems or temperature control in certain processes) to prevent impacts on product quality. - Cover raw materials located outdoors to prevent quality degradation.

Risk Level ● High ● Medium ● Low

Physical Risk	Impact on Business	Financial Impacts	Temporal Impact and Severity Rating			Response and Adaptation Plans
			Short-Term (1 Year)	Mid-Term (2-5 Year)	Long-Term (> 5 Year)	
1. Carbon Pricing Mechanisms	- The implementation of carbon pricing mechanisms, such as a carbon tax or an Emission Trading Scheme (ETS), including national and international carbon pricing-related measures, may result in higher direct and indirect costs for the company, especially for companies with a high proportion of greenhouse gas emissions from production processes or fossil fuel energy consumption. - If competitors use lower carbon-emitting technologies or have lower carbon costs, the company may face a price disadvantage. - Risk of losing customers in markets that prioritize low-carbon products/services, and there may be pressure from customers to request carbon footprint data and emission reductions throughout the supply chain. - Legal & Compliance Risk; risk of fines or penalties if unable to fully comply with carbon regulations.	- The company may have to bear additional carbon costs from paying carbon taxes or purchasing carbon credits/emission allowances. - Energy costs increase from energy prices reflecting carbon costs (pass-through cost), resulting in higher production costs per unit and reduced profit margins. - Impact on Capital Expenditure (CAPEX); there is a need for additional investment in energy efficiency technologies, low-carbon machinery or production processes, and renewable energy systems. - The cost of regulatory compliance and greenhouse gas emissions reporting increases.	●	●	●	- Systematically understand and assess carbon risks; assess the factory's greenhouse gas (GHG) footprint (Scope 1, Scope 2, and relevant Scope 3); and analyze cost impacts if a carbon tax, Emission Trading Scheme (ETS), or CBAM measures from trading countries are enforced. - Reduce carbon emission intensity (Carbon Intensity). - Consider using carbon credits to offset emissions in the portions that cannot yet be reduced.

Risk Level ● High ● Medium ● Low

Physical Risk	Impact on Business	Financial Impacts	Temporal Impact and Severity Rating			Response and Adaptation Plans
			Short-Term (1 Year)	Mid-Term (2-5 Year)	Long-Term (> 5 Year)	
2. GHG Emissions Disclosure and Reporting	The tightening trend of climate-related regulations and disclosure standards—such as TCFD, IFRS S2, capital market laws, financial institution regulations, as well as customer and supply chain requirements—poses a significant risk to the company if it is unable to fully, accurately, and timely prepare, disclose, and report its greenhouse gas (GHG) emissions (Scope 1, 2, and 3).	- Financing Risk: Investors and financial institutions use GHG data as part of assessing climate risk, credit ratings, and financial costs. If information is insufficient or unreliable, financial costs may increase, and the opportunity to access Green Finance / Sustainable Finance may be lost. - Legal & Regulatory Risk: Delayed, incomplete, or inaccurate disclosures may lead to fines, questioning by regulatory authorities, and risks of litigation or allegations of greenwashing.	●	●	●	- Data & System Response: Develop or procure IT systems for collecting Scope 1, Scope 2, and Scope 3 data; consistently track data with an audit trail; define calculation and collection standards in accordance with the GHG Protocol; and establish data controls and internal reviews to reduce data discrepancies and enhance the credibility of information disclosure. - Report and verify data transparently in accordance with TGO (Thailand Greenhouse Gas Management Organization) standards and ISO 14064-1 on an annual basis. - Link GHG reporting with emission reduction strategic plans, Net Zero targets, or carbon reduction targets.

Risk Level ● High ● Medium ● Low

Physical Risk	Impact on Business	Financial Impacts	Temporal Impact and Severity Rating			Response and Adaptation Plans
			Short-Term (1 Year)	Mid-Term (2-5 Year)	Long-Term (> 5 Year)	
3. Stakeholder Concerns and Negative Backlash	- Stakeholder groups are becoming increasingly aware of and concerned about greenhouse gas emissions from fossil fuel consumption and their impacts on climate change. The company may face negative reputational risks and potentially lose certain opportunities or benefits if it fails to take appropriate action, or is unable to clearly and effectively communicate its greenhouse gas reduction practices and climate strategies. - Shifts in customer demand and behavior toward preferences for low-carbon products.	- Export revenue may decrease because customers, especially in foreign markets, may expect low-carbon products or transparent carbon footprint data. - Management costs increase because it may increase the risk of scrutiny from the media, civil society organizations, or regulatory authorities, potentially leading to social pressure and demands to improve environmental operations.	●	●	●	- Set short-, medium-, and long-term greenhouse gas emission reduction targets; integrate climate change issues into corporate strategy and investment plans; and take carbon costs into consideration for strategic and investment decisions (Carbon-aware decision). - Manage stakeholder relationships, listening to the concerns and expectations of investors, customers, partners, communities, and employees; engage stakeholders in developing environmental policies and practices; and use proactive communication to reduce misunderstandings and minimize negative feedback.

Risk Level ● High ● Medium ● Low

Physical Risk	Impact on Business	Financial Impacts	Temporal Impact and Severity Rating			Response and Adaptation Plans
			Short-Term (1 Year)	Mid-Term (2-5 Year)	Long-Term (> 5 Year)	
4. Mandates and Regulation on Existing Products and Services	- Thailand tends to increase the strictness of climate change laws, policies, and measures to support greenhouse gas emission reductions. Rubber production factories may need to improve production processes to comply with greenhouse gas emission requirements. - The necessity arises to invest in energy-saving technologies or alternative energy. The burden of data preparation, reporting, and emission verification increases. - Scope 3 GHG Emissions risks may increase pressure to manage the supply chain more strictly.	- Increased costs: costs from investments to improve machinery, production processes, and energy systems; expenses for legal compliance, measurement, reporting, and certification; and risk from carbon costs if a carbon tax or ETS is enforced. - Risk of losing purchase orders if customers choose suppliers with lower carbon emissions. - Increased Capital Expenditure (CapEx) is required in the short to medium term; risk to cash flow if costs increase faster than the ability to adjust prices; and it may impact access to funding if investors prioritize ESG risks.	●	●	●	- Closely monitor and assess Thailand's climate change laws, policies, and measures (such as carbon pricing mechanisms and GHG reporting); establish a working group or responsible personnel for Climate & Carbon Compliance; and conduct a gap analysis between current operations and potential legal requirements. - Invest in improving energy efficiency and reducing fossil fuel consumption; modify or upgrade machinery to lower carbon emissions; and promote the use of renewable energy or alternative energy in the factory.

Risk Level ● High ● Medium ● Low

Physical Risk	Impact on Business	Financial Impacts	Temporal Impact and Severity Rating		
			Short-Term (1 Year)	Mid-Term (2-5 Year)	Long-Term (> 5 Year)
1. Stakeholder Concerns and Negative Backlash	Customer demand for low-carbon natural rubber featuring full traceability and sourcing from sustainable origins is growing significantly, particularly among major automotive (EV) companies and global tire manufacturers.	● Sold at a better price (Green Premium) ● Gain access to global OEM customers ● Differentiate from general manufacturers	●	●	●
2. Opportunities from Carbon Regulations	When many countries begin to implement a Carbon Tax, ETS, and CBAM (EU), companies that possess comprehensive GHG data, demonstrate real emission reductions, and are ready to disclose information in accordance with TCFD / IFRS S2 will gain confidence from customers and investors while reducing future legal risks.	Companies that can reduce greenhouse gas emissions faster than competitors will have lower production costs per unit in the long term and profit margins (Margin) that are higher than the industry.	●	●	●
3. Opportunities from Technology and Digitalization	Raw Material Quality Tracking Smart System Smart Factory & Energy Management Automated GHG Measurement and Reporting System	Advantages: Lower production costs, enhanced quality stability, and data readiness for customers, investors, and regulators.	●	●	●
4. Opportunities from a Responsible Supply Chain	Working with farmers to reduce chemical usage, improve yields, and ensure fair pricing. Full traceability from plantation to factory.	● Highly valued by international customers ● Reduce reputational risk ● Strengthen ESG market positioning	●	●	●
5. Financial and Capital Market Opportunities	Companies with clear carbon reduction plans and transparent ESG disclosures gain a competitive advantage. Improved access to Green Loans and Sustainability-Linked Loans Lower financing costs Greater interest from long-term investors	● Lower Cost of Capital ● Improved Financial Liquidity ● Increased Long-Term Investment Flexibility	●	●	●

Quantitative Assessment of Climate-Related Risks and Business Opportunities

The Company conducts a quantitative assessment of material climate-related business risks and opportunities to identify and estimate the potential financial impacts arising from climate change-related risks. The assessment considers key metrics and their impacts on business operations and financial performance under various potential scenarios, taking into account the following factors:

- Global temperature reduction targets based on the recommendations of the Intergovernmental Panel on Climate Change (IPCC), aligned with the Shared Socioeconomic Pathways (SSPs), which reflect global development pathways under different social, technological, and policy contexts.



1. SSP 1-2.6 (1.5°C) Scenario
(Global temperature increase limited to no more than 1.5°C during this century)



2. SSP 2-4.5 (2.0°C) Scenario
(Global temperature increase limited to no more than 2.0°C during this century)



3. SSP 5-8.5 (4.4°C) Scenario
(Global temperature increase limited to no more than 4.4°C during this century)

- Scenarios based on global policies and targets published by the International Energy Agency (IEA), which give rise to transition risks that may have both positive and negative impacts on the Company. These include increasing pressure from stakeholders for businesses to transition toward a low-carbon and environmentally friendly economy. Such developments may reduce profitability from the Company's existing businesses while creating growth opportunities from renewable energy businesses and the sale of products and services certified with renewable electricity attributes. The scenarios used for the analysis include:

Stated Policies Scenario (STEPS) Represents policies that have already been announced by governments and reflects the world's stated intentions regarding future energy demand across different energy sources over time.

1. Announced Pledges Scenario – APS

Announced Pledges Scenario (APS) Assumes that all climate commitments and pledges made by governments and industries worldwide, including Nationally Determined Contributions (NDCs), are fully implemented on time.

2. Net-Zero Emission Scenario – NZE

Net Zero Emissions Scenario (NZE) Assumes the achievement of net zero greenhouse gas emissions by 2050.

Based on the analysis and assumptions under the above scenarios and targets, the Company is able to quantitatively assess the potential impacts on its business operations, including impacts on revenue, costs, and financial opportunities, using clearly defined metrics to support the management of climate-related risks and opportunities. A summary of the assessment is presented in the following figure.

Shared Socioeconomic Pathways (SSP) Scenarios and Their Implications for the Company's 10-Year Operational Approach

Climate-related Risks and Opportunities	Climate Scenarios	Description	Potential Impacts on Business Operations/ Financial Impacts
Physical Risks Floods / Flash Floods, Storms, Strong Winds, Typhoons, and Heatwaves	1. SSP 1-2.6 (1.5°C) Scenario	Global temperatures rise by no more than 1.5°C in this century.	It is projected that heavy precipitation events will occur approximately 1.5 times more frequently. Monsoons in South Asia and Southeast Asia will experience higher volatility. Rainfall will become heavier over shorter durations, making flash floods more likely to occur. Mountainous areas will face increased risks of mudslides and flash floods due to higher accumulated rainfall in a short period. The financial impact on the Company arising from damaged buildings, factories, and machinery, lost raw materials, production disruption, inability to deliver goods, damaged products, higher insurance premiums, or lack of insurance coverage, as well as employee safety and health, is estimated at approximately 50-100 million Baht per occurrence. The Company has implemented early warning systems, developed asset evacuation plans to higher ground, and conducted recovery plan drills to resume operations as quickly as possible, and needs to invest in infrastructure, including repairing and maintaining walls and flood barriers, and elevating machinery and equipment, among others.
	2. SSP 2-4.5 (2.0°C) Scenario	Global temperatures rise by no more than 2.0°C in this century.	It is projected that extreme weather changes will occur: dangerous heat such as heatwaves will become 5.6 times more severe and frequent compared to the past, and the maximum temperature on the hottest day will increase by approximately 2.6°C. There will be heavy precipitation; a thousand-year rain event or heavy precipitation events will occur 1.7 times more frequently, and rainfall intensity will increase by approximately 14%, resulting in major flooding in areas that have never flooded before. Droughts will cause agricultural areas to face prolonged and more severe dry spells, directly impacting food security and agricultural raw material costs, alongside damage to property and the supply chain from more severe and unpredictable natural disasters. The financial impact on the Company arising from damage to property and the supply chain from more severe and unpredictable natural disasters could be valued as high as 100-300 million Baht per occurrence. The Company has implemented early warning systems, required various assets to be located on higher ground, conducted recovery plan drills to resume operations as quickly as possible, and needs to invest in infrastructure, including smart flood protection systems.

Climate-related Risks and Opportunities	Climate Scenarios	Description	Potential Impacts on Business Operations/ Financial Impacts
	3. SSP 5–8.5 (4.4°C) Scenario	Global temperatures rise by no more than 4.4°C in this century.	Extreme and continuous disasters (Compound Extremes). Heat intolerable to humans: Tropical areas (including Thailand) will face severe heatwaves with temperatures and humidity exceeding what the human body can cool down (Wet-bulb Temperature), making outdoor work virtually impossible during several months of the year. Destructive cyclones: Storms will intensify to maximum levels (Category 4–5) and come with substantially higher than normal rainfall, causing major flash floods across all regions. The financial impact on the Company arising from properties, factories, and infrastructure being heavily and frequently damaged, to the extent that maintenance costs could exceed profits. The supply chain will be severely disrupted as the world's primary agricultural areas suffer from droughts or floods simultaneously, causing operating costs to surge until it is no longer cost-effective. The Company has arranged to relocate certain factories in high-risk areas to locations that are unaffected or less affected.
Transition Risks Carbon Pricing Mechanisms	Stated Policies Scenario – STEPS	Policies announced by various countries (Stated Policies)	Carbon prices will increase in accordance with policies already announced by individual national governments (Stated Policies), which, despite not being as high as in the Net Zero scenario, clearly show an upward trend, divided into 2 groups as follows: ● Advanced Economies: Carbon prices are projected to rise to approximately \$60 – \$135 per ton of CO₂ by 2030 (B.E. 2573). ● Emerging Markets: Including Thailand, pricing will begin to be implemented more widely but may remain at a lower level, typically starting at \$5 – \$25 per ton of CO₂ to incentivize initial adaptation. The Company is likely to adopt an “Internal Carbon Pricing” mechanism as a criterion for investment decisions (CAPEX). If any project exhibits high carbon emissions and has an implied carbon cost exceeding the threshold, it will not be approved for execution. Major buyers will begin pushing the carbon tax burden down to the Company; as a part of the supply chain, the Company must have accurate emission measurement and reporting systems to avoid incremental fees. Potential financial impacts on the Company include a direct increase in operating expenditures from carbon taxes or the purchase of emission rights (Carbon Allowances) within the ETS (Emission Trading Scheme). Furthermore, if the Company is unable to pass the carbon cost burden onto consumers, the net profit margin will decrease.

Climate-related Risks and Opportunities	Climate Scenarios	Description	Potential Impacts on Business Operations/ Financial Impacts
	Announced Pledges Scenario – APS	Targets of all climate pledges by governments and industries worldwide.	Carbon prices will be accelerated to higher levels to force the industrial sector to transition its technology in time to meet the pledges made to the global community, divided into 2 groups as follows: - Advanced Economies (OECD): Carbon prices are expected to surge to approximately \$100 – \$135 per ton of CO₂ to accelerate emission reductions in the power and heavy industrial sectors. - Emerging Economies (including Thailand): The scope of carbon pricing mechanisms will be rapidly expanded, with projected prices at approximately \$25 – \$50 per ton of CO₂ by 2030 (B.E. 2573) in order to achieve the greenhouse gas reduction targets specified in the NDC. The Company will face higher “Enforcement Pressure” and an urgent technology transition. Therefore, the Company must accelerate investments in low-carbon technology or renewable energy faster than before, because carbon pricing mechanisms will make waiting (inertia) highly costly. Furthermore, carbon footprint audits will be strictly enforced throughout the supply chain; trade partners producing high-emission goods will be excluded from the system or must accept price discounts from carbon fee deductions. Potential financial impacts on the Company include carbon emission liabilities becoming a major expenditure item in the operating budget. If the Company adapts slowly, it will see a significant reduction in net profit. The Company may turn to using the carbon credit market more frequently to offset emissions that cannot yet be reduced (offsetting), resulting in a surge in market demand and higher prices for high-quality credits.

Climate-related Risks and Opportunities	Climate Scenarios	Description	Potential Impacts on Business Operations/ Financial Impacts
	Net-Zero Emission Scenario – NZE	Net-zero greenhouse gas emissions target by 2030 (B.E. 2573).	The world must limit the temperature rise to no more than 1.5°C, which requires “abrupt and radical” structural changes within the 2030 (B.E. 2573) timeframe. Carbon pricing mechanisms will not merely be an “option” but the “primary tool for driving the economy.” Carbon prices will surge to force the immediate elimination of fossil fuel usage and a shift toward clean technology. Advanced Economies: Carbon prices are projected to surge up to \$140 per ton of CO₂. Major Emerging Economies, including Thailand: Prices will be driven up to approximately \$90 per ton of CO₂. Other Emerging & Developing Economies: Prices will stand at approximately \$15 – \$25 per ton of CO₂, but the tax base will be expanded to cover all industrial sectors. Operationally related impacts include a complete suspension on the expansion of fossil-fuel-related projects. The Company must manage existing assets with maximum efficiency under immense carbon costs. By 2030 (B.E. 2573), global buyers will mandate zero or near-zero emission thresholds; companies unable to generate profits under a \$90 carbon price will be instantly removed from the supply chain. The Company will need to begin investing in Carbon Capture and Storage/Utilization (CCS/CCUS) technologies or purchasing removal carbon credits (sequestration), which command higher prices than conventional avoidance credits (emission reduction). If the Company carries a high proportion of emissions, it will face an immediate “loss” state if emissions cannot be reduced rapidly enough, as carbon costs will consume the entirety of the profit margin.

Operating Principles and Strategy

The Company has conducted a comprehensive assessment of climate change-related risks and opportunities to formulate strategies and establish effective action plans for achieving the net-zero greenhouse gas emissions target. Such operations focus on 5 principles to tangibly enhance sustainability and reduce environmental impacts, ensuring that operations are sustainable, aligned with the organization, and capable of appropriately adapting to environmental challenges.

Operating Principles

1 Governance & Management System	• Systematically operate in accordance with ISO 14001 and ISO 14064 standards. • Integrate environmental issues into Enterprise Risk Management (ERM). • Establish environmental KPIs across all departments. • Regularly review operational performance by management.
2 Climate Action	• Prepare greenhouse gas emissions inventories (Scope 1, 2, and relevant Scope 3). • Enhance energy efficiency in production processes. • Drive the organization toward the Net Zero target by 2035. • Promote the use of renewable energy.
3 Resource Efficiency & Circular Economy	• Promote reuse, recovery, and recycling. • Reduce energy, water, and raw material consumption per production unit. • Develop eco-friendly production process innovations. • Reduce waste destined for landfill.
4 Pollution Prevention & Compliance	• Control the quality of wastewater, air emissions, and hazardous waste in accordance with the law. • Continuously conduct monitoring and internal audits. • Perform preventive environmental risk assessments. • Prepare environmental emergency response plans.
5 Stakeholder Engagement	• Conduct community visits to listen to needs and expectations. • Work collaboratively with suppliers to reduce impacts throughout the value chain. • Communicate environmental data with transparency. • Promote an organizational environmental culture among employees at all levels.

