



ANNUAL REPORT 2020

รายงานประจำปี 2563



บริษัท ไทยสตีลเคเบิล จำกัด (มหาชน)
Thai Steel Cable Public Company Limited



VISION วิสัยทัศน์

To be world class
automotive part manufacturer
เป็นผู้ผลิตชิ้นส่วนยานยนต์ระดับโลก

MISSION ภารกิจ



MARKET - Expand to the world market
ด้านการตลาด - มุ่งสู่ตลาดโลก



R&D - To be the world class designer
ด้านการวิจัยและพัฒนาผลิตภัณฑ์ - มุ่งสู่การเป็นผู้ออกแบบระดับโลก



ORGANIZATION - To be the learning organization
ด้านองค์กร - มุ่งสู่ความเป็นองค์กรแห่งการเรียนรู้



PRODUCT - To be product of world standard quality
ด้านผลิตภัณฑ์ - พัฒนาสินค้าให้มีคุณภาพระดับโลก

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CG Checklist

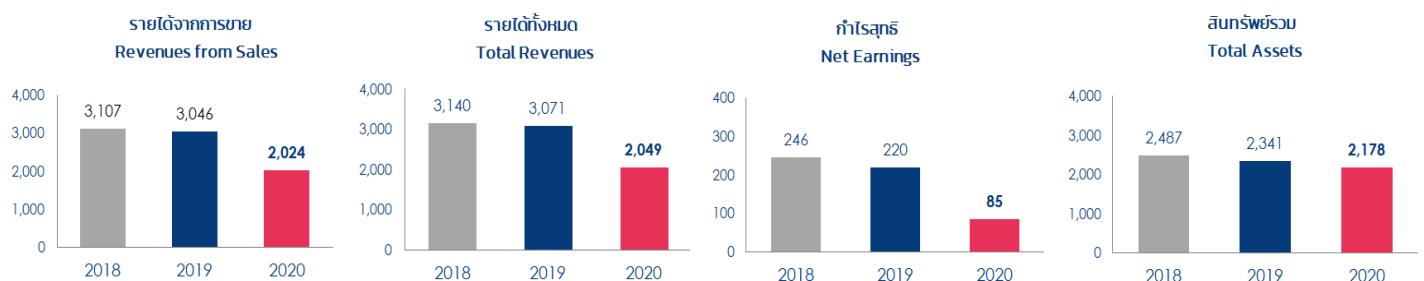
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Financial Highlights

(หน่วย: ล้านบาท / Unit : Million Baht)

งบการเงินของบริษัท ณ 30 กันยายน Financial Statement as of September 30	2561 2018	2562 2019	2563 2020
ผลการดำเนินงาน Operating Performance			
รายได้จากการขาย Revenues from Sales	3,107	3,046	2,024
รายได้ทั้งหมด Total Revenues	3,140	3,071	2,049
ค่าใช้จ่ายรวม Total Expenses	2,867	2,837	1,961
กำไรก่อนต้นทุนทางการเงินและภาษีเงินได้ Earnings Before Financial Costs and Income Tax	273	234	87
กำไรสุทธิ Net Earnings	246	220	85
ฐานะทาง Financial Situation			
สินทรัพย์หมุนเวียน Current Assets	1,319	1,157	1,037
สินทรัพย์รวม Total Assets	2,487	2,341	2,178
หนี้สินรวม Total Liabilities	803	696	604
ส่วนของผู้ถือหุ้น Shareholders Equity	1,684	1,644	1,573
ข้อมูลต่อหุ้น (หน่วย : บาท) Per Share Data (Unit:Baht)			
กำไรสุทธิต่อหุ้น Earnings per Share (EPS)	0.97	0.85	0.32
เงินปันผลต่อหุ้นจากการดำเนินงาน Dividend per Share of operating performance	1.00	1.00	0.50
มูลค่าตามบัญชีต่อหุ้น Book Value per Share	6.48	6.33	6.06
อัตราส่วนทางการเงิน (หน่วย : %) Financial Ratios (Unit : %)			
อัตราส่วนหนี้สินต่อส่วนของผู้ถือหุ้น (เท่า) Debt/Equity Ratio	0.48	0.42	0.38
อัตราส่วนกำไรสุทธิต่อรายได้รวม Net Earnings Margin	8	7	4
อัตราผลตอบแทนต่อส่วนผู้ถือหุ้น Return on Equity (ROE)	15	13	5
อัตราผลตอบแทนจากสินทรัพย์รวม Return on Asset (ROA)	10	9	4



Message from the Board of Directors

In 2020, the world economy faces significant volatility such as the trade war between China and the United States, the conflict between the United States and Iran and the Coronavirus (Covid-19) outbreak hit China and spread across the world within a short time which can be considered a major crisis in the world that forcing many countries to take measures to prevent and cope with the crisis very seriously.

The automotive industry itself is one of the most severely affected from the Coronavirus (Covid-19) outbreak followed by the tourism industry. In the face of such crisis, the Company has adjusted its operating strategy to cope with the situation and reduce the damage that will occur including planning to accommodate various types of risks that may occur in the future.

The Company, nevertheless, is non stop operating to increase production efficiency and increase competitiveness by still operating the business with full effort. The Company continuously researched and developed to maintain product quality to the highest level, promoting and pushing for environmentally production and using the optimization of resources that is perfectly corporated from all employees.

Besides the business plan, the Board also upholds the Company's philosophy:

***“Achieve work-life balance,
create the highest value for all concerned,
Grow people and organization, and make continual progress for
The betterment of society.”***

This philosophy encourages people in the organization to discern the values of people, society, environment, ethics, knowledge and quality; to understand social responsibility practices; and to ensure that the society and environment can co-exist in a balanced and sustainable manner better.

The Company continued adherence and implementation of the business plan as well as the previous year. The commitment of management under the good corporate governance policy, make a conscious effort to maintain social, community and environment as well as the importance of involving all stakeholders. According to the principle of social responsibility of business in an ethical, transparent business practices on the anti-corruption court corruption in all its forms to bring the Company to a truly sustainable success.

Message from the Board of Directors (Cont'd)



The Board keeps abreast of changing trends in global and local circumstances, uphold the principle of sustainable business, and implement an internationally recognized risk management system which conforms to international standards in order to prepare the organization to effectively deal with external and internal changes.

The Board of Directors would like to express sincere appreciation to all shareholders and stakeholders as well as management executives and employees for collaborative efforts that could be attributed to the Company's success over the years. You all may rest assured that the Board of Directors is committed to good corporate governance and consider the benefits to all stakeholders for sustainable growth in all dimensions including economy, society and environment.



Mr. Sunsum Jurangkool
Chairman of the Board of Directors

Policy and overall business operations of the company

Thai Steel Cable Public Company Limited operates businesses pertaining to automobile and motorcycle control cables and automobile window regulators which are generally sold to leading automakers and motorcycle manufacturers as well as parts centers and retailers in local and foreign markets. Its trademarks include  as well as  of Hi-Lex Corporation. Under the licensing and technical assistance contract entered with Hi-Lex Corporation, the Company has to pay royalty fees to Hi-Lex Corporation.

Over a very long time, the Company has earned trust from automakers and motorcycle manufacturers for high-quality products and decent prices as well as outstanding pre-sales and after-sales services.

Overall business operations

In 2020, the automotive industry has been bracing for a brutal year both in Thailand and globally. The main factor influencing is the Coronavirus (Covid-19) crisis that impact all economic recession. This has resulted in the volume of automobile production in Thailand this year to the lowest point in more than 9 years. The estimated automobile production of this year from 2 million units, down to 1.4 million units, while purchasing power of domestic and market consumers and exports slowed, resulting in the automotive parts manufacturing industry to slow down accordingly.

However, this impact resulted in the company's order between the periods of April - June declined about 60 percent from the same period of previous year but gradually recovered in July respectively. From this challenge, the company is also able to maintain the financial liquidity and stability of the company to pass well. The key factor is cost control and continual reduction of production costs while still maintaining the same quality. The company continues to gain the trust of customers from the leading automobile and motorcycle manufacturers to studying and creating new products regularly by considering the creation of an environmentally friendly production process to make the most of resources in every working process and in accordance with ISO14001 standard. The company has transfer and exchange of knowledge both within and between organizations including business partners to develop to achieve mutual and sustainable success.

Business Goals

Our core company objective is to be the world class in automotive control cable and window regulator manufacturer. The most important factors which encourage our business objective to achieve the target is how to control our product quality, production cost, conveyance's accuracy and more engagement with the oversea customer. In terms of product improvement, we keep monitoring our quality to gratify customer requirements. Moreover, we still improve our facilities for better quality of goods and more reliability. In addition, we are developing our production line to be automatic which will be useful in the future like we can reduce our defect ratio and number of workers as well as other systems e.g. Warehousing system, Transport system etc that have been improving continuously. The additional important factor for automotive manufacturer is design and development. We had designed and developed with both domestic and oversea automaker. Besides, we also develop

together with the leading educational institution in Thailand for improving engineering quality and invent new products according to the current automobile business which is the continual of our business vision as to be world class automotive part manufacturer who is social and environmental responsible, in accordance to principle of corporate governance which emphasize on the sustainability of every sectors.

Nature of business

Corporate Background and Major Developments

Thai Steel Cable Company Co., Ltd. (TSK) was established on June 12, 1978. Two principal founders of the Company are Mr.Sunsum Jurangkool and Mr.Choothong Patanatmarueng. Initially, the Company's registered capital was 4 million Baht and its production capacity was 250,000 pieces per year. Subsequently, the Company increased its registered capital and engaged in a joint venture with HI-LEX Corporation, which is a major producer of automobile and motorcycle control cables in Japan.

In 2005, the Company became a public company listed in the Stock Exchange of Thailand. The company was renamed as Thai Steel Cable Public Company Limited but the shareholding remained the same.

Key changes and developments

Year	Description
2018	<ul style="list-style-type: none"> - Received the "Carbon Footprint for Organization" award from Thailand Greenhouse gas management Organisation (TGO). - Received the "Q Award Excellent Quality Status Recognition" award from Auto Alliance (Thailand) Co., LTD. - Received "The Best Quality & Delivery Performance Supplier" award from Siam Aisin Co., Ltd. - Received "The Award of Quality 2017" in the quality aspect of "Zero defect" from Mitsubishi Motors (Thailand) Co., Ltd. - Received the award from The Stock Exchange of Thailand in "Thailand Sustainability Investment 2018" - Received the "2018 TCC Risk Management Activity Certificate" from Toyota Daihatsu Engineering & Manufacturing Co., Ltd. - Received the "2018 TCC SAFETY Activity Certificate" from Toyota Cooperation Club for the company acts as the advisor to Toyota Cooperation Club.
2019	<ul style="list-style-type: none"> - Received the "Supplier Quality Excellence Award" from General Motors (Thailand) Ltd. - Received the "TCC QA Improvement Activity Certificate" from Toyota Motors (Thailand) Ltd. - Received the "Gold Supplier Award" from Adient & Summit Corporation Ltd. - Received the "Development and reduction of logistics costs of the year 2019 Award" from the Department of Industrial Promotion. - Received the "Excellence in Quality Award 2019" from Honda R&D Southeast Asia Co., Ltd. - Received the "Carbon Footprint for Organization Award" from Thailand Greenhouse gas management Organization (TGO). - Eligible to renew the certificate of environmental management system standard ISO 14001: 2015 as the consequence of 3 years. - Received the award from The Stock Exchange of Thailand in "Thailand Sustainability Investment 2019" - Received the recertification of Thailand's Private Sector Collective Action Coalition Against Corruption: CAC.

Year	Description
2020	<ul style="list-style-type: none"> - Received the "Good cooperation and always support us awards Year 2019" award from Kawasaki Motors Enterprise (Thailand) Co., Ltd. - Received the "100% delivery performance award" from Ford Motor Company (Thailand) Limited - Received the "STA Award 2019 (Smart Resident Project)" award from Auto Alliance (Thailand) Co., Ltd. - Received the certification "2019 TCC Risk Management Activity" from Toyota Daihatsu Engineering & Manufacturing Co., Ltd. - Received the certification "KUTOBA GREEN PROCUREMENT 2019" from Siam Kubota Corporation Co., Ltd. - Received the certification "2019 TCC Safety Activity as Assistant Task Force" Toyota Daihatsu Engineering & Manufacturing Co., Ltd. - Received the "2019 OUTSTANDING PERFORMANCE SUPPLIER FOR EARLY ACHIEVEMENT OF 2025 TARGET IN ENVIRONMENT (CO2 REDUCTION) Award" from Toyota Daihatsu Engineering & Manufacturing Co., Ltd. - Received the award from The Stock Exchange of Thailand in "Thailand Sustainability Investment 2020"

Products

Business of Thai Steel Cable Public Company Limited may be classified according to 2 categories as follows:

- 1) Control cable business, comprising
 - Automobile control cables such as hood release cables, trunk opener cables, engine start cables and transmission cables
 - Motorcycle control cables such as brake cables, clutch cables, tachometer cables and accelerator cables
- 2) Window regulators using cable for all types of automobile

Production of automobile control cables and window regulators using various types of control cables mentioned above. The Company manufactures these products under the license and technical assistance agreement between the Company and Hi-Lex Corporation which are a leading Japanese vehicle control cable manufacturer and a major shareholder of the Company.

Revenue structure

The Company supplies products to both domestic and international partners. Summary of the company's revenue by products during 2018 - 2020 as followed:

Product line	2018		2019		2020	
	Revenue Million Bt.	Ratio (%)	Revenue Million Bt.	Ratio (%)	Revenue Million Bt.	Ratio (%)
Revenue from domestic sales	2,986	95	2,912	95	1,951	95
- automobile control cables	2,171	69	2,096	68	1,351	66
- motorcycle control cables	396	13	422	14	354	17
- automobile window regulators	411	13	391	13	240	12
- others	8	0	3	0	6	0
Revenue from overseas sales	121	4	134	4	73	4
- automobile control cables	8	0	39	1	20	1
- motorcycle control cables	-	-	-	-	-	-
- automobile window regulators	-	-	-	-	-	-
- others	131	4	95	3	53	3
Other income						
- others	33	1	25	1	25	1
Total revenues	3,140	100	3,071	100	2,049	100

Customer Satisfaction

To evaluate performance of the Company in quality, cost, delivery, and new model, the Company will compare results annually in order to improve and develop to meet the needs of customers at most efficiently.

The results of the annual customer satisfaction survey 2020 as followed:

(Total is 100%)				
Customer Satisfaction	Target	2018	2019	2020
Quality	90%	84%	84%	84%
Cost	70%	77%	75%	75%
Delivery	90%	88%	88%	86%
New model	90%	85%	93%	99%
Overall	85%	83%	83%	86%

Industrial Trends and Competitive Situation in the Future Overview of the automotive industry in 2020

Overview of Thailand automotive industry in the first half of year 2020, Coronavirus (Covid-19) pandemic has greatly affected the automotive industry and cause most automobile manufacturer to stop production temporarily which resulted in significantly dropped sales from both domestic and export from consumers delaying their purchases. Automobile production from January - September 2020 totaled 963,066 units, decreased by 38.76% compared with January - September 2019. Automobile's sale of September 2020 was 77,433 units, decreased by 4.10% compared with the same period of last year but increased from August 2020 by 12.41%. Domestic sales increased due to Thai government relief the restriction for the Coronavirus (Covid-19), helping people affected by the Coronavirus (Covid-19) outbreak, introducing new vehicles and promoting car dealerships from Motor shows held in July and August 2020.

As for the export market in January - September 2020, the export of finished cars 521,457 units, which decreased from the year 2019 by 36.49%, with the export value of 288,219.19 million baht, a decrease of 31.85% from January - September 2019. The Federation of Thai Industries revealed that the target of automobile production is 1.4 million vehicles if there is no second wave of Coronavirus (Covid-19) pandemic, split into 700,000 units from domestic and 700,000 units from export. The worst case whereby Coronavirus (Covid-19) spread around again, the target shall drop to 1 million units with 500,000 units from domestic sales and 500,000 from export.

Trends of the automotive industry in 2021

The Thai automotive industry in 2021 is expected to the same the last year by recovery accordingly from the launch of new models to stimulate the market both internal combustion engines and electric vehicles such as Toyota (Collora, Camry, Corolla Cross) Honda (CRV, Accord, Civic, All New City), Nissan (Note, Kick, Terra), modified pickups and MG (GS Crossover, MG Extender) etc. including the demand for new automobiles of consumers who bought automobiles in the first-time car buyer programme during the year 2012 - 2013 due to the automobiles aged is 6 - 7 years has matured the conditions that have been placed that directly affect the decision to purchase a new car.

Automobile exports in 2021 are expected to expand slightly due to the Coronavirus (Covid-19) situation that continues to be pandemic around the world. However automobile are still needed and in constant demand, the supporting factors are the export of eco-cars according to the investment promotion conditions from BOI and exports to markets which have high growth and automobile import exposure after it stopped in the Coronavirus (Covid-19) outbreak such as the ASEAN market that benefited from the ASEAN Free Trade Area. Especially the Vietnam market after the government had lenient strictness for automobile imports and the Australia market that has the shutdown of major automobile production companies such as Toyota and GM.

However, the trade war between China and the United States including enforcement of new automobile inspection heightened standards of the European Union and the legislation to impose VAT on Middle Eastern countries may be a barrier to exports.

Statistics of automobile and motorcycle manufacturing

(Volume: units)

Year	Automobile				Motorcycle			
	Total production output	Domestic sales	Export sales	Volume growth (%)	Total production output	Domestic sales	Export Sales	Volume growth (%)
2017	1,988,823	862,391	1,126,432	2.28	2,055,193	1,686,835	368,358	12.90
2018	2,167,694	1,041,739	882,083	8.99	2,063,076	1,788,323	66,314	0.38
2019	2,013,710	976,546	1,037,164	(7.10)	1,948,480	1,598,773	364,050	(5.55)
2020*	963,066	441,609	521,457	(38.76)	1,114,015	882,218	231,797	(23.52)

* Cumulative data over a period of nine months (January – September) and the growth rate is compared with the same period last year.

Source: The Federation of Thai Industries as of October 31, 2020

Risk factors

Risk factors affecting the Company's business operation include the followings:

1. Risks from reliance on majority shareholders

The Company entered into a technical assistance agreement pertaining to trademark rights of the **HI-LEX CORPORATION** and "HI-LEX" brands as well as technical support for production of automobile and motorcycle control cables and cable-type window regulators. These present written agreements with HI-LEX Corporation.

In addition, the Company purchases certain raw materials and components from HI-LEX Corporation since these raw materials and some types of components can not be procured from local sources in Thailand or low usage volume is not economically feasible and does not warrant production at its own facilities. Nevertheless, there is no contractual provision that imposes restriction on procurement of raw materials between both parties.

Regarding risks associated with procurement of raw materials and components, the Company can procure such materials from other firms in Japan instead of HI-LEX Corporation. However, this might entail prices and trade terms that differ from original terms and conditions. Moreover, the Company endeavored to source more raw materials and components from local manufacturers to reduce costs, particularly transportation cost and import tariffs.

Regarding risks arising from such agreements, it is anticipated that HI-LEX Corporation definitely renews the contract because it is a major shareholder in the Company and the Company already received an assurance in writing. Therefore, when the present agreements, each renewal will be effective for a period of five years (this is the contract renewal policy of HI-LEX Corporation which applies to all affiliated companies in its group). In addition, both companies have been joint venture partners and enjoyed a good partnership for more than 40 years. The Company is therefore confident that HI-LEX Corporation will remain a shareholder and continue to support the Company for years to come.

Consequently, these risks are rather low.

2. Risks from foreign competition

The Company may face risks arising from new competitors which are foreign companies relocating their parts production bases to Thailand under provisions of free trade agreements. Key attributes which enable proprietors to maintain their competitiveness include quality, production cost that fulfills customer requirements, on-time delivery and after-sales services which will boost customer confidence. In this regard, the Company formulated crucial marketing strategies, that is, focus on high-quality products in conjunction with implementation of an effective cost reduction program, on-time delivery and suitable, competitive product pricing.

Moreover, the Company has customers which are leading manufacturers in Thailand, whose good business relationship has been maintained over the years; and

with its own product testing facility, the Company could also reduce operational time, cost and expenses.

Consequently, market entry risk of any foreign competitor which can compete at the same level is rather low due to high investment and lack of capability to run a fully integrated operation similar to the Company.

3. Risks from fluctuation of raw material prices

In 2020, the Company purchased basic raw materials, including steel, metal wire, plastic pellets and rubber, valued more than 50.59% of the total value of raw materials and components purchased by the Company. The prices of these raw materials were affected from fluctuation of trading prices based on supply and demand situations of these basic raw materials in the world market, and such factors are beyond the control of the Company.

