บริษัท นอร์ทอีส รับเบอร์ จำกัด (มหาชน)
NORTH EAST RUBBER PUBLIC COMPANY LIMITED
เลขประจำตัวผู้เสียภาษี (TAX ID) : 0107561000242
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No. NER-SET 011/2026 November 05, 2026

Re: Management Discussion and Analysis for the 9 months of 2026 ending September 30, 2026

To: The President, The Stock Exchange of Thailand

The North East Rubber Public Company Limited ("NER" or "the Company") would like to submit the Financial Statements for the 3rd quarter of 2026, for the 3-month period ended September 30, 2026. The Company results of the operation are as follows.

Compare operating results for the 3-month periods ended September 30, 2026 and 2025.

Statement of Comprehensive Income	Quarter 3 (3 months)				Increase (Decrease)	
	2026		2025			
	Million Baht	%	Million Baht	%	Million Baht	%
Sales volume (Tons)	**109,251**		**112,439**		**(3,188)**	(2.84%)
Total Revenue from Local sales	6,476.57	79.87%	5,029.30	74.76%	1,447.27	28.78%
Total Revenue from Export sales	1,632.70	20.13%	1,697.97	25.24%	(65.27)	(3.84%)
Revenue from sales	**8,109.27**	**100.00%**	**6,727.27**	**100.00%**	**1,382.00**	**20.54%**
Other income	1.32	0.02%	3.54	0.05%	(2.22)	(62.71%)
Unrealized gain on valuation of fair value of derivatives	13.46	0.17%	(17.65)	(0.26%)	31.11	(176.27%)
Total Revenue	**8,124.05**	**100.00%**	**6,713.16**	**100.00%**	**1,410.89**	**21.02%**
Cost of sales	7,271.57	89.67%	6,126.97	91.08%	1,144.59	18.68%
Gross profit	**837.71**	**10.33%**	**600.30**	**8.92%**	**237.41**	**39.55%**
Distribution costs	87.84	1.08%	85.48	1.27%	2.36	2.76%
Administrative expenses	60.66	0.75%	57.08	0.85%	3.58	6.28%
Loss on exchange rate	30.86	0.38%	(38.32)	(0.57%)	69.19	(180.54%)
Other expense - net (loss from fire accident)	-	0.00%	32.65	0.49%	(32.65)	(100.00%)
Operating profit	**673.13**	**8.29%**	**449.30**	**6.69%**	**223.83**	**49.82%**
Finance cost	129.67	1.60%	137.05	2.04%	(7.38)	(5.39%)
Profit (loss) before income tax	**543.46**	**6.69%**	**312.25**	**4.65%**	**231.21**	**74.05%**
Tax (income)	31.77	0.39%	(14.34)	(0.21%)	46.11	(321.65%)
Profit (loss) for the period	**511.68**	**6.30%**	**326.58**	**4.86%**	**185.10**	**56.68%**

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Operating results for the third quarter of 2026, for the third quarter of 2026 the three-month period ending September 30, 2026 sales volume reached 109,251 tons, a decrease of 3,188 tons or 2.84% compared to the same period of the previous year. Total sales revenue amounted to 8,109.27 million baht, an increase of 1,382.00 million baht or 20.54% this consists of 6,476.57 million baht in domestic sales accounting for 79.87% of total sales representing an increase of 1,447.27 million baht, or 28.78%; and 1,632.70 million baht in international sales accounting for 20.13% of total sales representing a decrease of 65.27 million baht, or 3.84%.

Cost of sales for the third quarter of 2026 amounted to 7,271.57 million baht, representing 89.67% of total revenue from sales. Compared to the same period of the previous year, the cost of sales increased by 1,144.59 million baht, in line with the rise in the ratio of cost of sales to revenue from sales.

Distribution costs amounted to 87.84 million baht, equivalent to 1.08% of total sales revenue. This represents an increase of 2.36 million baht or 2.76% compared to the same period of the previous year. The rise is attributed to an increase of 3.80 million baht in freight costs and 0.44 million baht in commissions, partially offset by a decrease of 2.22 million baht in rubber plantation aid fund contributions. This increase in distribution costs is consistent with the growth in sales volume.

Administrative expenses for the third quarter of 2026 amounted to 60.66 million baht, an increase of 3.58 million baht or 6.28 percent compared to the third quarter of 2025.

In the third quarter of 2026, regarding the impact of exchange rate volatility, the company recorded a net foreign exchange loss of 17.40 million baht. This consists of a realized foreign exchange loss of 30.86 million baht, arising from the settlement of debts by overseas debtors additionally, there is an unrealized gain of 13.46 million baht arising from the mark-to-market valuation of foreign currency (US dollar) forward contracts, which the company entered into to hedge against exchange rate volatility.

Financial costs for the third quarter of 2026 (three-month period) amounted to 129.67 million baht, a decrease of 7.38 million baht or 5.39% compared to the same period of the previous year. This reduction is attributed to interest payments on the NER299A debentures, which the company redeemed ahead of their maturity date in March 2026.