Energy Management and Climate Change Strategy

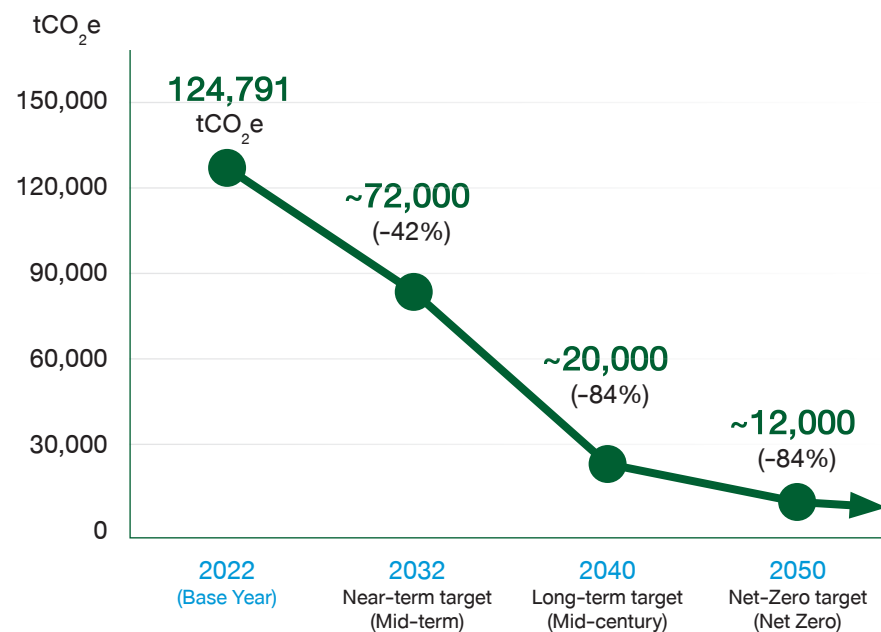
 Reduce	Reducing energy consumption to lower greenhouse gas emissions.
 Increase	Increasing energy efficiency in the electricity production process.
 Increase	Increasing the share of electricity generated from renewable energy.
 Increase	Increasing electricity usage from renewable energy sources within the organization.
 Increase	Creating business opportunities to attract green investment.

Such strategy has been designed to encompass operations across the short, medium, and long term to systematically support the achievement of the net-zero greenhouse gas emissions target. The Company has established effective governance mechanisms coupled with continuous tracking and assessment of action plan progress to ensure that climate operations are executed productively, aligned with the organization's business direction and capable of adapting to environmental challenges appropriately and sustainably.

Strategy	Short-term Action Plan 2025 – 2030			Medium-term Action Plan 2030 – 2040		Long-term Action Plan 2041 – 2050
 Reduce Reduce energy consumption	Reduce electricity consumption per production ton by 2% from the base year 2021	Reduce Scope 1 greenhouse gas emissions by at least 10% from the base year 2022	Establish greenhouse gas emission reduction targets aligned with climate science through the Science Based Targets initiative (SBTi).	Reduce greenhouse gas emissions by 42% within 2032	Achieve Carbon Neutrality within 2040	Net-zero greenhouse gas emissions (Net Zero) within 2050
 Increase Enhance energy efficiency in production processes	Obtain ISO 50001:2018 Energy Management Systems certification		Continuously implement energy conservation and energy cost reduction projects through Kaizen, 5S and QCC activities.			
 Increase Increase the proportion of renewable energy	Install Solar Rooftop for Surat Thani and Pattani factories		Install Biomass Furnace for Surat Thani branch factory	Increase Solar Rooftop capacity across all branch factories		Use renewable energy for more than 70% of the organization's total energy consumption.
 Increase Add value to products	Increase the proportion of FSC and EUDR compliant products	Conduct a product carbon footprint assessment and obtain ISO 14067:2018 certification	Obtain Low Carbon Product certification	Expand the sustainable product market globally and enhance competitiveness		
 Increase Enhance engagement and awareness	Conduct employee training activities on Climate Change, GHG and energy conservation		Expand collaboration with suppliers and communities on carbon reduction projects	Educate raw material suppliers on calculating the carbon footprint of products (CFP) for natural rubber materials.		Create a green corporate culture that is deeply rooted at all levels and achieve more tangible practices.

Pathway to Net-Zero Greenhouse Gas Emissions

SBTi ALIGNED GREENHOUSE GAS EMISSIONS REDUCTION PATHWAY



Aligned with 1.5°C pathway of SBTi

TARGET OVERVIEW (ALIGNED WITH SBTi)

NEAR-TERM TARGET (2032)	Reduce greenhouse gas emissions across Scope 1, 2 and 3 by 42% by 2032 compared to the 2022 base year.
LONG-TERM TARGET (2040)*	Achieve significant emissions reduction to reach a midpoint of the decarbonization pathway through energy efficiency and renewable energy deployment.
NEAR-TERM TARGET (2050)	Reduce greenhouse gas emissions across Scope 1, 2 and 3 by 90% by 2050 compared to the 2022 base year.
SBTi STANDARD	Aligned with the SBTi Net-Zero Standard (1.5°C pathway)

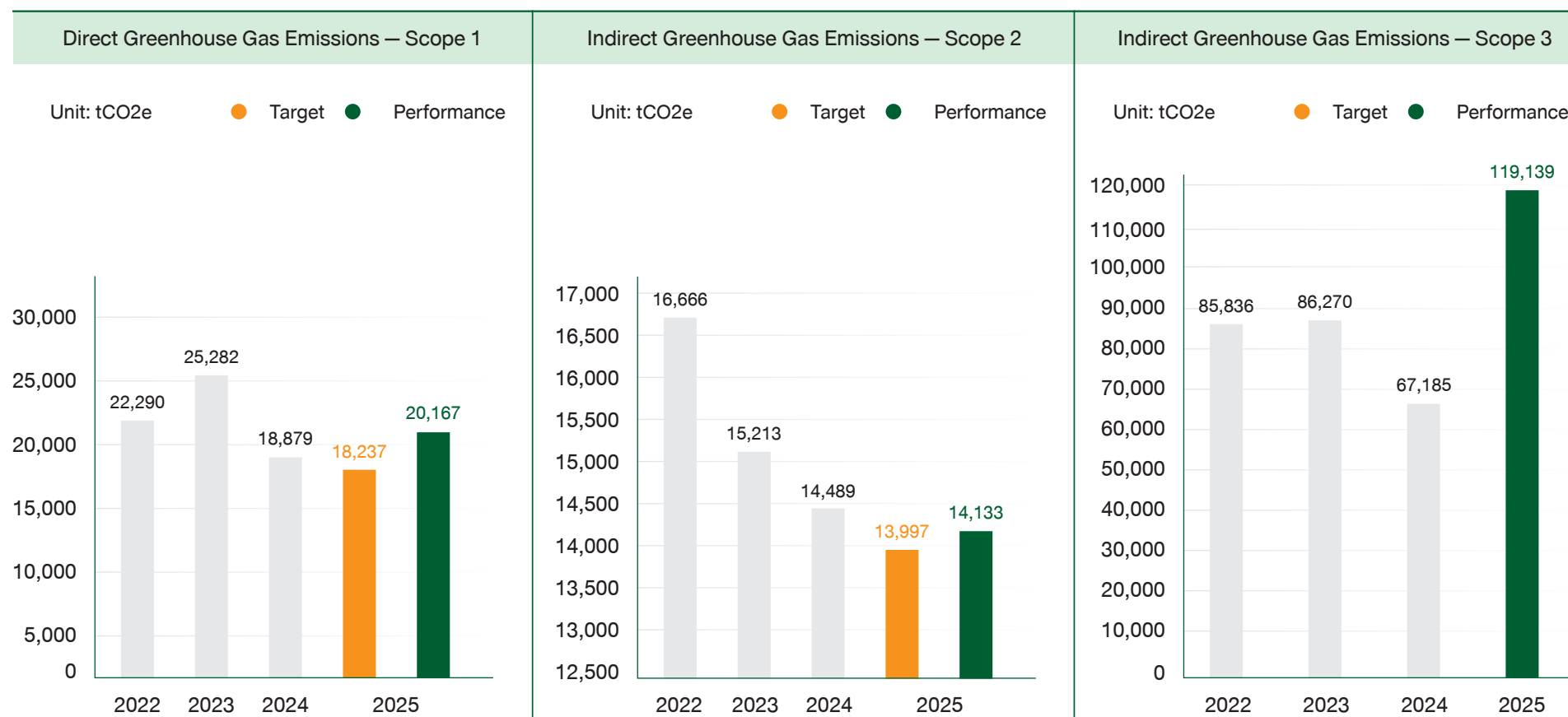
* The long-term target represents the midpoint of the decarbonization pathway, supported by energy efficiency and renewable energy deployment.

Organization Greenhouse Gas Emissions Assessment

The Company has conducted a greenhouse gas inventory and assessed the organization's greenhouse gas emissions (Carbon Footprint for Organization: CFO) according to the guidelines and standards set by the Greenhouse Gas Management Organization (Public Organization), covering greenhouse gas emissions data from all 5 branch factories and the head office.

To elevate environmental targets in line with international principles, the Company has begun studying the feasibility of setting greenhouse gas reduction targets based on the Science Based Targets initiative (SBTi), aiming to use the results of the study as a guideline for setting long-term targets and systematic operational planning, so that the organization's greenhouse gas reduction can occur effectively and continuously.

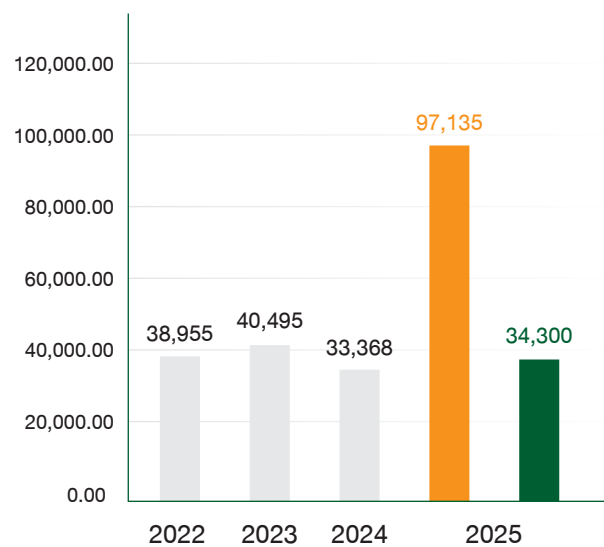
Energy Management and Climate Change Performance



Greenhouse Gas Emissions — Scope 1 + 2

Unit: tCO₂e

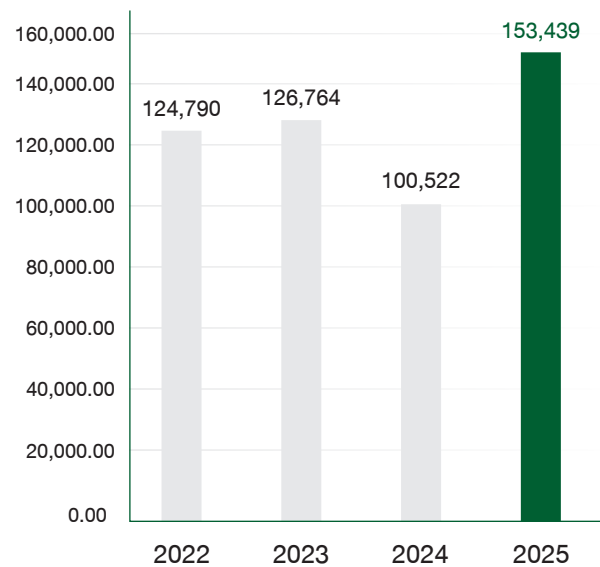
● Target ● Performance



Greenhouse Gas Emissions — Scope 1 + 2 + 3

Unit: tCO₂e

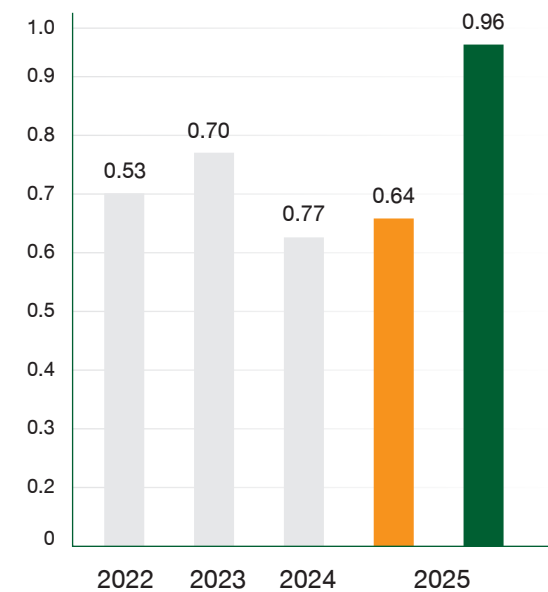
● Performance



Greenhouse Gas Emissions Intensity

Unit: tCO₂e

● Target ● Performance



Carbon sequestration from deforestation-free sourcing analysis

In 2025, the organization placed great importance on sustainable raw material procurement by adhering to the principles of deforestation-free sourcing, which is one of the key mechanisms in mitigating climate impacts and enhancing natural carbon sequestration capabilities. This approach not only helps protect ecosystems and biodiversity but also plays a vital role in reducing greenhouse gas risks within the supply chain and supports the organization's goal of achieving Net Zero by 2050.

The Company has systematically conducted a deforestation risk analysis within the supply chain, beginning with the identification of primary raw materials that could potentially be linked to land-use change. Subsequently, supply chain mapping was conducted to enable traceability of the source at an appropriate level, alongside assessing the risks of the origin areas. In the supplier selection and management process, the Company has incorporated deforestation-free requirements into its procurement criteria and conducted supplier assessments using ESG tools, including reviewing relevant evidence or certifications to ensure that the procured raw materials comply with the Company's policy. For monitoring, the Company reviews data on an annual basis and utilizes appropriate technologies, such as geospatial data or field audits based on risk levels, to build data credibility. This process enables the Company to identify and manage deforestation risks more effectively.

Deforestation Risk Assessment Result	Areas with no indication of deforestation	87%
	Areas with indications of deforestation	13%

Promotion of reusable packaging usage

The Company is committed to reducing environmental impacts from the product storage and transportation processes by adapting packaging usage formats to align with sustainable business practices. This is achieved through encouraging customers to utilize reusable packaging instead of single-use packaging, such as metal boxes, metal pallets, and returnable plastic pallets manufactured from recycled materials, to replace the use of wooden pallets. This helps increase resource efficiency, reduce the use of consumable materials, and reduce the volume of packaging waste that must be disposed of after use. Furthermore, it helps reduce greenhouse gas emissions associated with transportation processes, new packaging manufacturing, and waste management, as well as supports product quality control to meet standards throughout the supply chain. The Company continues to collaborate with customers and business partners ongoingly to expand the use of reusable packaging to be more comprehensive, which is considered part of building collective responsibility toward the environment, society, and the efficient and sustainable utilization of resources in the long term.



Project Highlights 2025

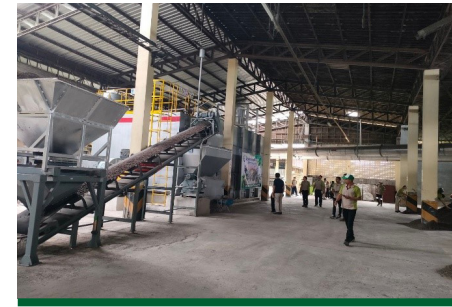
Solar Rooftop Power Generation Project at the Thung Song Branch Factory with a capacity of 60 kWp, and the Head Office with a capacity of 50 kWp.



In 2025, the Company efficiently utilized its solar rooftop power generation systems at the Thung Song branch factory and the head office, with a total production capacity of over 1.1 megawatts, reducing greenhouse gas emissions (GHG emissions) by approximately 79,189 tCO₂-eq. To support the use of clean energy in the natural rubber block production process, which is the organization's core activity, the system can generate electricity to substitute power from the external grid, concretely increasing energy efficiency and reducing reliance on fossil fuel energy.

The implementation of the Solar Rooftop project is considered one of the Company's key strategies to reduce greenhouse gas emissions, particularly Scope 2 emissions arising from electricity consumption within the production process. The utilization of renewable solar energy reduces the volume of electricity consumption from the public utility grid, which still has a production share from fossil fuels, consequently enabling the Company to continuously reduce its corporate carbon footprint. This project also helps enhance long-term energy cost stability, mitigates risks from energy price volatility, and supports the transition towards a low-carbon economy in alignment with the Company's sustainable business practices. This clean energy investment reflects the organization's commitment to achieving carbon neutrality and net-zero emissions targets in the future, while supporting the Sustainable Development Goals (SDGs), particularly SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action), by elevating the natural rubber industry towards environmentally friendly and long-term sustainable growth.

Biomass Furnace



Surat Thani Branch Factory: The Company has proceeded with the installation of a Biomass Furnace at the Surat Thani branch factory, scheduled to commence operations in 2026, to replace the use of fossil fuels in the production process and elevate the organization's energy efficiency in alignment with sustainable development practices. The implementation of this project is considered one of the Company's key strategies to reduce greenhouse gas emissions from production activities, particularly Scope 1 emissions arising from thermal energy consumption within the factory. This biomass furnace utilizes fuel from renewable and circular biomass materials, which have significantly lower greenhouse gas emission values compared to fossil fuels, consequently enabling the Company to reduce reliance on LPG energy and concretely support the low-carbon energy transition. Furthermore, the project helps enhance energy cost stability, mitigates risks from future energy price volatility, and strengthens the organization's long-term competitiveness.

TBH Activity: Reforestation and Carbon Reduction



The organization has implemented the “Reviving Forests, Reducing Carbon” activity to participate in increasing green areas, restoring ecosystems, and enhancing carbon sequestration capabilities in accordance with Nature-based Solutions guidelines. The activity provides an opportunity for employees and volunteers to concretely participate in planting trees in community areas and targeted locations. This activity aligns with the organization’s greenhouse gas management strategy and supports the goal of achieving Net Zero by 2050. From the operations, employees joined together to plant saplings and restore green areas around water sources and community areas, focusing on selecting tree species suitable for the local conditions to increase survival and long-term growth rates, alongside building environmental awareness and social responsibility.

Project Outcomes

These activities help increase green areas and carbon dioxide absorption potential in the long term, while enhancing natural resource conservation awareness among employees and surrounding communities. Furthermore, the project helps elevate collaboration between the organization and local communities, and supports the corporate image regarding sustainable business operations.

Mangrove forest planting activity and crab release activity back to nature



The Company has implemented a mangrove reforestation activity coupled with a crab release activity to restore the abundance of coastal ecosystems, enhance biodiversity, and increase carbon sequestration potential within blue carbon ecosystems. These activities focus on the participation of employees, communities, and local agencies in sustainably conserving marine and coastal resources. The Company has selected target areas suitable for mangrove forest restoration, proceeded to plant mangrove saplings that align with the local conditions, and released native crab species back into nature to help restore the food chain and the balance of the coastal ecosystem. This activity is also part of building environmental awareness and social responsibility among stakeholders.