Nevertheless, if fluctuation of raw material prices is significant, the Company can adjust product prices that keep up with volatile raw material costs in accordance with terms of a parts buy-sell contract made between the Company and a particular customer. Typically, such a contract allows the Company and its customer to review price adjustment on a periodic basis, such as every 6 months or whenever raw material price changes more than 3%. In such cases, both parties would mutually agree with each price adjustment, and sometimes customers would also consent to retroactive price adjustment. Such price adjustment helps alleviate impacts from fluctuation of raw material prices. Furthermore, the Company prescribed a policy encouraging manufacturers to reduce production cost so that a decent cost management program could be initiated. Thus, once manufacturers became strong and managed to achieve a low management cost, they would be able to stabilize selling prices even though raw material prices have gone up.

4. Risks from dependence on limitation of supplier

Some items of parts or raw materials have specific properties which are difficult to find comparative trading partners for reducing the risk from dependence on limitation of supplier. The company has studied to find replacement parts or raw materials by bringing parts or raw materials to analyse and test which must be approved by the customer before use.

5. Risks from foreign exchange rate fluctuation

In 2020, the Company procured imported raw materials and components, accounting for around 19.64% of the total purchase value of all raw materials and components. Throughout the year, the total purchase value of raw materials and components made in foreign currencies was equivalent to approximately 200 million Baht. Thus, the Company faced risks from foreign exchange rate fluctuation if exchange rates have gone up.

6. Risks from reliance on major customers

At present, the Company has 8 key customers, 7 of which are major automobile manufacturers and 1 of which are major motorcycle manufacturers. Combined sales value to these major customers accounted for around 88% of the Company's revenue in 2020. Consequently, the Company might face income risk if any of these manufacturers curtailed production volume or stopped ordering products from the

Company. Such events might adversely affect the Company's business operation, financial status and operating performance in the future.

Nonetheless, the Company has been a manufacturer of automobile and motorcycle control cables as well as window regulators for more than 40 years. Over the years, the Company has boosted its production efficiency up to a reputed level. The Company possesses production technology which earns widely respected quality and efficiency as well as has competitive production cost and its own product testing facility which effectively reduces operational time and improves turnaround time. Furthermore, the Company has maintained business relationships with major automobile and motorcycle manufacturers for a long time, and its major shareholder, Hi-Lex Corporation, is a leading control cables manufacturer in Japan. Additionally, the Company is also affiliated with Summit Corporation which is a major automobile and motorcycle components manufacturer in Thailand with long experiences in this industry, and Summit Corporation is a manufacturer reputed for its reliable product quality. The product range offered by Summit Corporation covers almost every type of automobile and motorcycle components, such as body parts, seats, side door panels and so forth. With such attributes, there is a small possibility that these automobile and motorcycle companies will place orders with our competitors instead.

The Company has a risk diversification policy and plans to increase export sales to other countries in order to reduce risks from reliance on major customers.

7. Risks from majority shareholder groups holding shares more than 50% and having management control in the Company, and the interest of majority shareholders may conflict with the interest of the Company and/or other shareholders

The Company has three groups of majority shareholders, including Jurangkool, Hi-Lex Corporation, and Patanatmarueng (see details in "Securities Information and Shareholders"). As of 30 September 2020, the number of shares held by these three groups totals 209,992,900 shares, or 80.83% of the total paid-up capital of the Company. Consequently, these shareholder groups possess enough shares to control nearly all of shareholders' votes in their favor, whether it is the director's appointment or any other resolution that requires a majority vote – except legal matters or articles of association that require a three-fourths vote of shareholders' meeting.

Furthermore, the majority shareholders also have power to control management of the Company. Out of eleven directors, four are the majority shareholders. Therefore, there are potential risks that these shareholders may exercise absolute management power and manage the Company in a way which may conflict with the interests of the Company and/or minority shareholders, causing adverse impacts to the Company's business.

As a result, other shareholders and minority shareholders may not be able to muster up votes to scrutinize and counterbalance any matters proposed by the majority shareholders.

To prevent such risks, the Company appoints four independent outsiders out of 11 board members. These four independent directors serve on the Audit Committee, the Nomination and Remuneration Committee, and the Corporate Governance Committee in order to perform oversight and provide opinions about issues that may

deprive minority shareholders of their potential benefits, to nominate candidates and to determine their suitable remuneration.

As a result, it is less likely that such risks will occur.

8. Risks from warranty claims

The Company is responsible for the provision of product quality guarantee and must be accountable to its customers. In purchasing contracts, it is stipulated that any damage arising from the Company's products must be compensated by the Company. In the event automobile and motorcycle manufacturer demanded compensation for any damage incurred by a product in an amount equal to or exceeding the Company's sales revenue, and the court conclusively ruled that the Company must be financially liable for such damage, the Company's business might be adversely affected in the future. Moreover, the Company and manufacturers must be jointly liable for any damage arising from defects of the Company's products.

Each year there are a number of customers filing warranty claims to the Company, but the amount of such claims is considered minimal compared to overall sales. Moreover, such claims are normal occurrences in the vehicle business and do not constitute a factor that influences customer's purchase decision. Over the past years, there has never been any significant repercussion on the Company's normal operation whatsoever, and the Company also recognizes the importance of product quality. Therefore, before delivering products to customers, the Company will inspect product quality thoroughly and inspect every month. Furthermore, total value of warranty claims is summed up every 6 months, so that the results would be summarized and used in further planning of quality inspection and product quality development programs. Therefore, the Company is confident that these measures will help reduce damage compensation risks.

9. Risks related to occupational safety, health, environment and community

The Company formulates clear policies on safety, environment and social responsibility. In respect of safety, the Company pays attention to every step in the production process, ranging from machine and equipment design and control and monitoring systems to various alarm systems. Not only that, the Company also manages operating procedures and regularly updates them. In addition, it also regularly disseminates knowledge and insight understanding among all levels of employees through safety and environment training programs, as evidenced by ongoing programs and activities.

Moreover, the Company also regularly promoted various activities aimed at preventing internal and external safety risks. Examples of these activities included Completely Check, Completely Find out (CCCCF) as well as safety culture and machine safety activities. In addition, emergency preparedness and response activities included, for example, safety shop floor management activities (S-SFM), fire fighting and evacuation drills as well as emergency response plan drill in the event of chemical spill. Not only that, these activities also included safety awareness and off-premise occupational health promotion, such as the "Don't Drink and Drive" campaign. As a result, these programs have reduced accidents and achieved full compliance with the laws. Regarding employees, they have also been trained so that they could be highly

efficient in terms of meeting customers' quality, safety goals and workplace environment.

As for the activities related to the environment, community and society, the Company regularly conducted inspections to measure the work environment as well as to monitor air quality in its premise and surrounding communities. For this purpose, modern technologies were used to support environmental management and prevent pollution problems, such as installation of efficient air pollution control systems. In addition, various efforts were made to maximize resource utilization and reduce waste disposal expenditure. For example, the 3R project was implemented to recycle waste materials or create values by reprocessing them into other materials. In this process, production by-products were delivered to stakeholders so that waste materials could be reprocessed into recycled materials, and waste materials gained added value when they were turned into regularly used items for employees in the Company. Not only that, the Company also developed techniques to control LPG usage in the production process. Moreover, the Company also collaborated with leading educational institutions in the establishment of the Center for Energy Management Research and Development and to design the production process which is modern and safe for employees and which can reduce waste and enhance product quality.

The company is also aware of global warming that is occurring today. Therefore there is a use of renewable energy from sunlight by installing a Solar Roof Top on the factory building to demonstrate our commitment to reducing emissions from our operations. At present, the company has installed Solar Roof Top (the 1st phase) with a capacity of 945 kW, started in January 2019. In 2020, we expand (the 2nd phase) with a capacity of 1,200 kW expected that it will be able to start using in December 2020. Furthermore, the Company conducted activities, such as 5S activities and Big Cleaning Day to instill the sense of awareness among employees to ensure that everyone recognizes the importance of the environment, particularly the work environment.

Meanwhile, the company is committed to sustainable business practices. So that the company pays attention to the analysis of emerging risks and may affect future business (Emerging Risk) as follows;

10. Risks from change to electric automotive technology

Automotive technology trends in the future will bring electric vehicles (EV) to use that is a trend people all over the world are turning to using electric vehicles. It is less affected by cable manufacturing and might be out of order in the long run e.g. brake cables, transmission cables, trunk opener cables etc. Some automotive manufacturer starts to improve their design in current cars and new cars launching in the future as a response to the trends. In order to keep market share, the company has set up an engineering team to do the research of new product lines, especially designing, phototype making and supporting the use of technology with high efficiency and precision. The team joined with various specialist institutions e.g. National Science and Technology Development Agency (NSTDA), Thailand Research Fund (TRF), King Mongkut's Institute of Technology Ladkrabang (KMUTL) and Hi-Lex Corporation to expand product line, controlling with electric system and system product e.g. Power Slide Door, Power Lift Gate, Tail Gate Absorber and Integrated Window Regulator or Door Module. The company has defined marketing policy of expanding the customer base in new product lines to expand business with main customer e.g. domestic

automotive manufacturing. Apart from that, the company is also dedicated to expand the market, in parts of both domestic and foreign post markets. Its post market is another market that could bring technology or new innovations to present and could directly access to target customers as lead to create demand for those products. In addition, the company is dedicated to use engineer expertise in product design and the modern production process for presenting and participating, starting with the new car improvement process and presentation of new products in the form of Localize Project as a cost reduction approach for partners. Currently, customers are establishing R&D centers to play a more important role in the country. Also with the good partnership, this gave the company the opportunity to push this policy more effectively.

11. Risks related to Digital Transformation

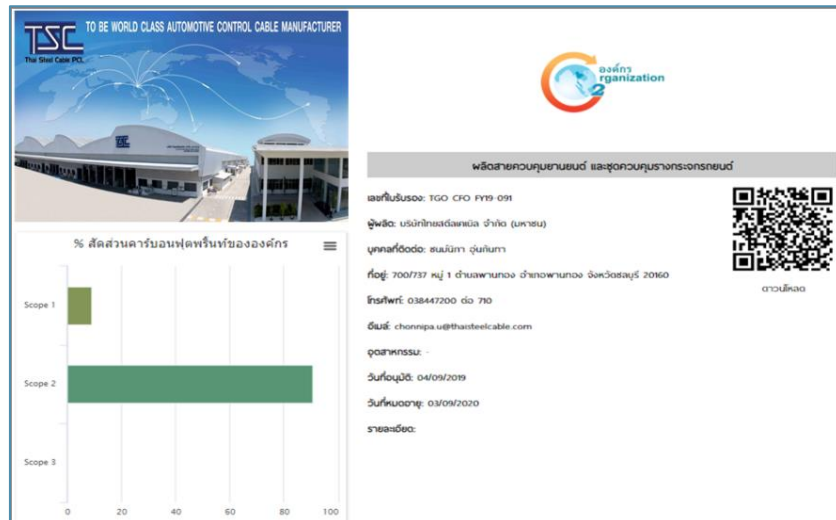
The process of bringing Digital Technology, adapting with all parts of business is to let business be able to adapt with the situation quickly. Several industries including the automotive industry started to use automation and robotics in the production line to reduce quality problems and cost and increase production efficiency. The company is defined as a guideline for risk management by supporting our researching and improving teams. Engineering production team were exchanged technical information, knowledge and experience with organizations e.g. King Mongkut's Institute of Technology Ladkrabang, National Science and Technology Development Agency (NSTDA) and other international organizations in order to bring those knowledge to create new products as well as new automatic products and use robotics in the production line.

12. Risks from climate change

Nowadays, the whole world is facing the problem of air pollution due to various activities of people such as many constructions, fuel combustion, etc. There are causes of climate change due to the greenhouse gases in the atmosphere being increased and it is causes of the greenhouse effect resulting in higher global surface temperatures, known as global warming.

From studying above information about global warming, the company is aware of the pollution reduction that will cause greenhouse gases from various activities by reducing carbon dioxide (CO2 Reduction) and conducting the results of the activity to make a list of greenhouse gases and verify the carbon dioxide emissions. The company is requesting for the certification of the greenhouse gas list from the Thailand Greenhouse Gas Management Organization (Public Organization) or TGO, along with requesting to register the organization's carbon footprint.

The organization's carbon footprint data in year 2020 (Information certification period September 2019 - September 2020) show via <http://thaicarbonlabel.tgo.or.th>



13. Risks from the Coronavirus (Covid-19)

The situation of the Coronavirus (Covid-19) epidemic results in many business disruptions. Due to the direct and indirect impacts, the operating results were significantly reduced or some business had to be shut down. Moreover, we also need to comply with the Government measures such as the closure of airports, the shutdown of cities and the country to prevent the spread of the pandemic. From the effect, the company is aware of the safety of employees' health and inhibits the spread of disease in all aspects. The top management therefore sets measures and prepares readiness to cope with such situations by allowing office workers to work from their residences in an emergency. The company has prepared the technology, application tools support and created the BCP user manuals to communicate and use as a guideline in the event of a recurrent outbreak.

Investment risks related to investors

To purchase shares offers opportunities to gain a higher return, compared to any other types of investment, but its risk is higher. Therefore, investors need to assess pertinent risks and their risk tolerance level before making investment decisions.

Key risks associated with stock investment:

Market risk depends on domestic and global situations which cause fluctuations or changes in share prices such as social or political situation, riot, labor strike, economic problems, inflation rate or changing interest rates.

Company risk may stem from management failure to reach goals, executive shuffle or business policy changes, financial issues, labor shortage or overdependence on large customers.

Industrial risk is industry-specific risk. Investors can mitigate this risk by purchasing shares in several industries, instead of just one industry.

General corporate

Company Profile

Registered company	Thai Steel Cable Public Company Limited
Company registration number	0107548000145
Nature of business	The production of automobile and motorcycle control cables, as well as the manufacture of automobile window regulators. The products are distributed to major domestic automobile and motorcycle manufacturers and spare parts centers. Output is also exported to oversea markets.
Head Office	700/737 Moo 1, Tambol Panthong, Amphur Panthong, Chonburi Province, 20160.
Website	www.thaisteelcable.com
Telephone	(038) 447 200 – 10
Fax	(038) 185 025
Registered capital	268,500,000 Baht
Paid-up capital	259,800,000 Baht
Shares type	Ordinary share
Other	Investors can further study the listed company from annual statement (Form 56-1) at www.set.or.th or above link.

Information on shareholding over 10 percent

The Company does not hold shares of other businesses or companies.

Information on other cited persons

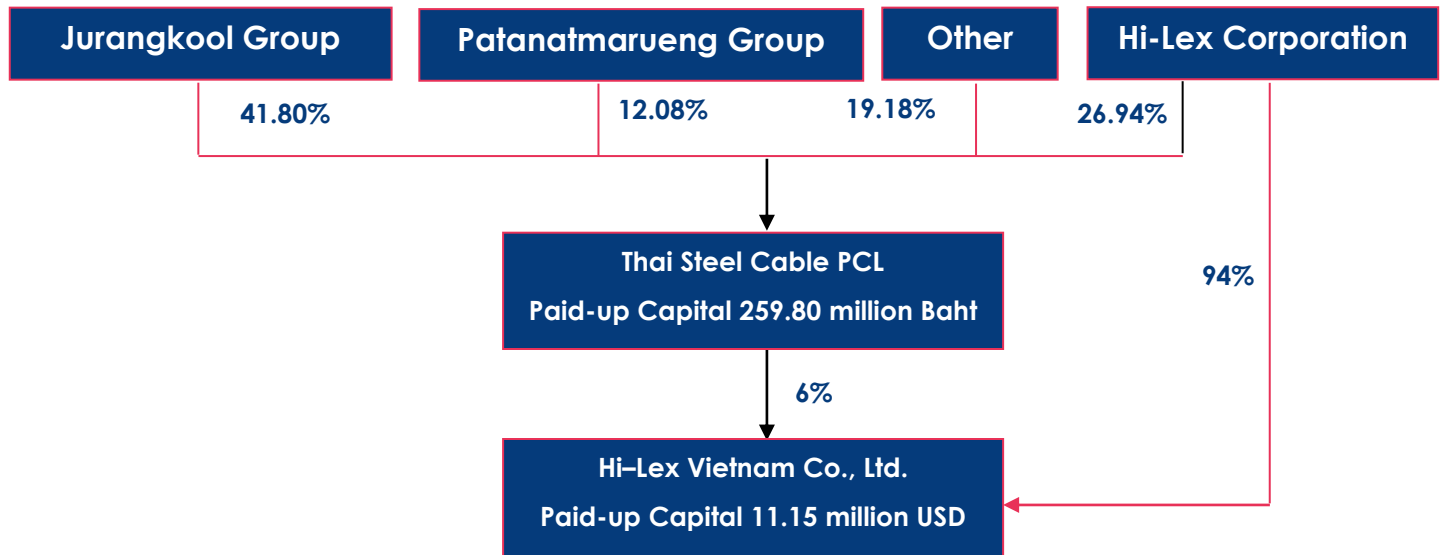
1) Company Registrar	Thailand Securities Depository Centre Co., Ltd. 93, Ratchadaphisek Road, Dindaeng, Dindaeng, Bangkok 10400. Tel. (02) 009 9000 Fax. (02) 009 9991
2) Auditor	EY Office Limited 193/136 - 137, 33rd Floor, Lake Rajada Office Complex, Klongtoey, Bangkok 10110 Tel. (02) 264 9090 Fax. (02) 264 0789 Ms.Poonnard Paocharoen, CPA. (Thailand) No. 5238 Mr.Khitsada Lerdwana, CPA. (Thailand) No. 4958 Ms.Vissuta Jariyathanakorn, CPA. (Thailand) No. 3853
3) Law consultant	-None-

Others

-None-

Shareholders

Shareholding Structure of the Company as of September 30, 2020



Major shareholders

The major shareholders of the Company as of September 30, 2020 are presented as below:

No.	Name	Paid-up capital 259,800,000 Baht	
		Number of shares	% of shareholding
1	Jurangkool Group	108,602,200	41.80
2	Hi-Lex Corporation	70,000,000	26.94
3	Patanatmarueng Group	31,390,700	12.08
4	Thai NVDR Company Limited	12,531,800	4.82
5	Mr. Chaitat Chaipipatsuke	6,500,000	2.50
6	AIRA Securities Public Company Limited	5,378,800	2.07
7	Mr. Dumrong Kulthanapong	5,300,000	2.04
8	Ms. Waraporn Songpracha	2,105,400	0.81
9	Mr. Thewarug Werawatganon	1,930,900	0.74
10	Mr. Pithak Werawatganon	1,750,000	0.67
11	Ms. Duangporn Werawatganon	1,665,500	0.64
12	Ms. Pornpen Werawatganon	1,511,000	0.58
13	Ms. Sumitra Domrongkitchaiporn	1,500,000	0.58
14	Mr. Rungkan Paisitphaichtrakul	1,225,600	0.47
15	Other	8,408,000	3.26
Total		259,800,000	100

- Note:**
- 1) Jurangkool Group comprises 4 shareholders of the same family name and related individuals as follows:

- Mr. Sunsum	Jurangkool	holds	83,115,000	shares, or	31.99 %	of paid up capital
- Mr. Thaveechat	Jurangkool	holds	21,294,700	shares, or	8.20 %	of paid up capital
- Mr. Kornkrit	Jurangkool	holds	4,000,000	shares, or	1.54 %	of paid up capital
- Mr. Apichart	Jurangkool	holds	192,500	shares, or	0.07 %	of paid up capital
 - 2) Top 10 major shareholders of Hi-Lex Corporation (as of September 30, 2020) are :

1.	Teraura Investment Co., Ltd	holds	24.09 %
2.	Teraura Scholarship Foundation	holds	4.08 %
3.	JP Morgan Chase Bank	holds	3.67 %
4.	BBH For Fidelity Low-Priced Stock Fund	holds	3.55 %
5.	Nippon Life Insurance Company	holds	3.30 %
6.	J.P. Morgan Bank Luxembourg S.A.	holds	3.09 %
7.	State Street Bank and Trust Company	holds	2.97 %
8.	NISHIKAWA RUBBER CO., LTD.	holds	2.71 %
9.	Japan Trustee Services Bank, Ltd.	holds	2.47 %
10.	The Master Trust Bank of Japan, Ltd.	holds	2.43 %
 - 3) Patanatmarueng Group comprises 3 shareholders of the same family name and related individuals as follows:

- Mr. Santi	Patanatmarueng	holds	10,602,400	shares, or	4.08%	of paid up capital
- Mr. Sarit	Patanatmarueng	holds	10,592,000	shares, or	4.08%	of paid up capital
- Ms. Sirina	Patanatmarueng	holds	10,196,300	shares, or	3.92%	of paid up capital

Restrictions to foreign shareholder

Foreign shareholders shall together hold not more than 49% of paid-up stock and capital. As of September 30, 2020, the Company shares being hold by foreigners was 27.10%.

Shareholdings of the Board of Directors

As of September 30, 2020, the Board of Directors together holds 48.35% of paid-up stock and capital.