In the third quarter of 2026, corporate income tax expense amounted to 31.77 million baht. In contrast, during the third quarter of 2025, the company recorded a corporate income tax benefit of 14.34 million baht. Consequently, the company's tax expense for this quarter increased by 46.11 million baht compared to the same

period of the previous year. This increase in tax expense is a result of the expiration of corporate income tax exemptions granted under Board of Investment (BOI) promotional privileges for certain projects; the company is currently in the process of applying for approval for new projects.

Net profit for the third quarter of 2026 (a 3-month period) amounted to 511.68 million baht, representing 6.30% of total sales revenue. Compared to the same period of the previous year, net profit increased by 185.10 million baht, or 56.68%.

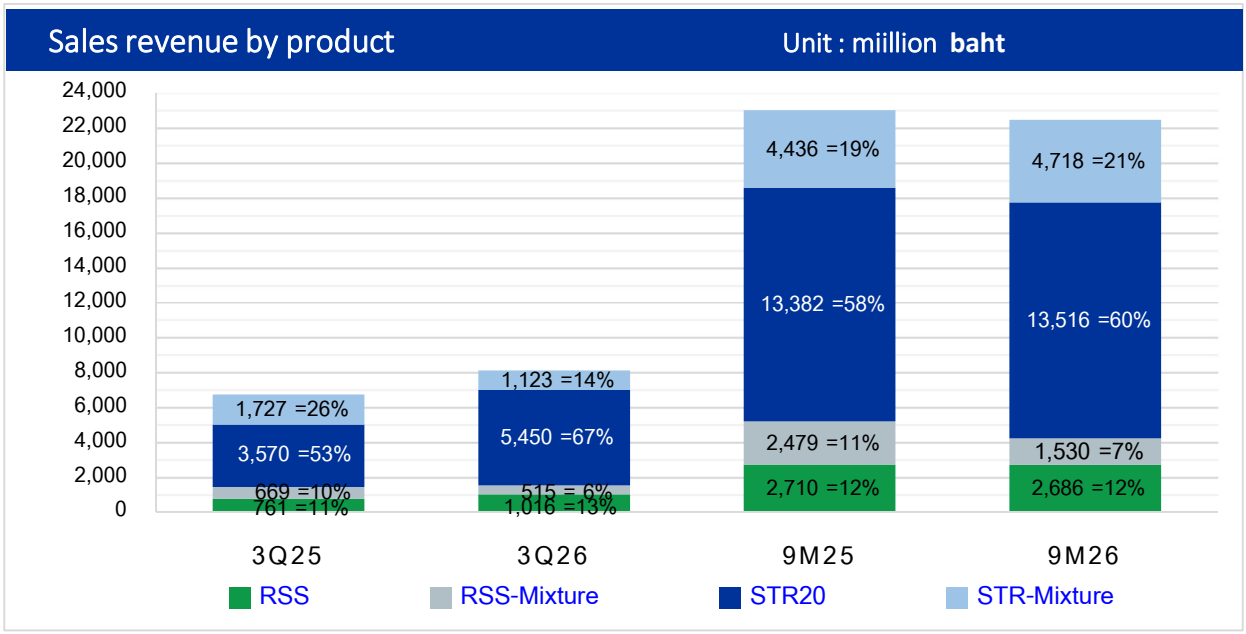
Statement of Comprehensive Income for Quarter 3/2026 (9-month period)

Statement of Comprehensive Income	Quarter 3 (9 months)				Increase (Decrease)	
	2026		2025			
	Million Baht	%	Million Baht	%	Million Baht	%
Sales volume (Tons)	**341,713**		**351,412**		**(9,699)**	(2.76%)
Total Revenue from Local sales	17,186.70	76.52%	17,194.56	74.73%	(7.86)	(0.05%)
Total Revenue from Export sales	5,273.88	23.48%	5,815.29	25.27%	(541.41)	(9.31%)
Revenue from sales	**22,460.58**	**100.00%**	**23,009.86**	**100.00%**	**(549.27)**	**(2.39%)**
Other income	8.15	0.04%	10.33	0.04%	(2.17)	(21.04%)
Total Revenue	**22,468.74**	**100.00%**	**23,020.18**	**100.00%**	**(551.45)**	**(2.40%)**
Cost of sales	20,269.95	90.25%	20,687.69	89.91%	(417.73)	(2.02%)
Gross profit	**2,190.63**	**9.75%**	**2,322.17**	**10.09%**	**(131.54)**	**(5.66%)**
Distribution costs	292.51	1.30%	289.79	1.26%	2.72	0.94%
Administrative expenses	193.84	0.86%	181.37	0.79%	12.46	6.87%
Loss on exchange rate	33.01	0.15%	(62.33)	(0.27%)	95.33	(152.95%)
Unrealized loss on valuation of fair value of derivatives	44.98	0.20%	(37.29)	(0.16%)	82.27	(220.62%)
Other expense - net (loss from fire accident)	-	0.00%	32.65	0.14%	(32.65)	(100.00%)
Operating profit	**1,634.45**	**7.27%**	**1,928.30**	**8.38%**	**(293.85)**	**(15.24%)**
Finance cost	396.04	1.76%	413.54	1.80%	(17.50)	(4.23%)
Profit (loss) before income tax	**1,238.41**	**5.51%**	**1,514.76**	**6.58%**	**(276.35)**	**(18.24%)**
Tax (income)	36.00	0.16%	25.34	0.11%	10.66	42.07%
Profit (loss) for the period	**1,202.41**	**5.35%**	**1,489.42**	**6.47%**	**(287.01)**	**(19.27%)**