Project Outcomes

Project implementation helps increase mangrove forest areas, which are highly efficient natural carbon sinks, while helping to restore habitats for coastal aquatic animals. By releasing crabs back into nature, it helps enhance ecological abundance and supports the long-term sustainability of fishery resources.

Resource Efficiency



Long-Term Target

1.88 Gigajoules per ton of production
Estimated energy consumption

0.05 GJ per ton of production LPG
consumption reduction

76% proportion of renewable energy
consumption

0 case of violations of environmental laws
or regulations

0 Baht in fines related to violations of
environmental laws or regulations

0 case of unresolved environmental
complaints

ISO 50001:2018 Energy Management System
Certification application

2025 Target

1.83 Gigajoules per ton of production
Estimated energy consumption

1.10 GJ per ton of production LPG
consumption reduction

20% proportion of renewable energy
consumption

0 case of violations of environmental laws
or regulations

0 Baht in fines related to violations of
environmental laws or regulations

0 case of unresolved environmental
complaints

2025 Performance

2.04 Gigajoules per ton of production
Estimated energy consumption

0.94 GJ per ton of production LPG
consumption reduction

20.40% proportion of renewable energy
consumption

0 case of violations of environmental laws
or regulations

0 Baht in fines related to violations of
environmental laws or regulations

0 case of unresolved environmental
complaints

SDGs



Environmental Policy ►



Stakeholder Perspectives: Teck Bee Hang Co., Ltd.



Mr. Apichit Chongthanomwiwat

Senior Production Engineer,
Responsible for Clean Energy
Projects

“

In 2025, the Company made concrete progress in driving clean energy initiatives by installing a Solar Rooftop power generation system and introducing a Biomass Furnace into its production process. These initiatives were implemented to replace the use of fossil fuels and increase the proportion of renewable energy used within the factory.

These projects represent an important milestone in reducing the Company's greenhouse gas emissions, particularly in the natural rubber production process, which is relatively energy-intensive. The Company does not focus solely on reducing energy costs, but also places importance on minimizing long-term environmental impacts and maintaining a balance between business growth and sustainability.

This transition to clean energy reflects the Company's commitment to supporting Climate Action goals and reducing dependence on fossil fuels. It also serves as another important approach

”

Impact on Business

The efficient use of resources is an important issue for the Company's business operations, as the natural rubber block production process requires significant amounts of electricity, thermal energy from LPG, and water. These resources are directly linked to production efficiency, operating costs, and the Company's environmental impacts. If these resources are not managed appropriately, it may result in higher energy and utility costs, as well as increased greenhouse gas (GHG) emissions and long-term impacts on natural resources. In addition, customers, investors, and stakeholders at the international level increasingly expect companies to address climate change and use resources sustainably.

As a result, the Company is required to continuously improve its energy and water use efficiency in order to maintain its competitiveness, comply with environmental requirements, and support the transition toward a low-carbon business in the future.

Challenges and Opportunities

The Company recognizes that the use of energy and resources in its production process may give rise to various risks, including operating costs, energy security, and the impacts of climate change. In particular, fluctuations in electricity and LPG prices may directly affect production costs. In addition, the risk of water shortages or restrictions on water use in certain areas may affect the continuity of the Company's manufacturing operations. The Company also faces increasing risks from more stringent environmental regulations and measures, such as greenhouse gas reduction targets, climate-related disclosures, and carbon-related measures throughout the supply chain, which may affect its long-term competitiveness and access to global markets.

At the same time, efficient resource management provides the Company with opportunities to reduce energy and utility costs, improve production process efficiency, and achieve tangible reductions in greenhouse gas emissions. The Company also recognizes investment opportunities in technology and clean energy, such as Solar Rooftop systems, the use of Biomass Furnaces, and machinery efficiency improvements, which support the transition toward a low-carbon business.

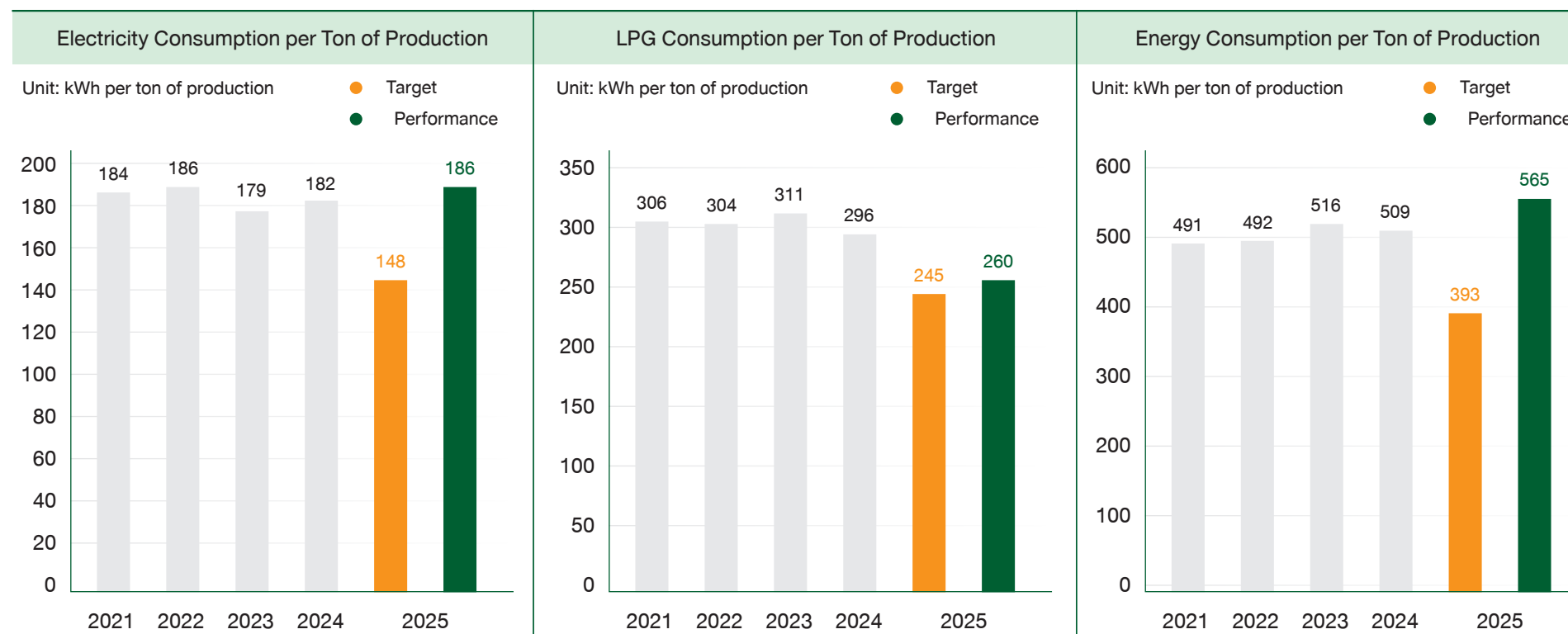
Furthermore, sustainable resource management helps strengthen the confidence of customers, business partners, and other stakeholders, while supporting the Company's ESG objectives and creating greater business opportunities in markets that place increasing importance on environmentally friendly products and sustainable supply chains.

Commitment

Teck Bee Hang Co., Ltd. is committed to conducting its business with a focus on resource efficiency and maximizing utility, coupled with mitigating environmental impacts throughout the value chain. The Company places great importance on the systematic management of electricity, thermal energy from LPG, and water consumption within the production process through the establishment of goals, key performance indicators (KPIs), and continuous efficiency improvement measures.

The Company aims to promote the use of clean energy and environmentally friendly technologies, such as the installation of solar rooftop power generation systems, investment in biomass furnace thermal generation systems, and the development of energy and water conservation projects within the factories, to support greenhouse gas emissions reduction and enhance long-term resource efficiency. The Company firmly believes that responsible resource utilization will help build a balance among business growth, environmental stewardship, and creating shared value for all stakeholders, while sustainably supporting the organization's carbon neutrality and net-zero emissions targets in the future.

Energy and Climate Change Management Performance



Energy Consumption Performance

Energy Consumption Data	Unit	2021 (Base Year)	2022	2023	2024	2025
Energy consumption per ton of production	Gigajoule per ton	1.77	1.77	1.86	1.83	2.04
Renewable energy consumption per ton of production	Gigajoule per ton	0	0	0.02	0.04	0.36
Non-renewable energy consumption per ton of production	Gigajoule per ton	1.77	1.77	1.84	1.79	1.67
Reduction in non-renewable energy consumption per ton of production	Percentage	-	-0.01	-3.93	-1.13	5.34

Energy Consumption Reduction Promotion Project



Auto Hydraulic Press Machine

In 2025, the Company implemented a rubber bale packaging machinery improvement project at the Yala, Thung Song, and Surat Thani branch factories by installing automated machinery systems for moving and packaging rubber bales, which helps increase the speed, accuracy, and consistency of the production process, enabling a reduction of 8 laborers in the process per branch factory. It also helps reduce total electricity consumption by over 336,000 kilowatt-hours per year, or approximately 1,210 Gigajoules per year, resulting in the Company being able to reduce energy costs alongside reducing resource utilization more efficiently. Furthermore, the automation system improvement also mitigates risks from work related to lifting, moving, and directly contacting machinery, which supports creating a safe and sustainable working environment for employees.



Automated Drawer Pusher Machine

The Surat Thani branch factory has implemented an automated rubber drying tray system improvement project to elevate resource and energy efficiency in the production process. By introducing the automation system to help increase the continuity and consistency of the rubber drying process, reduce production process disruptions, and enhance energy management efficiency within the factory, the Company was able to reduce electricity consumption by approximately 336,000 kilowatt-hours per year. Furthermore, it helps reduce employee fatigue from work, decreases manual labor operation steps, and enables a reduction of 2 laborers in the process. This reflects the application of innovation and technology to increase resource efficiency, alongside elevating the working environment and employee safety, which are vital components in driving the organization toward long-term sustainable growth across economic, environmental, and social dimensions.



Automated Conveyor System

The Thung Song branch factory has implemented a project to continuously improve the rubber bale conveyor system from upstream to downstream to increase resource efficiency and elevate the continuity of the production process. By developing the packaging movement system to be faster, more accurate, and more consistent, it helps reduce losses from production process disruptions and enhances energy management efficiency within the factory. From the implementation of this project, the Company was able to reduce electricity consumption by approximately 160,500 kilowatt-hours per year, reflecting efficient energy use and a concrete reduction in resource utilization within the production process. Furthermore, the conveyor system improvement also decreases operational steps that utilize manual labor, reduces fatigue from repetitive work, and enables a reduction of 4 laborers in the process, which supports uplifting the working environment and employee safety, alongside increasing competitiveness and long-term sustainable business operations across economic, environmental, and social dimensions.

Water Management



Long-Term Target

The discharged water quality complied with legally required standards

100% recycled water utilization

27
cu.m. per ton
of production

water consumption
volume in production

0
million cu.m.

total water withdrawal
volume

100% of employees received
communication, public relations, and
training to build awareness regarding
water management

2025 Target

The discharged water quality complied with legally required standards

94% recycled water utilization

28
cu.m. per ton
of production

water consumption
volume in production

0
million cu.m.

total water withdrawal
volume

100% of employees received
communication, public relations, and
training to build awareness regarding
water management

2025 Performance

The discharged water quality complied with legally required standards

86% recycled water utilization

28.17
cu.m. per ton
of production

water consumption
volume in production

0.6
million cu.m.

total water withdrawal
volume

100% of employees received
communication, public relations, and
training to build awareness regarding
water management

The Company recognizes that water resources are a critical factor for business continuity, ecological abundance, and the quality of life of surrounding communities. Therefore, it places great importance on efficient and responsible water management, encompassing optimization of water utilization, treatment and quality control of wastewater, as well as the prevention of impacts on natural water sources. This approach is part of the organization's environmental management system and aligns with sustainable development principles.

Water management operations

The Company has established measures to control and monitor water utilization across all production processes and supporting activities. Continuous water consumption measurement and recording devices have been installed to collect data for regular analysis and efficiency improvement. Furthermore, the Company has invested in highly efficient wastewater treatment systems to ensure that discharged effluent meets all legal requirements and related standards.

Concurrently, the Company promotes water reuse in appropriate activities, such as utilizing treated wastewater for cleaning or utility purposes, to reduce raw water withdrawal from natural sources. Regular monitoring of effluent quality and surrounding water bodies is conducted to mitigate environmental risks and build confidence among stakeholders. The Company executes appropriate water management as follows:



Monitor water consumption volume from all operational activities.



Promoting the reduction of water consumption within the factories, encompassing both production processes and office operations.



Monitor water quality from the treatment system to comply with standards required by law.



Controlling the wastewater treatment system to achieve maximum efficiency.

Wastewater Management Guidelines



Monitor water consumption volume from all operational activities.



Develop the wastewater treatment system for maximum efficiency and enable 100% water reuse.



Apply technology and innovation to monitor and control the wastewater treatment system.

Water Consumption and Water Withdrawal

The Company's water utilization encompasses consumption in production processes, machinery cleaning, and other supporting activities. The water sources utilized are legally permitted, and risks regarding the adequacy of water resources are regularly assessed to ensure that water withdrawal does not impact the water demands of local communities or surrounding ecosystems.

In the past year, the Company continued to reduce its water intensity through water conservation projects, equipment efficiency improvements, and building awareness among employees on the value of water utilization. Furthermore, there are plans to develop a digital water data tracking system and expand water reuse projects to elevate water resource management efficiency and sustainability in the future.

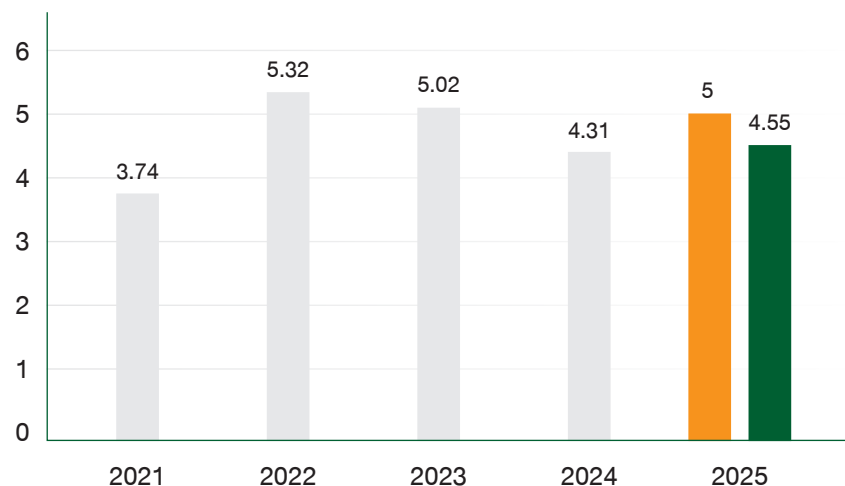


Water Resource Management Performance

Total Water Consumption

Unit: Cubic Meters

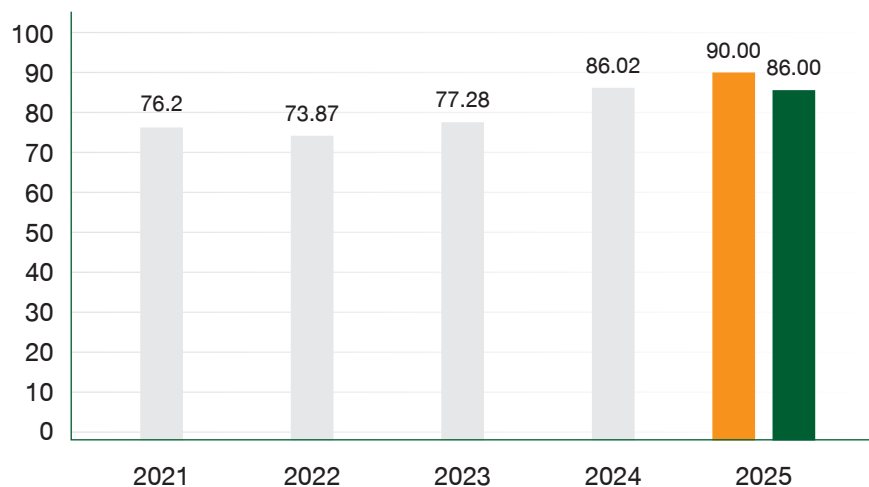
● Target ● Performance



Recycled Water Utilization

Unit: Percentage

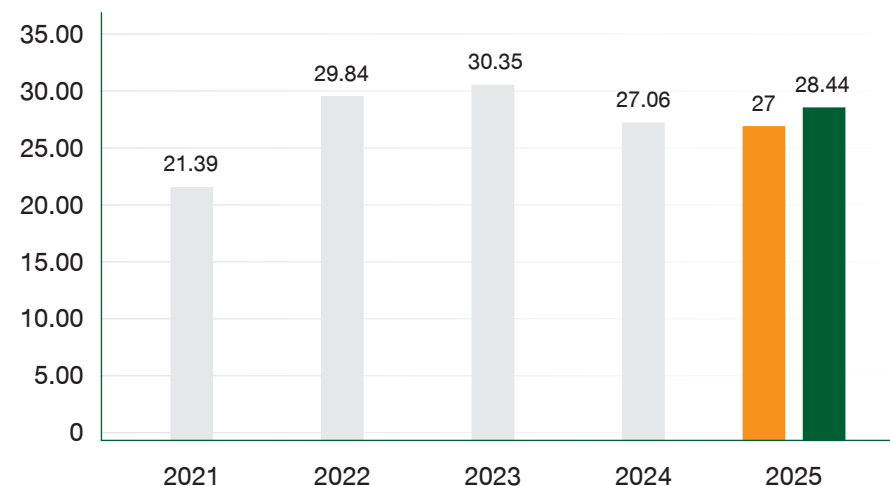
● Target ● Performance



Water Consumption per Ton of Production

Unit: Cubic Meters

● Target ● Performance



The Company places great importance on efficient water resource management, focusing on reducing water consumption, increasing water efficiency per unit of production, and promoting water reuse within the production process to create a balance between business operations and sustainable natural resource conservation.

In 2025, the Company's total water consumption was 4.55 million cubic meters, which was lower than the established target of 5.00 million cubic meters, reflecting effectiveness in controlling and managing water utilization within the production process efficiently. Furthermore, the Company was able to control the water consumption per unit of production at 28.44 cubic meters per ton of production; although slightly higher than the established target, it remains at a stable level compared to the trends over the past several years.

Concurrently, the Company continues to drive the utilization of recycled water. In 2025, the proportion of recycled water utilization accounted for 86 percent of the total water consumption, which is close to the established target of 90 percent, demonstrating the commitment to enhance water resource efficiency, reduce raw water withdrawal from natural sources, and support circular economy practices within the organization.

The Company firmly believes that efficient water management is an essential component in reducing environmental impacts, increasing operational efficiency, and strengthening long-term water resource security to support the sustainable growth of the organization and all stakeholder groups.