The Companies' shareholders shall have the same basic rights as follows:

- Rights to receive share certificates and rights to transfer shares
- Rights to receive adequate information in a timely fashion and in a form appropriate for making decisions
- Rights to attend shareholders meetings and to vote at these meetings
- Rights to elect and remove directors
- Rights to approve the appointment of auditors
- Rights to share in profits of the company

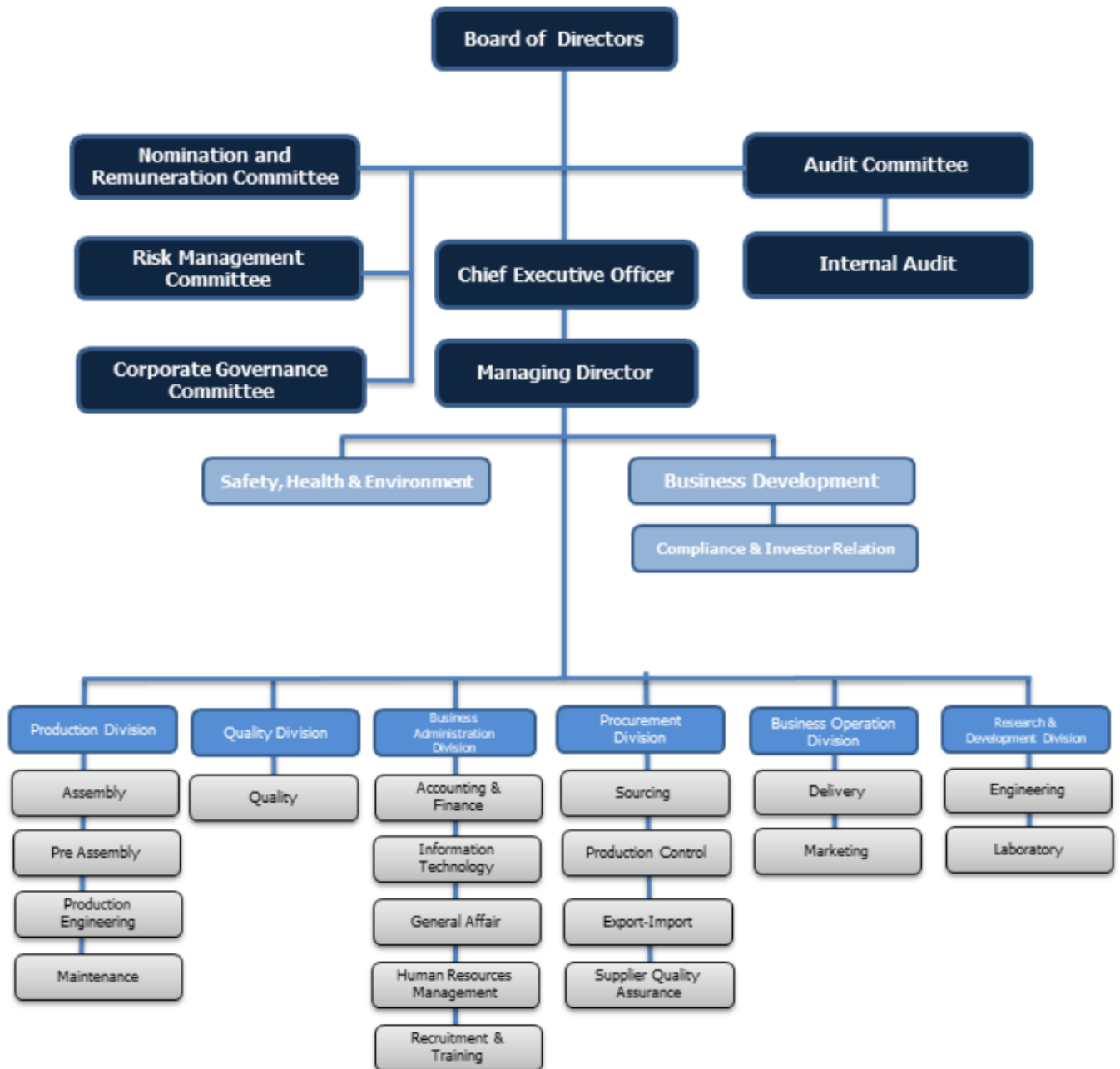
The Board of Directors values the importance of shareholders' meetings and shall facilitate all shareholders to attend meetings, especially institutional shareholders.

Dividend payment policy

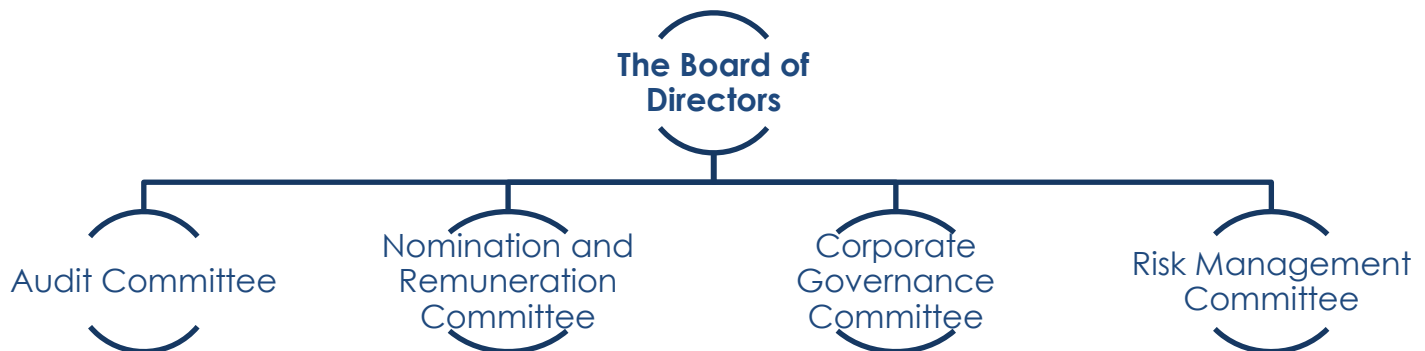
The Company has a dividend policy that pays dividend at a rate of no less than 25% of net profit after deductions of all types of reserve stated in regulations and legal provisions; provided that there is no ground of other necessity and dividend payment will not have significant effects on the Company's normal operations. It is required that proposed dividend payment be approved by Shareholders' meeting. The dividends must be paid within one month after the shareholders' meeting date or board meeting date, where dividend resolution was passed, as the case may be. Moreover, shareholders must be notified about dividend payment via a notification letter or a public notice placed in newspapers.

Management structure

Organization Chart as of September 30, 2020



The Company's management structure as of September 30, 2020 comprises the Board of Directors and 4 sub-committees, namely the Audit Committee, the Nomination and Remuneration Committee, the Corporate Governance Committee, and the Risk Management Committee. The details of this structure are outlined as followed:



1. The Board of Directors

The Board of Directors as per the certification of the Ministry of Commerce dated June 11, 2020 shows that there are 11 Directors comprises of :

- Executive Directors 3 persons
- Non-Executive Directors 4 persons
- Independent Directors 4 persons

No.	Name of Directors		Designation	Total number of meetings	Meeting attendance
1	Mr. Sunsurin	Jurangkool	Chairman of the Board	6	4
2	Mr. Sarit	Patanatmarueng	Director Chairman of Risk Management Committee	6	6
3	Mr. Makoto	Teraura	Director	6	0
4	Mr. Thaveechat	Jurangkool	Director	6	3
5	Mr. Wutthiphum	Jurangkool	Director	6	1
6	Mr. Santi	Patanatmarueng	Director	6	5
7	Mr. Hajime	Kato	Director	6	6
8	Mr. Prinya	Waiwatana	Independent Director Chairman of Audit Committee Nomination and Remuneration Committee Chairman of Corporate Governance Committee	6	6

No.	Name of Directors	Designation	Total number of meetings	Meeting attendance
9	Mr. Apinan Na Ranong	Independent Director Audit Committee Chairman of Nomination and Remuneration Committee Corporate Governance Committee	6	6
10	Mr. Chatchai Earsakul	Independent Director Audit Committee Nomination and Remuneration Committee Corporate Governance Committee	6	6
11	Mr. Veerawat Korphaibool	Independent Director Audit Committee Nomination and Remuneration Committee Corporate Governance Committee	6	6
The directors who resigned during the year				
-None-				

Directors with signatory authority

Either one of Mr. Sunsum Jurangkool; Mr. Thaveechat Jurangkool; or Mr. Wutthiphum Jurangkool signs with either Mr. Sarit Patanatmarueng; Mr. Santi Patanatmarueng; or Mr. Hajime Kato and affix the Company seal. Otherwise, Mr. Sarit Patanatmarueng or Mr. Santi Patanatmarueng signs with Mr. Hajime Kato and affixes the Company seal.

2. Audit Committee

No.	Name of Directors	Designation	Total number of meetings	Meeting attendance
1	Mr. Prinya* Waiwatana	Chairman	4	4
2	Mr. Apinan Na Ranong	Director	4	4
3	Mr. Chatchai Earsakul	Director	4	4
4	Mr. Veerawat Korphaibool	Director	4	4
The directors who resigned during the year				
-None-				

* Mr. Prinya Waiwatana is an audit committee member who is highly knowledgeable and experienced in accounting and financial matters.

Ms. Sirina Patanatmarueng, Senior General Manager Business Administration Division and Procurement Division), serves as Acting Secretary to the Audit Committee.

3. Nomination and Remuneration Committee

No.	Name of Directors	Designation	Total number of meetings	Meeting attendance
1	Mr. Apinan Na Ranong	Chairman	2	2
2	Mr. Prinya Waiwatana	Director	2	2
3	Mr. Chatchai Earsakul	Director	2	2
4	Mr. Veerawat Korphaibool	Director	2	2
The directors who resigned during the year				
-None-				

Mrs. Kasita Pitaksongkram, Company Secretary, serves as Secretary to the Nomination and Remuneration Committee.

4. Corporate Governance Committee

No.	Name of Directors	Designation	Total number of meetings	Meeting attendance
1	Mr. Prinya Waiwatana	Chairman	2	2
2	Mr. Apinan Na Ranong	Director	2	2
3	Mr. Chatchai Earsakul	Director	2	2
4	Mr. Veerawat Korphaibool	Director	2	2
The directors who resigned during the year				
-None-				

Mrs. Kasita Pitaksongkram, Company Secretary, serves as Secretary to the Corporate Governance Committee.

5. Risk Management Committee

No.	Name of Directors	Designation	Total number of meetings	Meeting attendance
1	Mr. Sarit Patanatmarueng (Managing Director)	Chairman	4	4
2	Ms. Sirina Patanatmarueng (Senior General Manager - Business Administration Division and Procurement Division)	Director	4	4
3	Ms. Patra Chaiyosburana (Senior General Manager - Business Operation Division and Research and Development Division)	Director	4	4
4	Mr. Hajime Kato (General Manager - Research and Development Division)	Director	4	4
5	Mrs. Kasita Pitaksongkram ¹ (General Manager - Business Administration Division)	Director	4	4
6	Mr. Jakkarat Meesawong ² (General Manager - Procurement Division)	Director	4	4
The directors who resigned during the year				
1	Mr. Sawat Sukaachin ³ (Senior General Manager – Production Division and Quality Division)	Director	4	2
2	Mr. Mangkorn Chanthakad ⁴ (General Manager – Production Division)	Director	4	3

¹ Nominated of General Manager - Business Administration Division on December 1, 2019

² Nominated of General Manager - Procurement Division on December 1, 2019

³ Mr. Sawat Sukaachin resigned of Director on July 21, 2020

⁴ Mr. Mangkorn Chanthakad resigned of Director on August 31, 2020

The member of the Risk Management Committee, as the management of the Company, expressed their intention not to receive remuneration in this matter.

Ms. Supisra Kiatkanarat, Internal Audit Manager serves as Secretary to the Risk Management Committee.

6. Executive

No.	Name of Executives	Designation
1	Mr. Thaveechat Jurangkool	Chief Executive Officer
2	Mr. Sarit Patanatmarueng	Managing Director
3	Ms. Sirina Patanatmarueng	Senior General Manager Business Administration Division and Procurement Division
4	Ms. Patra Chaiyosburana	Senior General Manager Business Operation Division, Research and Development Division
5	Mr. Hajime Kato	General Manager - Research and Development Division
6	Mrs. Kasita Pitaksongkram	General Manager - Business Administration Division
7	Mr. Jakkarat Meesawong	General Manager - Procurement Division
8	Ms. Pimlaphat Chansaming	Manager - Accounting & Finance Department

Executive refers to a person holding the first four management positions below the Board of Directors, which includes every person holding a position equivalent to that of the fourth executive, including accounting manager.

Scope and authority of the board of directors and management

The board of directors

1. Perform the duties in accordance with the law and the Company's objectives and articles of association as well as legitimate resolutions of shareholders' meeting with integrity and prudence in order to protect the interest of the Company and serve the best interest of shareholders.
2. Scrutinize and approve the appointment of a person with required qualifications and prohibited characteristics in accordance with the Public Limited Companies Act B.E. 2535 (1992) and the securities and exchange law as well as relevant notifications, bylaws and/or regulations, in case a Director's seat is vacated due to any reason other than retirement by rotation.
3. Scrutinize and select a candidate nominated by the Nomination and Remuneration Committee for the position of independent Director based on review of required qualifications and prohibited characteristics in accordance with the Public Limited Companies Act B.E. 2535 (1992) and the securities and exchange law as well as relevant notifications, bylaws and/or regulations, so that such nomination will be proposed to a Board meeting and/or shareholders' meeting for approval and appointment as an independent Director of the Company.
4. Scrutinize the appointment of the Audit Committee by reviewing qualifications set out in the securities and exchange law as well as notifications, bylaws and/or regulations of the Stock Exchange of Thailand.
5. Scrutinize and approve the appointment of an executive by examining a candidate nominated by the Nomination Committee. Scrutinize and approve appointment of managing Director, prescribe the scope of authority and duties of managing Director, and authorize managing Director to act on behalf of the Company in regard to its normal business operation.

6. Consider and approve the management structure of the Company. Deliberate on appointment of an executive Board by selecting candidates from Board members, and stipulate the scope of authority and duties of the Executive Board.
7. The Board of Directors shall have the power to consider, select and revise the list of authorized signatory Directors of the Company.
8. Scrutinize the appointment or designation of one or several Directors to act on behalf of the Board of Directors where appropriate; and able to revoke, amend or modify such power.
9. Consider and approve a dividend policy of the Company and principal policies for investment in subsidiaries, joint venture companies and related companies.
10. Consider and approve the interim dividend payment to shareholders when the Company deems it has sufficient profit to do so and notify shareholders' meeting of such payment at the next shareholders' meeting for acknowledgement.
11. Consider and approve significant matters such as corporate governance policy, execution of connected transactions or related party transactions as well as acquisition or sale of assets of a listed company in accordance with relevant notifications, rules and/or regulations of the Stock Exchange of Thailand.
12. Consider and approve various matters that require shareholder meeting's approval in accordance with statutory provisions.
13. Consider and approve the following matters;
 1. Policy, business strategy and guidelines, targets, plans and annual budget of the Company.
 2. The Company's quarterly business performances that compare with plan and budget and consider the trends of next year.
 3. The investment for the annual non-budgetary project or authority.
 4. Spending on the investment capital at 10% in excess of the investment budget in the approved project and 10% in excess of the other investment budgets that are not the project investment budget.
 5. Purchase and sale of assets, purchase of business and the participation in the co-investment project that is not contradicted to the Stock Exchange of Thailand's criteria and not exceeding in authority of executives.
 6. The transaction or any actions that shall impact the Company's financial status, debt, business strategy, and reputation.
 7. Any contract execution that is not related to the normal business operation and the contract related to the major regular business operation.
 8. Inter-related transactions between the Company, subsidiaries, associated companies and the related persons in part of the transactions that do not meet with the requirements of the Stock Exchange and the Securities and Exchange Commission.
 9. Any transactions affecting the Company's capital structure at the debt ratio against the capital that is exceeding 1.5:1.
 10. Payment of the interim dividends.
 11. The change of policy and practices with the significance related to the accounting, risk management and internal audit.
 12. Employment of executives.
 13. Determine and change of the approval authority to executives.
 14. The appointment and the termination of the Board of Directors and company secretary status.
 15. Authorization and duties for Managing Director, management or one of Director including the revision of authorization. However, this must not be in

contradiction with the criteria and requirements of the Stock Exchange and Securities and Exchange Commission.

16. The appointment and the determination of authority of the Sub-committee.
17. Arrangement and control the management with the corporate governance principle.
18. Approval to change and modify the organizational structure at the level of Managing Director or higher.
19. Any other actions to be in accordance with laws, objectives, Articles of Association and resolutions of the meeting of shareholders.

Chairman of the Board of directors

1. To be a chairman for the Board of directors meeting
2. To be a chairman in the Annual General Meeting and control the meeting according to concerned regulations
3. Encourage the corporate governance principle of directors
4. Perform duties as defined by law as a function of the Chairman.
5. Ensure communications between directors and stakeholders are effective.

Sub-committee

Sub-committees consist of the Audit Committee, the Nomination and Remuneration Committee, the Corporate Governance Committee and the Risk Management Committee. Scope and authority of Sub-committees refer to the charters that were approved by the Board of directors meeting. (Detail as <https://www.thaisteelcable.com/charter>)

The attendance of Director in Shareholders' Meeting

In 2020, the Company arranged one shareholders' meeting which was the Annual General Meeting of Shareholders on January 21, 2020. Nine directors attended the meeting, contributed 81.82% of the attendance of all Directors.

Management

Management refers to Chief Executive Officer, Managing Director, Senior General Manager, and General Manager.

Management's purview is to take actions as mandated by the Board of Directors in accordance with the Company's regulations and articles of association. However, such empowerment does not mean that the management is permitted to approve transactions in which they or other persons may have stakes in board decisions or conflict of interest in any other manner with the Company or its subsidiaries. Usually, such a transaction must be resolved by board meeting and/or shareholders' meeting (whatever the case may be), which contemplates this in accordance with the articles of association or relevant laws, except approval required to run the Company in its normal course of the business, which has a clearly defined scope. The scope of the management's purview can be summarized as follows:

1. Responsible for management tasks typically required for the Company's business operation.
2. Administer internal affairs and develop work systems for various functions of the Company.
3. Plan and formulate internal projects of the Company.

4. Formulate various policies required for normal business operation.
5. Determine management structure together with the Board of Directors.
6. Supervise, liaise and monitor the operation; determine work units and positions; define roles and responsibilities; and assign administrative duties in a suitable and efficient manner.
7. Formulate sensible and appropriate management control approaches to ensure efficient goal achievement as set out by the Company's policy.
8. Manage day-to-day business operation and undertake routine management tasks according to policies, goals, rules and regulations set out by the Board.
9. Manage business operation as directed by board meetings' resolutions under approved budget in a prudent and honest manner, and protect the interests of the Company and shareholders to the best of its abilities.
10. Regularly present progress report on actions directed by board resolutions and key performance results of the Company at scheduled board meetings.
11. Manage business operations under corporate governance principles.
12. Must not operate business or engage in business operation which is similar to that of the Company or competes against the Company – whether this is undertaken to serve one's own interest or the interests of others, except in case a superior or the Board learns of such information and determines that such business can be undertaken.

Directorship in other companies of Managing Director

Managing director can devote more time for efficient performance of duties. The Board of Directors has policy and practices in regards to any position for managing director in line with the practices of good corporate governance. The Managing Director is responsible for reporting information about companies, type of business and positions to the Board of Directors for approve before the inauguration at least 3 months besides a report of vested interest of director when take a position and should hold directorship in not more than 3 listed companies, excluding subsidiaries, affiliates and joint venture that the company is required to supervise the management to protect the interests of the company.