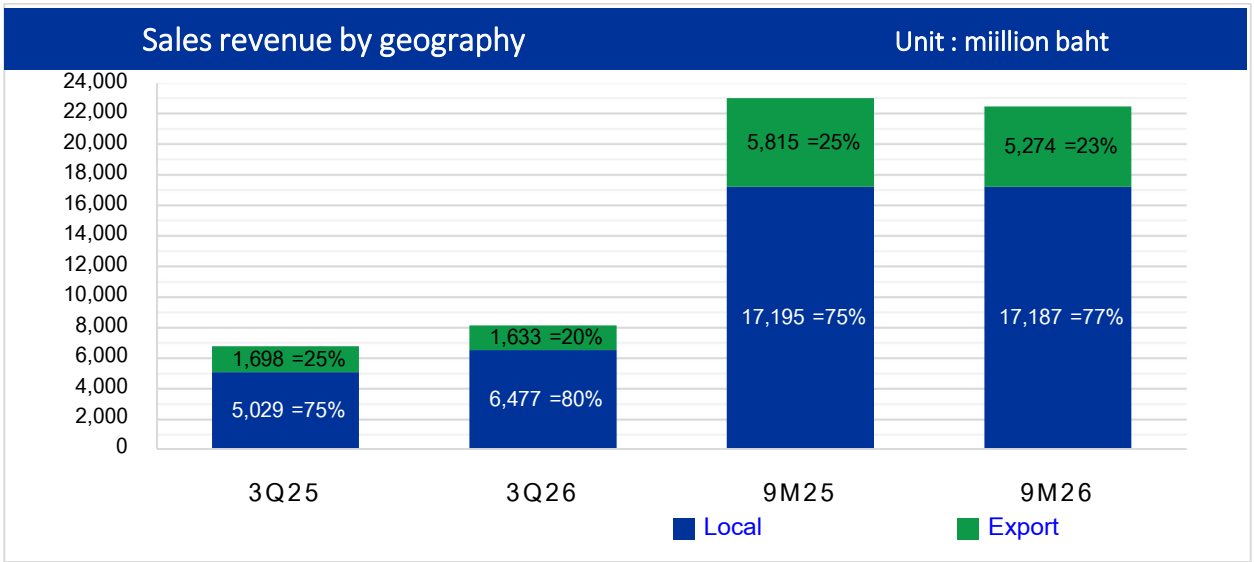
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Operating results for the third quarter of 2026 (for the 9-month period) ended September 30, 2026, compared to the same period of the previous year, sales volume reached 341,713 tons a decrease of 9,699 tons, or 2.76%. This resulted in total sales revenue of 22,460.58 million baht, a decline of 549.27 million baht, or 2.39% this consists of 17,186.70 million baht in domestic sales accounting for 76.52% of total sales which represents a decrease of 7.86 million baht, or 0.05%; and 5,273.88 million baht in international sales accounting for 23.48% of total sales which represents a decrease of 541.41 million baht, or 9.31%.

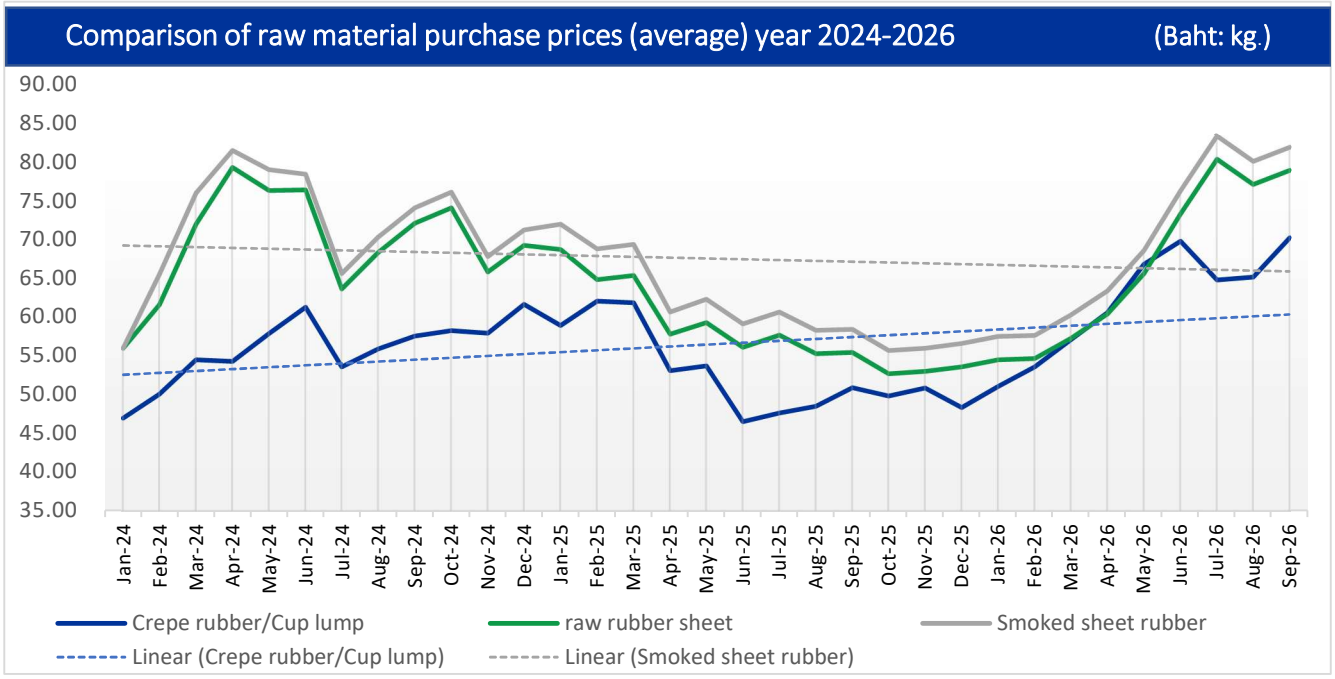
Sales revenue can be separated by product compared between the 3rd quarter of 2026 and the 3rd quarter of 2025 as follows:

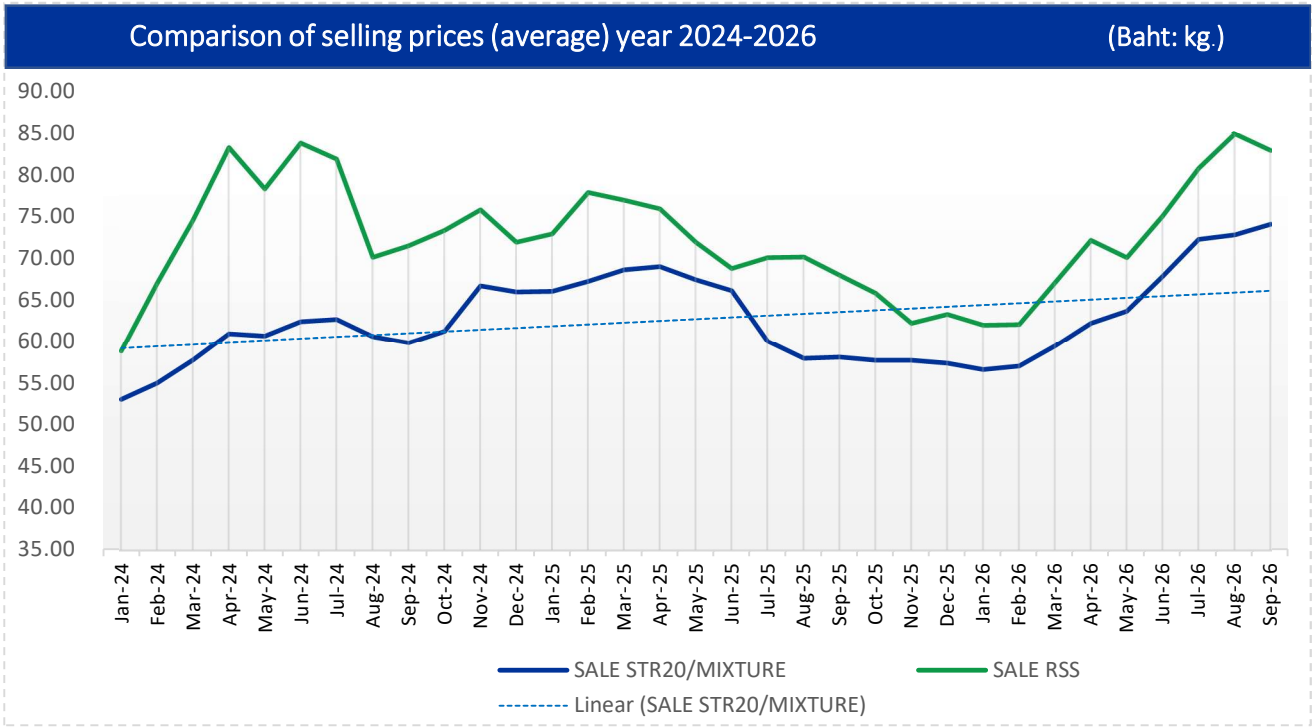


Revenue from sales for the nine-month period of 2026 decreased by 2.39% compared to the same period of the previous year. This decline is attributed to a positive price variance of 85.82 million baht, offset by a negative volume variance of 635.09 million baht.