Wastewater and Effluent Management

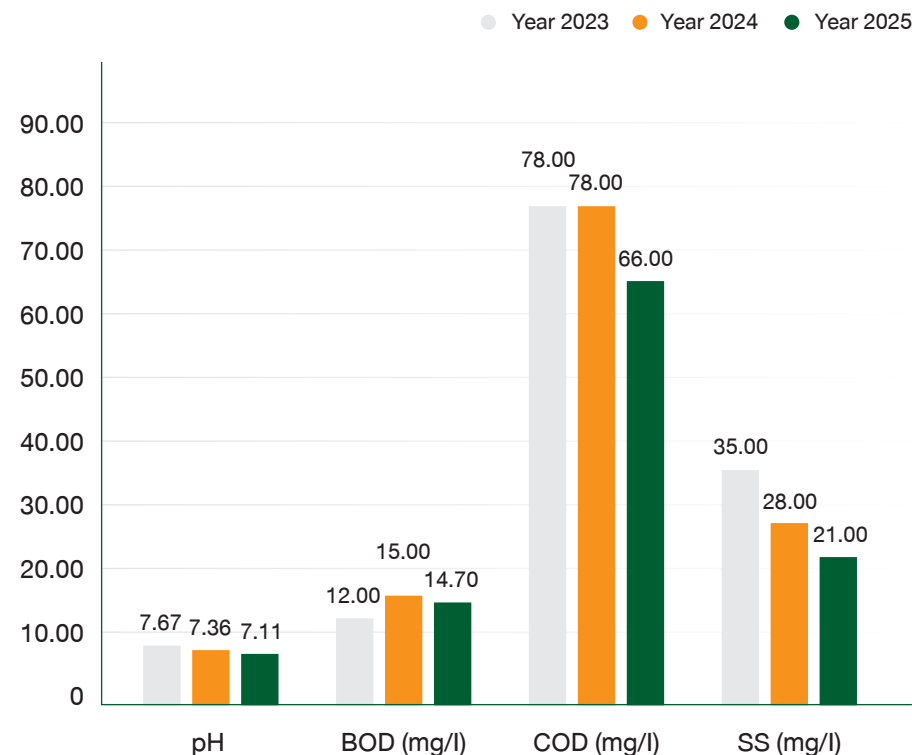
The Company manages its effluent by utilizing an Aerated Lagoon wastewater treatment system, which is an aerobic biological treatment process that decomposes organic matter in wastewater prior to discharging it into external water bodies. The system controls operations through continuous aeration to maintain optimal conditions for microorganisms to achieve biodegradation until reaching safe levels before external discharge, alongside regular equipment monitoring and maintenance to ensure ongoing operational stability.

The results of effluent quality measurements during 2023–2025 indicated that the system consistently controlled water quality in strict compliance with the established standards. The water quality analysis showed a pH value ranging between 7.11 and 7.67, which falls within the specified standard range of 6.5–8.5, indicating optimal conditions for biological processes and minimizing impacts on aquatic organisms. The Biochemical Oxygen Demand (BOD) value ranged between 12 and 15 mg/L, which does not exceed the designated standard of less than or equal to 20 mg/L, demonstrating strong efficiency in organic matter decomposition. The Chemical Oxygen Demand (COD) exhibited a declining trend, reaching 66 mg/L in 2025, which is well below the defined standard limit of 120 mg/L. Additionally, Suspended Solids (SS) decreased continuously from 35 mg/L in 2023 to 21 mg/L in 2025, remaining well within the mandatory standard ceiling of 50 mg/L.

Operational performance trends demonstrate that the Aerated Lagoon system possesses high stability and can effectively handle pollutant loads. In particular, the reductions in COD and SS values in 2025 reflect enhanced control over the effluent management process and appropriate system maintenance. Consequently, the Company continues to execute ongoing effluent quality surveillance measures, control aerator operations, inspect biological system balances, and regularly review system efficiency.

For the next phase, the Company plans to continuously advance its effluent management, focusing on increasing the energy efficiency of the aeration system, tracking operational values in real-time, and studying the feasibility of reusing treated water to support efficient and sustainable water resource utilization.

Water Quality Analysis Parameters



Pollution Prevention



Long-Term Target

General and hazardous waste management complied with legally mandated standards.

<30 Total hazardous waste volume
Metric ton

<120 Total non-hazardous waste volume
Metric ton

<150 Total waste volume
Metric ton

0 Metric ton Total waste directed to landfill

0 Metric ton Total waste incinerated on-site

100% Air emission quality complied with legally mandated standards.

Zero unresolved pollution complaints

2025 Target

General and hazardous waste management complied with legally mandated standards.

<30 Total hazardous waste volume
Metric ton

<120 Total non-hazardous waste volume
Metric ton

<150 Total waste volume
Metric ton

0 Metric ton Total waste directed to landfill

0 Metric ton Total waste incinerated on-site

100% Air emission quality complied with legally mandated standards.

Zero unresolved pollution complaints

2025 Performance

General and hazardous waste management complied with legally mandated standards.

21 Total hazardous waste volume
Metric ton

131 Total non-hazardous waste volume
Metric ton

152 Total waste volume
Metric ton

0 Metric ton Total waste directed to landfill

0 Metric ton Total waste incinerated on-site

100% Air emission quality complied with legally mandated standards.

Zero unresolved pollution complaints

SDGs



Waste Management Policy ▶



Impact on Business

Pollution management is a critical issue that directly affects the sustainability of business operations, encompassing legal compliance, stakeholder confidence, and the preservation of environmental quality in the surrounding areas. Efficient waste management and pollution control reduce legal risks and long-term operational costs, as well as support the corporate image as a socially and environmentally responsible operator.

In 2025, the organization was able to control the volume of hazardous waste at 21.52 metric tons, which was lower than the established target of not exceeding 30 metric tons, reflecting efficiency in production process control and appropriate waste management. Meanwhile, the volume of non-hazardous waste stood at 131.05 metric tons, and the total waste volume was 152.57 metric tons, which were slightly higher than the targets. Therefore, the organization prioritizes continuous review of waste reduction measures and resource efficiency optimization. Furthermore, the organization successfully executed its waste disposal targets responsibly, with zero waste directed to landfill or incinerated on-site. Additionally, the ambient air quality from operations fully complied with all legally mandated standards and no pollution complaints were reported by the community.

Challenges and Opportunities

Waste management and pollution control continue to face challenges from potential fluctuations in production volumes, as well as environmental regulations that tend to become increasingly stringent. However, these challenges present opportunities for the organization to develop innovations and more efficient resource management approaches, such as waste reduction at the source, increasing material recycling, and optimizing production processes to minimize waste generation. Furthermore, the Circular Economy trend serves as a significant opportunity that enables the organization to enhance resource value, reduce environmental impacts, and build a long-term competitive advantage.

Commitment

In 2025, the organization generated a total of 131.05 metric tons of non-hazardous waste, which was slightly higher than the established target of not exceeding 120 metric tons. This resulted in a total waste volume of 152.57 metric tons, exceeding the total established target. However, considering the overall pollution management, it was found that the organization was still able to control hazardous waste significantly below the target, with a volume of only 21.52 metric tons against the target of not exceeding 30 metric tons. Furthermore, the organization successfully executed responsible waste disposal guidelines, with zero waste directed to landfill and zero on-site incineration, while the air quality from operations also fully passed all legally mandated standards.

The non-significant increase in non-hazardous waste volume may have arisen from several factors, such as an increase in production activities, the implementation of machinery improvement or maintenance projects, the replacement of equipment or materials within the production process, and the improvement of waste segregation systems that enable more accurate, complete, and transparent classification of waste. This is considered a practice aligned with ESG reporting principles that emphasize transparency.

Although the non-hazardous waste volume was slightly higher than the target, considering the overall environmental management, it was found that the Company still effectively maintained pollution prevention standards in terms of hazardous waste control, responsible waste disposal, and legally compliant air quality control. The transparent disclosure of data and the formulation of continuous development guidelines reflect the organization's commitment to conducting business sustainably and with long-term responsibility toward the environment and society.

The Company is committed to effective pollution prevention within the organization. The organization establishes policies and operational guidelines to systematically reduce or prevent environmental pollution, emphasizing control at the source, efficient resource utilization, and appropriate waste management. This includes compliance with environmental laws and the continuous development of environmental management systems in accordance with ISO 14001 standards (Environmental Management System). Furthermore, it encompasses promoting employee engagement to ensure business operations respect the environment at every stage of the value chain.

1. Social and Environmental Responsibility	The Company is committed to social and environmental responsibility in conducting business, considering potential pollution impacts on communities and the environment. Policies and pollution-prevention measures are established, including waste reduction from production, efficient resource use, wastewater treatment before discharge, and employee and community participation.
2. Application of Environmentally Friendly Technology	The Company invests in developing and applying clean technologies in production to reduce energy and raw material use and prevent waste at source, including emission-control systems, water recycling, efficient waste-management technologies, automation, environmental quality monitoring, and emissions control.
3. Employee Participation in Environmental Goals	The Company promotes employee participation in effective pollution prevention by communicating clear environmental policies and targets, providing training and campaigns, and fostering a corporate culture of shared environmental responsibility.
4. Monitoring, Verification and Reporting	The Company maintains regular environmental monitoring and performance evaluation, including wastewater, air emissions and waste management. Results are analyzed to continuously improve operational processes and reduce environmental impacts.
5. Strengthening Collaboration with Communities and Network Partners	The Company promotes collaboration with communities and network partners, enabling relevant public agencies, private organizations and communities to exchange information, propose environmental solutions, and participate in activities such as pollution reduction, natural-resource conservation and ecosystem restoration.

Waste Management

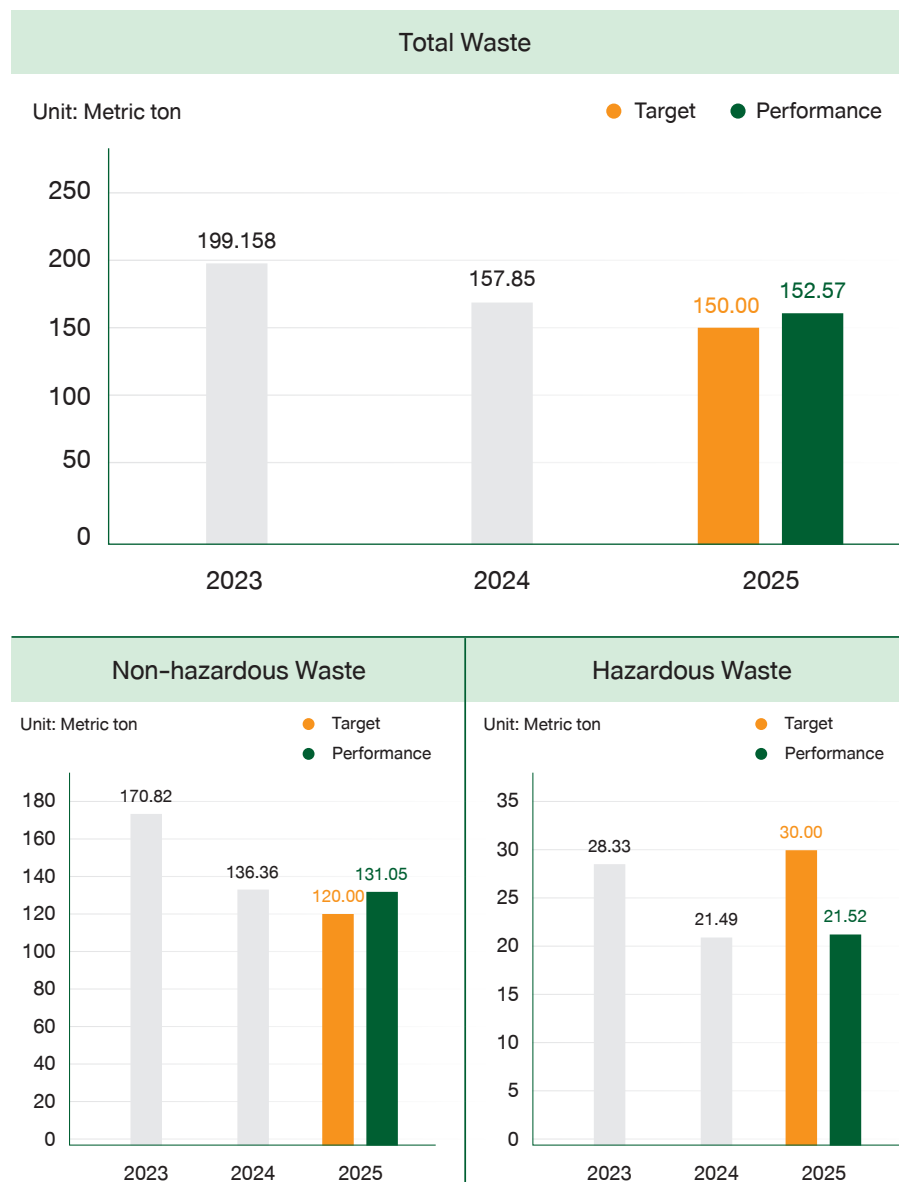
Strategies and Strategic Plans

The Company prioritizes efficient and environmentally friendly waste management by adhering to the principles of pollution prevention at the source, coupled with efficient resource utilization and the mitigation of environmental impacts at every stage of operation. Under the organization's environmental framework, a waste management strategy has been established by applying the 3R concept—Reduce, Reuse, and Recycle—into operational processes to minimize waste generation from production lines and maximize efficient resource utilization.

- **Reduce:** The Company focuses on minimizing waste generation at the source by optimizing production processes for higher efficiency, controlling raw material utilization appropriately, planning the utilization of materials and packaging cost-effectively, and promoting employee engagement in reducing unnecessary resource consumption, which consequently decreases the volume of waste requiring downstream disposal.
- **Reuse:** The Company promotes the reuse of functional materials or equipment within work processes, such as returning certain types of packaging or materials back into production cycles or internal supporting activities, thereby lowering new resource consumption and mitigating generated waste volumes.
- **Recycle:** The Company implements a systematic waste segregation framework to ensure that materials with recovery potential are efficiently directed into recycling processes. This involves coordinating with legally authorized waste disposal operators to guarantee that all waste is managed correctly and in strict compliance with environmental standards.

The Company has also established long-term targets to reduce waste volumes and increase the proportion of resources recovered for beneficial use, with continuous monitoring and evaluation to improve waste-management efficiency and support responsible, circular and sustainable operations.

Waste Management Performance



Project Highlights 2025

The 5S Project for Schools



The Thung Song Branch Factory recognizes the importance of cultivating environmental management awareness among youth in the community; consequently, it has implemented the “5S Support Project in Schools” to promote orderly, clean, and safe space and resource management. The initiative focuses on building knowledge and understanding regarding waste segregation, organizing learning spaces, and fostering behaviors geared toward cost-effective resource utilization, with corporate volunteer employees transferring knowledge and driving activities alongside students and teachers in neighboring local schools.

The application of the 5S principles within schools promotes a clean, organized environment that is conducive to the learning of students and educational personnel. Furthermore, it helps instill a sense of accountability for public spaces, cleanliness maintenance, and efficient resource utilization among youth from the foundational level.

Project outcomes

As a result of the project’s implementation, the schools were able to improve their learning spaces to be more orderly and clean, alongside establishing appropriate waste segregation points. Students gained a better understanding of the 5S principles and waste management, resulting in continuous waste segregation behaviors and cleanliness maintenance within the schools. The project also helped forge a positive relationship between the organization and the community, while supporting the creation of an environmentally conscious society in the long term.

The “Trash for Happiness” Project



The Thung Song Branch Factory implemented the “Waste-to-Well-being” project to encourage employees and the community to recognize the importance of waste segregation at the source. The activity provided opportunities for participants to bring recyclable materials, such as paper, plastic, or metal, to be segregated and exchanged for daily life commodities. This activity helped stimulate participation in reducing waste volume and supported the Circular Economy concept.

Systematic waste segregation helps reduce the volume of waste requiring disposal, mitigates environmental impacts, and increases opportunities for material recovery and recycling. Furthermore, this activity promotes the engagement of employees and local citizens in the community to jointly take care of the environment, thereby instilling consciousness regarding natural resource conservation and cost-effective resource utilization.

Project Outcomes

The activity significantly increased the recycling segregation rate within the organization and surrounding communities. It also reduced the volume of waste requiring disposal, while raising awareness about the value of resources that can be recovered and reused. Furthermore, the activity encouraged the adoption of proper and continuous waste management behaviors in daily life.

The Unused Waste Storage Area Improvement Project



The Suratthani Branch Factory implemented the “Unused Waste Storage Area Improvement Project” to elevate the company’s waste management standards. The unused waste storage area was upgraded to be systematic and compliant with environmental and safety regulations. This was achieved by organizing the storage spaces appropriately according to waste categories, clearly segregating storage areas, and installing signage indicating waste types alongside various control measures to prevent environmental risks and health hazards to operators. Developing the waste storage area to be appropriate, clear, and compliant with environmental and safety standards helps mitigate the risk of continuous material contamination into the environment. It also prevents potential hazards to employees and surrounding communities, while increasing efficiency in segregation, storage, and transporting waste for correct technical disposal or recycling pathways. The execution of this project reflects the organization’s commitment to conducting business alongside responsible environmental stewardship.

Project Outcomes

The optimization of the waste storage area enhances the efficiency of waste management within the organization, making the segregation, storage, and transfer of waste to authorized disposal operators more systematic. Furthermore, it mitigates the risk of cross-contamination among different waste types, elevates operational safety, and continuously supports the organization’s environmental operations in strict compliance with relevant standards.

The “Waste Re-Direction” Project



The Surat Thani Branch Factory implemented the “Waste Redirection Project” to promote knowledge regarding the 5S principles, fostering systematic workplace organization alongside campaigning for employees to recognize the importance of waste segregation and cost-effective resource utilization. The execution of this project helped reduce waste volumes generated within operational processes, while also developing employees’ environmental behaviors to foster accountability in resource usage and appropriate waste management.

Furthermore, it reduced the volume of waste generated inside the factory and enhanced efficiency in waste segregation for recovery or recycling, resulting in value creation from leftover materials within the organization. This also helped lower waste management expenses over the long horizon. The implementation of this project further strengthened a corporate culture that prioritizes environmental responsibility.

Project Outcomes

This activity facilitates waste segregation at the source, which reduces the volume of waste requiring disposal, mitigates environmental impacts, and increases opportunities for recovering recyclable materials for reuse. Furthermore, directing the segregated waste toward sales or processing generates value-added returns from leftover materials, which serves as an alternative pathway to create revenue or funding to support internal corporate or community initiatives.

The “Value in Waste” Project



The Suratthani Branch Factory prioritizes responsible waste management by focusing on recovering resources generated from operational processes for maximum utility. Under the concept of cost-effective and environmentally friendly resource utilization, the Company implemented the “Agricultural Soil Cake Utilization Project” by utilizing processed and quality-verified soil cakes for vegetable and horticultural cultivation in collaboration with surrounding communities within the operational areas.

Project Outcomes

The positive relationship between the Company and the community is fostered through knowledge exchange, active participation in collaborative initiatives, and appropriate shared resource utilization. This reflects the Company’s steadfast commitment to conducting business alongside environmental stewardship and sustainable community development.

Target	2025 Performance
100 Persons Teachers and students participated in the activities.	100 Persons Teachers and students participated in the activities.



Air Emissions Management

The Company prioritizes comprehensive air pollution management from its operations, focusing on mitigating environmental and community impacts alongside strict compliance with relevant environmental laws and standards. Operations regarding air pollution control encompass source control, utilizing appropriate technologies for emissions treatment, and managing raw material transportation and storage processes to reduce odor nuisance.