Board of Directors



Mr. Sunsurin Jurangkool
Chairman of the Board of
Directors



Mr. Makoto Teraura
Director



Mr. Thaveechat Jurangkool
Director



Mr. Wutthiphum Jurangkool
Director



Mr. Sarit Patanatmarueng
Director



Mr. Santi Patanatmarueng
Director



Mr. Hajime Kato
Director



Mr. Prinya Waiwatana
Independent Director and
Chairman of the Audit
Committee Director



Mr. Apinan Na Ranong
Independent Director and
Audit Committee Director



Mr. Chatchai Earsakul
Independent Director and
Audit Committee Director



Mr. Veerawat Korphaibool
Independent Director and
Audit Committee Director

Executive



**Mr. Thaveechat
Jurangkoolol**
Chief Executive Officer



Mr. Sarit Patanatmarueng
Managing Director



Ms. Sirina Patanatmarueng
Senior General Manager
Business Administration Division and
Procurement Division



Ms. Patra Chaiyosburana
Senior General Manager
Business Operation Division and
Research and Development Division



Mrs. Kasita Pitaksongkram
General Manager
Business Administration Division



Mr. Jakkarat Meesawong
General Manager
Procurement Division



Mr. Hajime Kato
General Manager
Research and Development Division

Shareholding of the Board of directors and Management

As of September 30, 2020

No.	Name - Surname	Position	Shareholding (shares)		The number of shares that are bought/sold during the year.	Spouse and Minor children
			September 30, 2019	September 30, 2020		
1	Mr. Sunsum Jurangkool	Chairman of the Board of Directors	83,115,000	83,115,000	0	0
2	Mr. Makoto Teraura	Director	0	0	0	0
3	Mr. Thaveechat Jurangkool	Director/ Chief Executive Officer	21,204,900	21,294,700	89,800	0
4	Mr. Wutthiphum Jurangkool	Director	0	0	0	0
5	Mr. Sarit Patanatmarueng	Director/Managing Director	10,506,400	10,592,000	85,600	0
6	Mr. Santi Patanatmarueng	Director	10,559,200	10,602,400	43,200	
7	Mr. Hajime Kato	Director / General Manager - Research and Development Division	0	0	0	0
8	Mr. Prinya Waiwatana	Independent Director	0	0	0	0
9	Mr. Apinan Na Ranong	Independent Director	0	0	0	0
10	Mr. Chatchai Earsakul	Independent Director	0	0	0	0
11	Mr. Veerawat Korphaibool	Independent Director	0	0	0	0
12	Ms. Sirina Patanatmarueng	Senior General Manager - Business Administration Division and Procurement Division	10,196,300	10,196,300	0	0
13	Ms. Patra Chaiyosburana	Senior General Manager - Business Operation Division, Research and Development Division	0	0	0	0
14	Mrs. Kasita Pitaksongkram	General Manager - Business Administration Division	0	0	0	0
15	Mr. Jakkarat Meesawong	General Manager - Procurement Division	100	100	0	0

Nomination of Company Directors and Executives

An initial screening and selection for nomination of company directors, members of various committees, managing director and senior executives is undertaken by the Nomination and Remuneration Committee. Then, a list of nominees will be proposed to the Board of Directors and/or shareholders meeting in accordance with the Company's policy.

Nomination of directors

1. Criteria and method

The Nomination and Remuneration Committee determines suitable qualifications which are consistent with the Board of Directors Charter. A suitable candidate must be competent and can devote sufficient work time for the Company. According to the articles of association, board of directors must comprise at least five members but not more than 12, whereby at least one-half of the total number of directors must be domiciled in Thailand. Directors may or may not be a shareholder of the Company.

2. Appointment: There are two cases of appointment as follows:

Case 1 Director's office is vacated due to retirement by rotation

Shareholders meeting are mandated to cast votes for a new director to replace a director retiring by rotation, whereby a retiring director may be reelected. At each annual shareholders meeting, one-third of the total number of directors shall retire by rotation. If the number of retiring directors is not divisible by three, the number of retiring directors must be rounded to the nearest one-third, and a retiring director may be reelected. Directors retiring from the office in the first or second year after the Company's registration shall draw lots. Then, in the following year the longest-serving director shall vacate the office.

Case 2 Director's office is vacated due to other circumstances, besides retirement by rotation

The Board of Directors shall nominate a qualified candidate as a replacement at the next board meeting. However, if the remaining tenure of a resigning director is less than two months, the nominee can serve only the remaining term of the replaced director. Such resolution shall require cast votes of no less than three-fourths of the number of remaining directors.

Criteria and method for director's election by shareholders meeting

- Each shareholder is entitled to one vote for each share.
- Each shareholder may cast his entire votes to elect one or several persons as a director. However, he may not split votes unequally for any candidate.
- The candidates receiving the highest number of votes in a successive order shall be elected as directors, and the number of elected candidates shall be equal to the number of directors required in that particular election. In case elected candidates with the least votes receive tie vote and exceed the required number of directors, the meeting chair shall cast a deciding vote.
- Shareholders meeting may pass a resolution to remove any director before the end of a term with no less than three-fourths of the total number of attending shareholders with voting rights that accounts for more than one-half of the number of attending shareholders with voting rights.

Criteria for selection and procedure for appointment of new directors

Selection criteria

The Company selects a director from two channels described below:

1. The Nomination and Remuneration Committee nominates a qualified individual through screening of potential candidates in the director's pool of the Thai Institute of Directors. If the committee can not find any candidate that matches requirements of the Company, it will then search candidates from other sources.
2. Shareholders nominate qualified candidates.

Procedure for appointment of new directors

Once names of new director candidates are obtained, the Board's secretary will table this motion at the Nomination and Remuneration Committee's meeting so that basic qualifications and other support information can be considered.

If the Nomination and Remuneration Committee endorses a candidate, the candidate will be presented to the Board of Directors for approval. Then, his name will be further proposed to shareholders' meeting for approval.

Director appointment must be endorsed by annual general shareholders' meeting as scheduled below:

Period	Activity
August – November	Inform the secretary of the Nomination and Remuneration Committee of the name of a suitable candidate.
November	The Nomination and Remuneration Committee scrutinizes the candidate. The Nomination and Remuneration Committee proposes the candidate to the board meeting. The Board of Directors endorses the candidate and proposes him or her at annual general shareholders' meetings.
January in the following year	The annual general shareholders' meeting considers and endorses the candidate.

Recruiting the Executives

In order to maintain business stability continuously, reduce risk of vacated director and apply to internal control guidelines, Board of Directors shall assign to Nomination and Remuneration committee to provide executive succession plan for chief executive officer, director, managing director also general manager and propose board of directors to consider afterward.

Chief Executive Officer and Director

Principle

To provide succession plan for chief executive officer and director

Procedure

In case of vacated position of chief executive officer and director or inability of replacement, Nomination and Remuneration committee shall arrange a meeting in order to appoint the lower position to be a deputy. The tenure of the deputy shall be over 3 months in order to cover the recruiting process.

Period of the tenure of deputy will be determined by the Nomination and Remuneration committee, depending on performance of the deputy.

Basic Qualifications of the chief executive officer and director

- Education level: Master's degree is prerequisite, In case of the applicant holds a lower education level. This shall fall to the Nomination and Remuneration committee discretion.
- More than 10 years experience in the management positions at least as a managing director in the company which have similar incomes or industry to TSC.
- Able to conduct strategic planning and organizational planning.
- Leadership skill and coherent visions according to corporate governance, business, and organization culture policies.
- Good moral and ethics, without and involvement in criminal cases.

Senior General Manager and General Manager

Principle

To have a position success plan for the senior general manager and general manager.

Procedure

Senior general managers and general managers have to create a succession plan by transferring their knowledge to the potential subordinates in order to mitigate the risk of default, resignation, and/or retirement.

Basic Qualifications of the senior general manager and general manager

- Education level: Bachelor degree or higher.
- More than 10 year experience in the management positions at least as a managing director in the company which have similar incomes or industry to TSC.
- Able to conduct strategic planning and organizational planning.
- Leadership skill and coherent visions according to corporate governance, business, and organization culture policies.
- Good moral and ethics, without and involvement in criminal cases.

Remuneration of Directors and Executives

The Board of Directors deliberated to prescribe fair and reasonable director's remuneration commensurate with responsibility and in line with financial health of the Company and comparable with SET listed companies which are in the same industry and have a similar business size as detailed below:

(1) Remuneration

(1.1) Remuneration of Directors (on behalf of Director only)

Remuneration of Director as detailed below:

- Meeting allowance (for each meeting attended) is the same as the 2019 rate.
 - Chairman of the Board of Directors 35,000 baht
 - Directors and committee members 25,000 baht
- Bonus is paid to directors at a rate of 1.50% of total dividend payout based on 2019 operating results.

The Company did request approval of Director's remuneration from the Shareholders meeting.

Details of remuneration of each director in 2020 are as followed:

Name - Surname	Designation	Remuneration Committee (Baht)					
		Board of Directors	Audit Committee	Nomination and Remuneration Committee	Corporate Governance Committee	Bonus	Total
1. Mr. Sunsurin Jurangkool	Chairman of the Board	96,250				354,272.73	450,522.73
2. Mr. Sarit Patanatmarueng	Director	112,500				354,272.73	466,772.73
3. Mr. Makoto Teraura	Director	0				354,272.73	354,272.73
4. Mr. Thaveechat Jurangkool	Director	37,500				354,272.73	391,772.73
5. Mr. Wutthiphum Jurangkool	Director	43,750				354,272.73	398,022.73
6. Mr. Santi Patanatmarueng	Director	87,500				354,272.73	441,772.73
7. Mr. Hajime Kato	Director	112,500				354,272.73	466,772.73
8. Mr. Apinan Na Ranong	Independent Director	112,500	87,500	43,750	37,500	354,272.73	635,522.73
9. Mr. Prinya Waiwatana	Independent Director	112,500	87,500	43,750	37,500	354,272.73	635,522.73
10. Mr. Chatchai Earsakul	Independent Director	112,500	87,500	43,750	37,500	354,272.73	635,522.73
11. Mr. Veerawat Korphaibool	Independent Director	112,500	87,500	43,750	37,500	354,272.73	635,522.73
Total		940,000	350,000	175,000	150,000	3,897,000.03	5,512,000.03

Total remuneration of the executives***:

Remuneration	2019 Amount (Million Baht)	2020 Amount (Million Baht)
Salaries, bonus etc.	87.00 (19 executives)	85.42 (19 executives)

(1.2) Remuneration of Executives ***

- The remuneration of the Chief Executive Officer in 2020 can be adjusted 5% of rate in previous year.
- Remuneration of lower-ranking executives*** depends on the discretion of the Chief Executive Officer.

In 2020, remuneration of 19 executives*** were comprises of salary and bonus in amount of 85.42 million Baht.

In 2020, employees from manager level up not received a salary increase due to economic volatility conditions and the trend of declining company revenues.

(2) Other compensation

- Other compensation of directors
- None -

- Other compensation of executives***

Provident fund

The Company established a provident fund in which employees are required to contribute 3% or 5% of their salaries and the Company is required to make the same rate of contribution. In 2020, the Company's contribution to the provident fund amounted to 533,072.93 Baht.

Social security

In 2020, the Company's social security contribution for executives amounted to 65,850 Baht.

***The first four executive positions below the Board of Directors and every individual holding a position equivalent to the fourth executive comprise Chief Executive Officer, Managing Director, Senior General Manager, and General Manager and accounting manager.

All types of director's remuneration, such as meeting allowance, gratuity payment, and other benefits are regularly proposed for shareholders' consideration and approval every year.

Compensation policy

The company has a clear remuneration policy. In the short term, the target is set for employees and the company every year. The remuneration shall correspond to the actual performance in each year. For long term, the company arranges the career path for 5 years with an individual development plan that the remuneration would be consistent with each position, actual performance, and policies of the company.

Applying the performance evaluation of the Chief executive officer, top management to be determined the compensation.

Nomination and Remuneration Committee Is responsible for imposing criteria and policy of determination of compensation that is proper with the responsibilities of the Chief Executive Officer and senior management for proposing to the Board of Directors to approve by considering the company performance, the company target and the survey of compensation in the same business. The indicators will cover operations to achieve company targets along with social and environmental goals.

Knowledge continuous development for the Board of Directors policy

The Board of Directors has a responsibility to stakeholders about business of the company and oversight management based on company's policy, company's guidelines and company's objectives that will make the maximum benefit to all stakeholders. So that all directors have the potential to drive the company to the company's vision and mission, the Board of Directors has a knowledge continuous development for the Board of Directors policy in terms of corporate governance, industry, business, technology, new innovation, etc. For support the efficiency of committees. Directors must attend the course at least one person per year.

Training Record

No.	Name - Surname	Position	Courses	Group	Institute	Year
1	Mr. Sunsum Jurangkool	Chairman of the Board of Directors	-	-	-	-
2	Mr. Makoto Teraura	Director	-	-	-	-
3	Mr. Thaveechat Jurangkool	Director/Chief Executive Officer	1. Director Accreditation Program (DAP)	109/2014	IOD	2014
4	Mr. Wutthiphum Jurangkool	Director	1. Director Certification Program (DCP)	148/2011	IOD	2018
5	Mr. Sarit Patanatmarueng	Director /Managing Director/ Chairman of Risk Management Committee	1. Director Certification Program (DCP)	42/2004	IOD	2004
			2. Director Accreditation Program (DAP)	172/2020	IOD	2020
6	Mr. Santi Patanatmarueng	Director	1. Director Certification Program (DCP)	253/2018	IOD	2018
			2. Director Accreditation Program (DAP)	156/2019	IOD	2018
7	Mr. Hajime Kato	Director	1. Director Accreditation Program (DAP)	146/2018	IOD	2018
8	Mr. Prinya Waiwatana	Independent Director / Chairman of Audit Committee/ Nomination and Remuneration Committee / Chairman of Corporate Governance Committee	1. Audit Committee Program (ACP)	9/2005	IOD	2005
			2. Director Accreditation Program (DAP)	35/2005	IOD	2005
			3. Directors Certification Program (DCP)	72/2006	IOD	2006
			4. Monitoring the System of Internal Control & Risk Management (MIR)	2/2008	IOD	2008
			5. Role of the Compensation Committee (RCC)	10/2010	IOD	2010
			6. AC vs Changing of financial reporting	-	SET	2011

No.	Name - Surname	Position	Courses	Group	Institute	Year
9	Mr. Apinan Na Ranong	Independent Director / Audit Committee/ Chairman of Nomination and Remuneration Committee / Corporate Governance Committee	1. Audit Committee Program (ACP)	9/2005	IOD	2005
			2. Director Accreditation Program (DAP)	35/2005	IOD	2005
			3. Monitoring the System of Internal Control & Risk Management (MIR)	2/2008	IOD	2008
10	Mr. Chatchai Earsakul	Independent Director / Audit Committee/ Nomination and Remuneration Committee / Corporate Governance Committee	1. Director Accreditation Program (DAP)	84/2010	IOD	2010
11	Mr. Veerawat Korphaibool	Independent Director / Audit Committee/ Nomination and Remuneration Committee / Corporate Governance Committee	1. Director Accreditation Program (DAP)	13/2014	IOD	2014
			2. Directors Certification Program (DCP)	151/2011		2011
			3. Financial Statements for Directors (FSD)	14/2011		2011

Employees (Exclude managements)

As of September 30, 2020, total employees were 616 persons and sub-contract 435 persons, separate by type of product as followed.

Business	September 30, 2018		September 30, 2019		September 30, 2020	
	Permanent	Temporary	Permanent	Temporary	Permanent	Temporary
• Automobile control cable	266	213	254	202	180	154
• Motorcycle control cable	81	26	79	26	48	56
• Window Regulator	16	29	15	34	13	55
• Center	528	152	516	160	375	170
Total	891	420	864	422	616	435

Changes in staff numbers significantly
-None-

Labor disputes in 3 years previously

As of September 30, 2020, the Company has no significant legal disputes affects the company's business operations.

Company Secretary

The Board of Directors appointed Mrs. Kasita Pitaksongkram as company secretary whose purview is stipulated in the Securities and Exchange Act B.E. 2535, 4th Amendment Issue B.E. 2551 (2008). The qualifications and the scope of duties are as follows:

Qualifications

Since qualifications of company secretary are not stipulated by the law, it is incumbent upon the Board of Directors to dutifully select a competent person with suitable qualifications to assume these duties. As an employee of the Company, company secretary is not allowed to assume the duties of company secretary in other companies but may assume the duties of company secretary in a subsidiary of the Company.

Scope of duties of company secretary

The Company designates a company secretary to liaise between directors and management, oversee and coordinate various matters concerning relevant laws and regulations, facilitate compliance with corporate governance principles as well as the rules and notifications of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC). The company secretary shall have the following duties and responsibilities as prescribed by the bylaws and the Company.

1. Provide preliminary recommendations to directors concerning legal provisions and the Company's rules and regulations; follow up and ensure proper and regular compliance; and report significant changes to directors.
2. Liaise between directors and management; oversee and coordinate various matters concerning relevant laws and regulations; and ensure that actions are taken in conformity with the Board's resolutions.
3. Organize shareholders meeting and board meeting in accordance with statutory requirements, the articles of association of the Company, and pertinent guidelines.
4. Record minutes of shareholders meeting and board meeting. Follow up and ensure compliance with resolutions of shareholders meeting and board meeting.
5. Oversee disclosure of information and issuance of pertinent reports in accordance with regulations and statutory requirements of the SEC and SET.
6. Prepare and keep the following documents:
 - (a) Directors register;
 - (b) Notices of board meeting, minutes of board meeting and annual reports;
 - (c) Notices of shareholders meeting and minutes of shareholders meeting.
7. Keep conflict of interest reports submitted by directors or management.
8. Perform other tasks stipulated in notifications of the Capital Market Supervisory Board.
9. Organize a new director orientation program and promote awareness and understanding of good corporate governance among directors, management and employees.
10. Liaise and communicate with shareholders to ensure that they are informed of shareholder's rights and keep them abreast of the Company's news and development.
11. Other issues that are assigned by the Board of Directors.

Corporate governance

The Board of Directors is committed to business operation that adheres to corporate governance principles as well as transparent and examinable principles. These principles are built upon the concept of social responsibility that addresses all aspects of stakeholders' requirements, and they are consistent with the Company's philosophy and approach that strike a balance between business, society and environment.

The Company prescribes the corporate governance policy in writing so that it can be upheld as a good practical guideline by directors, executives and employees when engaging in business practices and pursuing organizational development to achieve sustainable growth. Moreover, the aim is to uplift corporate governance to the level of best practices which conform to international standards. There are five key principles as follows:



Section 1 Rights of shareholders: The Company provides shareholders with more opportunities to exercise oversight and give their inputs about business operation. For example, shareholders are given opportunities to propose certain items to be added to the meeting agenda in advance and to cast votes to elect each director one by one.

Section 2 Equal treatment of shareholders: Regardless of whether shareholders are large or small, particularly institutional investors or foreign investors, all shareholders must be treated equally. For example, shareholders are given an opportunity to nominate a candidate for appointment as director beforehand.

Section 3 Recognition of the roles of stakeholders: Such recognition can ensure a greater degree of organizational sustainability and the Board of Directors can clearly stipulate a code of conduct for each stakeholder group and arrange a process and a channel for dealing with stakeholders' complaints.

Section 4 Information disclosures and transparency: The Company recognizes the importance of accurate, complete and timely disclosure of information.

Section 5 Accountability of the Board of Directors: The Board of Directors emphasizes the importance of transparent oversight and stewardship. Moreover, it also determines the structure of the Board itself so that the Board is composed of directors with diverse qualifications in terms of specialized skills, experience and capability which serve the interests of the Company. Under the Board's directive, a compliance unit has been set up to oversee business operations.

In 2020, the Company observed the best practices under the prescribed corporate governance principles and organized training and communication programs to ensure that every director, executive and employee could understand the principles and really apply them to organizational management. Download the corporate governance policy from http://www.thaisteelcable.com/investor_information.php?id=3&subid=4

Furthermore, the Board has observed corporate governance principles which adhere to the practical guideline of the Stock Exchange of Thailand. This guideline conforms to the principles of the ASEAN's CG scorecard as follows:

1. Determine employee remuneration in line with short-term/ long-term operating performance of the Company.
2. Set up a compliance unit.
3. When a resolution is passed by board meeting, at least two-thirds of the entire board must be present.
4. Disclose performance assessment criteria and procedure used for evaluation of performance of each director and every committee.

The non-compliance issues related to the corporate governance principles of the Stock Exchange of Thailand are as follows:

No.	Issue	Corrective action
1	Section 5 "Accountability of Directors" The Committee shall contain Independent Directors more than half of the entire Board of Directors in case the Chairman of the Board of Directors was not Independent Director.	Not applicable due to inconsonant and inappropriate action in practice.
2	Section 5 "Accountability of Directors" The Committee shall indicate the tenure of directors distinctively by mentioning in Corporate Governance policy.	
3	Section 5 "Accountability of Directors" The Committee shall indicate the tenure of Independent Directors, continue not more than 9 years from the first date of designation as Independent Directors.	
4	Section 5 "Accountability of Directors" The Committee shall elect one of Independent Directors to be the chairman of the committee.	

It has properly considered and reviewed the application of the CG Code Principles and Sub-Principles. The company is not obliged to disclose the full content of the board resolution.

Social responsibility

Corporate social sustainable responsibility policy

The Company adheres to ethical business practices and corporate governance principles and focuses on environmental and social safeguards by recognizing how important relevant stakeholders are. Moreover, the Company also conducts various activities to safeguard the environment and enhance well-being of people in the society and communities, thereby leading to sustainable business development, in compliance with the corporate social responsibility (CSR) policy as follows:

Corporate governance

The Company properly conducts its businesses in accordance with relevant laws, rules and regulations, and it discloses vital and auditable information in a transparent manner. Moreover, the Company pursues the corporate governance policy and adheres to the code of conduct and its business philosophy while recognizing the interest of every stakeholder group.

Fair business practices

The Company fosters free trade competition and fair business practices and avoids business activities which may lead to any conflict of interest and intellectual property infringement. In addition, it also promotes social responsibility in every stage of the business chain.