For the nine-month period of 2026, the Company's total cost of sales amounted to 20,269.95 million baht, representing 90.25% of revenue from sales. This figure includes 19,762.01 million baht in costs for raw materials and consumables, accounting for 87.99% of revenue from sales. Compared to the same period of the previous year, the cost increased by 0.33% in terms of the proportion of raw material costs relative to revenue from sales, based on the Company's data regarding rubber procurement and average rubber selling prices, as follows:





For the nine-month period of 2026, labor costs amounted to 117.64 million baht, or 0.52 percent. This represents a decrease of 5.77 million baht compared to the same period of the previous year, a change that fluctuates in line with the reduction in production volume.

Production costs amounted to 250.43 million baht, equivalent to 1.11% of revenue from sales; this represents an increase of 0.11% compared to the same period of the previous year.

In the third quarter of 2026, compared to the third quarter of 2025, the company's cost of sales as a percentage of sales revenue increased from 89.91% to 90.25% an increase of 0.34 percentage points. Consequently, the company's gross profit margin declined by 0.34 percentage points, falling from 10.09% in the third quarter of 2025 to 9.75% in the third quarter of 2026.

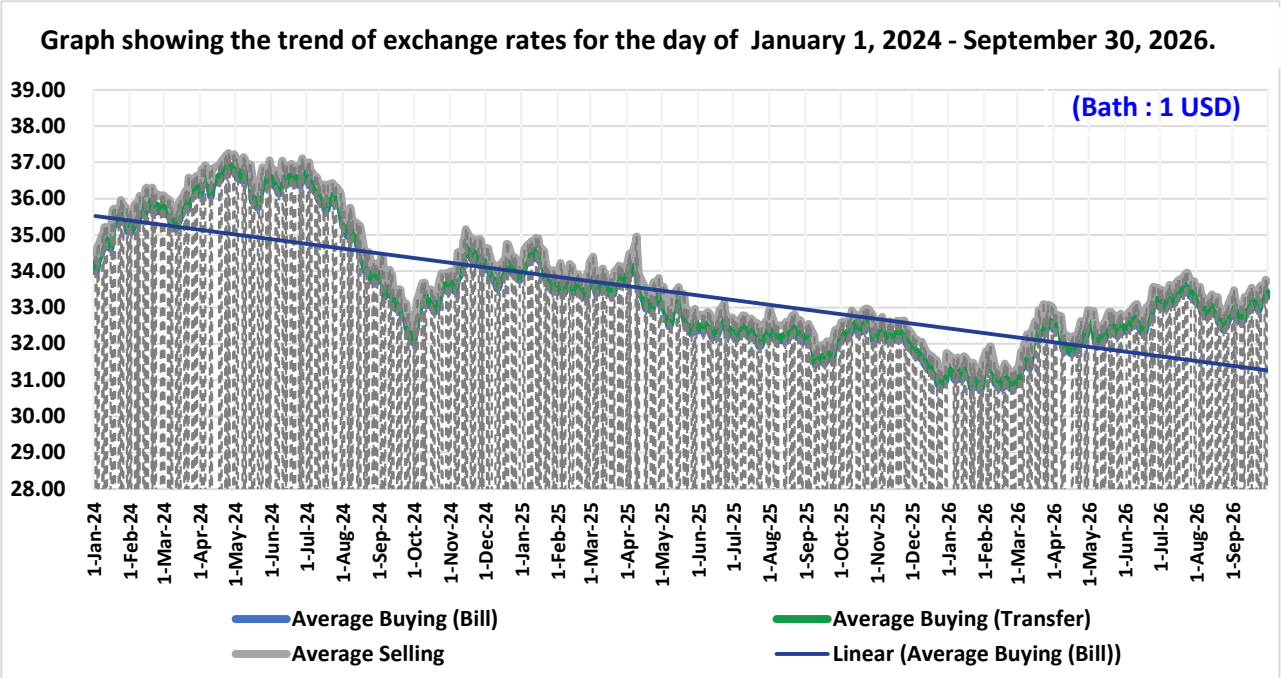
	Quarter 3 (9 months)				YoY
	2026		2025		
	Million Baht	%	Million Baht	%	Increase (Decrease)
Sales volume (Tons)	**341,713**		**351,412**		**(9,699)**
Total Revenue from sales	**22,460.58**	**100.00%**	**23,009.86**	**100.00%**	**(549.27)**
Cost of sales	**20,269.95**	**90.25%**	**20,687.69**	**89.91%**	**0.34%**
Raw materials and consumables used	19,762.01	87.99%	20,169.46	87.66%	0.33%
Salary and labor	117.64	0.52%	123.41	0.54%	(0.01%)
Manufacturing Overhead	250.43	1.11%	231.95	1.01%	0.11%
Depreciation & Amortization	139.88	0.62%	162.87	0.71%	(0.09%)
Gross profit	**2,190.63**	**9.75%**	**2,322.17**	**10.09%**	**(0.34%)**

Distribution costs amounted to 292.51 million baht, representing 1.30% of total sales. Compared to the same period of the previous year, distribution costs increased by 2.72 million baht, driven by freight charges; this rise in distribution costs is consistent with the growth in sales.

Administrative expenses amounted to 193.84 million baht, representing 0.86% of total sales revenue. This figure reflects an increase of 12.46 million baht or 6.87% compared to the same period in the previous year, driven by investments in community and social development initiatives, in line with a tax management strategy under the BOI-CSR framework.