Additionally, the Company emphasizes odor control from raw material transportation by defining appropriate transport measures, such as utilizing closed-system transport vehicles or vehicles fully secured with tightly fastened canvas sheets, scheduling transportation routes and timeframes to minimize community impacts, and regularly maintaining the cleanliness of transport vehicles and raw material receiving areas. These measures help mitigate the dispersion of odors and particulate matter during transit. Consequently, the organization's air pollution management operations play a vital role in establishing a balance between business execution and environmental stewardship, aiming to maintain air quality within standard criteria and reinforcing stakeholder confidence that the enterprise seriously and continuously considers its environmental and community footprints.

Air Pollution Management via Bio-filter Technology

The Company has implemented Bio-filter technology as one of its key measures to control odors and air pollution generated from production processes. This system relies on biological processes to degrade organic compounds that cause odors through a filter medium populated with microorganisms. When odorous air passes through the filtration system, the microorganisms help decompose the odor-causing substances into compounds that are harmless to the environment. The advantages of this technology include highly efficient odor reduction, low energy consumption, and environmental friendliness.



Bio-filter Operating Principles

1

Exhaust Air Intake from the Production Process

Smoke and polluted air from rubber drying processes are drawn by fans into the Bio-filter system, including odor-causing gases such as hydrogen sulfide (H₂S).



2

Pollutant Adsorption in the Filter Media

The Bio-filter contains filter media such as rice husk, charcoal, coconut shell, bark or synthetic media that support microorganisms and adsorb pollutants from the air.



3

Microbial Biodegradation

Microorganisms capture and biodegrade organic compounds and odor-causing gases, converting pollutants into environmentally harmless substances and significantly reducing unpleasant odors.



4

Discharge of Treated Air

After treatment, discharged air quality is improved, with odors and pollutants controlled within acceptable environmental standards before release outside the factory.



Performance Results

100%

of monitoring results complied with legally mandated standards, demonstrating effective air pollution control and appropriate management of production processes and exhaust treatment.

100%

No unresolved air-pollution complaints were identified, reflecting community confidence in the Company's pollution-control measures.

Project Highlights 2025

Holistic Air Pollution Management



Teck Bee Hang Co., Ltd., Surat Thani Branch Factory, continuously prioritizes air pollution management and the mitigation of impacts on surrounding communities. In 2025, the Company operationalized an enclosed cup lump raw material storage warehouse to control and reduce odor dispersion arising from material storage within natural rubber production processes. This infrastructure asset also helps minimize the migration of odors into the external atmosphere, mitigates footprints on neighboring communities and the local environment, and elevates the workplace environment for factory personnel to be more appropriate.

The Company firmly believes that investments in environmental technologies and infrastructure play a vital role in preventing and minimizing air pollution impacts. These investments contribute to building trust among communities and stakeholders, while reinforcing the Company's commitment to responsible business practices and long-term environmental and social sustainability.

Project Outcomes

This project enhances the efficiency of raw material management, mitigates the risk of external contamination, and supports the Company's environmental operations in alignment with sustainable development guidelines. Furthermore, it strengthens the confidence of the community, stakeholders, and relevant authorities, demonstrating that the Company is committed to preventing and mitigating air pollution impacts continuously through the tangible development of technology and environmental infrastructure within the organization.

Community Needs and Expectations Survey



Teck Bee Hang Co., Ltd. prioritizes stakeholder engagement, particularly with communities surrounding its operational areas, to ensure that environmental management appropriately responds to the needs and expectations of the community. Consequently, the Company implemented the "Community Needs and Expectations Survey Project" by conducting field visits to meet, listen to opinions, and gather recommendations from community members. This initiative also encompasses monitoring environmental issues of community interest, such as air quality, odor management, and the enterprise's overarching environmental management.

Project Outcomes

As a result of the project's implementation, the organization received beneficial data and recommendations from the community, which will be utilized to improve and develop environmental measures to better align with stakeholder expectations. Furthermore, it helped foster positive relationships and mutual trust between the organization and the surrounding communities, resulting in corporate environmental operations that are transparent, participatory, and sustainable over the long horizon.

Land Stewardship



Long-Term Target	2025 Target	2025 Performance
100% Smallholder farmers assessed for land use rights risks.	100% Smallholder farmers assessed for land use rights risks.	100% Smallholder farmers assessed for land use rights risks.
100% Smallholder farmers assessed for deforestation risks.	100% Smallholder farmers assessed for deforestation risks.	100% Smallholder farmers assessed for deforestation risks.
100% Percentage of smallholder farmers evaluated for potential impacts on biodiversity conservation and ecological degradation.	100% Percentage of smallholder farmers evaluated for potential impacts on biodiversity conservation and ecological degradation.	100% Percentage of smallholder farmers evaluated for potential impacts on biodiversity conservation and ecological degradation.
100% Operational site assessment confirming zero risk of biodiversity loss.	100% Operational site assessment confirming zero risk of biodiversity loss.	100% Operational site assessment confirming zero risk of biodiversity loss.

SDGs



Biodiversity and Deforestation Policy



Stakeholder Perspectives: Teck Bee Hang Co., Ltd.



Ms. Kronggarn Kosago
Senior Sustainability Specialist

“

Risk assessments regarding land rights, deforestation, and biodiversity among smallholder farmers are key to driving a sustainable natural rubber supply chain. The Company prioritizes strict traceability and risk assessment of raw material origins at the farm plot level, encompassing the verification of land titles, geographic coordinates (geolocation), deforestation encroachment risks, and proximity to environmentally sensitive and high-biodiversity areas, ensuring compliance with Thai laws and the European Union's EUDR mandates.

Furthermore, the Company emphasizes the assessment of High Conservation Value (HCV) areas and High Carbon Stock (HCS) areas to prevent adverse impacts on ecosystems, forests, watersheds, and wildlife habitats, which is essential for conserving biodiversity and mitigating long-term deforestation risks. The Company firmly believes that a comprehensive and transparent risk assessment system not only supports alignment with international mandates but also reinforces the confidence of customers, trade partners, and all stakeholders, while driving responsible sourcing and sustainable business execution throughout the natural rubber supply chain.

”

Impact on Business

Responsible land management and biodiversity conservation are critical factors for the sustainability of the natural rubber business, as they are directly linked to raw material traceability, legal compliance, and deforestation prevention. Improper land use can adversely affect ecosystems, critical watersheds, forest areas, and wildlife habitats, while also impacting customer confidence and global market access—particularly under environmental and biodiversity regulations such as the European Union's EUDR mandates.

Challenges and Opportunities

The Company recognizes that critical challenges in land management involve verifying land tenure rights data, farm plot geolocations, and smallholder environmental risks, which are complex and vary across different regions. These encompass risks of forest encroachment, proximity to conservation areas, or high-biodiversity value zones. Nevertheless, these challenges present opportunities for the Company to develop a more efficient traceability and risk assessment system through the utilization of geoinformatics technology, alongside High Conservation Value (HCV) and High Carbon Stock (HCS) assessments, to support ecosystem protection, mitigate deforestation risks, and promote long-term biodiversity conservation throughout the supply chain.

Commitment

The Company is committed to conducting its business under responsible land management guidelines, alongside the conservation of biodiversity and natural resources. It prioritizes deforestation prevention, respect for the land rights of communities and farmers, and the protection of environmentally high-value areas. The Company continuously conducts audits and risk assessments of raw material origins to ensure compliance with relevant laws and international standards. Furthermore, it promotes the procurement of raw materials from deforestation-free sources that do not impact HCV/HCS areas, contributing to the conservation of ecosystems, biodiversity, and the creation of a sustainable, long-term natural rubber supply chain.

Responsible Land Use

Teck Bee Hang Co., Ltd. recognizes the importance of land tenure and land use rights, particularly among smallholder farmers who have continuously served as the Company's primary raw material suppliers. The Company firmly believes that respecting legal land use rights constitutes the vital foundation of a sustainable natural rubber supply chain, contributing to raw material security, the well-being of local communities, and corporate business transparency.

The Company continuously conducts land use rights risk assessments, especially in sensitive areas such as zones adjacent to protected forests, areas prone to land rights disputes, or locations of high environmental and biodiversity significance. The verification process encompasses aggregating land title documentation, auditing farm plot geographic coordinates (geolocation), cross-examining data with government agencies, and conducting field monitoring to ensure that procured raw materials are legally verified, transparent, and entirely unrelated to illegal land encroachment.

Additionally, the Company prioritizes deforestation prevention and biodiversity conservation by conducting risk assessments across High Conservation Value (HCV) and High Carbon Stock (HCS) landscapes to avoid adverse impacts on ecosystems, forests, and wildlife habitats, strictly aligning with Thai statutory laws and international mandates—specifically the European Union Deforestation Regulation (EUDR). The Company believes that responsible land rights execution and landscape management not only mitigate human rights and environmental risks but also serve as a key driver in establishing a natural rubber supply chain that is transparent, traceable, and sustainable over the long horizon.

Deforestation and Risk Analysis

The Company prioritizes environmental risk management throughout the supply chain, particularly regarding deforestation and land-use change, which are critical factors for the sustainability of the natural rubber industry. Since 2023, the Company has conducted on-site field assessments with smallholder rubber farmers—who continuously serve as the Company's primary raw material suppliers—to evaluate environmental risks at the source. This initiative focuses on monitoring potential impacts from plantation expansion and preventing encroachment into forests or ecologically significant natural resource areas. These operations aim to strengthen compliance with relevant laws, regulations, and international standards, specifically the European Union Deforestation Regulation (EUDR), while supporting supply chain transparency and traceability.

In 2025, the Company continued to actively execute environmental risk verification and monitoring through source-level area assessments, spatial data reviews, and collaborative engagement with farmers and supply chain stakeholders. These efforts enhance environmental risk management efficiencies, promote sustainable land use, mitigate ecological impacts, and tangibly support long-term biodiversity conservation.

2025 Performance

Farm plots assessed
for land use rights risks.

2,992 plots

Farm plots assessed
for deforestation risks.

2,992 plots

Biodiversity Management

The Company prioritizes the management of potential impacts on biodiversity and ecosystems by developing a reporting plan based on core principles: sustainability, focusing on balanced natural resource utilization and environmental impact consideration; participation, emphasizing the involvement of all societal sectors; integration, aiming to link and coordinate policies and action plans across all levels; resilience, strengthening the capacity to adapt to environmental changes; and equity, highlighting fair benefit-sharing and equal resource access.

The Company fully recognizes that current environmental challenges stem from the exploitation of and reliance on natural living resources without considering their biological limits and regeneration capacities. This includes the inappropriate utilization of natural resources—encompassing land, forests, flora, and fauna—which triggers biodiversity loss. Such biodiversity is vital to business execution, economic development, and climate change mitigation, and its degradation potentially impacts all forms of life. Consequently, the Company is committed to conducting its business in a manner that mitigates biodiversity impacts, safeguards ecological balance, and promotes participatory restoration, stewardship, and conservation of biodiversity and ecosystems, ensuring their integrity to pass down values to future generations, alongside related codes of practice to guarantee efficient biodiversity management.



The growth of the rubber industry plays a significant role in Thailand's economy; however, it simultaneously introduces environmental challenges, particularly risks concerning land-use change, forest encroachment, and the loss of wildlife habitats, which significantly impact biodiversity.

The Company recognizes these risks from both environmental and commercial perspectives and has established operational guidelines aligned with sustainable development concepts and national plans to support the country's targets. One of the core frameworks prioritized by the Company is the country's "**National Biodiversity Action Plan (2023–2027)**," which comprises the following 3 strategies:

Strategy 1	Focuses on strengthening biodiversity conservation by elevating habitat management and the protection of key species, expanding protected areas, and developing various measures to safeguard endangered species.
Strategy 2	Promotes the sustainable and equitable utilization of biodiversity to deliver benefits to local communities, encompassing the balanced management of agriculture, forestry, tourism, and fisheries without causing adverse environmental impacts.
Strategy 3	Integrates biodiversity considerations into national policy formulation, sectoral strategies, planning processes, and development projects, emphasizing the advancement of policies and plans across all development sectors that systematically account for biodiversity.

Furthermore, the Company places the utmost importance on biodiversity. Consequently, it has continuously improved its biodiversity management and integrated ecological values into the business operations of the Company and its stakeholders, spanning from upstream to downstream sectors, with the details outlined below:

Biodiversity Strategic Framework

1

Commitment to Promoting Biodiversity

This commitment encompasses the operations of the corporate group and extends to stakeholders throughout the business value chain.

- The Company is fully committed and dedicated to achieving No Net Loss of biodiversity within managed scopes. This includes conducting business with No Net Deforestation impact, which involves executing reforestation or afforestation initiatives to offset forest losses resulting from current operations or future business developments.
- The Company will appropriately maintain both current and future biodiversity projects to generate a Net Positive Impact where feasible, in strict alignment with the target to reduce net greenhouse gas emissions to zero by the year 2050 (Together to NetZero 2050).
- The Company does not operate its business within areas of high natural value, such as conservation zones, national parks, World Heritage sites, and critical natural resource reserves.
- The Company does not support improper or unsustainable land-use change and strictly prohibits the use of fire for land preparation, such as forest burning or clearing land through agricultural burning.
- The Company enforces measures to conserve, restore, and protect community forests, as well as native flora and fauna, to sustain rich ecosystems and natural carbon sinks. This is driven through continuous support for conservation and ecological restoration projects.

2

Biodiversity Management Operations

The Company will execute its organizational commitments to protect and manage biodiversity through the following actions:

- The Company has integrated biodiversity assessment and management into its core Quality, Security, Safety, Health, Environment, and Business Continuity (QSHE & BCM) Policy.
- The Company has assessed biodiversity risks across its own operations, as well as those of primary suppliers and key customers, ensuring strict control and management over high-priority zones (operational sites with high biodiversity and ecosystem services risks), even though none of the Company's branch factories are currently classified as high-risk areas impacting ecosystems.
- The Company manages biodiversity values by strictly and consistently adhering to relevant governance standards when operating in or adjacent to ecologically sensitive locations.
- The Company avoids conducting business operations in areas that impact diverse biological life, endangered species, species listed on the IUCN Red List, or localized endemic species, as well as internationally designated sensitive zones and areas adjacent to key biodiversity habitats, even though the Company's branch factories are not classified as sensitive areas.
- The Company strengthens stakeholder engagement and hosts targeted initiatives to amplify biodiversity management efficiencies through collaborative activities, consultations, and capacity-building workshops for local communities, employees, and nearby residential zones.

3

Operational Execution Guided by the Mitigation Hierarchy

Biodiversity Management

The Company strictly applies the Mitigation Hierarchy framework across its business operations and resource utilization. Our priority is to strictly Avoid impacts on sensitive areas and biodiversity as the first course of action. If impacts are unavoidable, measures will be taken to Minimize the effects in tandem with ecosystem Restoration (Restore). In cases where residual impacts remain, the Company will consider offset measures (Offset) that comply with international standards, specifically the International Union for Conservation of Nature Biodiversity Offsets Policy (IUCN Biodiversity Offsets Policy), ensuring that the net impact on biodiversity is minimized or achieved at a net-zero level.

Furthermore, the Company has established operational measures and targeted corporate activities in sequence, prioritizing biodiversity risk and impact assessments to align with organizational commitments under the Biodiversity and Natural Resources Policy, alongside executing rigorous operational measure reviews based on the performance outcomes detailed below:

Avoid	Assess direct and indirect negative impacts to avoid biodiversity impacts from business activities.
Minimize	Minimize disturbances, duration, severity and extent of adverse impacts that cannot be avoided.
Restore	Restore degraded ecosystems affected by business activities through appropriate projects.
Offset	Develop plans to compensate for residual adverse impacts on biodiversity.

Assessment and Application of the Mitigation Hierarchy in Business Operations

Avoidance

- Farmers have no expansion of plantation areas into natural forests or conservation zones.
- Zero-deforestation policy.
- Avoidance of High Conservation Value (HCV) areas; assessments indicated that the location of the branch factories carries a low risk level.
- Screening raw material suppliers regarding biodiversity criteria prior to entering into partnership contracts.
- Developing a traceability system (TNR) from the origin of the supply chain, such as surveying land plot coordinates (geolocation), aggregating production source data, and procurement processes, to ensure full compliance with EUDR mandates.

Minimize

- Reducing chemical usage starting from raw material suppliers through to the production chain.
- Reducing water and energy consumption per production unit within the manufacturing process.
- The Company enforces wastewater management measures spanning from the rubber purchasing yard throughout the factory production process before discharging into natural water bodies.
- The Company controls various waste outputs to meet prescribed standard limits, such as air pollution and odor levels within the factory vicinity.

Restoration

- Restoring degraded land through the planting of native flora species.
- Restoring small-scale water resources within rubber plantation areas.
- Organizing headwater forest restoration activities in collaboration with local communities.
- Supporting reforestation projects, such as mangrove afforestation.
- Supporting aquatic restocking projects by releasing aquatic species into natural water bodies.

offset

- Supporting long-term reforestation projects, such as mangrove afforestation, and supporting aquatic restocking initiatives by releasing aquatic species into natural water bodies.
- Formulation of the Corporate Biodiversity Development Plan.

4

Performance Efficiency Measurement

The Company is committed to conducting risk assessments that may impact biodiversity values, implementing regular monitoring, evaluating operational performance, and driving continuous improvement to prevent and minimize potential biodiversity impacts to the maximum extent possible.

Additionally, the Company prioritizes internal corporate communications to foster understanding and raise ongoing awareness regarding the importance of biodiversity among employees at all levels through various activities. Concurrently, the Company establishes systematic external communications, promoting and disseminating its environmental conservation commitments to customers, suppliers, and overall stakeholders to build recognition and support collaboration for sustainable development.

1. Assessment of Deforestation and Biodiversity Risks

In 2025, the Company conducted on-site surveys and engaged closely with smallholder farmers who supply raw materials to assess and monitor environmental risks associated with land-use change. This initiative focused on preventing forest encroachment for the expansion of rubber plantations, while assessing impacts on ecosystems and biodiversity.

The assessment process, which encompassed the aggregation of Geographic Information System (GIS) data paired with physical on-site inspections, is vital for sustainable development and compliance with international mandates, particularly the European Union Deforestation Regulation (EUDR). The expansion of rubber plantations could potentially induce land-use change and the loss of critical habitats for key species within the ecosystem. Consequently, the deployment of geospatial tools, supply chain traceability mechanisms, and forest certification standards serves as an essential engine to mitigate and manage risks, steering toward long-term sustainability.