Anti-corruption efforts

The Company resists all forms of corruption and ensures stringent compliance with its anti-corruption policy. Additionally, the company has joined the anti-corruption network and collaborated with the network in the project called Collective Action Coalition Against Corruption (CAC).

The Company encourages compliance with the Convention on Human Rights and other universal human rights practices. Moreover, the Company also examines human rights issues related to human rights violation, and it also supports, respects and protects human rights.

Equal treatment of employees

The Company treats every employee in a fair and equitable manner by looking after their welfare as well occupational safety and health. In addition, the Company also supports the ideology that promotes labor rights and social welfare of workers, and it stringently complies with relevant laws and regulations pertaining to employee recruitment and engagement.

Accountability for consumers

The Company is committed to developing products which are not harmful to consumers and to mitigating environmental impacts under a fair condition. Moreover, the Company also provides correct and adequate product information, which is not an overclaim, and it also keeps customer information confidential without exploiting it for undue benefits.

Engagement in the development of communities and the society

The Company considers that it is obligated to support activities which are beneficial to the society, environment and community development in order to increase quality of life in Thai society on an ongoing basis as a way to return profits to the society.

Environmental management

The Company recognizes the importance of environmental management and applies various processes to analyze environmental risks and impacts as well as occupational safety and health in business processes. Moreover, it also ensures economical and efficient utilization of resources.

Innovation and dissemination of innovation

The Company fosters creativity and development of innovation that strikes a balance between business operation and environment so that the business can achieve sustainable growth.

The Company encourages the Board of Directors, executives and employees to learn and observe such policy so as to achieve the objectives and engage in social responsibility on a consistent basis.

Anti-corruption efforts

- Corruption risk assessment was undertaken. Moreover, the Company has joined the anti-corruption network and collaborated with the network in the project called Collective Action Coalition Against Corruption (CAC), announced intention on May 26, 2015 and has been certified as one of CAC members on July 22, 2016.
- The company shall designate an anti-corruption policy and create code of conduct which covers granting or receiving gifts/possessions/any benefit, conflict of interests and internal data protection.
- The company has re-certified Thailand's Private Sector Collective Action Coalition Against Corruption for the 2nd time on August 5, 2019. The certification that the company receives will be valid for 3 years from the date of guarantee.
- The company has reviewed various policies that related communication, training, follow up on reporting and internal audit annually
- All employees shall be educated in corporate governance handbooks which contain code of conduct on orientation day according to the annual professional career training program in order to implant work ethics and encourage all employees to develop an awareness of significance, disadvantages of anti-corruption, in addition, reporting procedures and whistleblower protection policy.
- In 2020, no complaint was reported about this issue.

Sustainable Development

Mission of the company "Organization-To be the learning organization" that commit and encourage employees have continued to develop the ability of work and daily life as the company's philosophy and know the value of people, society, environment, ethic, knowledge and quality. Such can be the concept and practices of social responsible approach to sustainability.

TSC Philosophy

Well-balance of work and life

Maximum value to all stakeholders

People and organization that grow together

Moving forward at all time

Promote good society

Reporting

The Company prepared the sustainability reporting first time in 2020 in refer to guidelines of Stock Exchange of Thailand and International Global Reporting Initiatives Guideline (GRI) Standards

Internal control and risk management

In 2020, the Audit Committee jointly assessed the adequacy of the internal control system. In Meeting No.1/2021 held on November 24, 2020, the Board of Directors reviewed the adequacy and suitability of the internal control system of the Company based on the internal control system adequacy evaluation form issued by the Office of the Securities and Exchange Commission. The meeting viewed that "the Company has an internal control system deemed adequate and suitable for its business operation" Key points are as follows:

1. Internal control of the organization

The Company defined clear and measurable business goals. In this regard, business plan, organizational objectives, annual budget, and key performance indicators (KPI) have been formulated based on justification and likelihood of achieving the stipulated objectives. Moreover, the organizational structure has been developed to support the management's functions, thus ensuring that the internal control system can function efficiently. For example, division of responsibilities of work sections is defined so as to promote mutual check and balance and internal audit works are directly reported to the Audit Committee. Furthermore, the Company reviewed the corporate governance manual, which contains up-to-date information about the policy, code of conduct and relevant regulations, and it also disseminated this information to every employee and outsiders.

As for anti-corruption activities, the Company has re-certificated in the project called Collective Action Coalition against Corruption (CAC) on August 5, 2019. The certification will be valid for 3 years from the date of guarantee. The company requires assessment of corruption risks in the Company and compliance review of the anti-corruption policy by formulating an audit plan for the implementation of the Anti-Corruption and Corruption Policy in 2020 by the Internal Audit Department. Consequently, the Company could be assured that it has adequate measures to combat and detect corrupt practices in an efficient manner.

2. Risk assessment

The Company formulated the risk management policy, framework, principles and process which are used as a tool that could help the Company achieve its objectives. In this process, it is incumbent upon the Risk Management Committee to be vigilant of the Company's risk management. Moreover, every executive be aware and commit to have an effective risk management process because organizational risk management is one of the most important processes and tools to support and promote the company achieve objectives and business goals including added value and sustainable long-term growth by all employee must dutifully define departmental objectives; develop a risk assessment table, which addresses both internal and external factors; identify risk indicators; and prepare a risk report as required by the risk management process. Furthermore, all employees have collectively developed risk management practices to increase opportunities for achieving greater success and to reduce potential obstacles which might hamper goal achievement. The process calls for quarterly monitoring of divisional risk management. From the Coronavirus (Covid-19) outbreak that has a pandemic throughout the world including Thailand which had a

significant impact on business operations. The Audit Committee has considered the management to assess risks, impacts, expenses incurred from the spread of the Coronavirus (Covid-19) and reporting of risk management outcomes to the Audit Committee and the Board on a regular basis.

3. Operational control

The Board of Directors appoints four committees, comprising the Audit Committee, the Nomination and Remuneration Committee, the Corporate Governance Committee and the Risk Management Committee. It is incumbent upon these committees to control performance of the management, and it is the management's duty to stipulate operating regulations in writing so as to develop operational control system, IT-based control mechanics and compliance with the laws relating to business operations which clearly define scope, purview and approval layers for each level of management and also tackle data security issues. Moreover, the Audit Committee reviews and approves the annual audit plan and contemplates s paramount issues. Not only that, the Committee also provides recommendations to the management so that corrective actions could be taken and outcomes and preventive measures could be later reported.

In case there are transactions made between related business or individual, the Company requires that directors and executives must stringently comply with relevant laws. In this regard, it must determine whether such transactions are reasonable or normal for the business and provide maximum benefits to the Company and shareholders. For transparency, these stakeholders do not have voting rights, and information disclosure conforms to the legal provision without causing conflicts of interest.

4. IT system and data communication

The Company made arrangements to have sufficient storage for vital information to which the Board of Directors could refer when making decisions. Before each meeting, required information and support documents are usually provided to the Board of Directors seven days in advance so that directors can study the information beforehand. Typically, the secretary to the Board acts as a contact center where directors can request for other information. Moreover, the Company also completely stored support documents related to accounting records, which were neatly filed in separate categories. Concerning this, auditors did not report any shortcomings.

The company provides a process of external communication and extra or undisclosed channel for whistleblowing from outside an organization securely.

In addition, the company has set up work plans and preparations with the "Personal Data Protection Act 2019" which contain important information and guidelines for compliance with this law including informed Consent, collective, using and disclosure of personal information which effective in full on May 28, 2020 and effective after one year from the date of publication in the Government Gazette as follows:

1. Effective on May 28, 2020 including Chapter 1 the Personal Data Protection Committee and Chapter 4 office of the Personal Data Protection Commission.

2. Effective after one year from the date of publication in the Government Gazette (May 27, 2019) onwards, including Chapter 2 (Protection of Personal Information), Chapter 3 (Rights of the owner of Personal Information), Chapter 5 (Complaints), Chapter 6 (Civil Liability), Chapter 7 (Penalty Provisions) and Section 95 (Actions with old Information) and Section 96 (Enactment of Secondary Laws).

5. Monitoring system

The Company constantly monitored and evaluated performance to ensure that it achieved the stipulated goals and still maintained an efficient internal control system. The management is required to prepare and present quarterly performance reports or an ad hoc report, whenever an incident occurs. In 2020, the Board of Directors convened six times. This year the Audit Committee required regular compliance audits of the internal control system by emphasizing the audit to cover the operational process that has significant risks and internal auditors were required to report audit results directly to the Audit Committee to ensure that internal auditors could work independently.

To sum up, the Company developed and maintained the internal control system and regularly reviewed the efficiency of the internal control system. Such review encompassed financial control and management supervision to ensure compliance with relevant laws and regulations, asset protection and risk management. The Company pursued internal audits by hiring Dharmniti Law Office Co., Ltd. Besides, the Internal Audit Department also examined performance of various work units to ensure that they followed guidelines set out in the approved annual audit plan and focused on ad hoc matters required by the Audit Committee and the management (if any).

Furthermore, the Internal Audit Department is required to monitor improvement results on a regular basis and to directly report audit results to the Audit Committee. According to the internal audit report prepared by Dharmniti Law Office Co., Ltd. and the Internal Audit Department for year 2020, no significant shortcomings were found. Therefore, it is deemed that the internal control system is stringent enough, and the Company had enough personnel to efficiently perform various tasks required by the internal control system and to properly comply with relevant laws and regulations prescribed by various government entities. Furthermore, the Company regularly protected its assets, prevented any illegitimate and unauthorized usage by directors, executives and employees, and constantly improved its work systems.

Whistle blowing policy

To be good corporate governance, every stakeholder group can use the communication mechanism to file a corruption witnessing/tip-off/complaint report. Code of Conduct/Company Policies/Reporting an Infringement or Business Operations Suggestion

The company provides channels for receiving and addressing stakeholders' complaints through the following channels:

Contact the Chairman of the Audit Committee/Board of Directors

Website : www.thaisteelcable.com (Whistle-blowing Notice Policy)

Postal service : Chairman of the Audit Committee/Board of Directors

Thai Steel Cable Public Company Limited

700/737 Moo 1, Panthong Sub-District,

Panthong District, Chonburi 20160

QR Code for complaints (Instead of Red box): For all levels of employees

Tip-offs, complaints and recommendations will be taken up for consideration and resolved as deemed appropriate. Such issues will be dealt with on a case by case basis without revealing the whistleblower's name. Moreover, such information will be kept confidential and a whistleblower protection program will be put in place in order to ensure that whistleblowers will not face any repercussions from the filing of such a report.

The Company recognizes the importance of the need to keep whistleblower's identity confidential and stipulates a procedure for receiving complaints and investigating such matters. Moreover, such complaints will be kept confidential among concerned individuals. The Company will use these tip-offs for the purpose of operational management and internal oversight, or they may be disclosed upon receiving a legitimate order, a court order and/or any order from SEC, SET, government entities and/or concerned regulatory bodies. In this regard, the Audit Committee will consider and report these cases to the Board where appropriate on a regular basis.

Protection of internal data use

The Board emphasizes the importance of overseeing internal data use which is instrumental in fostering good corporate governance. Therefore, the Company formulates the internal data protection policy so as to safeguard usages of vital internal data, which have not yet been disclosed to the general public, to serve one's own interests and the interests of others. Moreover, the Board also announces such guidelines that are binding on every director, executive and employee. It is stipulated that every director and executive must dutifully report share ownership as required by the law, and such reports must be regularly submitted to the Board and published in an annual report.

Connected transactions

(1) Necessity and rationale of connected transactions

The Audit Committee reviewed connected transactions in 2020 and determined that buy-sell transactions of products and services as well as asset purchase between related parties were normal transactions of the Company executed reasonably and necessarily in the normal course of business. Such transactions were engaged with the best interests of the Company and shareholders in mind. Thus, the conditions of connected transactions were consistent with common trade terms and the prices were set under competition mechanism or deemed reasonable. Moreover, such trade terms did not differ from the transactions between the Company and external parties.

(2) Measure or procedure for approval of connected transactions

The Company stipulates a procedure for approval of connected transactions. Importantly, connected transactions must be engaged on the basis of necessity and reason, and practices must be similar to transactions between the Company and external parties. In case of connected transaction between the Company or a party which may have conflict of interest or personal interest or conflict of interest in the future, the Audit Committee will give opinions about necessity of such transaction and suitability of the price deal in this transaction by scrutinizing the conditions to ensure that trade terms are consistent with regular transactions in the normal course of business in the industry and by comparing the price deal with prices quoted by external parties or market prices. Furthermore, in case of significant connected transactions the Company requires approval from the Audit Committee and the Board of Directors as well as shareholders' meeting, as the case.

If the Audit Committee does not have experience in scrutinizing potential connected transactions, the Company will seek an independent expert who can give opinions about such connected transactions which will be scrutinized by the Board of Directors, Audit Committee or shareholders, as the case may be. In this instance, a director who has personal interest in such a transaction does not have voting right. In practice, connected transactions are disclosed under the notes to financial statements or subject to oversight of company auditors.

(3) Policy governing or trend of connected transactions

In the future, the Company may need to engage in connected transactions. In this case, it will ensure that such engagement complies with the securities and exchange law; rules, notifications, orders or provisions of the Stock Exchange of Thailand; and accounting standards concerning disclosure of information about related party or business prescribed by the Federation of Accounting Professions, as well as provisions on disclosure of information on connected transactions and related acquisition and disposal.

In case of routine connected transactions, such as engagement to produce pieces of contents, purchase of products and raw materials and product sale, which are continuing transactions in the future, the Company laid out practical guideline and

approach to ensure that such transactions conform with general trade terms by referring to fair, suitable and reasonable prices and trade terms. Moreover, such transactions can be examined based on the criteria of routine transactions. To this end, the Audit Committee requires that connected transactions may be examined by internal audit experts to determine whether they comply with the regulations of the Company and the Stock Exchange of Thailand.

If connected transactions do not meet the aforesaid criteria of routine transactions, the Company, however, will adhere to the securities and exchange law; rules, orders or provisions of the Stock Exchange of Thailand; as well as provisions concerning disclosure of information about connected transactions and related acquisition and disposal of company assets. Moreover, the Company discloses connected transactions under the notes to financial statements already audited by company auditors. In case of connected transactions between related parties with personal interest at stake or parties which may have conflict of interest in the future, the Company advises the Audit Committee to give opinions about appropriateness of such transactions. If the Audit Committee does not have expertise in examining certain connected transactions, the Company will seek for knowledgeable and competent individuals, such independent asset valuers, who can give opinions about connected transactions. Therefore, opinions of the Audit Committee and competent individuals will be scrutinized for deliberation by the Board of Directors or shareholders, as the case may be, to ascertain that such transactions do not constitute transfer or shift of interests between the Company and its shareholders but are executed by the Company with the best interest of every shareholder in mind.

Report of Vested Interest

The company requires Director, Management and Related Person submit a Report of Vested Interest as Criteria of Report Submission as followed.

1. The first report shall be submitted within 15 days from the date that the Board of Directors approves this form of report.
2. Inform every change within 15 days from the date of change.
3. The secretary of the company shall collect information to propose to the Chairman of Board of Director and the Chairman of Audit Committee within 7 days from the date of submission.

Code of conduct for Stakeholders

Committed to promoting the Company as an efficient entity that is responsible to stakeholders, whether business-related or personal-related, the Company has defined the following basic guidelines for directors, the management, and employees as Corporate Governance Handbook.

Financial information

Report of the Board of Director's Responsibility to the Financial Reports

The Board of Directors is responsible for the financial statements of Thai Steel Cable Public Company Limited and the financial information contained in the Annual Report. The said financial statements were prepared in accordance with generally accepted accounting standards in Thailand, wherein appropriate accounting policies were adopted for consistent use. Furthermore, prudent judgment was exercised in their preparation. Adequate disclosure of information is also provided in the Notes to the Financial Statements.

The Board of Directors of the Company has implemented an effective system of internal controls, in order to ensure that the recording of accounting transactions is accurate and complete. The Company's financial statements have been audited by EY Office Limited. During such an audit, the Board of Directors has provided various supporting information and documentation, to allow the auditors to review and express their opinions in accordance with accounting standards. The opinions of the auditors are presented in the Auditors' Report section of the Annual Report.

Moreover, the Company has established the Audit Committee, comprising Directors who are not Executives, officers or employees of the Company. They are responsible for overseeing the quality of the financial reports, internal control systems, as well as the opinions of the Audit Committee in this regard. These opinions are presented in the Audit Committee's Report.

The Board of Directors of the Company is of the opinion that overall, the Company's internal control systems are of a satisfactory level, and are able to engender reasonable confidence in the credibility of the Company's annual financial statements for the year ended September 30, 2020. The Company has complied with generally accepted accounting principles and also complied with the relevant Laws and regulations.



(Sarit Patanatmarueng)
Managing Director



(Sunsum Jurangkool)
Chairman of the Board of Directors

Management Discussion and Analysis (MD&A)

Financial Position

Unit : Million Baht	2018 At Sep 30, 2018	2019 At Sep 30, 2019	2020 At Sep 30, 2020
Current asset	1,318.63	1,156.72	1,037.25
Total Assets	2,487.48	2,340.53	2,177.80
Current Liabilities	726.91	622.23	516.97
Total liabilities	803.38	696.27	604.38
Total equity	1,684.10	1,644.26	1,573.42

Ratio	2018 (Oct 1, 2017 – Sep 30, 2018)	2019 (Oct 1, 2018 – Sep 30, 2019)	2020 (Oct 1, 2019 – Sep 30, 2020)
Gross Profit Ratio	19.25%	18.27%	13.77%
ROE	14.90%	13.38%	5.23%
Current Ratio	1.81	1.86	2.01
Debt/Equity Ratio	0.48	0.42	0.38

Gross Profit Ratio of year 2020 had decreased 4.50% from the same period of last year. Such was affected by the recession of the automotive industry whilst some fixed costs could not be lowered.

Return on Equity (ROE) decreased 7.97% compared to last year due to the lower in profit.

Current Ratio increased 0.15 times. Such are the effects from expenses accrued decrease from control purchase transactions.

Debt/Equity Ratio decreased 0.04 times, resulting from debt decrease.

Performance

Unit: Million Baht	2018 (Oct 1, 2017 - Sep 30, 2018)	% on sales	2019 (Oct 1, 2018 - Sep 30, 2019)	% on sales	2020 (Oct 1, 2019 - Sep 30, 2020)	% on sales
Revenue from sales	3,107.02	100.00%	3,045.97	100.00%	2,023.89	100.00%
Other Income	33.36	1.07%	25.45	0.84%	24.72	1.22%
Cost of goods sold	-2,509.02	-80.75%	-2,489.54	-81.73%	-1,745.22	-86.23%
Selling & Administrative expenses	-358.42	-11.54%	-347.60	-11.41%	-215.98	-10.67%
Finance cost	-9.82	-0.32%	-1.15	-0.04%	-0.83	-0.04%
Income tax	-12.28	-0.40%	-13.18	-0.43%	-4.22	-0.21%
Net Profit	250.85	8.07%	219.96	7.22%	82.36	4.07%
Gain (loss) on change estimate the actuarial	-4.65	-0.15%	0.00	0.00%	2.69	0.13%
Total comprehensive income	246.20	7.92%	219.96	7.22%	85.05	4.20%

Revenue from sales in 2020 was 2,023.89 million baht, a decrease of 1,022.08 million baht or 33.56%, due to decreased orders from customers and effect from the global economic recession and the spread of the Coronavirus (Covid-19).

Total comprehensive income for 2020 was Baht 85.05 million, a decrease of Baht 134.91 million or 61.33% from the previous year. It apparently resulted from lowered sales, whilst some fixed costs could not be lowered.

The Federation of Thai Industries reported the performance of 9 months past, the car production had dropped 39% (YoY). The figure comprised production for export at 54% and for local consumption at 46%. In terms of motorcycles, there were production for export at 21% and local at 79%. Both were decreased when compared to the same period of last year.

Expected that the spread of the Coronavirus (Covid-19) will be less, and Thai industrial will grow up then the purchasing appetite should recover. The Company shall closely monitor and adjust its strategy to cope with changing situations.

Independent Auditor's Report

To the Shareholders of Thai Steel Cable Public Company Limited

Opinion

I have audited the accompanying financial statements of Thai Steel Cable Public Company Limited (the Company), which comprise the statement of financial position as at 30 September 2020, and the related statements of comprehensive income, changes in shareholders' equity and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Thai Steel Cable Public Company Limited as at 30 September 2020, its financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Company in accordance with the Code of Ethics for Professional Accountants as issued by the Federation of Accounting Professions as relevant to my audit of the financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matter

- a) I draw attention to Note 1.2 to the financial statements. The Coronavirus disease 2019 pandemic is continuing to evolve, resulting in an economic slowdown and is adversely impacting the automotive industry. This situation may have significant impact on the Company's financial position at present, and is expected to do so in the future. However, the impact cannot be reasonably estimated at this stage. The Company's management has continuously monitored the ongoing developments and assessed the financial impact and will record the impact when it is possible to do so.
- b) I draw attention to Note 3 to the financial statements. Due to the impact of the Coronavirus disease 2019 pandemic, in preparing the financial statements for the year ended 30 September 2020, the Company has adopted the Accounting Guidance on Temporary Relief Measures for Accounting Alternatives in Response to the Impact of the Coronavirus Disease 2019 Pandemic issued by the Federation of Accounting Professions.