For the nine-month period of 2026, regarding the impact of exchange rate volatility, the company recorded a net foreign exchange loss of 77.99 million baht. This includes a realized foreign exchange loss of

33.01 million baht, resulting from the settlement of accounts receivable from overseas debtors. Additionally, there was an unrealized loss of 44.98 million baht arising from the valuation of derivative instruments. This accounting loss is unrealized and stems from the mark-to-market valuation of forward foreign exchange contracts (in US dollars), which the company entered into to hedge against exchange rate volatility. The situation regarding exchange rate volatility is as follows:



Financial costs amounted to 396.04 million baht, a decrease of 17.50 million baht or 4.23% compared to the same period of the previous year. This reduction is attributable to lower interest expenses on the NER299A debentures, which the company redeemed prior to their scheduled maturity date in March 2029.

Corporate income tax expense amounted to 36.00 million baht, or 0.16% of revenue from sales. This represents an increase of 10.66 million baht compared to the same period of the previous year, as the company utilized corporate income tax exemptions granted under its Board of Investment (BOI) promotion certificate, specifically in relation to community and social development initiatives BOI-CSR (Board of Investment-Corporate Social Responsibility).

In summary, for the nine-month period of 2026, the company recorded total revenue from sales of 22,460.58 million baht, a decrease of 2.39%, and a net profit of 1,202.41 million baht representing a net profit margin of 5.35% which marks a decline of 19.27% compared to the same period of the previous year the primary cause is the volatility in the price of natural rubber raw materials, which has risen due to drought conditions (El

Niño). Nevertheless, the company has mitigated these impacts through effective cost and expense management, a reduction in financial costs, and the utilization of tax incentives under BOI-CSR measures.

Financial Ratios	9M26	9M25	2025	2024
Earnings per share (baht)	0.65	0.81	1.02	0.89
Gross Profit Margin (%)	9.75%	10.09%	9.68%	10.13%
Net profit margin (%)	5.35%	6.47%	6.18%	6.01%
Liquidity ratio (times)	2.69	3.35	3.11	3.12
Return on Equity (%)	16.26%	22.69%	20.71%	20.71%
Return on Assets (%)	15.62%	10.23%	12.63%	12.00%

Financial Position

Statement of Financial Position	30-Sep-2026		31-Dec-2025		DIFF Increase (Decrease)	
	Million Baht	%	Million Baht	%	Million Baht	%
Current Assets	19,992.76	91.67%	18,006.98	90.01%	1,985.79	11.03%
Non-Current Assets	1,815.60	8.33%	1,997.81	9.99%	(182.21)	(9.12%)
Total Assets	**21,808.37**	**100.00%**	**20,004.79**	**100.00%**	**1,803.58**	**9.02%**
Total Liabilities	11,471.34	52.60%	10,297.50	51.48%	1,173.84	11.40%
Total Shareholders' Equity	10,337.02	47.40%	9,707.29	48.52%	629.74	6.49%
Total Lialitibies and Shareholders' Equity	**21,808.37**	**100.00%**	**20,004.79**	**100.00%**	**1,803.58**	**9.02%**

As of September 30, 2026, the Company's total assets amounted to 21,808.37 million baht, an increase of 1,803.58 million baht or 9.02% from the figures as of December 31, 2025.

The details are summarized as follows:

Current assets increased by 1,985.79 million baht, or 11.03 percent, due to the following items:

- Cash and cash equivalents increased by 60.39 million baht, or 100.85 percent, following the repayment of short-term loans to financial institutions.
- Trade and other current receivables increased by 539.25 million baht, or 58.92 percent, in line with the rise in revenue from sales.

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- Inventories increased by 1,387.81 million baht, or 8.15 percent, due to the procurement of rubber for stock to ensure sufficient supply to meet orders in line with the production capacity for block rubber.

Non-current assets decreased by 182.21 million baht, or 9.12 percent. This change was driven by a 121.01 million baht decrease in property, plant, and equipment (net); a 69.18 million baht decrease in fixed deposits used as collateral for credit facilities; a 3.42 million baht increase in intangible assets (net); and a 3.63 million baht increase in deferred tax assets.

As of September 30, 2026, the Company's total liabilities amounted to 11,471.34 million baht, an increase of 1,173.84 million baht or 11.40 percent from the figures as of December 31, 2025. This was primarily due to:

Current liabilities increased by 1,647.33 million baht, or 28.46 percent, driven by the following key items:

- Trade payables increased by 358.01 million baht, or 147.37%, due to the company entering into more contracts for the purchase of raw rubber, with payment terms stipulating that settlement is to be made upon full delivery of the agreed-upon quantity of raw materials.
- Bank overdrafts and short-term loans from financial institutions increased by 51.22 million baht, or 1.16 percent, due to the utilization of working capital from financial institutions.
- The portion of debentures maturing or intended for redemption within one year increased by 1,161.50 million baht, or 116.15%. These debentures are scheduled to mature in November 2026, and there is an intention to use them for the redemption of the NER279A debentures which are otherwise due in September 2027 prior to their scheduled maturity. Consequently, the company has reclassified the NER279A debentures as current liabilities.
- Corporate income tax payable increased by 32.19 million baht, or 100%, as the corporate income tax exemption benefits (under BOI-CSR schemes) for certain projects expired in July 2026. The process of applying for approval for new projects is currently underway.