Smallholders Deforestation & Biodiversity Risk Assessment
Performance Indicators

KPI	2024 Performance	2025 Performance	SGDs	National Target
Percentage of rubber cultivation areas within the supply chain that have undergone risk assessment.	47%	8%	SDG 15: Life on Land	Strategy 1: Ecosystem Protection and Restoration
Percentage of Supply Chain Rubber Cultivation Footprint Evaluated Under Comprehensive Biodiversity and Environmental Risk Assessments	84%	72%	SDG 13: Climate Action, SDG 15: Life on Land	Strategy 4: Management of Threats to Biodiversity
Cultivation Areas Risk Assessed (%)	71%	72%	SDG 12: Responsible Consumption and Production	Strategy 3: Sustainable Utilization of Biological Resources

1.1 Risk Assessment of Adverse Impacts on Ecosystems and Biodiversity in Surrounding Factory Areas

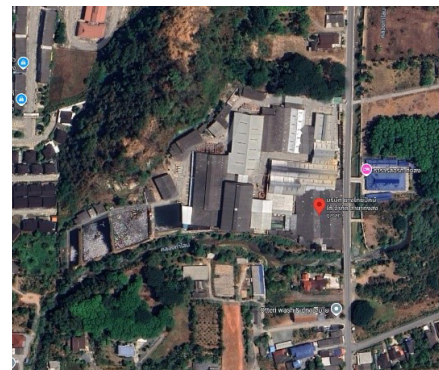
The majority of the Company’s operational areas are located within urban ecosystems, resulting in a low risk level of impact on living organisms within the factory vicinities. Nevertheless, the Company conducted an initial risk assessment by auditing the physical distance of all 5 factory sites across 5 provinces utilizing satellite imagery. This was executed to determine the extent to which the facilities interface with ecologically sensitive boundaries, verifying proximity to public water bodies, conservation zones, protected forest reserves, or national parks, with the findings reported as follows:



Thungsong Branch Factory (H1)

Located within Thung Song District, the facility is situated outside the proximities of protected forest reserves or ecological conservation zones. Furthermore, the factory enforces a strict zero-wastewater discharge policy into public canals, ensuring zero adverse impacts on biological diversity within surrounding aquatic resources.

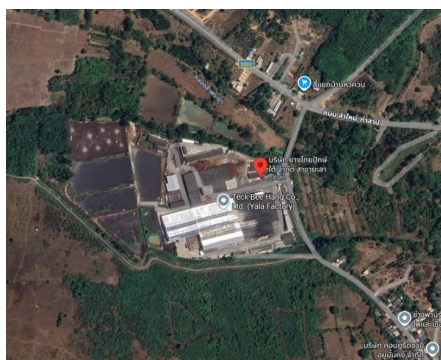
Location: 64 Thung Song-Huai Yot Road, Moo 3, Chamai Sub-district, Thung Song District, Nakhon Si Thammarat Province 80110



Pattani Branch Factory (H7)

Located within Nong Chik District, the facility is situated outside the proximities of any protected forest reserves or ecological conservation zones. Although the factory vicinity is located near a local community and a public canal, the facility enforces a strict zero-wastewater discharge policy into the canal, ensuring zero adverse impacts on biological diversity within the said water body.

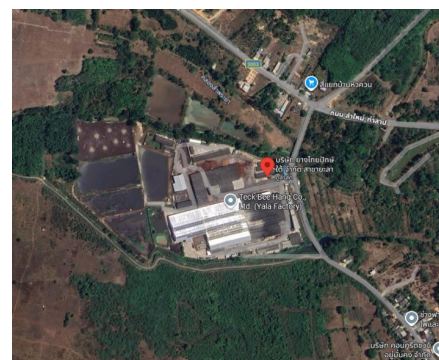
Location: 299 Phetkasem Road, Moo 4, Tuyong Sub-district, Nong Chik District, Pattani Province. 94170



Yala Branch Factory (H2)

Located within Mueang Yala District, the facility is situated outside the proximities of protected forest reserves or ecological conservation zones. Although the factory vicinity is located near a local community and a public canal, the facility enforces a strict zero-wastewater discharge policy into the canal, ensuring zero adverse impacts on biological diversity within the surrounding areas.

Location: 43 Public Road, Moo 6, [Sub-district], Mueang Yala District, Yala Province 95000



Surat Thani Branch Factory (H8)

Located within Mueang Surat Thani District, the facility is situated outside the proximities of protected forest reserves or ecological conservation zones. The factory enforces a strict zero-wastewater discharge policy into the canal, thereby ensuring zero adverse impacts on biological diversity within neighboring aquatic resources.

Location: 14/4, 26/2 Surat Thani-Phunphin Road, Moo 2, Khlong Tha Kup, Wat Pradu Sub-district, Mueang Surat Thani District, Surat Thani Province, 84000



Narathiwat Branch Factory (H6)

Located within Mueang Narathiwat District, the facility is situated outside the proximities of protected forest reserves or ecological conservation zones. Although the factory vicinity is located near a local community and a public canal, wastewater discharge is executed through an online Biochemical Oxygen Demand (BOD) monitoring system overseen by the Department of Industrial Works. This ensures strict control of effluent quality in full compliance with prescribed standard limits, thereby preventing adverse impacts on local biological diversity.

Location: 101/2 Public Road, Moo 11, Lam Phu Sub-district, Mueang Narathiwat District, Narathiwat Province, 96000

1.2 Factory Risk Assessment of Adverse Impacts on Ecosystems and Biodiversity in High Conservation Value (HCV) Areas

The factory risk assessment regarding adverse impacts on ecosystems and biodiversity focuses on analyzing facility locations in highly sensitive areas, such as protected forest reserves, conservation zones, and national parks. These areas are considered high environmental value zones and form a vital part of the critical ecosystem. Furthermore, these locations are typically classified under High Conservation Values (HCVs), playing an essential role in preserving biodiversity and maintaining ecological balance.

The risk assessment comprehensively covers the analysis of factory activities that could pose risks to HCV areas, including wastewater discharge from production processes, waste and chemical management, odor, noise, as well as the transportation of raw materials and products. If appropriate control measures are absent, these activities could potentially impact water quality, soil, and wildlife habitats in adjacent ecosystems, resulting in moderate to high impacts on ecosystems and biodiversity—particularly on water resources and sensitive species. Consequently, factories must establish prevention and mitigation measures in the subsequent phases.

Detailed geospatial and risk analysis will help identify whether a factory is located within or adjacent to HCV areas. Should a facility be found near or within such designated zones, the Company must enforce rigorous prevention and impact management measures to avoid and minimize negative externalities on ecosystems and biodiversity. This also includes continuous monitoring to preserve HCV attributes and promote sustainable operations across all dimensions of the supply chain.

Distance to Conservation Areas / Protected Forest Reserves and Biodiversity Hotspots	Location Risk Level	Remarks
The factory site is located greater than 5 kilometers from conservation areas, protected forest reserves, and biodiversity hotspots.	Low	Completely remote from conservation areas, protected forest reserves, and biodiversity hotspots.
The factory site is located between 2 to 5 kilometers from conservation areas, protected forest reserves, and biodiversity hotspots.	Low	Completely remote from conservation areas, protected forest reserves, and biodiversity hotspots.
The factory site is located within 2 kilometers from conservation areas, protected forest reserves, and biodiversity hotspots.	Low	Completely remote from conservation areas, protected forest reserves, and biodiversity hotspots.
The factory site is isolated from conservation areas, protected forest reserves, and biodiversity hotspots.	Low	Completely remote from conservation areas, protected forest reserves, and biodiversity hotspots.

Based on the assessment of all 5 branch facilities, it was found that the factories are situated at appropriate distances from sensitive areas, with no encroachment or land utilization within HCV areas. Furthermore, manufacturing activities do not generate significant pollutant emissions into the surrounding ecosystems. The factories' wastewater treatment systems operate effectively and in full compliance with prescribed standards, ensuring that water, soil, and air quality in neighboring areas remain within acceptable thresholds.

Consequently, from the risk assessment of adverse impacts on ecosystems and biodiversity in the vicinity of the factories, **it can be concluded that the current operations of the factories do not pose any significant risk to High Conservation Value areas. All operations remain under appropriate control and management**, strictly aligning with the principles of biodiversity conservation and sustainable development.

1.3 Supply Chain Impact Assessment from Material Utilization in 2025

The Company has conducted a comprehensive assessment of the environmental impacts associated with raw materials used throughout its supply chain. The origin of all raw materials can be traced back to the district level, covering 100% of the sourcing area. The raw materials used have been screened based on delivery volume and classified by district. Only districts with a delivery volume exceeding 2,500 tonnes per year are presented below.

Raw Material Source	Proportion by Source (%)	Forest Reserve / National Park	Risk Level	Mitigation Plan for High-Risk Areas
Chachoengsao				
Tha Takiap	2.69	Khao Ang Rue Nai Wildlife Sanctuary is located within the area	High (HCV)	Verify coordinates, conduct land-use risk assessment, and promote sustainable agriculture
Chiang Rai				
Doi Luang	1.91	No nature protected areas found in the nearby vicinity	Low	
Mukdahan				
Don Tan	2.39	Phu Pha Thoep National Park (Mukdahan) is located nearby	Medium	
Narathiwat				
Ra-ngae	2.60	Namtok Sikit National Park is located within the district	High (HCV)	Verify coordinates, conduct land-use risk assessment, and promote sustainable agriculture
Si Sakhon	2.32	Close to Namtok Sikit National Park within the same district	High (HCV)	Verify coordinates, conduct land-use risk assessment, and promote sustainable agriculture
Chanae	2.29	Budo-Su-ngai Padi National Park	High (HCV)	Verify coordinates and conduct land-use risk assessment

Raw Material Source	Proportion by Source (%)	Forest Reserve / National Park	Risk Level	Mitigation Plan for High-Risk Areas
Surat Thani				
Phunphin	5.02	No nature protected areas found in the nearby vicinity	Low	
Don Sak	3.50	Close to Namtok Si Khit National Park	Medium	
Yala				
Bannang Sata	3.16	Close to Budo-Su-ngai Padi National Park	High (HCV)	Verify coordinates, conduct land-use risk assessment, and promote sustainable agriculture
Krong Pinang	2.30	Close to Budo-Su-ngai Padi National Park	High (HCV)	Verify coordinates, conduct land-use risk assessment, and promote sustainable agriculture
Mueang Yala	2.59	Close to conservation forest areas in the province	Medium	
Kabang	2.48	Within an area that may be adjacent to evergreen forest areas	Medium	
Yaha	1.91	Within an area that may be adjacent to evergreen forest areas	Medium	
Prachuap Khiri Khan				
Bang Saphan	2.46	Close to the area of Namtok Huai Yang National Park	High (HCV)	Verify coordinates, conduct land-use risk assessment, and promote sustainable agriculture
Buriram				
Non Suwan	2.46	No nature protected areas found in the nearby vicinity	Low	

1.4 Application of the Principles of GRI 304: Biodiversity (2021) in Establishing the Methodology and Approach for Assessing Potential Impacts on Biodiversity

The Company applies the principles of GRI 304: Biodiversity (2021), which is a standard for disclosing biodiversity data that provides guidelines for organizations to identify, assess, and report impacts on ecosystems. This will be adapted for business operations to define methods for assessing impacts from land use, expansion of cultivation areas, and operations in conservation forest areas, covering habitat loss, species reduction, and restoration.

Such standard helps the Company conduct risk assessments, establish impact mitigation measures, and disclose data systematically, aligning with international sustainability principles and the ESG framework, with risk assessments based on the indexes as shown in the following report.

Biodiversity Risk Assessment Results in Accordance with the GRI Reporting Protocol

GRI Disclosure	GRI DisclosureBiodiversityRisk Assessment ResultsRisk Level	GRI DisclosureBiodiversityRisk Assessment ResultsRisk Level	Risk level
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	The Company conducted an initial risk assessment by verifying the proximity of its 5 factory locations across 5 provinces using satellite imagery. The assessment revealed that the factories are located in areas with very low sensitivity to biodiversity. Most factory locations are within urban community zones and are not situated near any national forest reserves or conservation areas.	Low
304-2	Significant impacts of activities, products, and services on biodiversity	- The Company requires that natural rubber products must be traceable to their source and have no involvement with deforestation, in accordance with EUDR regulations. - The Company prioritizes production processes that may generate various forms of pollution, thereby establishing proper waste disposal processes based on academic principles. Furthermore, no pollution values exceed the legal standard limits when released externally.	Low
304-3	Habitats protected or restored	The Company is not located in areas sensitive to biodiversity. Nonetheless, the Company continuously operates ecosystem restoration projects around the factories, such as planting local trees around the areas, mangrove reforestation, releasing aquatic species, and building check dams, among others.	Low
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	There are no IUCN Red List species or species on national conservation lists because most factory locations are situated in urban areas, thereby causing no impact on living organisms.	No Risk

2. Area-Based Operations in the Supply Chain

The Company plans to expand the scope of its deforestation and biodiversity risk assessments to cover all upstream suppliers and sourcing areas across the entire supply chain. This is to enable more comprehensive and efficient spatial risk management. The initiatives include:

- **The use of spatial data and technology**

such as satellite imagery maps, forest zone data, protected areas, and coordinate-based traceability systems to verify land-use changes within raw material sourcing areas.

- **Collaboration with suppliers and smallholders**

to analyze risks and establish preventive measures against the expansion of cultivation areas into conservation forests or biodiversity-sensitive areas.

- **Promotion of appropriate land use**

through training and knowledge sharing on sustainable rubber farm management, agroforestry (integrating cultivation areas with cash crops or economic forests), and the restoration of degraded areas.

- **Continuous monitoring and evaluation**

with the goal of tracking high-risk areas in real-time and preparing annual progress reports.

- **Production and factory establishment**

including selecting appropriate factory locations, developing green spaces around the factories, regularly analyzing impacts surrounding the factories, and assessing spatial risks such as floods, droughts, and various pollutions.

- **Transportation and logistics**

planning transport routes to minimize impacts on communities and sensitive areas, considering greenhouse gas emissions from transportation, and ensuring proper raw material warehouse management.

This approach not only mitigates forest encroachment and biodiversity-loss risks, but also builds stakeholder confidence in a transparent, deforestation-free supply chain that supports sustainable regional development.

3. Promotion of Sustainable Biological Resource Utilization

The Company focuses on the responsible use and management of biological resources within rubber cultivation areas by transferring knowledge and raising awareness among smallholders in its network. This ensures production that not only yields high-quality outputs but also maintains ecological balance and long-term biodiversity. The implemented activities consist of:

- **Maintenance of Natural Buffer Zones**

promoting the retention of forest lines, shrub areas, or wetlands around rubber plantations to serve as buffer zones that prevent soil erosion, maintain moisture, and provide habitats for wildlife and pollinators.

- **Intercropping with Native Species**

recommending the cultivation of native economic crops or economic forest plants—such as local hardwoods, herbal plants, or fruit trees—alongside rubber trees to increase smallholder income, diversify risks from monoculture reliance, and enhance biodiversity.

- **Chemical Reduction Practices**

transferring knowledge on integrated pest management (IPM), the use of biological products in place of chemicals, and improved soil and water management to reduce reliance on chemical fertilizers and pesticides.

- **Circular Economy**

applying bioenergy such as biomass fuel in the production process to reduce greenhouse gas emissions, utilize residual materials for energy in place of open burning, create economic incentives for communities, and support sustainable land-use systems that preserve habitats and ecological balance.

These actions reduce environmental impacts, prevent soil and water contamination, support ecosystem restoration, and strengthen the resilience of cultivation areas to climate change, in alignment with sustainable biological-resource management approaches.

4. Monitoring and Verification

The Company has established proactive goals for the continuous monitoring and evaluation of land-use situations in high-risk areas. This is achieved by utilizing satellite imagery technology and Geographic Information Systems (GIS) to efficiently monitor land-use changes. To strictly comply with legal requirements and international sustainability standards, the Company also develops internal and external audit processes to systematically assess environmental and biodiversity impacts, as well as prepares monitoring report results to be transparently disclosed to stakeholders. Biodiversity monitoring and auditing within the areas are crucial processes that ensure operations align with sustainable development principles, mitigate environmental risks, and comply with the requirements of international standards on sustainable natural resource and supply chain management.

5. Stakeholder Engagement

The Company recognizes the importance of cross-sector collaboration and therefore promotes extensive partnerships with local government agencies, including the Provincial Industry Office, the Royal Forest Department, local administrative organizations, and community stakeholders, to jointly establish approaches and implement activities for the sustainable conservation of natural resources.

From an operational perspective, stakeholder engagement also supports the monitoring and surveillance of biodiversity at the local level. For example, rubber farmers can contribute by reporting wildlife sightings, changes in local environmental conditions, or activities that may adversely affect ecosystems. Local communities can also provide information on the traditional use of natural resources and communicate environmental concerns that may arise within their areas.

Furthermore, the Company promotes the exchange of information, knowledge, and experience among the Company, local communities, and relevant organizations to foster a common understanding and strengthen meaningful participation by all stakeholders in maintaining ecosystem balance and conserving biodiversity throughout the Company's sourcing areas and operational sites.



Project Highlights 2025

TBH Environmental Conservation Activities



Teck Bee Hang Co., Ltd. (Head Office) implemented a coastal ecosystem restoration initiative at the Mangrove Forest Conservation Club, Hua Khao Subdistrict, Singhanakhon District, Songkhla Province. As part of the initiative, the Company organized a mangrove reforestation activity, planting 2,000 mangrove trees, together with a crab release program to help restore the ecological richness of the coastal ecosystem and enhance biodiversity in the area.

This initiative reflects the Company's commitment to the sustainable management and conservation of natural resources. The Company recognizes the vital role of mangrove forests as nursery habitats for aquatic species, natural carbon sinks, and protective barriers against coastal erosion.

The initiative also promotes collaboration among the Company, local communities, and relevant stakeholders in protecting the environment and conserving ecosystems over the long term. Furthermore, it forms part of the Company's sustainable business approach, which seeks to balance economic growth, social responsibility, and environmental stewardship, with the aim of preserving healthy natural resources for future generations.

Project Outcomes

These activities contribute to the restoration and conservation of coastal ecosystems that serve as critical habitats for diverse species, help prevent coastal erosion, improve soil and water quality, reduce greenhouse gas emissions, and mitigate the impacts of natural hazards such as coastal flooding and increasingly severe storms associated with climate change. They also enhance the ecosystem's carbon sequestration capacity, resulting in healthier ecosystems and the long-term conservation of biodiversity.

Mangrove Reforestation and Aquatic Species Release Activities



Teck Bee Hang Co., Ltd. , Pattani Branch carried out a mangrove reforestation and aquatic species release program as a public benefit initiative in celebration of His Majesty the King's Birthday Anniversary at Pa Luang, Village No. 3, Yamu Subdistrict, Yaring District, Pattani Province. The activities included planting 1,000 large-leafed mangrove (*Rhizophora apiculata*) seedlings, releasing 15,000 mud crabs, and releasing 500 kilograms of clams to help restore the ecological richness of the coastal ecosystem and marine resources in the area.

The Company recognizes the importance of mangrove forests as vital ecosystems that support biodiversity conservation, serve as nursery habitats for aquatic species, protect coastlines against erosion, and function as natural carbon sinks through greenhouse gas sequestration.

This initiative demonstrates the Company's commitment to conserving and restoring natural resources while fostering collaboration with local communities and government agencies in promoting sustainable environmental stewardship. The project forms part of the Company's sustainable business approach, which emphasizes balancing economic growth, social responsibility, and environmental protection, while supporting the conservation of natural resources and ecosystems for the long-term benefit of local communities and society.

Project Outcomes

These activities contribute to the restoration of mangrove ecosystems while promoting biodiversity conservation and maintaining long-term ecological balance. The release of mud crabs and clams into mangrove habitats enhances biodiversity in terms of both species diversity and ecosystem functions. These species play an important role in supporting nutrient cycling, improving water quality, and strengthening the resilience and ecological integrity of coastal ecosystems, thereby contributing to healthier and more productive natural habitats.

Tree Planting and Forest Conservation Activity



Teck Bee Hang Co., Ltd. , Thung Song Branch implemented the “Tree Planting and Forest Conservation Initiative” at the Ban Wang Sai Headwater Community-Based Tourism Enterprise, Tham Yai Subdistrict, Thung Song District, Nakhon Si Thammarat Province. The initiative included the planting of 300 trees and the construction of two check dams as part of the Company’s commitment to biodiversity conservation and sustainable ecosystem management.