My opinion is not modified in respect of the above matters.

Key Audit Matter

Key audit matter is the matter that, in my professional judgement, was of most significance in my audit of the financial statements of the current period. This matter was addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on this matter.

I have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report, including in relation to this matter. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matter below, provide the basis for my audit opinion on the accompanying financial statements as a whole.

Key audit matter and how audit procedures respond for such matter are described below.

Sales

Sales are significant to the Company's financial statements and directly impact on the Company's operating results. Moreover, the Company has both domestic and overseas sales transactions under various terms and conditions. I therefore focused on the Company's recognition of sales, especially the timing of revenue recognition.

I assessed and tested the Company's internal controls related to revenue cycle by making enquiry of responsible executives, gaining an understanding of the controls and selecting representative samples to test the operation of the designed key controls. On a sampling basis, I checked documents supporting sales transactions occurring during the year and near the period end. I reviewed credit notes issued by the Company to customers after the end of the reporting period and performed analytical review of the sales accounts.

Other Information

Management is responsible for the other information. The other information comprises the information included in annual report of the Company, but does not include the financial statements and my auditor's report thereon.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Thai Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Thai Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Thai Standards on Auditing, I exercise professional judgement and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If I

conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine the matter that was of most significance in the audit of the financial statements of the current period and is therefore the key audit matter. I describe this matter in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

I am responsible the audit resulting in this independent auditor's report.

Poonnard Paocharoen
Certified Public Accountant (Thailand) No. 5238
EY Office Limited
Bangkok: 24 November 2020

Financial Statement

Thai Steel Cable Public Company Limited

Statement of financial position

As at 30 September 2020

		(Unit: Baht)	
	Note	2020	2019
Assets			
Current assets			
Cash and cash equivalents	8	475,852,108	443,498,570
Current investments	9	15,000,000	4,847,429
Trade and other receivables	10	377,700,974	479,135,020
Inventories	11	147,713,510	191,066,901
Other current assets		20,985,604	38,176,913
Total current assets		1,037,252,196	1,156,724,833
Non-current assets			
Long-term investment	12	25,704,000	25,704,000
Investment properties	13	120,784,194	122,878,504
Property, plant and equipment	14	953,196,724	988,974,562
Intangible assets	15	10,201,116	14,212,647
Deferred tax assets	24	414,269	2,385,993
Other non-current assets		30,248,736	29,645,772
Total non-current assets		1,140,549,039	1,183,801,478
Total assets		2,177,801,235	2,340,526,311

The accompanying notes are an integral part of the financial statements.

Thai Steel Cable Public Company Limited
Statement of financial position (continued)
As at 30 September 2020

		(Unit: Baht)	
	Note	2020	2019
Liabilities and shareholders' equity			
Current liabilities			
Short-term loan from a bank	16	100,000,000	-
Trade and other payables	17	404,519,230	605,097,577
Current portion of finance lease payables	18	573,735	2,352,050
Other current liabilities		11,877,046	14,784,737
Total current liabilities		516,970,011	622,234,364
Non-current liabilities			
Finance lease payables - net of current portion	18	165,060	738,796
Provision for long-term employee benefits	19	46,679,592	67,077,749
Provisions	20	39,091,521	6,127,190
Other non-current liabilities		1,473,000	93,056
Total non-current liabilities		87,409,173	74,036,791
Total liabilities		604,379,184	696,271,155
Shareholders' equity			
Share capital			
Registered			
268,500,000 ordinary shares of Baht 1 each		268,500,000	268,500,000
Issued and paid-up			
259,800,000 ordinary shares of Baht 1 each		259,800,000	259,800,000
Share premium		464,870,185	464,870,185
Retained earnings			
Appropriated - statutory reserve	21	26,850,000	26,850,000
Unappropriated		821,901,866	892,734,971
Total shareholders' equity		1,573,422,051	1,644,255,156
Total liabilities and shareholders' equity		2,177,801,235	2,340,526,311
		-	-

The accompanying notes are an integral part of the financial statements.

Thai Steel Cable Public Company Limited

Statement of comprehensive income

For the year ended 30 September 2020

		(Unit: Baht)	
	Note	2020	2019
Revenues			
Sales	22	2,023,889,502	3,045,972,364
Other income		24,724,531	25,452,675
Total revenues		2,048,614,033	3,071,425,039
Expenses			
Cost of sales		1,745,220,575	2,489,543,917
Selling and distribution expenses		27,017,152	51,533,532
Administrative expenses		188,959,630	296,063,405
Total expenses		1,961,197,357	2,837,140,854
Profit before finance cost and income tax expenses		87,416,676	234,284,185
Finance cost		(831,955)	(1,151,912)
Profit before income tax expenses		86,584,721	233,132,273
Income tax expenses	24	(4,224,735)	(13,176,690)
Profit for the year		82,359,986	219,955,583
Other comprehensive income:			
<i>Other comprehensive income not to be reclassified to profit or loss in subsequent periods</i>			
Actuarial gain - net of income tax		2,686,909	-
Total comprehensive income for the year		85,046,895	219,955,583
Earnings per share	26		
Basic earnings per share			
Profit attributable to equity holders of the Company		0.32	0.85
Weighted average number of ordinary shares (shares)		259,800,000	259,800,000

The accompanying notes are an integral part of the financial statements.

Thai Steel Cable Public Company Limited

Cash flows statement

For the year ended 30 September 2020

	(Unit: Baht)	
	2020	2019
Cash flows from operating activities		
Profit before tax	86,584,721	233,132,273
Adjustments to reconcile profit before tax to net cash provided by (paid from) operating activities		
Depreciation and amortisation	121,893,421	128,107,199
Reversal of the reduction of inventory to net realisable value	(5,846,353)	(1,602,757)
Gain on disposal of equipment	(2,226,627)	(288,506)
Provisions	34,060,933	2,478,412
Provision for long-term employee benefits	6,103,185	20,793,198
Unrealised loss (gain) on exchange	133,846	(565,879)
Interest income	(2,604,405)	(1,812,100)
Interest expenses	831,955	1,151,912
Profit from operating activities before changes in operating assets and liabilities	238,930,676	381,393,752
Operating assets (increase) decrease		
Trade and other receivables	101,765,166	64,641,587
Inventories	49,199,744	56,791,335
Other current assets	17,417,598	(7,377,541)
Other non-current assets	(14,678,406)	(18,077,679)
Operating liabilities increase (decrease)		
Trade and other payables	(197,107,446)	(55,106,357)
Other current liabilities	(2,019,244)	9,354,666
Other non-current liabilities	1,379,944	(1,240,009)
Cash flows from operating activities	194,888,032	430,379,754
Cash paid for provision for long-term employee benefits	(23,756,069)	(8,044,087)
Cash paid for provision for product warranty	(1,096,602)	-
Cash paid for compensation from litigation	-	(15,341,415)
Cash paid for interest expenses	(831,955)	(1,167,465)
Cash paid for income tax	(3,426,111)	(12,788,195)
Net cash flows from operating activities	165,777,295	393,038,592

The accompanying notes are an integral part of the financial statements.

Thai Steel Cable Public Company Limited

Cash flows statement (continued)

For the year ended 30 September 2020

	(Unit: Baht)	
	2020	2019
Cash flows from investing activities		
Decrease in current investments	(10,152,571)	170,684,917
Cash paid for purchase of property, plant and equipment	(75,004,125)	(126,540,462)
Cash paid for purchase of intangible assets	(1,020,000)	(8,166,565)
Proceeds from sales of equipment	8,545,251	3,659,201
Interest income	2,439,739	1,733,403
Net cash flows from (used in) investing activities	(75,191,706)	41,370,494
Cash flows from financing activities		
Increase in short-term loan from a bank	100,000,000	-
Repayment of long-term loan	-	(48,520,000)
Repayment of finance lease payables	(2,352,051)	(4,847,197)
Dividend paid	(155,880,000)	(259,800,000)
Net cash flows used in financing activities	(58,232,051)	(313,167,197)
Net increase in cash and cash equivalents	32,353,538	121,241,889
Cash and cash equivalents at beginning of year	443,498,570	322,256,681
Cash and cash equivalents at end of year (Note 8)	475,852,108	443,498,570
	-	-
Non-cash items		
Decrease in other payables from purchase of equipment	(3,771,201)	(1,411,418)
Purchases of equipment under finance lease agreements	-	1,671,000
Transfer intangible assets to equipment	-	3,163,520
Transfer other non-current assets to equipment	14,075,442	6,311,000

The accompanying notes are an integral part of the financial statements.

Thai Steel Cable Public Company Limited

Statement of changes in shareholders' equity

For the year ended 30 September 2020

(Unit: Baht)

	Issued and paid-up		Retained earnings		Total shareholders' equity
	share capital	Share premium	Appropriated - statutory reserve	Unappropriated	
Balance as at 1 October 2018	259,800,000	464,870,185	26,850,000	932,579,388	1,684,099,573
Profit for the year	-	-	-	219,955,583	219,955,583
Other comprehensive income for the year	-	-	-	-	-
Total comprehensive income for the year	-	-	-	219,955,583	219,955,583
Dividend paid (Note 29)	-	-	-	(259,800,000)	(259,800,000)
Balance as at 30 September 2019	259,800,000	464,870,185	26,850,000	892,734,971	1,644,255,156
Balance as at 1 October 2019	259,800,000	464,870,185	26,850,000	892,734,971	1,644,255,156
Profit for the year	-	-	-	82,359,986	82,359,986
Other comprehensive income for the year	-	-	-	2,686,909	2,686,909
Total comprehensive income for the year	-	-	-	85,046,895	85,046,895
Dividend paid (Note 29)	-	-	-	(155,880,000)	(155,880,000)
Balance as at 30 September 2020	259,800,000	464,870,185	26,850,000	821,901,866	1,573,422,051

The accompanying notes are an integral part of the financial statements.

Notes to financial statements

Thai Steel Cable Public Company Limited

Notes to financial statements

For the year ended 30 September 2020

1. General information

1.1 Corporate information

Thai Steel Cable Public Company Limited ("the Company") is a public company incorporated and domiciled in Thailand. The Company is principally engaged in the manufacture and distribution of control cable of automobiles and motorcycles and window regulator of automobiles. The registered office of the Company is at 700/737, Moo 1, Tambol Panthong, Amphur Panthong, Chonburi.

1.2 Coronavirus disease 2019 pandemic

The Coronavirus disease 2019 pandemic is continuing to evolve, resulting in an economic slowdown and is adversely impacting the automotive industry. This situation may have significant impact on the Company's financial position at present, and is expected to do so in the future. However, the impact cannot be reasonably estimated at this stage. The Company's management has continuously monitored the ongoing developments and assessed the financial impact and will record the impact when it is possible to do so.

2. Basis of preparation

The financial statements have been prepared in accordance with Thai Financial Reporting Standards enunciated under the Accounting Professions Act B.E. 2547 and their presentation has been made in compliance with the stipulations of the Notification of the Department of Business Development dated 11 October 2016, issued under the Accounting Act B.E. 2543.

The financial statements in Thai language are the official statutory financial statements of the Company. The financial statements in English language have been translated from the Thai language financial statements.

The financial statements have been prepared on a historical cost basis except where otherwise disclosed in the accounting policies.

3. New financial reporting standards

(a) Financial reporting standards that became effective in the current period

During the year, the Company has adopted the revised (revised 2018) and new financial reporting standards and interpretations which are effective for fiscal periods beginning on or after 1 January 2019. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards. The adoption of these financial reporting standards does not have any significant impact on the Company's financial statements. However, the new standard involves changes to key principles, which are summarised below.

TFRS 15 Revenue from Contracts with Customers

TFRS 15 supersedes the following accounting standards together with related interpretations.

TAS 11 (revised 2017)	Construction Contracts
TAS 18 (revised 2017)	Revenue
TSIC 31 (revised 2017)	Revenue - Barter Transactions Involving Advertising Services
TFRIC 13 (revised 2017)	Customer Loyalty Programmes
TFRIC 15 (revised 2017)	Agreements for the Construction of Real Estate
TFRIC 18 (revised 2017)	Transfers of Assets from Customers

Entity is to apply this standard to all contracts with customers unless those contracts fall within the scope of other standards. The standard establishes a five-step model to account for revenue arising from contracts with customers, with revenue being recognised at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer. The standard requires entities to exercise judgement, taking into consideration all of the relevant facts and circumstances when applying each step of the model.

The Company adopted TFRS 15 using the modified retrospective method of adoption, and the comparative information was not restated. The effect of the change is described in Note 4 to the financial statements.

Accounting Guidance on Temporary Relief Measures for Accounting Alternatives in Response to the Impact of the COVID-19 Pandemic

The Federation of Accounting Professions announced Accounting Guidance on Temporary Relief Measures for Accounting Alternatives in Response to the Impact of the Covid-19 Pandemic. Its objectives are to alleviate some of the impact of applying certain financial reporting standards, and to provide clarification about accounting treatments during the period of uncertainty relating to this situation.

On 22 April 2020, the Accounting Treatment Guidance was announced in the Royal Gazette and it is effective for the financial statements prepared for reporting periods ending between 1 January 2020 and 31 December 2020.

The Company has elected to apply the temporary relief measures on accounting alternative to not consider the COVID-19 situation as an indication that an asset may be impaired in accordance with TAS 36, *Impairment of Assets*.

(b) Financial reporting standards that will become effective for fiscal years beginning on or after 1 January 2020

The Federation of Accounting Professions issued a number of new and revised financial reporting standards and interpretations, which are effective for fiscal years beginning on or after 1 January 2020. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards, except the following new standards which involve changes to key principles, which are summarised below.

Financial reporting standards related to financial instruments

A set of TFRSs related to financial instruments consists of five accounting standards and interpretations, as follows:

Financial reporting standards:

TFRS 7	Financial Instruments: Disclosures
TFRS 9	Financial Instruments

Accounting standard:

TAS 32	Financial Instruments: Presentation
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Financial Reporting Standard Interpretations:

TRIC 16	Hedges of a Net Investment in a Foreign Operation
TRIC 19	Extinguishing Financial Liabilities with Equity Instruments

These TFRSs related to financial instruments make stipulations relating to the classification of financial instruments and their measurement at fair value or amortised

cost (taking into account the type of instrument, the characteristics of the contractual cash flows and the Company's business model), calculation of impairment using the expected credit loss method, and hedge accounting. These include stipulations regarding the presentation and disclosure of financial instruments. When the TFRSs related to financial instruments are effective, some accounting standards, interpretations and guidance which are currently effective will be cancelled.

The management of the Company expects the adoption of these accounting standards to result in the following adjustments.

- Classification and measurement of investment in non-marketable equity security - The Company is to measure investment in non-marketable equity security at fair value and to classify the investment as financial asset at fair value through other comprehensive income. The management of the Company expects that the effect of recognising gain on investment in non-marketable equity security designated at fair value through other comprehensive income - net of income tax will be Baht 10 million as of 1 October 2020.
- Recognition of credit losses - The Company is to recognise an allowance for expected credit losses on its financial assets, and it is no longer necessary for a credit-impaired event to have occurred. The Company applies the simplified approach to consider impairment of trade receivables. The management of the Company expects that there will be no allowance for expected credit losses required to be recorded as of 1 October 2020.

TFRS 16 Leases

TFRS 16 supersedes TAS 17 Leases together with related Interpretations. The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases, and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is low value.

Accounting by lessors under TFRS 16 is substantially unchanged from TAS 17. Lessors will continue to classify leases as either operating or finance leases using similar principles to those used under TAS 17.

The Company plans to adopt TFRS 16 using the modified retrospective method of adoption of which the cumulative effect is recognised as an adjustment to the retained earnings as at 1 October 2020, and the comparative information was not restated.

The management of the Company expects the effect of the adoption of this accounting standard to the statement of financial position as at 1 October 2020 to increase the Company's assets by approximately Baht 8 million and the Company's liabilities by approximately Baht 8 million.

c) Financial reporting standards that became effective for fiscal years beginning on or after 1 January 2021

The Federation of Accounting Professions issued a number of revised financial reporting standards and interpretations, which are effective for fiscal years beginning on or after 1 January 2021. These financial reporting standards were aimed at alignment with the corresponding International Financial Reporting Standards with most of the changes directed towards clarifying accounting treatment and providing accounting guidance for users of the standards.

The management of the Company is currently evaluating the impact of these standards to the financial statements in the year when they are adopted.

4. Cumulative effects of change in accounting policy due to the adoption of new financial reporting standard

As described in Note 3 to the financial statements, during the current year, the Company has adopted TFRS 15 using the modified retrospective method of adoption. Therefore, the comparative information was not restated.

The amounts of adjustments affecting the statements of comprehensive income for the year ended 30 September 2020 are summarised below.

	(Unit: Thousand Baht)		
	Previous accounting policy	Decrease	TFRS 15
Statement of comprehensive income			
Sales	2,025,442	1,552	2,023,890
Selling and distribution expenses	28,569	1,552	27,017

5. Significant accounting policies

5.1 Revenue recognition

Sales of goods

Revenue from sale of goods is recognised at the point in time when control of the asset is transferred to the customer, generally upon delivery of the goods. Revenue is measured at the amount of the consideration received or receivable after deducting any consideration payable to customers, excluding value added tax.

Interest income

Interest income is recognised on an accrual basis based on the effective interest rate.

Dividends

Dividends are recognised when the right to receive the dividends is established.

5.2 Cash and cash equivalents

Cash and cash equivalents consist of cash in hand and at banks, and all highly liquid investments with an original maturity of three months or less and not subject to withdrawal restrictions.

5.3 Trade accounts receivable

Trade accounts receivable are stated at the net realisable value. Allowance for doubtful accounts is provided for the estimated losses that may be incurred in collection of receivables. The allowance is generally based on collection experience and analysis of debt aging.

5.4 Inventories

Finished goods and work in process are valued at the lower of cost under the first-in, first-out method and net realisable value. The cost of inventories is measured using the standard cost method, which approximates actual cost and includes raw material costs, labour costs and attributable factory overheads.

Raw materials, spare parts and factory supplies are valued at the lower of average cost and net realisable value and are charged to production costs whenever consumed.

5.5 Investment

Investment in non-marketable equity security, which the Company classifies as other investment, is stated at cost net of allowance for impairment loss (if any).

The weighted average method is used for computation of the cost of investment.

5.6 Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at cost less accumulated depreciation and allowance for loss on impairment (if any).

Depreciation of investment properties is calculated by reference to their costs on the straight-line basis over estimated useful lives of 20 years and 40 years. Depreciation of the investment properties is included in determining income.

On disposal of investment properties, the difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the year when the asset is derecognised.

5.7 Property, plant and equipment/Depreciation

Land is stated at cost. Buildings and equipment are stated at cost less accumulated depreciation and allowance for loss on impairment of assets (if any).

Depreciation of plant and equipment is calculated by reference to their costs on the straight-line basis over the following estimated useful lives:

Land improvement	-	20 years
Building	-	20, 40 years
Building improvement	-	5 - 25 years
Machinery and factory equipment	-	3 - 20 years
Tools	-	1 - 20 years
Molds	-	1 - 10 years
Furniture, fixtures and operating equipment	-	3 - 10 years
Motor vehicles	-	10 years

Depreciation is included in determining income.

No depreciation is provided on land and assets under installation and construction.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset is included in profit or loss when the asset is derecognised.

5.8 Intangible assets

The intangible assets are carried at cost less accumulated amortisation and accumulated impairment losses (if any).

Intangible assets with finite lives are amortised on a systematic basis over the economic useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method of such intangible assets are reviewed at least at each financial year end. The amortisation expense is charged to profit or loss.

A summary of the intangible assets with finite useful lives is as follows:

	<u>Useful lives</u>
Computer software	3 - 10 years

5.9 Related party transactions

Related parties comprise enterprises and individuals that control, or are controlled by, the Company, whether directly or indirectly, or which are under common control with the Company.

They also include associated companies and individuals or enterprises which directly or indirectly own a voting interest in the Company that gives them significant influence over the Company, key management personnel, directors, and officers with authority in the planning and direction of the Company's operations.

5.10 Long-term leases

Leases of equipment which transfer substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the lower of the fair value of the leased assets and the present value of the minimum lease payments. The outstanding rental obligations, net of finance charges, are included in long-term payables, while the interest element is charged to profit or loss over the lease period. The assets acquired under finance leases is depreciated over the shorter of the useful life of the asset and the lease period.