Non-current liabilities decreased by 473.49 million baht, or 10.50 percent. This was driven by a 103.36 million baht (55.77 percent) reduction in long-term borrowings resulting from the repayment of maturing loans a 351.25 million baht decrease in net debentures, and a 23.54 million baht decline in deferred tax liabilities.

As of September 30, 2026, the Company's shareholders' equity amounted to 10,337.02 million baht, an increase of 629.74 million baht or 6.49 percent from the figure as of December 31, 2025. This change is attributable to the following key items:

- An increase, with the company's net profit for the nine-month period reaching 1,202.41 million baht.

- A decrease resulting from the payment of an interim dividend, based on the company's operating results for the six-month period ended June 30, 2026. In accordance with a resolution passed by the Board of Directors on August 5, 2026, a dividend of 0.05 baht per share totaling 92.40 million baht was approved for shareholders. The company has already distributed this dividend to shareholders as of September 4, 2026.
- A decrease resulting from the dividend payment based on the company's operating results for the year 2025. In accordance with the resolution of the Annual General Meeting of Shareholders held on April 10, 2026, a dividend of 0.26 baht per share totaling 480.43 million baht was approved. The company distributed this dividend to shareholders on May 7, 2026.

Company Sustainability Performance Related to Environmental, Social, and Governance Operations for Q3/2026

Environmental

The Company implemented the following environmental initiatives:

1. Waste and refuse management 2 projects
2. Water management 1 project
3. Energy management 6 projects
4. Greenhouse gas management 1 project
5. Biodiversity-related operations within the company

Details are as follows

1. Waste and Garbage Management

- NER Sustainable Waste Reduction and Separation Project: Target to reduce plastic waste per ton of production compared to the 2023 baseline. Mid-term goal (2026) is a 30% reduction, long-term goal (2028) is a 50% reduction.
    - Q3 /2026 results: The Company achieved an average 8.33% reduction in plastic waste generated per tonne of production compared with the 2023 baseline year. This reduction contributed to an estimated decrease in greenhouse gas emissions of approximately 0.082 tonnes of carbon dioxide equivalent (tCO_2eq).
- Project to Reduce Non-Hazardous Waste Landfilling: Target to reduce landfill waste compared to 2023 baseline. Mid-term goal (2026) is 15% reduction, long-term goal (2028) is 25% reduction.
    - Q3/2026 results: Performance results regarding the reduction of waste sent to landfills for the third quarter of 2026 indicate that the volume of non-hazardous waste sent to landfills decreased by an average of 9.55% compared to the 2026 base year. This reduction in waste volume has

resulted in a decrease in greenhouse gas emissions by approximately 25.188 tonnes of carbon dioxide equivalent (tCO_2eq).

2. Water Management

- NER Sustainable Water Conservation Project: Target to reduce water usage per unit of production compared to 2023 baseline. Mid-term goal (2026) is 15% reduction, long-term goal (2028) is 20% reduction.
    - Q3/2026 results: The water consumption rate per tonne of production decreased by an average of 21.45% compared with the 2023 baseline year. This reduction in water consumption contributed to an estimated decrease in greenhouse gas emissions of approximately 239.483 tonnes of carbon dioxide equivalent (tCO_2eq).

3. Energy Management

- Energy Conservation Projects: Target to reduce electricity consumption per unit of production in STR-1 and STR-2 buildings by 20% in 2026. Each site must implement at least 3 projects.
    - STR-1 (House No. 398) - Three energy conservation projects are currently underway, including motor replacement and inverter installation. These initiatives are expected to reduce electricity consumption by approximately 54%–66%.
    - STR-2 (House No. 254) - There are three energy conservation projects: one has already been completed (achieving a 25% reduction in electricity consumption), while the other two are currently underway and are expected to reduce electricity consumption by 62.55%.

4. Greenhouse Gas Management

Corporate Carbon Footprint Assessment Project

The company has continuously collected data and assessed its greenhouse gas emissions internally monthly.

The assessment results for Q3/2026 are as follows:

- Scope 1 emissions: 6,287 tons CO_2 equivalent
- Scope 2 emissions: 11,723 tons CO_2 equivalent
- Scope 3 emissions: 46,561 tons CO_2 equivalent
- Total emissions: 64,571 tons CO_2 equivalent

The GHG emissions intensity—calculated per ton of production—stood at 0.059 tCO2eq per ton of production, representing a 10.30% decrease compared to the base year (2021).

5. Biodiversity-related operations within the company

The wildlife survey conducted within the Company's premises identified three groups of wildlife, as follows:

1. Birds: A total of 20 species were identified, of which 18 are legally protected wildlife species, excluding the Spotted Dove and the Rock Pigeon.

2. Reptiles: A total of 7 species were identified, of which 6 are legally protected wildlife species, excluding the Green Vine Snake.