Tree planting and check dam construction are important ecosystem restoration measures that contribute to the conservation and enhancement of biodiversity in headwater forests and degraded areas. Tree planting increases plant species diversity and restores the structure of terrestrial ecosystems. The restored vegetation provides food sources, habitats, and shelter for wildlife, as well as insects and soil microorganisms, thereby strengthening ecosystem functions.

At the same time, the construction of check dams improves the physical characteristics of freshwater ecosystems by slowing water flow, increasing soil moisture retention, and reducing soil erosion. These measures create more favorable environmental conditions for both terrestrial and aquatic organisms, enhance ecosystem resilience, and contribute to the long-term ecological integrity and productivity of the watershed ecosystem.

Project Outcomes

Tree planting and check dam construction contribute to biodiversity enhancement by restoring natural habitats, increasing soil moisture, and improving ecosystem stability. These activities also promote habitat connectivity and support the long-term sustainability of wildlife populations and ecosystem functions.



ESG Performance Data

Economics Performance

Financial Operations

GRI Standard	Topic	Unit	Year 2023	Year 2024	Year 2025
Disclosure 201-1 (2016)	Revenue from Sales and Services	Million Baht	7,433.00	8,394.04	8,557.73
	Profit for the Year	Million Baht	0.45	(24.39)	(163.34)
	Dividends Paid to Shareholders	Million Baht	0.00	0.00	0.00
	Wages and Employee Compensation	Million Baht	251.11	258.34	262.97
	Interest and Financial Expenses Paid to Lenders	Million Baht	72.42	85.60	89.64
	Axes Paid to the Government and Local Authorities , e.g., corporate income tax, local maintenance tax, school tax, or others (please specify)	Million Baht	0.00	2.98	3.45
	Expenses for Implementing Projects to Develop and Support Society and Communities	Million Baht	1.06	0.50	0.52
Disclosure 201-3 (2016)	Employer Contributions Paid by the Organization to Social Security Fund, Provident Fund, and Retirement Benefits for Employees	Million Baht	8.70	9.41	8.50
	Employer Contributions Paid to Social Security Fund	Million Baht	1.99	6.62	5.62
	Employer Contributions Paid to Provident Fund	Million Baht	2.75	2.79	2.88
	Retirement Benefits Provided to Employees	Million Baht	49.64	52.47	53.77
	Percentage of Managers and Above Who Are Local Hires (within a 5 km radius or within the province), calculated from managers and monthly employees	Million Baht	84.00	87.00	No data

Legal Compliance

GRI Standard	Topic	Unit	Year 2023	Year 2024	Year 2025
Disclosure 307-1 (2016)	Numbers of Cases associated with non-compliance with environmental laws and regulations	Case	2	0	0
	Monetary value of fines associated with non-compliance with environmental laws and regulations	Baht	0	0	0
Disclosure 419-1 (2016)	Numbers of Cases associated with non-compliance with Economics and Social laws and regulations	Case	0	0	1
	Monetary value of fines associated with non-compliance with Economics and Social laws and regulations	Baht	160	0	50,000

Anti-Corruption

GRI Standard	Topic	Unit	Year 2023	Year 2024	Year 2025
Disclosure 205-2 (2016)	Percentage of customers communicated on the company's anti-corruption policy and procedures	%	100	100	100
	Training about anti-corruption policy	%	100	100	100
	By Level				
	Top Management (L7-L11)	%	100	100	100
	• Male	%	100	100	100
	• Female	%	100	100	100
	Management (L5-L6)	%	100	100	100
	• Male	%	100	100	100
	• Female	%	100	100	100
	Operation (L1-L4)	%	100	100	100
	• Male	%	100	100	100
	• Female	%	100	100	100
Disclosure 205-3 (2016)	Confirmed incidents of corruption	Case	0	0	0

Customer Relationship

GRI Standard	Topic	Unit	Year 2023	Year 2024	Year 2025
TBH Indicator	Customer satisfaction	%	94.00	94.00	96.49
	Percentage of customers responding to the assessment	%		100.00	100.00
Disclosure 416-2 (2016)	The number of matters or products that affect the health and safety of customer	Case	0	0	0
Disclosure 418-3 (2016)	Number of non-compliance with the personal data protection act	Case	0	0	0
Disclosure 2-27 (2016)	Number of legal non-compliance cases	Case	0	0	0

Supply chain management

GRI Standard	Topic	Unit	Year 2023	Year 2024	Year 2025
Disclosure 2-6 (2021)	Tier 1 Suppliers	Numbers	147	234	195
Disclosure 204-1 (2021)	Expenses for procuring natural rubber from local suppliers as a proportion of total raw material supplier expenses	%	-	38	42
Disclosure 308-1 (2021)	Proportion of new suppliers experiencing environmental impacts	%	-	0	0
Disclosure 308-2 (2016)	Number of suppliers assessed for environmental impacts	Numbers	122	127	131
	Number of suppliers identified as having significant actual and potential negative environmental impacts.	Numbers	0	0	0
	Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment.	%	0	0	0
	Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment	%	0	0	0
Disclosure 414-2 (2016)	Number of suppliers assessed for social impacts.	Numbers	122	127	131
	Number of suppliers identified as having significant actual and potential negative social impacts.	Numbers	0	0	0
	Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment.	%	0	0	0
	Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment	%	0	0	0

Remark: 1. In 2020, data collection began for business partners, limited to Tier-1 raw material suppliers.

2. In 2021, data collection began for Tier-1 raw material suppliers and product transport companies.

Employee

Social Performance

GRI Standard	Topic	Year 2023		Year 2024		Year 2025	
		Person	%	Person	%	Person	%
Disclosure 2-7 (2021),	Total employees	1,146	100.00	1,125	100.00	1085	100
	Total Permanent Employees	1,106	96.51	1,077	95.73	1048	96.59
	Total Temporary Employees	40	3.62	48	4.27	37	3.41
	By Sex and Type						
	Male	574	50.09	558	49.60	531	48.94
	Permanent	549	47.91	529	47.02	508	46.82
	Temporary contract	25	2.18	29	2.58	23	2.12
	Female	572	49.91	567	50.40	554	51.06
	Permanent	557	48.60	548	48.71	540	49.77
	Temporary contract	15	1.31	19	1.69	14	1.29
	By Area and Type						
	Songkhla	161	100.00	74	6.58	69	6.36
	Permanent	148	91.93	65	5.78	63	5.81
	Temporary contract	13	8.78	9	0.80	6	0.55
	Narathiwat	218	100.00	214	19.02	217	20.00
	Permanent	208	95.41	207	18.40	209	19.26
	Temporary contract	10	4.81	7	0.62	8	0.74
	Suratthani	195	100.00	153	13.60	139	12.81
	Permanent	192	98.46%	147	13.07	136	12.53
	Temporary contract	3	1.54%	6	0.53	3	0.28
	Nakornsrihammarat	156	100.00	156	13.87	145	13.36
	Permanent	148	94.87%	152	13.51	142	13.09
	Temporary contract	8	5.13%	4	0.36	3	0.28
	Yala	283	100.00	323	28.71	309	28.48
	Permanent	281	99.29%	313	27.82	302	27.83
	Temporary contract	2	0.71%	10	0.89	7	0.65
	Others	215	100.00	205	18.22	206	18.99
	Permanent	207	96.28%	193	17.16	196	18.06
	Temporary contract	8	3.72%	12	1.07	10	0.92

GRI Standard	Topic	Yerar 2023		Yerar 2024		Yerar 2025	
		Person	%	Person	%	Person	%
Disclosure 405-1 (2016)	By Level and Sex						
	Top Management	11	0.96	13	1.16	13	1.20
	Male	10	0.87	11	0.98	11	1.01
	Female	1	0.09	2	0.18	2	0.18
	Management	16	1.40	12	1.07	12	1.11
	Male	9	0.79	7	0.62	8	0.74
	Female	7	0.61	5	0.44	4	0.37
	Operation	1,119	97.64	1100	97.78	1060	97.70
	Male	555	48.43	540	48.00	512	47.19
	Female	564	49.21	560	49.78	548	50.51
	By Level and Age						
	Top Management	11	0.95986	13	1.16	13	1.20
	Under 30 years	0	0.00	0	0.00	0	0.00
	30-50 years	3	27.27	4	0.36	4	0.37
	Upper 50 years	8	72.73	9	0.80	9	0.83
	Management	16	1.40	12	1.07	12	1.11
	Under 30 years	0	0.00	0	0.00	0	0.00
	30-50 years	7	0.61	5	0.44	6	0.55
	Upper 50 years	9	0.79	7	0.62	6	0.55
	Operation	1,119	97.64398	1,100	97.78	1,060	97.70
	Under 30 years	294	25.65	263	23.38	233	21.47
	30-50 years	565	49.30	619	55.02	610	56.22
	Upper 50 years	260	22.69	218	19.38	217	20.00
	By Religion						
	Bhuddhist	705	61.51832	743	66.04	706	65.07
	Muslim	441	38.68421	382	33.96	379	34.93
	Christain	0	0	0	0.00	0	0.00
	Others	0	0	0	0.00	0	0.00

GRI Standard	Topic	Year 2023		Year 2024		Year 2025	
		Person	%	Person	%	Person	%
Disclosure 401-1 (2016)	New Employee						
	Total New Employee	148	12.91	144	12.80	104	9.59
	New Employee by Sex						
	Male	93	62.84	68	47.22	55	52.88
	Female	55	37.16	76	52.78	49	47.12
	New Employee by Age						
	Under 30 years	89	61.38	86	59.72	56	53.85
	30-50 years	53	36.55	48	33.33	44	42.31
	Upper 50 years	3	2.07	10	6.94	4	3.85
	New Employee by Area						
	Songkhla	4	2.76	16	11.11	6	5.77
	Narathiwat	32	22.07	13	9.03	21	20.19
	Pattani	20	13.79	27	18.75	12	11.54
	Suratthani	36	24.83	43	29.86	9	8.65
	Nakornsrihammarat	17	11.72	20	13.89	12	11.54
	Yala	34	23.45	25	17.36	44	42.31
	Others	2	1.38	0	0.00	0	0.00
	Employee Termination						
	Total	161	13.98	207	18.40	127	11.71
	Employee Termination by Sex						
	Male	88	54.66	112	54.11	75	59.06
	Female	73	45.34	95	45.89	52	40.94
	Employee Termination by Age						
	Under 30 years	55	34.16	82	39.61	54	42.52
	30-50 years	72	44.72	96	46.38	58	45.67
	Upper 50 years	34	21.12	29	14.01	15	11.81

GRI Standard	Topic	Yerar 2023		Yerar 2024		Yerar 2025	
		Person	%	Person	%	Person	%
	Employee Termination by Area						
	Songkhla	0	0.00	7	3.38	10	7.87
	Narathiwat	43	26.71	16	7.73	18	14.17
	Pattani	16	9.94	25	12.08	21	16.54
	Suratthani	32	19.88	87	42.03	19	14.96
	Nakornsrihammarat	32	19.88	29	14.01	19	14.96
	Yala	32	19.88	43	20.77	40	31.50
	Others	6	3.73	0	0.00	0	0.00
Disclosure 401-3 (2016)	Maternity leave						
	Maternity leave						
	Male	0	0	0	0.00	0	0.00
	Female	14	100.00	8	100.00	12	100.00
	Return after maternity leave						
	Male	0	0	0	0	0	0
	Female	14	100.00	6	75.00	10	83.33
Disclosure 2-8 (2021),	Workers who are not employees						
	Contractor' workers	30.00	2.62	138	12.33	71	6.54

Remark: workers who are not employees are contractor' workers that entered annual contract such "Security Guard"

Female Employee Information

Topic	Yerar 2023		Yerar 2024		Yerar 2025	
	Person	%	Person	%	Person	%
Total number of female employees	0	0	567	50.40	554	51.06
Number of female employees in Top Management positions	0	0	1	0.09	1	0.09
Number of female employees in Executive positions	0	0	1	0.09	1	0.09
Number of female employees in Manager positions	0	0	5	0.44	4	0.37
Number of female employees in General Staff positions	0	0	560	49.78	548	50.51

Remuneration

GRI Standard	Topic	Yera 2023	Yera 2024	Yera 2025
Disclosure 405-2 (2016)	Ratio of the basic salary and remuneration of women to men by Level			
	Base Salary Only			
	Top Management	1.35	0.92	0.77
	Management	0.11	0.14	0.15
	Operation (Monthly)	1.34	1.32	1.30
	Operation (Daily)	1.04	0.97	0.99
	Base Salary and Bonus			
	Top Management	1.03	0.92	0.77
	Management	0.13	0.14	0.15
	Operation (Monthly)	1.45	1.32	1.30
	Operation (Daily)	1.04	0.97	0.99

Remark: Other remuneration is bonus (Based on performance) and 13th month (fixed payment)

Training

GRI Standard	Topic	Unit	Year 2023	Year 2024	Year 2025
Disclosure 404-1 (2016)	Employee training hours target	Hours/Person/year	20	30	30
	Training target				
	"Total training of employee	Hours	26,792	43,207	30,336
	"Average training of employee	Hours/Person/year	23.38	38.40	27.96
	By sex				
	Male	Hours	13,419	20,580	14,626
	Female	Hours	13,373	22,627	15,710
	By Level				
	Top Management	Hours	257	420	805
	Management	Hours	375	831	1,093
	Operator	Hours	26,160	41,956	28,439
	Employee training hours classified by skill				
	Management	Hours	2,876	4,638	2,530
	Manufacturue	Hours	2,322	3,745	1,512
	Specialist	Hours	2,575	4,153	6,163
	Service	Hours	2,282	3,680	1,426
	Technical	Hours	2,617	4,220	2,490
	Environment	Hours	3,078	4,964	1,924
	Occupational Health and Safety	Hours	3,093	4,980	12,082
	Quality	Hours	7,954	12,827	2,210
	Employee training expenses	Baht	1,447,934	1,672,640	1,142,086
	Average employee training expenses	Bath/Person/year	1,378	1,524	1,053
	Number of in-house training courses	course	-	87	96
	Number of external training courses	course	-	158	209

Occupational Health and Safety

GRI Standard	Topic	Unit	Year 2023	Year 2024	Year 2025
Disclosure 403-9 (2016)	Total Worked Hours		2,369,939.00	2,323,328.04	2,486,225.00
	Total Employee	Hours.	2,369,939.00	2,323,328.04	2,486,225.00
	Fatality as a result of Work-Related Injury				
	Employee	Case	0.00	0.00	1.00
		Time/1,000,000 work hours	0.00	0.00	0.40
	Contractor	Case	0	0	0
		Time/1,000,000 work hours	0	0	0
	High-consequence work-related injuries (excluding fatalities);				
	Employee	Case	1	0	0
		Time/1,000,000 work hours	0	0	0
	Contractor	Case	0	0	0
		Time/1,000,000 work hours	0	0	0
	Recordable work-related injuries;				
Disclosure 403-9 (2016)	Employee	Number of times	0	0	0
	Contractor	Number of times	0	0	0
	Work-related injury frequency rate				
	Employee	Case	4	5	2
		Time/1,000,000 work hours	1.69	2.15	0.80

Human Rights

GRI Standard	Topic	Unit	Year 2023	Year 2024	Year 2025
Disclosure 412-1 (2016)	Operations that have been subject to human rights reviews or impact assessments	%	100.00	100.00	100.00
Disclosure 412-2 (2016)	Employee training on human rights policies or procedures	%	100.00	100.00	100.00

Non-Discrimination

GRI Standard	Topic	Unit	Year 2023	Year 2024	Year 2025
Disclosure 406-1 (2016)	Incidents of discrimination	Case	0	0	0
	corrective actions taken of Incidents of discrimination	Case	0	0	0
	Remediation plans being implemented	Case	0	0	0
	Remediation plans that have been implemented, with results reviewed	Case	0	0	0
	Incident no longer subject to action	Case	0	0	0

Environmental Performance

Energy Consumption

GRI Standard	Topic	Unit	Year 2023	Year 2024	Year 2025
Disclosure 302-1 (2016)	Energy consumption within the organization				
	Total energy consumption	GJ	307,730.73	292,050.29	325,732.57
	Non-renewable energy consumption	GJ	304,364.61	284,974.07	268,029.33
	Gasoline	GJ	12,296.11	11,166.15	11,309.76
	LPG	GJ	185,337.24	169,468.70	149,663.95
	Purchased electricity	GJ	106,731.26	104,339.21	107,055.61
	Renewable energy consumption	ဂါဇာ	3,366.13	7,076.22	57,703.24
	Solar Rooftop	GJ	3,366.13	7,076.22	6,577.62
	Biomass energy	GJ	-	-	51,125.63
Disclosure 302-3 (2016)	Energy intensity ratio	GJ / Ton	1.86	1.83	2.05

GHG Emissions

GRI Standard	Topic	Unit	Year 2023	Year 2024	Year 2025
Disclosure 305-1 (2016)	Direct Scope 1 GHG emissions	tCO ₂ -eq	25,283.00	18,879.00	20,167.00
	- GHG (CO ₂ , CH ₄ , N ₂ O, HCFCs)	tCO ₂ -eq	25,283.00	18,879.00	20,167.00
	- Biogenic CO ₂	tCO ₂ -eq	-	-	-
Disclosure 305-2 (2016)	Energy indirect Scope 2 GHG emissions	tCO ₂ -eq	15,213.00	14,490.00	14,133.00
Disclosure 305-3 (2016)	Energy indirect Scope 3 GHG emissions -Others	tCO ₂ -eq	86,270.00	67,185.00	119,139.00
	Total scope 1 & 2 GHG emissions	tCO ₂ -eq	40,496.00	33,369.00	34,300.00
	Total scope 1 & 2 & 3 GHG emissions	tCO ₂ -eq	126,766.00	100,554.00	153,439.00
Disclosure 305-4 (2016)	GHG emissions intensity scope 1 & 2 & 3	tCO ₂ -eq	0.77	0.63	0.96
Disclosure 305-5 (2016)	Greenhouse gas emissions reduction compared to the 2022 baseline	tCO ₂ -eq	(0.07)	0.07	18,458.00
		%	-10%	10%	39%

Remark:

1. Scope 3 greenhouse gas emissions come from the transportation of raw materials, chemicals, waste, and products.
2. In 2022, monthly data collection began for direct combustion, indirect, and other indirect activities to calculate greenhouse gas emissions for the five factories.