Leases of equipment which do not transfer substantially all the risks and rewards of ownership are classified as operating leases. Operating lease payments are recognised as an expense in profit or loss on a straight-line basis over the lease term.

5.11 Foreign currencies

The financial statements are presented in Baht, which is also the Company's functional currency.

Transactions in foreign currencies are translated into Baht at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into Baht at the exchange rate ruling at the end of reporting period.

Gains and losses on exchange are included in determining income.

5.12 Impairment of assets

At the end of each reporting period, the Company performs impairment reviews in respect of the property, plant and equipment and other intangible assets whenever events or changes in circumstances indicate that an asset may be impaired. An impairment loss is recognised when the recoverable amount of an asset, which is the higher of the asset's fair value less costs to sell and its value in use, is less than the carrying amount.

An impairment loss is recognised in profit or loss.

In the assessment of asset impairment if there is any indication that previously recognised impairment losses may no longer exist or may have decreased, the Company estimates the asset's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The increased carrying amount of the asset attributable to a reversal of an impairment loss shall not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in profit or loss.

5.13 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

Post-employment benefits and other long-term employee benefit

Defined contribution plans

The Company and its employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Company. The fund's assets are held in a separate trust fund and the Company's contributions are recognised as expenses when incurred.

Defined benefit plan and other long-term employee benefits

The Company has obligations in respect of the severance payments it must make to employees upon retirement under labor law and other long-term employee benefit plan, namely long service awards. The Company treats these severance payment obligations as a defined benefit plan.

The obligation under the defined benefit plan and other long-term employee benefit plan is determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method.

Actuarial gains and losses arising from defined benefit plans are recognised immediately in other comprehensive income and actuarial gains and losses arising from other long-term benefit are recognised in profit and loss.

5.14 Provisions

Provisions are recognised when the Company has a present obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

5.15 Income tax

Income tax expense represents the sum of corporate income tax currently payable and deferred tax.

Current tax

Current income tax is provided in the accounts at the amount expected to be paid to the taxation authorities, based on taxable profits determined in accordance with tax legislation.

Deferred tax

Deferred income tax is provided on temporary differences between the tax bases of assets and liabilities and their carrying amounts at the end of each reporting period, using the tax rates enacted at the end of the reporting period.

The Company recognises deferred tax liabilities for all taxable temporary differences while it recognises deferred tax assets for all deductible temporary differences and tax losses carried forward to the extent that it is probable that future taxable profit will be available against which such deductible temporary differences and tax losses carried forward can be utilised.

At each reporting date, the Company reviews and reduces the carrying amount of deferred tax assets to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised.

The Company records deferred tax directly to shareholders' equity if the tax relates to items that are recorded directly to shareholders' equity.

5.16 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between buyer and seller (market participants) at the measurement date. The Company applies a quoted market price in an active market to measure their assets and liabilities that are required to be measured at fair value by relevant financial reporting standards. Except in case of no active market of an identical asset or liability or when a quoted market price is not available, the Company measures fair value using valuation technique that are appropriate in the circumstances and maximises the use of relevant observable inputs related to assets and liabilities that are required to be measured at fair value.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy into three levels based on categorise of input to be used in fair value measurement as follows:

- Level 1 - Use of quoted market prices in an observable active market for such assets or liabilities
- Level 2 - Use of other observable inputs for such assets or liabilities, whether directly or indirectly
- Level 3 - Use of unobservable inputs such as estimates of future cash flows

At the end of each reporting period, the Company determines whether transfers have occurred between levels within the fair value hierarchy for assets and liabilities held at the end of the reporting period that are measured at fair value on a recurring basis.

6. Significant accounting judgements and estimates

The preparation of financial statements in conformity with financial reporting standards at times requires management to make subjective judgements and estimates regarding matters that are inherently uncertain. These judgements and estimates affect reported amounts and disclosures; and actual results could differ from these estimates. Significant judgements and estimates are as follows:

Property plant and equipment/Depreciation

In determining depreciation of plant and equipment, the management is required to make estimates of the useful lives and residual values of the plant and equipment and to review estimate useful lives and residual values when there are any changes.

In addition, the management is required to review property, plant and equipment for impairment on a periodical basis and record impairment losses when it is determined that their recoverable amount is lower than the carrying amount. This requires judgements regarding forecast of future revenues and expenses relating to the assets subject to the review.

Assurance-type warranty to customers

The management estimates the warranty expenses for product return and repair of which sales are incurred during the year and are under warranty policy. The estimation is based on past experience and the history of actual claim.

Litigation

The Company has contingent liabilities as a result of litigation. This requires judgements from management to assess of the results of the litigation.

7. Related party transactions

During the years, the Company had significant business transactions with related parties. Such transactions, which are summarised below, arose in the ordinary course of business and were concluded on commercial terms and bases agreed upon between the Company and those related parties.

	(Unit: Million Baht)		
	2020	2019	Transfer Pricing Policy
<u>Transactions with related companies</u>			
Sales of goods	102	178	Cost plus margin
Other income	2	1	Cost plus margin
Purchases of raw materials and finished goods	282	427	Cost plus margin
Purchases of assets	1	2	Agreed upon basis
Royalty fee	15	25	2% on the net sales amount

As at 30 September 2020 and 2019, the balances of the accounts between the Company and those related companies are as follows:

	(Unit: Thousand Baht)	
	2020	2019
Trade and other receivables - related parties (Note 10)		
<u>Trade receivables - related parties</u>		
Related companies	16,696	31,765
<u>Other receivables - related parties</u>		
Related companies	262	38
Trade and other payables - related parties (Note 17)		
<u>Trade payables - related parties</u>		
Related companies	54,596	74,128
<u>Other payables - related parties</u>		
Related companies	550	598
<u>Accrued royalty fee - related party</u>		
Related company	3,959	5,895

Directors and management's benefits

During the years ended 30 September 2020 and 2019, the Company provided employee benefit expenses to its directors and management as below.

	(Unit: Thousand Baht)	
	2020	2019
Short-term employee benefits	56,719	88,507
Post-employee benefits	3,106	10,975
Total	59,825	99,482

8. Cash and cash equivalents

	(Unit: Thousand Baht)	
	2020	2019
Cash	377	398
Bank deposits	475,475	443,101
Total	475,852	443,499

As at 30 September 2020, bank deposits carried interests between 0.05 and 0.75 percent per annum (2019: between 0.05 and 1.20 percent per annum).

9. Current investments

These represent fixed deposits with banks with an original maturity of more than three months and not subject to withdrawal restrictions.

10. Trade and other receivables

	(Unit: Thousand Baht)	
	2020	2019
<u>Trade receivables - related parties</u>		
Aged on the basis of due dates		
Not yet due	16,696	29,230
Past due up to 3 months	-	2,535
Total trade receivables - related parties	16,696	31,765
<u>Trade receivables - unrelated parties</u>		
Aged on the basis of due dates		
Not yet due	360,179	445,832
Past due up to 3 months	2	333
Total trade receivables - unrelated parties	360,181	446,165
Total trade receivables - net	376,877	477,930

	(Unit: Thousand Baht)	
	2020	2019
<u>Other receivables</u>		
Other receivables - related parties	262	38
Other receivables - unrelated parties	562	1,167
Total other receivables - net	824	1,205
Total trade and other receivables - net	377,701	479,135

11. Inventories

	(Unit: Thousand Baht)					
	Cost		Reduce cost to net realisable value		Inventories - net	
	2020	2019	2020	2019	2020	2019
Finished goods	34,823	55,098	(581)	(6,127)	34,242	48,971
Work in process	24,079	33,685	(169)	(588)	23,910	33,097
Raw materials	80,139	91,732	(3,448)	(3,329)	76,691	88,403
Goods in transit	11,093	17,535	-	-	11,093	17,535
Spare parts and factory supplies	1,778	3,061	-	-	1,778	3,061
Total	151,912	201,111	(4,198)	(10,044)	147,714	191,067

During the current year, the Company reversed the reduction of cost of inventories by Baht 6 million (2019: Baht 2 million). This was included in cost of sales.

12. Long-term investment

Company's name	Nature of business	Country of incorporation	Paid-up capital		Shareholding percentage		Cost	
			2020	2019	2020	2019	2020	2019
							(Thousand Baht)	(Thousand Baht)
HI-LEX Vietnam Co., Ltd.	Manufacture automobile parts	Vietnam	VND 211,092 million or equivalent to USD 11.15 million	VND 211,092 million or equivalent to USD 11.15 million	6.28	6.28	25,704	25,704

13. Investment properties

The net book value of investment properties as at 30 September 2020 and 2019 are presented below.

	(Unit: Thousand Baht)		
	Land and land improvement	Building and building improvement	Total
30 September 2020:			
Cost	93,510	161,877	255,387
Less: Accumulated depreciation	(4,076)	(130,527)	(134,603)
Net book value	89,434	31,350	120,784
30 September 2019:			
Cost	93,510	161,877	255,387
Less: Accumulated depreciation	(4,076)	(128,432)	(132,508)
Net book value	89,434	33,445	122,879

A reconciliation of the net book value of investment properties for the years 2020 and 2019 are presented below.

	(Unit: Thousand Baht)	
	2020	2019
Net book value at beginning of year	122,879	125,006
Depreciation	(2,095)	(2,127)
Net book value at end of year	120,784	122,879

The fair value of the investment properties as at 30 September 2020 and 2019 stated below:

	(Unit: Thousand Baht)	
	2020	2019
Land	332,400	332,400
Buildings	68,400	68,400
Total	400,800	400,800

The fair value of the investment properties has been determined based on valuation performed by an accredited independent valuer. The fair value of the land has been determined based on market prices, while that of the buildings has been determined using the replacement cost approach. Their fair value hierarchy are at Level 2.

14. Property, plant and equipment

(Unit: Thousand Baht)

	Land and land improvement	Building and building improvement	Machinery, equipment and other factory equipment	Motor vehicles	Furniture, fixtures, equipment and other operating equipment	Asset under installation and construction	Total
Cost							
1 October 2018	142,981	577,086	1,231,252	12,726	98,746	57,300	2,120,091
Additions	-	1,131	9,020	-	3,519	113,130	126,800
Disposals/write-off	-	-	(13,277)	-	(9,266)	-	(22,543)
Transfers in (out)	-	45,964	31,782	-	5,574	(73,845)	9,475
30 September 2019	142,981	624,181	1,258,777	12,726	98,573	96,585	2,233,823
Additions	-	2,487	2,879	1,290	364	64,213	71,233
Disposals/write-off	-	-	(27,221)	(5,268)	(26,082)	-	(58,571)
Transfers in (out)	-	360	95,353	-	15	(81,653)	14,075
30 September 2020	142,981	627,028	1,329,788	8,748	72,870	79,145	2,260,560
Accumulated depreciation							
1 October 2018	171	191,753	865,441	4,690	82,775	-	1,144,830
Depreciation for the year	36	17,031	93,803	1,799	6,521	-	119,190
Depreciation on disposals/ write-off	-	-	(9,958)	-	(9,214)	-	(19,172)
30 September 2019	207	208,784	949,286	6,489	80,082	-	1,244,848
Depreciation for the year	35	17,379	90,126	1,048	6,179	-	114,767
Depreciation on disposals/ write-off	-	-	(21,021)	(5,268)	(25,963)	-	(52,252)
30 September 2020	242	226,163	1,018,391	2,269	60,298	-	1,307,363
Net book value							
30 September 2019	142,774	415,397	309,491	6,237	18,491	96,585	988,975
30 September 2020	142,739	400,865	311,397	6,479	12,572	79,145	953,197
Depreciation for the year							
2019 (Baht 110 million included in cost of sales, and the balance in selling and administrative expenses)							119,190
2020 (Baht 108 million included in cost of sales, and the balance in selling and administrative expenses)							114,767

As at 30 September 2020, the Company had equipment with net book values of Baht 2 million (2019: Baht 3 million) which were acquired under finance lease agreements.

As at 30 September 2020, certain items of plant and equipment were fully depreciated but are still in use. The gross carrying amount before deducting accumulated depreciation of those assets amounted to approximately Baht 553 million (2019: Baht 486 million).

15. Intangible assets

The net book value of intangible assets as at 30 September 2020 and 2019 are presented below.

	(Unit: Thousand Baht)		
	Computer software	Computer software under installation	Total
As at 30 September 2020:			
Cost	88,660	-	88,660
Less: Accumulated amortisation	(78,459)	-	(78,459)
Net book value	10,201	-	10,201
As at 30 September 2019:			
Cost	81,710	5,930	87,640
Less: Accumulated amortisation	(73,427)	-	(73,427)
Net book value	8,283	5,930	14,213

A reconciliation of the net book value of intangible assets for the years 2020 and 2019 are presented below.

	(Unit: Thousand Baht)	
	2020	2019
Net book value at beginning of year	14,213	15,999
Additions	1,020	5,003
Amortisation	(5,032)	(6,789)
Net book value at end of year	10,201	14,213

As at 30 September 2019, the Company had intangible assets with net book values of Baht 1 million which were acquired under finance lease agreements.

16. Short-term loan from a bank

	(Unit: Thousand Baht)		
	Interest rate (% per annum)	2020	2019
Promissory note	1.45	100,000	-

The short-term loan from a bank is clean and denominated in Baht.

17. Trade and other payables

	(Unit: Thousand Baht)	
	2020	2019
Trade payables - related parties	54,596	74,128
Trade payables - unrelated parties	283,056	349,141
Other payables	23,383	34,957
Accrued expenses	43,484	146,872
Total	404,519	605,098

18. Liabilities under finance lease agreements

	(Unit: Thousand Baht)	
	2020	2019
Liabilities under finance lease agreements	769	3,229
Less: Deferred interest expenses	(30)	(138)
Total	739	3,091
Less: Portion due within one year	(574)	(2,352)
Liabilities under finance lease agreements - net of current portion	165	739

The Company has entered into the finance lease agreements with leasing companies for rental of equipment and intangible assets for use in its operation, whereby it is committed to pay rental on a monthly basis. The term of the agreements are generally between 3 and 5 years.

Future minimum lease payments required under the finance lease agreements were as follows:

	(Unit: Thousand Baht)		
	As at 30 September 2020		
	Less than 1 year	1 - 5 years	Total
Future minimum lease payments	602	167	769
Deferred interest expenses	(28)	(2)	(30)
Present value of future minimum lease payments	574	165	739

	(Unit: Thousand Baht)		
	As at 30 September 2019		
	Less than 1 year	1 - 5 years	Total
Future minimum lease payments	2,460	769	3,229
Deferred interest expenses	(108)	(30)	(138)
Present value of future minimum lease payments	2,352	739	3,091

19. Provision for long-term employee benefits

(Unit: Thousand Baht)

	Provision for employee retirement benefits	Provision for other long-term employee benefits	Total
Provision for long-term employee benefits as at 1 October 2018	48,867	5,462	54,329
Included in profit or loss:			
Current service cost	5,724	700	6,424
Past service cost	12,950	-	12,950
Interest cost	1,298	121	1,419
Benefit paid during the year	(7,500)	(544)	(8,044)
Provision for long-term employee benefits as at 30 September 2019	61,339	5,739	67,078
Included in profit or loss:			
Current service cost	3,710	1,289	4,999
Interest cost	845	259	1,104
Included in other comprehensive income:			
Actuarial gain arising from			
Financial assumptions changes	(1,778)	-	(1,778)
Experience adjustments	(967)	-	(967)
Benefit paid during the year	(21,896)	(1,860)	(23,756)
Provision for long-term employee benefits as at 30 September 2020	41,253	5,427	46,680

On 5 April 2019, the Royal Gazette has published the Labour Protection Act (Issue 7) B.E. 2562, which stipulates additional legal severance pay rates for employees who have worked for an uninterrupted period of twenty years or more. Such employees are entitled to receive not less than 400 days compensation at the latest wage rate. The law was effective from 5 May 2019. This change is considered a post-employment benefits plan amendment and the Company has additional liabilities for long-term employee benefits of Baht 13 million. The Company reflected the effect of the change by recognising past services costs as expenses in the income statement for the year ended 30 September 2019.

Line items in profit or loss under which long-term employee benefit expenses are recognised are as follows:

	(Unit: Thousand Baht)	
	2020	2019
Cost of sales	3,643	12,375
Selling and administrative expenses	2,460	8,418
Total expenses recognised in profit or loss	6,103	20,793

During the year 2020 and 2019, the Company expects no long-term employee benefits payment during the next year.

As at 30 September 2020, the weighted average duration of the liabilities for long-term employee benefit is 19 years (2019: 20 years).

Significant actuarial assumptions are summarised below:

	2020	2019
	(% per annum)	(% per annum)
Discount rate	0.48 - 2.91	3.3
Salary increase rate	2.5 - 6.0	3.0 - 6.5
Employee turnover rate (depending on age of employee)	2.0 - 20.0	2.0 - 20.0

The result of sensitivity analysis for significant assumptions that affect the present value of the long-term employee benefit obligation as at 30 September 2020 are summarised below:

(Unit: Thousand Baht)

	2020	
	Increase 1%	Decrease 1%
Discount rate	(6,648)	7,983
Salary increase rate	7,433	(6,278)
	Increase 20% depending on age of employee	Decrease 20% depending on age of employee
Turnover rate	(5,643)	6,677

(Unit: Thousand Baht)

	2019	
	Increase 1%	Decrease 1%
Discount rate	(7,852)	9,461
Salary increase rate	9,831	(8,289)
	Increase 20% depending on age of employee	Decrease 20% depending on age of employee
Turnover rate	(7,086)	8,519

20. Provisions

These provisions are provision for litigation and provisions for product warranty which have movements during the years ended 30 September 2020 and 2019 summarised below.

(Unit: Thousand Baht)

	Provision for litigation	Provision for product warranty	Total
Balance as at 1 October 2018	11,546	8,684	20,230
Increase during the year	3,795	2,845	6,640
Utilised (Note 30.5)	(15,341)	(1,240)	(16,581)
Reversal of provisions	-	(4,162)	(4,162)
Balance as at 30 September 2019	-	6,127	6,127
Increase during the year	-	36,899	36,899
Utilised	-	(1,096)	(1,096)
Reversal of provisions	-	(2,838)	(2,838)
Balance as at 30 September 2020	-	39,092	39,092

Provisions for product warranty is recognised at a percentage of sales and estimated incurred claims. The rate used in the calculation to the sales is based on historical data of actual expenses.

21. Statutory reserve

Pursuant to Section 116 of the Public Limited Companies Act B.E. 2535, the Company is required set aside a statutory reserve at least 5 percent of its net profit after deducting accumulated deficit brought forward (if any), until the reserve reaches 10 percent of the registered capital. The statutory reserve is not available for dividend distribution. At present, the statutory reserve has fully been set aside.

22. Revenue from contracts with customers

	(Unit: Thousand Baht)	
	2020	2019
Type of goods		
Automobile control cables	1,373,036	2,135,356
Motorcycle control cables	353,730	421,951
Automobile window regulators	240,045	391,013
Others	58,631	97,652
Total	2,025,442	3,045,972
Less: Consideration payable to a customer	(1,552)	-
Total revenue from contracts with customers	2,023,890	3,045,972

23. Expenses by nature

Significant expenses classified by nature are as follows:

	(Unit: Thousand Baht)	
	2020	2019
Salaries and wages and other employee benefits	405,789	537,622
Depreciation	116,862	121,317
Amortisation	5,032	6,790
Provision for product warranty	36,899	2,846
Rental expenses from operating lease agreements	10,268	11,700
Raw materials and consumables used	1,036,290	1,546,574
Changes in inventories of finished goods and work in process	(29,881)	(9,555)
Reversal of reduction of inventories to net realisable value	(5,846)	(1,603)
Packaging expenses	2,673	1,721

24. Income tax

Income tax expenses for the years ended 30 September 2020 and 2019 are made up as follows:

	(Unit: Thousand Baht)	
	2020	2019
Current income tax:		
Current income tax charge	2,311	6,567
Deferred tax:		
Relating to origination and reversal of temporary differences	1,914	6,610
Income tax expenses reported in profit or loss	4,225	13,177

The amounts of income tax relating to each component of other comprehensive income for the years ended 30 September 2020 and 2019 are as follows:

	(Unit: Thousand Baht)	
	2020	2019
Deferred tax relating to actuarial gain	58	-

The reconciliation between accounting profit and income tax expense is shown below.