3. Amphibians: A total of 3 species were identified, none of which are legally protected wildlife species. These include the Asian Common Toad, Rice Field Frog, and Asian Painted Frog.

The survey of trees within the factory premises identified 25 species of common trees, including Indian trumpet trees, Flame of the Forest, Indian cork trees, Golden Shower trees, Burmese rosewood, mango trees, and other species. A total of 374 trees were recorded, with an estimated greenhouse gas sequestration capacity of approximately 170.75 tons of carbon dioxide equivalent (tCO_2eq).

The Company will subsequently coordinate with officials from the Provincial Office of Natural Resources and Environment to conduct a review and certify the report, as well as recommend conservation measures for wildlife species protected under applicable laws.






Social

The Company has implemented initiatives related to labor, human rights, and community engagement, as follows.

1. Community Engagement

- Initiatives to strengthen relationships and promote sustainable community engagement include a merit-making and alms-offering ceremony, the inauguration of a multi-purpose dome, blood donation drives, mobile dental and blood-testing services for community members, a retirement appreciation event, and the provision of equipment for community security checkpoints.









- Project to continue and preserve the community's cultural traditions, such as the Pha Pa Samakkhi ceremony. To raise funds for the construction of monks' quarters. Ban Chai Pattana Monastery, candle offering project for Buddhist Lent at 9 temples, Ashana Bucha Day and Buddhist Lent Day activities, and other activities to preserve Buddhist culture.





- Livelihood Promotion and Community Income Enhancement Projects, including the “NER Green Market” initiative;

  - Number of Participants: 19 farmers
  - Total Project Expenditure: THB 33,706.25
  - Total Supplementary Income Generated for Farmers: THB 177,260 throughout the project implementation period
  - Project Satisfaction Rate: 97%





In Q3/2026, the Company implemented a total of 31 activities to strengthen community relations and promote community engagement, achieving an average Social Return on Investment (SROI) of 8. The activities

generating the highest social returns included the provision of sports uniforms for the “Prakhon Chai 6 Games” and the project to provide equipment for community security checkpoints.

2. Labor and Human Rights

The “NER for Health” project has established an implementation plan and participation criteria for all interested employees. The working group aims to achieve a voluntary participation rate of more than 70% of the total workforce. Currently, 345 employees are participating in the project, of whom 203 have a BMI of 25 or above, accounting for 58.8% of all participants.

In Q3/2026, on August 31, the Company organized “NER Wellness Day,” featuring medical professionals who provided health education and practical guidance to project participants. A total of 62 employees attended the event, representing 18% of all employees enrolled in the project.

Additional initiatives included developing personalized meal and exercise plans to support employee health. The “7-Day Healthy Eating” poster was created in consultation with medical professionals to promote healthy eating habits. The Company also conducted outreach activities through the “BMI Group” and “Morning Talk” sessions, focusing on calorie counting and helping employees understand their recommended daily caloric intake.

Furthermore, the Company organized “NER: Let’s Go for a Run,” a supplementary physical activity at Nong Rasae San. The project runs from June to November 2026, with a summary of the overall results scheduled for presentation in December 2026.






Governance & Economic

The company has implemented measures regarding the treatment of patrons, corporate governance, and fair business practices.

1. Supplier Relations

NER project within the supply chain, year 5. This year, the working group The operating model has been adjusted from only internal training to proactive operations. By visiting partners in the actual area to create cooperation Transfer ESG guidelines and raise standards of operations throughout the supply chain.

According to the 2026 action plan, the working group set a target of conducting 401 supplier visits, covering approximately 371 suppliers. At present, the remaining target has been adjusted to 345 suppliers due to business closures.

In Q3/2026, the working group had conducted on-site visits to a total of 280 suppliers, representing 81% of the revised target.





2. Corporate Governance and Fair Operations

The Company has implemented initiatives on corporate governance and fair business practices as follows;

1. Thai Private Sector Collective Action Against Corruption (CAC) Project: In Q3/2026, the Company successfully invited all 10 targeted business partners to participate in the declaration of intent to join the anti-corruption initiative. This achievement fulfills the eligibility criteria for the CAC Change Agent Award.Annual General Meeting (AGM) Quality Assessment:





2. Annual General Meeting (AGM) Quality Assessment Project: The Company participated in the 2026 AGM Checklist assessment conducted by the Thai Investors Association and the Federation of Thai Capital Market Organizations. In Q3/2026, the Company achieved a perfect score of 100 points, receiving an “Excellent” rating for the fourth consecutive year.

3. Corporate Governance Report of Thai Listed Companies 2026 (CGR 2026): In Q3/2026, the Company completed and submitted the assessment questionnaire comprising 173 questions across four categories: Category A – 2026 Annual General Meeting of Shareholders; Category B – Sustainability Management; Category C – Financial Statements; and Category D – Corporate Governance. The Company achieved the 5-Star "Excellent" rating for the sixth consecutive year.





Please be informed accordingly

Yours sincerely,

(Mr. Sakchai Jongstapongpun)
Chief Financial Officer
North East Rubber Public Company Limited