Water Withdrawal

GRI Standard	Topic	Unit	Year 2023	Year 2024	Year 2025
Disclosure 303-3 (2018)	Water withdrawal by sources & by total dissolved solids	million cubic meters	1.14	0.60	0.63
	Water withdrawal from freshwater sources ≤ 1,000 mg/L Total Dissolve Solids	million cubic meters	1.14	0.60	0.63
	- Surface water/river water	million cubic meters	1.14	0.60	0.63
	- Groundwater	million cubic meters	-	-	-
	- Tap water	million cubic meters	-	-	-
	Water withdrawal from freshwater sources ≤ 1,000 mg/L Total Dissolve Solids		-	-	-
	- Surface water/river water	million cubic meters	-	-	-
	- Groundwater	million cubic meters	-	-	-
	- Tap water	million cubic meters	-	-	-
	Total water withdrawal from all areas with water stress	million cubic meters	-	-	-

Water Discharge

GRI Standard	Topic	Unit	Year 2023	Year 2024	Year 2025
Disclosure 303-4 (2018)	Water discharge by destination and by total dissolved solid	million cubic meters	1.14	0.60	0.63
	Water discharged to canals	million cubic meters	1.14	0.60	0.63
	- Freshwater ≤ 1,000 mg/L Total Dissolve Solids	million cubic meters	1.14	0.60	0.63
	- Other water >1,000 mg/L Total Dissolve Solids	million cubic meters	-	-	-
	Water discharged to canals in water stress areas	million cubic meters	-	-	-

Water & Effluent Management

GRI Standard	Topic	Unit	Year 2023	Year 2024	Year 2025
Disclosure 303-3 (2018)	Total water recycled & reused	million cubic meters	3.88	3.71	3.92
	Percentage of water recycled and reused to total water withdrawal	%	77.28	86.02	86.20
	Water discharge quality				
	BOD	mg/L	11.90	15.10	14.70
	COD	mg/L	78.23	77.90	66.00
	SS	mg/L	35.17	28.30	21.00
	pH	-	7.67	7.36	7.11

Remark: Only Narathiwat Factory that discharge water to outside

Water Consumption

GRI Standard	Topic	Unit	Year 2023	Year 2024	Year 2025
Disclosure 303-5 (2018)	Total Water consumption	million cubicmeters	5.02	4.31	4.55
	Water consumption without water stress areas	million cubic meters	5.02	4.31	4.55
	Water consumption in water stress areas	million cubic meters	-	-	-

Remark:

1. Aqueduct Water Risk Atlas of World Resources Institute WRI was used as a credible tool for assessing areas with water stress.
2. 2021, started to collect data using flow meter tool to measure water withdrawal, water consumption and water discharge

Waste Management

GRI Standard	Topic	Unit	Year 2023	Year 2024	Year 2025
Disclosure 306-3 (2020)	Quality of effluent discharged off-site	Million cubic meters	199.16	157.85	152.57
	Water consumption in non-water stressed areas	Million cubic meters	199.16	157.85	152.57
	Water consumption in water stressed areas	Million cubic meters	-	-	-
Disclosure 306-4 (2020)	Total weight of waste diverted from disposal by reuse, recycling or other recovery	Tons	19.72	17.06	55.58
	Total hazardous waste diverted from disposal by reuse, recycling or other recovery	Tons	0	0	0
	Preparation for reuse	Tons	0	0	0
	● Onsite preparation for reuse	Tons	0	0	0
	● Offsite preparation for reuse	Tons	0	0	0
	Recycling	Tons	0	0	0
	● Onsite recycling	Tons	0	0	0
	● Offsite recycling	Tons	0	0	0
	Other recovery operations	Tons	0	0	0
	● Other onsite recovery	Tons	0	0	0
	● Other offsite recovery	Tons	0	0	0
	Total non-hazardous waste diverted from disposal by reuse, recycling or other recovery	Tons	19.72	17.06	55.58
	Preparation for reuse	Tons	0	0	0
	● Onsite preparation for reuse	Tons	0	0	0
	● Offsite preparation for reuse	Tons	0	0	0
	Recycling	Tons	19.72	17.06	55.58
	● Onsite recycling	Tons	0	0	0
	● Offsite recycling	Tons	19.72	17.06	55.58
	Other recovery operations	Tons	0	0	0
	● Other onsite recovery	Tons	0	0	0
	● Other offsite recovery	Tons	0	0	0

GRI Standard	Topic	Unit	Year 2023	Year 2024	Year 2025
Disclosure 306-5 (2020)	Total weight of waste directed to disposal	Tons	179.44	140.79	96.99
	Total hazardous waste directed to disposal	Tons	28.33	21.49	21.52
	Incineration with energy recovery	Tons	28.33	21.49	21.52
	● Onsite incineration with energy recovery	Tons	0	0	0
	● Offsite incineration with energy recovery	Tons	28.33	21.49	21.52
	Incineration without energy recovery	Tons	0	0	0
	● Onsite incineration without energy recovery	Tons	0	0	0
	● Offsite incineration without energy recovery	Tons	0	0	0
	Landfilling	Tons	0	0	0
	● Onsite landfilling	Tons	0	0	0
	● Offsite landfilling	Tons	0	0	0
	Other disposal operations	Tons	0	0	0
	● Other onsite disposal operations	Tons	0	0	0
	● Other offsite disposal operations	Tons	0	0	0
	Total non-hazardous waste directed to disposal	Tons	151.10	119.30	75.47
	Incineration with energy recovery	Tons	0	0	0
	● Onsite incineration with energy recovery	Tons	0	0	0
	● Offsite incineration with energy recovery	Tons	0	0	0
	Incineration without energy recovery	Tons	0	0	0
	● Onsite incineration without energy recovery	Tons	0	0	0
	● Offsite incineration without energy recovery	Tons	0	0	0
	Landfilling	Tons	151.10	119.30	75.47
	● Onsite landfilling	Tons	0	0	0
	● Offsite landfilling	Tons	151.10	119.30	75.47
	Other disposal operations	Tons	0	0	0
	● Other onsite disposal operations	Tons	0	0	0
	● Other offsite disposal operations	Tons	0	0	0

Remark: 1. In 2022, started to collect hazardous and non-hazardous wastes to control waste and discharge, permitted to store onsite

Air Pollutions

GRI Standard	Topic	Unit	Year 2023	Year 2024	Year 2025
Disclosure 305-7 (2016)	NOx from combustion	ppm	5.13	-	-
	NOx intensity	Ton / Ton	0.00003	-	-
	SO ₂ from combustion	ppm	<1	-	-
	SO ₂ intensity	Ton / Ton	0.000006	-	-
	Total Suspended Particulate TSP from combustion	mg/M ³	22.68	-	-
	TSP intensity from combustion	Ton / Ton	0.00014	-	-

Remark:

1. Air pollution data for 2022 was measured solely at the factory's laboratory exhaust stack.
2. There is no measurement data for the rubber curing oven exhaust stack or the laboratory exhaust stack for the years 2020–2021 due to the COVID-19 situation.

GRI content index

Statement of use	Teck Bee Hang Co.,Ltd. has reported in accordance with the GRI Standards for the period 1st January - 31st December 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	-

General disclosures

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
General disclosures							
GRI 2: General Disclosures 2021							
1. The Organization in Reporting Practice							
2-1	Organizational details	Sustainability Report : Page 21	-	-	-	-	-
2-2	Entities included in the organization’s sustainability reporting	Sustainability Report : Page 14, 21	-	-	-	-	-
2-3	Reporting period, frequency and contact point	Sustainability Report : Page 14	-	-	-	-	-
2-4	Restatements of information	Omission	-	Not applicable	All previously reported information remains unchanged.	-	-
2-5	External assurance	Sustainability Report : Page 14	-	-	-	-	-
2. Activities and workers							
2-6	Activities, value chain and other business relationships	Sustainability Report : Page 21-23, 31, 36	-	-	-	-	-
2-7	Employees	Sustainability Report : Page 21, 180, 226-229	-	-	-	-	SDG 5, 8, 10
2-8	Workers who are not employees	Sustainability Report : Page 229	-	-	-	-	-
3. Governance							
2-9	Governance structure and composition	Sustainability Report : Page 30, 80, 131, 229		-	-	-	SDG 5, 16
2-10	Nomination and selection of the highest governance body	Omission	-	Not applicable	Not a public company	-	-
2-11	Chair of the highest governance body	Sustainability Report : Page 30	-	-	-	-	-
2-12	Role of the highest governance body in overseeing the management of impacts	Sustainability Report : Page 30	-	-	-	-	-
2-13	Delegation of responsibility for managing impacts	Sustainability Report : Page 30, 80, 131, 229	-	-	-	-	-

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
2-14	Role of the highest governance body in sustainability reporting	Sustainability Report : Page 14, 30	-	-	-	-	-
2-15	Conflicts of interest	Sustainability Report : Page 90	-	-	-	-	SDG 16
2-16	Communication of critical concerns	Sustainability Report : Page 97-99, 172-174	-	-	-	-	-
2-17	Collective knowledge of the highest governance body	Sustainability Report : Page 7	-	-	-	-	-
2-18	Evaluation of the performance of the highest governance body	Omission	-	Not applicable	Not a public company	-	-
2-19	Remuneration policies	Omission	-	Confidentiality constraints	Not a public company	-	-
2-20	Process to determine remuneration	Omission	-	Confidentiality constraints	Not a public company	-	-
2-21	Annual total compensation ratio	Sustainability Report : Page 231	-	-	-	-	-
4. Strategy, policies and practices							
2-22	Statement on sustainable development strategy	Sustainability Report : Page 13	-	-	-	-	-
2-23	Policy commitments	Sustainability Report : Page 76, 101, 106, 130, 153, 158, 169, 179, 200, 213, 229, 255, 263, 272	-	-	-	-	-
2-24	Embedding policy commitments	Sustainability Report : Page 76, 82, 89, 93, 100, 108, 126, 132-135, 170, 179, 202, 214, 231, 256, 259, 264-265, 269, 274	-	-	-	-	-
2-25	Processes to remediate negative impacts	Sustainability Report : 204-205	-	-	-	-	SDG 3, 8, 11, 13
2-26	Mechanisms for seeking advice and raising concerns	Sustainability Report : Page 97-99, 173-174	-	-	-	-	SDG 16
2-27	Compliance with laws and regulations	Sustainability Report : Page 83	-	-	-	-	SDG 16
2-28	Membership associations	Sustainability Report : Page 24	-	-	-	-	-
5. Stakeholder engagement							
2-29	Approach to stakeholder engagement	Sustainability Report : Page 37-44	-	-	-	-	-
2-30	Collective bargaining agreements	Sustainability Report : Page 180, 187-188, 190	-	-	-	-	-

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
GRI 3: Material Topics 2021							
3-1	Process to determine material topics	Sustainability Report : Page 46-47	-	-	-	-	-
3-2	List of material topics	Sustainability Report : Page 45	-	-	-	-	-
Economic performance							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 45-48	-	-	-	-	-
GRI 201: Economic Performance 2016							
201-1	Direct economic value generated and distributed	Sustainability Report : Page 24, 286	-	-	-	-	SDG 2, 5, 8, 9
201-2	Financial implications and other risks and opportunities due to climate change	Sustainability Report : Page 232-244	-	-	-	-	SDG 13
Anti-corruption							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 72-103	-	-	-	-	-
GRI 205: Anti-corruption 2016							
205-1	Operations assessed for risks related to corruption	Sustainability Report : Page 88					SDG 16
205-2	Communication and training about anti-corruption policies and procedures	Sustainability Report : Page 88					SDG 16
205-3	Confirmed incidents of corruption and actions taken	Sustainability Report : Page 100					SDG 16
Anti-competitive behavior							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 72-103	-	-	-	-	-
GRI 206: Anti-competitive Behavior 2016							
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Sustainability Report : Page 91	-	-	-	-	SDG 16
Energy							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 253-257	-	-	-	-	-

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
GRI 302: Energy 2016							
302-1	Energy consumption within the organization	Sustainability Report : Page 255, 297	-	-	-	-	SDG 7, 8, 12, 13
302-3	Energy intensity	Sustainability Report : Page 255, 297	-	-	-	-	SDG 7, 8, 12, 13
302-4	Reduction of energy consumption	Sustainability Report : Page 255	-	-	-	-	SDG 7, 8, 12, 13
302-5	Reductions in energy requirements of products and services	Sustainability Report : Page 255	-	-	-	-	SDG 7, 8, 12, 13
Water and effluents							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 258-261	-	-	-	-	-
GRI 303: Water and Effluents 2018							
303-1	Interactions with water as a shared resource	Sustainability Report : Page 259, 298	-	-	-	-	SDG 6, 12
303-2	Management of water discharge-related impacts	Sustainability Report : Page 259	-	-	-	-	SDG 6
303-3	Water withdrawal	Sustainability Report : Page 260, 298	-	-	-	-	SDG 6
303-4	Water discharge	Sustainability Report : Page 261, 299	-	-	-	-	SDG 6
303-5	Water consumption	Sustainability Report : Page 260, 299	-	-	-	-	SDG 6
Biodiversity							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 271-285	-	-	-	-	-
GRI 304: Biodiversity 2016							
304-2	Significant impacts of activities, products and services on biodiversity	Sustainability Report : Page 273, 277-281	-	-	-	-	-
304-3	Habitats protected or restored	Sustainability Report : Page 273, 277-281	-	-	-	-	-
304-4	IUCN Red List species and national conservation list species with habitats in areas affected by operations	Omission		Not applicable			
Emissions							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 227-252	-	-	-	-	-

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANA- TION		
GRI 305: Emissions 2016							
305-1	Direct (Scope 1) GHG emissions	Sustainability Report : Page 267, 248, 297	-	-	-	-	SDG 3, 12, 13, 14, 15
305-2	Energy indirect (Scope 2) GHG emissions	Sustainability Report : Page 267, 248, 297	-	-	-	-	SDG 3, 12, 13, 14, 15
305-3	Other indirect (Scope 3) GHG emissions	Sustainability Report : Page 267, 248, 297	-	-	-	-	SDG 3, 12, 13, 14, 15
305-4	GHG emissions intensity	Sustainability Report : Page 267, 248, 297	-	-	-	-	SDG 12, 13, 14, 15
305-5	Reduction of GHG emissions	Sustainability Report : Page 267, 248, 297	-	-	-	-	SDG 3, 12, 13, 14, 15
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Sustainability Report : Page 302	-	-	-	-	SDG 3, 12, 14, 15
Waste							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 262-270	-	-	-	-	-
GRI 306: Waste 2020							
306-1	Waste generation and significant waste-related impacts	Sustainability Report : Page 263-264	-	-	-	-	SDG 3, 6, 11, 12
306-2	Management of significant waste-related impacts	Sustainability Report : Page 263-264	-	-	-	-	SDG 3, 6, 11, 12
306-3	Waste generated	Sustainability Report : Page 265, 300-301	-	-	-	-	SDG 3, 11, 12
306-4	Waste diverted from disposal	Sustainability Report : Page 300-301	-	-	-	-	SDG 3, 11, 12
306-5	Waste directed to disposal	Sustainability Report : Page 300-301	-	-	-	-	SDG 3, 11, 12
Supplier environmental assessment							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 129-150	-	-	-	-	-
GRI 308: Supplier Environmental Assessment 2016							
308-1	New suppliers that were screened using environmental criteria	Sustainability Report : Page 136-137	-	-	-	-	-
308-2	Negative environmental impacts in the supply chain and actions taken	Sustainability Report : Page 141	-	-	-	-	-

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
Employment							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 176	-	-	-	-	-
GRI 401: Employment 2016							
401-1	New employee hires and employee turnover	Sustainability Report : Page 181, 191-192					SDG 5, 8, 10
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability Report : Page 182, 207					SDG 3, 5, 8
401-3	Parental leave	Sustainability Report : Page 181, 192					SDG 5, 8
Occupational health and safety							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 199-209	-	-	-	-	-
GRI 403: Occupational Health and Safety 2018							
403-1	Occupational health and safety management system	Sustainability Report : Page 201-202	-	-	-	-	SDG 8
403-2	Hazard identification, risk assessment, and incident investigation	Sustainability Report : Page 202-203	-	-	-	-	SDG 3, 8
403-3	Occupational health services	Sustainability Report : Page 203	-	-	-	-	SDG 3, 8
403-4	Worker participation, consultation, and communication on occupational health and safety	Sustainability Report : Page 206-207	-	-	-	-	SDG 8, 16
403-5	Worker training on occupational health and safety	Sustainability Report : Page 206	-	-	-	-	SDG 8
403-6	Promotion of worker health	Sustainability Report : Page 207	-	-	-	-	SDG 3
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Report : Page 201	-	-	-	-	SDG 8
403-8	Workers covered by an occupational health and safety management system	Sustainability Report : Page 23,199	-	-	-	-	SDG 8
403-9	Work-related injuries	Sustainability Report : Page 206, 295	-	-	-	-	SDG 3, 8, 16
403-10	Work-related ill health	Sustainability Report : Page 206, 295	-	-	-	-	SDG 3, 8, 16

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
Training and education							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 182-185	-	-	-	-	-
GRI 404: Training and Education 2016							
404-1	Average hours of training per year per employee	Sustainability Report : Page 185, 294	-	-	-	-	SDG 4, 5, 8, 10
404-2	Programs for upgrading employee skills and transition assistance programs	Sustainability Report : Page 182-185	-	-	-	-	SDG 8
404-3	Percentage of employees receiving regular performance and career development reviews	Sustainability Report : Page 190-191, 194, 294	-	-	-	-	SDG 5, 8, 10
Diversity and equal opportunity							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 176-198	-	-	-	-	-
GRI 405: Diversity and Equal Opportunity 2016							
405-1	Diversity of governance bodies and employees	Sustainability Report : Page 180, 293					SDG 5, 8
405-2	405-2 Ratio of basic salary and remuneration of women to men	Sustainability Report : Page 292-293					SDG 5, 8, 10
Non-discrimination							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 176-198	-	-	-	-	-
GRI 406: Non-discrimination 2016							
406-1	Incidents of discrimination and corrective actions taken	Sustainability Report : Page 296	-	-	-	-	-
Freedom of association and collective bargaining							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 176-198	-	-	-	-	-
GRI 407: Freedom of Association and Collective Bargaining 2016							
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Sustainability Report : Page 188					

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
Child labor							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 176-198	-	-	-	-	-
GRI 408: Child Labor 2016							
	408-1 Operations and suppliers at significant risk for incidents of child labor	Sustainability Report : Page 60, 135, 138					
Forced or compulsory labor							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 176-198	-	-	-	-	-
GRI 409: Forced or Compulsory Labor 2016							
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	Sustainability Report : Page 60	-	-	-	-	-
Security practices							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 176-198	-	-	-	-	-
GRI 410: Security Practices 2016							
	410-1 Security personnel trained in human rights policies or procedures	Sustainability Report : Page 183, 186					
Local communities							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 210-223	-	-	-	-	-
GRI 413: Local Communities 2016							
413-1	Operations with local community engagement, impact assessments, and development programs	Sustainability Report : Page 213-223	-	-	-	-	-
413-2	Operations with significant actual and potential negative impacts on local communities	Sustainability Report : Page 212	-	-	-	-	SDG 1,2

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.	SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
Customer health and safety							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 150-164	-	-	-	-	-
GRI 416: Customer Health and Safety 2016							
416-1	Assessment of the health and safety impacts of product and service categories	Sustainability Report : Page 162	-	-	-	-	-
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	Sustainability Report : Page 162	-	-	-	-	-
Marketing and labeling							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 150-164	-	-	-	-	-
GRI 417: Marketing and Labeling 2016							
417-2	Incidents of non-compliance concerning product and service information and labeling	Sustainability Report : Page 162	-	-	-	-	SDG 16
417-3	Incidents of non-compliance concerning marketing communications	Sustainability Report : Page 160	-	-	-	-	SDG 16
Customer privacy							
GRI 3: Material Topics 2021							
3-3	Management of material topics	Sustainability Report : Page 94-96	-	-	-	-	-
GRI 418: Customer Privacy 2016							
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability Report : Page 162	-	-	-	-	SDG 16



TECK BEE HANG CO., LTD.



SUSTAINABLE RUBBER, SUSTAINABLE FUTURE