	(Unit: Thousand Baht)	
	2020	2019
Accounting profit before tax	86,585	233,132
Applicable tax rate	20%	20%
Accounting profit before tax multiplied by income tax rate	17,317	46,626
Reversal of deferred tax	1,398	4,037
Effects of:		
Promotional privileges (Note 25)	(15,833)	(40,829)
Non-deductible expenses	2,176	3,314
Additional expense deductions allowed	(833)	(1,149)
Others	-	1,178
Total	(14,490)	(37,486)
Income tax expenses reported in profit or loss	4,225	13,177

The components of deferred tax assets and deferred tax liabilities are as follows:

	(Unit: Thousand Baht)	
	As at 30 September 2020	As at 30 September 2019
Deferred tax assets		
Allowance for diminution in value of inventories	89	382
Provision for long-term employee benefits	993	2,549
Provision for product warranty	87	233
Accrued rebate	12	591
Others	100	48
	<u>1,281</u>	<u>3,803</u>
Deferred tax liabilities		
Accumulated depreciation - investment properties	590	624
Advance payments tax	277	793
	<u>867</u>	<u>1,417</u>
Net	<u>414</u>	<u>2,386</u>

25. Promotional privileges

The Company was granted investment promotional privileges by the Board of Investment under the Investment Promotion Act B.E. 2520. As at 30 September 2020, important tax privileges granted to the Company are summarised below.

	Investment promotion certificate no.	Exemption from import duty on machines	Exemption from corporate income tax for the periods	Commencing from
Manufacture of control cable, window regulator and component	1006(2)/2557	Expired	7 years	9 December 2013
Manufacture of control cable of vehicles and window regulator of automobiles	1539(2)/2557	Expired	7 years	2 March 2016
Manufacture of control cable of vehicles and window regulator of automobiles	60-0797-0-00-1-0	Will expire on 19 January 2021	7 years	4 May 2017
Manufacture of control cable of vehicles and component, window regulator of automobiles and component and outer shield	61-1445-1-04-1-0	Will expire on 13 December 2021	3 years	2 April 2019
Manufacture of control cable, window regulator and component	63-0564-1-04-1-0	Will expire on 27 May 2023	3 years	2 July 2020

The Company's operating revenues for the years ended 30 September 2020 and 2019, divided between promoted and non-promoted operations, are summarised below.

	Promoted operations		Non-promoted operations		(Unit: Thousand Baht) Total	
	2020	2019	2020	2019	2020	2019
Sales						
Domestic sales	1,782,829	2,414,162	168,123	497,928	1,950,952	2,912,090
Exports sales	25,941	47,447	46,997	86,435	72,938	133,882
Total sales	<u>1,808,770</u>	<u>2,461,609</u>	<u>215,120</u>	<u>584,363</u>	<u>2,023,890</u>	<u>3,045,972</u>

26. Earnings per share

Basic earnings per share is calculated by dividing profit for the year attributable to equity holders of the Company (excluding other comprehensive income) by the weighted average number of ordinary shares in issue during the year.

27. Segment information

Operating segment information is reported in a manner consistent with the internal reports that are regularly reviewed by the chief operating decision maker in order to make decisions about the allocation of resources to the segment and assess its performance.

The Company is principally engaged in the manufacture and distribution of control cable of automobiles and motorcycles and window regulator of automobiles. Its operations are carried on only in Thailand. Segment performance is measured based on operating profit or loss, on a basis consistent with that used to measure operating profit or loss in the financial statements. As a result, all of the revenues, operating profits and assets as reflected in these financial statements pertain exclusively to the aforementioned reportable operating segment and geographical area.

Major customers

For the year 2020, the Company has revenues from 4 major customer groups in amount of Baht 371 million, Baht 288 million, Baht 261 million and Baht 241 million (2019: 3 major customer groups in amount of Baht 540 million, Baht 553 million and Baht 341 million, respectively).

28. Provident fund

The Company and its employees have jointly established a provident fund in accordance with the Provident Fund Act B.E. 2530. Both employees and the Company contribute to the fund monthly at the rate of 3 - 5 percent of basic salary. The fund, which is managed by AIA Company Limited, will be paid to employees upon termination in accordance with the fund rules. The contributions for the year 2020 amounting to approximately Baht 3 million (2019: Baht 7 million) were recognised as expenses.

29. Dividends

Dividends	Approved by	Total dividends (Thousand Baht)	Dividend per share (Baht)
Dividends for the year ended 30 September 2018	The Annual General Meeting of the Company's shareholders on 22 January 2019	155,880	0.60
Interim dividends for the year ended 30 September 2019	The Board of Directors Meeting of the Company on 7 May 2019	103,920	0.40
Total dividends for year 2019		259,800	1.00
Dividends for the year ended 30 September 2019	The Annual General Meeting of the Company's shareholders on 21 January 2020	155,880	0.60
Total dividends for year 2020		155,880	0.60

30. Commitments and contingent liabilities

30.1 Capital commitments

As at 30 September 2020, the Company had capital commitments of approximately Baht 28 million and USD 0.07 million (2019: Baht 19 million and USD 0.07 million), relating to the purchase of equipment.

30.2 Operating lease and service commitments

The Company has entered into several operating lease agreements in respect of vehicles and equipment and service agreements. The terms of the agreements are generally between 1 and 5 years.

Future minimum lease and service payments required under these non-cancellable operating leases and service agreements as follows.

	(Unit: Million Baht)	
Payable:	2020	2019
In up to 1 year	16	33
In over 1 and up to 5 years	12	9

30.3 License commitments

The Company has entered into license and technical assistance agreement with an overseas related company for the use of a trademark and the receipt of information related to the manufacture and assembly of control cable of automobiles and motorcycles. Under the conditions of the agreement, the Company is to pay the fee twice a year at a rate as stipulated in the agreement. The fees for the year ended 30

September 2020 amounting to approximately Baht 15 million (2019: Baht 25 million) were recognised as expenses.

30.4 Guarantees

As at 30 September 2020 and 2019, there was outstanding bank guarantee of approximately Baht 3 million issued by a bank on behalf of the Company to guarantee electricity use.

30.5 Litigation

a) The Customs Department conducted a post clearance audit at the Company, and accused the Company of making incorrect tariff code declarations (with lower duty rates) in import entries between 2003 - 2006 by 3 lots and assessed import duties and VAT shortfalls for Lot 1 and Lot 3 of Baht 17.90 million and Baht 5.67 million, respectively, and capital for Lot 2 of Baht 3.84 million, excluding penalties and surcharges.

Lot 1: In September 2017, the Central Tax Court delivered a judgment to revoke only the assessment of import duty and surcharges. The Company has no authority to file a lawsuit against the Revenue Department demanding the revocation of the VAT assessment because the Company has not yet exercised its right to appeal to the Board of Appeals in accordance with Section 30 of the Revenue Code. Subsequently, on 3 December 2018, the special court of appeal upheld the judgment of the Central Tax Court. The Supreme Court permitted the Custom Department to file its appeal and the Company then filed a response in opposition. As at 30 September 2020, the cases are in consideration of the Supreme Court.

Lot 2: In December 2018, the Central Tax Court delivered a judgment to revoke only the assessment of import duty and surcharges. The Company has no authority to file a lawsuit against the Revenue Department demanding the revocation of the VAT assessment because the Company has not yet exercised its right to appeal to the Board of Appeals in accordance with Section 30 of the Revenue Code. On 30 September 2019, the special court of appeal upheld the judgment of the Central Tax Court. The Customs Department filed an appeal and a petition for leave to appeal with the Supreme Court. As at 30 September 2020, the Supreme Court was considering whether to grant leave to appeal.

Lot 3: In December 2019, the Central Tax Court delivered a judgment to revoke only the assessment of import duty and surcharges. The Company has no authority to file a lawsuit against the Revenue Department demanding the revocation of the VAT assessment because the Company has not yet exercised its right to appeal to the Board of Appeals in accordance with Section 30 of the Revenue Code. On 21 September 2020, the special court of appeal upheld the judgment of the Central Tax Court. As at 30 September 2020, the Customs Department is in the process of submitting an appeal request to the Supreme Court.

The Company's management has assessed the cases and believes that the Company is not liable for the import duty and VAT shortfalls, including penalties and surcharges, because the Company correctly paid import duty in accordance with the Customs Tariffs Decree B.E. 2530. Considering legal opinions and the opinions of customs tariff experts, the imported products are classified according to the product definitions specified in the customs tariff schedule. The Company therefore did not record a provision for the contingent liabilities as a result of this litigation in the financial statements.

- b) The Company was accused of unfair termination of sales contract in value of Baht 12.8 million. In June 2018, the Court of first instance demanded the Company to pay compensation at Baht 10.1 million with interest at the rate 7.5% per annum from the date of filing (2 December 2016). In March 2019, the Court of Appeal Region 2 delivered a judgment demanding the Company to receive the finished products and pay compensation at Baht 12.3 million with interest at the rate 7.5% per annum. The Company's management has assessed the case that the Supreme Court judgement would not change from the Court of Appeal Region 2. Then, the Company's management finalised the consideration to end the case and pay compensation with interest following the judgement of Court of Appeal Region 2 (as shown in Note 20 to the financial statements). On 11 July 2019, Chonburi Provincial Court issued the certified confirming the termination of the case.

31. Financial instruments

31.1 Financial risk management

The Company's financial instruments, as defined under Thai Accounting Standard No.107 "Financial Instruments: Disclosure and Presentations", principally comprise cash and cash equivalents, trade accounts receivable, investment, trade accounts payable and short-term loan. The financial risks associated with these financial instruments and how they are managed is described below.

Credit risk

The Company is exposed to credit risk primarily with respect to trade and other receivables. The Company manages the risk by adopting appropriate credit control policies and procedures and therefore does not expect to incur material financial losses. In addition, the Company does not have high concentrations of credit risk since it has a large customer base. The maximum exposure to credit risk is limited to the carrying amounts of trade and other receivables as stated in the statement of financial position.

Interest rate risk

The Company's exposure to interest rate risk relates primarily to its cash at banks and short-term interest bearing debts. However, since most of the Company's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate, the interest rate risk is expected to be minimal.

As at 30 September 2020 and 2019, significant financial assets and liabilities classified by type of interest rate are summarised in the table below, with those financial assets and liabilities that carry fixed interest rates further classified based on the maturity date, or the repricing date if this occurs before the maturity date.

(Unit: Million Baht)

2020

	Fixed interest rates		Floating interest rate	Non - interest bearing	Total	Effective interest rate (% per annum)
	Within 1 year	1 - 5 years				
<u>Financial assets</u>						
Cash and cash equivalent	-	-	469.7	6.2	475.9	0.05 - 0.75
Current investments	15.0	-	-	-	15.0	1.20
Trade and other receivables	-	-	-	377.7	377.7	-
Long-term investment	-	-	-	25.7	25.7	-
	15.0	-	469.7	409.6	894.3	
<u>Financial liabilities</u>						
Trade and other payables	-	-	-	404.5	404.5	-
Liabilities under finance lease agreements	0.6	0.1	-	-	0.7	2.46 - 6.17
	0.6	0.1	-	404.5	405.2	

(Unit: Million Baht)

2019

	Fixed interest rates		Floating interest rate	Non - interest bearing	Total	Effective interest rate (% per annum)
	Within 1 year	1 - 5 years				
<u>Financial assets</u>						
Cash and cash equivalent	-	-	432.9	10.6	443.5	0.05 - 1.20
Current investments	4.8	-	-	-	4.8	0.80 - 1.00
Trade and other receivables	-	-	-	479.1	479.1	-
Long-term investment	-	-	-	25.7	25.7	-
	4.8	-	432.9	515.4	953.1	
<u>Financial liabilities</u>						
Trade and other payables	-	-	-	605.1	605.1	-
Liabilities under finance lease agreements	2.4	0.7	-	-	3.1	2.46 - 6.47
	2.4	0.7	-	605.1	608.2	

Foreign currency risk

The Company's exposure to foreign currency risk arises mainly from purchase and sale finished goods transactions that are denominated in foreign currencies. The Company seeks to reduce this risks by entering into forward exchange contracts when it considers appropriate. Generally, the forward contracts mature within one year.

As at 30 September 2020 and 2019, the balances of financial assets and liabilities denominated in foreign currencies are summarised below.

Foreign currency	Financial assets		Financial liabilities		Average exchange rate	
	2020	2019	2020	2019	2020	2019
	(Million)	(Million)	(Million)	(Million)	(Baht per 1 foreign currency unit)	
US dollar	0.5	0.7	0.5	0.6	31.66	30.59
Japanese yen	1.9	1.2	58.7	123.7	0.30	0.28

As at 30 September 2019, foreign exchange contracts outstanding are summarised below.

Foreign currency	Bought amount	Contractual exchange bought rate	Contractual maturity date
	(Million)	(Baht per 1 foreign currency unit)	
US dollar	0.4	30.40 - 30.69	February - March 2020
Japanese yen	52.0	0.28 - 0.29	October 2019 - March 2020

31.2 Fair values of financial instruments

Since the majority of the Company's financial instruments are short-term in nature or carrying interest at rates closed to market interest rate, their fair value are not expected to be materially different from the amounts presented in statement of financial position, except as presented below.

The estimated fair value of financial instrument, in comparison with the related amounts carried in the statement of financial position, is as follows:

	(Unit: Million Baht)			
	As at 30 September 2020		As at 30 September 2019	
	Carrying amount	Fair value	Carrying amount	Fair value
Financial assets				
Long-term investment		26 38	26	42

Long-term investment is an investment in non-marketable equity security. The method used in estimating the fair value is adjusted net book value. Its fair value hierarchy is at Level 3.

32. Capital management

The primary objective of the Company's capital management is to ensure that it has appropriate capital structure in order to support its business and maximise shareholder value. As at 30 September 2020, the Company's debt-to-equity ratio was 0.38:1 (2019: 0.42:1).

33. Event after the reporting period

The meeting of Company's Board of Directors, held on 24 November 2020 passed the resolution to propose the payment of a dividend for the year 2020 at Baht 0.50 per share, or a total of Baht 129.90 million. The Board of Directors will propose the dividend payment for approval by the Annual General Meeting of the Company's Shareholders for the year 2021.

34. Approval of financial statements

These financial statements were authorised for issue by the Company's Board of Directors on 24 November 2020.

Audit fee

1. Audit fee

No.	Name of paying company	Auditor's name	Type of audit	Audit fee
1	Thai Steel Cable PCL.	EY Office Limited	Accounting audit	1,094,000
2			BOI audit	340,000
Total audit fee				1,434,000

2. Non-audit fee

No.	Name of paying company	Type of non-audit service	Non-audit service fee	
			Amount paid in the accounting period	Amount to be paid in the future
1.	Labor dispute service consultant	Mr. Wutichai Inpan	20,000.00	-
2.	Mr. Uten Poka's investigation services consultant	Mr. Apiyuth Atchananun	20,000.00	-
3.	Outer case service consultant	Mr. Nitiphat Sathienpaisan	320,000.00	-
4.	Services consultant and witness of Outer	Mr. Pitak Samransuk	400,000.00	-
5.	CEVA case service consultant	Mr. Panet Paiboontanatorn	80,701.00	-
6.	IT Consultant Service	KEN CORPORATION COMPANY LIMITED	375,000.00	-
7.	IT management Consultant Service	Nextech Asia Co., Ltd.	350,467.30	-
8.	Clarification on the issue of tariff type	KANJANARAT TRADING CO.,LTD.	40,000.00	-
9.	Mr. Nirun's case service consultant	BALANCE LAW CONSULTANT CO.,LTD.	80,000.00	-
10.	TAISHO case service consultant	Weerawong, Chinnavat & Partners Ltd.	76,541.00	-
11.	Customs Law Services consultant	VMS Services	120,000.00	-
Total non-audit fee			1,188,709.30	

3. Auditor

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Mrs. Ponnard Paocharoen,	CPA. (Thailand)	No. 5238
Mr. Khitsada Lerdwana,	CPA. (Thailand)	No. 4958
Ms. Vissuta Jariyathanakorn,	CPA. (Thailand)	No. 3853

All mentioned auditors are independent and qualified as the auditor of the Company and have been verified by Securities and Exchange Commission (SEC).

Director, Executive, Chief financial officer, Accounting Controller and Company Secretary

Name	Age	Education	Shareholding (%) (As of September 30, 2020)	Relationship	Work Experiences in Late 5 Years			Business	Record of Offense
					Time	Position	Company		
1. Mr. Sunsum Jurangkool <u>Date of Appointment</u> April 2, 2005	78	Doctor of Philosophy <u>Training</u> : IOD - None -	<u>Direct</u> 83,115,000 Shares (31.99%) <u>Indirect</u> - None -	Father of Mr. Thaveechat Jurangkool and Mr. Wutthiphum Jurangkool	<u>Listed Company</u>				None
					1978 - Present	Chairman, Authorized Director	Thai Steel Cable Pcl.	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					1978 - November 2018	Chief Executive Officer			
					<u>Limited Company</u>				
					1972 - Present	Chairman, Director, Authorized Director	Summit Auto Seats Industry Co., Ltd.	Manufacture of automobile and motorcycle seat	
					1982 - Present	Chairman, Director, Authorized Director	Complete Auto Parts Co., Ltd.	Manufacturer of component parts for brake cable, clutch and accelerator cable	
					1986 - Present	Chairman, Director, Authorized Director	Summit Auto Body Industry Co., Ltd.	Manufacture of automobile body parts, mold and die	
					1987 - Present	Chairman, Authorized Director	Summit Electronic Components Co., Ltd.	Produce electronic parts	
					1988 - Present	Vice Chairman, Director	Bangkok Eagle Wings Co., Ltd.	Press Part	
					1988 - Present	Chairman, Director, Authorized Director	Summit Steering Wheel Co., Ltd.	Manufacture and distribute steering wheel and transmission	
					1990 - Present	Chairman, Authorized Director	Summit Advanced Material Co., Ltd.	Import of steel sheet/coil, coil center	
					1991 - Present	Chairman, Director, Authorized Director	Summit Laemchabang Auto Body Work Co., Ltd.	Produce body parts and exhaust system equipment	
					1991 - Present	Chairman, Director, Authorized Director	Summit Corporation Co., Ltd.	Investment and shareholding in various business	
					1991 - Present	Chairman, Authorized Director	Summit Laemchabang Auto Seats Manufacturing Co., Ltd.	Manufacture of automobile seat frame and adjusting devices	

Name	Age	Education	Shareholding (%) (As of September 30, 2020)	Relationship	Work Experiences in Late 5 Years			Business	Record of Offense
					Time	Position	Company		
Mr. Sunsum Jurangkool (Continued)					1991 - Present	Chairman, Authorized Director	Auto Advance Material Manufacturing Co., Ltd.	Manufacture dry mat, sound insulation, plastic sheet, synthetic fiber sheet, for automobile and motorcycle use	
					1993 - Present	Chairman, Director, Authorized Director	Summit Showa Manufacturing Co., Ltd.	Manufacturer shock absorbers, engine parts, transmission system, braking system, suspension system consciously or bearings.	
					1994 - Present	Chairman, Authorized Director	SNC Sound Proof Co., Ltd.	Manufacture and export of raw material for making of automobile sound proof part	
					1994 - Present	Chairman, Authorized Director	Thai Seat Belt Co., Ltd.	Manufacture and distribute of seat belts and seat belts cable	
					1995 - Present	Chairman, Authorized Director	STB Textiles Industry Co., Ltd.	Manufacture of fabric for automobile use	
					1995 - Present	Chairman, Authorized Director	Eastern P.U. Foam Industry Co., Ltd.	Manufacture automobile seat foam	
					1995 - Present	Chairman, Director, Authorized Director	Complete Auto Rubber Manufacturing Co., Ltd.	Manufacture rubber parts for automotive and electronic industry and other	
					1996 - Present	Chairman, Director, Authorized Director	Summit Chugoku Seira Co., Ltd.	Manufacture welding nuts for automotive industry	
					1996 - Present	Chairman, Director, Authorized Director	Summit Kurata Manufacturing Co., Ltd.	Produce steering columns, Neck axis drive. Including spare parts and accessories for all kinds of vehicles.	
					1997 - Present	Chairman, Director, Authorized Director	Summit Ansei Auto Parts Co., Ltd.	Produce car door lock and hood lock, tailgate, door lock loop.	
					1997 - Present	Chairman, Director, Authorized Director	Summit Engineering Center Co., Ltd.	Design & manufacture of various kinds of die and mold	
					1998 - Present	Chairman, Director, Authorized Director	Modern Products Industry Co., Ltd.	Manufacture of wood printing and coating of auto parts	
					1998 - Present	Director, Authorized Director	Summit Industry (Thailand) Co., Ltd.	Business rental	
					1999 - Present	Director, Authorized Director	Adient & Summit Co., Ltd.	Manufacture of automobile seat and interior parts	

Name	Age	Education	Shareholding (%) (As of September 30, 2020)	Relationship	Work Experiences in Late 5 Years			Business	Record of Offense
					Time	Position	Company		
Mr. Sunsum Jurangkool (Continued)					2002 - Present	Director	HSH Co., Ltd.	Investment and shareholding in various business	
					2002 - Present	Chairman, Authorized Director	Auto Interior Products Co., Ltd.	Manufacture, import, export of automobile floor carpet and headrest	
					2002 - Present	Chairman,	Summit Windmill Golf Club Co., Ltd.	Golf club service	
					2003 - Present	Vice Chairman, Authorized Director	Marubishi Summit Industry Vietnam Co., Ltd.	Manufacture automobile parts	
					2004 - Present	Director	JRK Auto Parts PVT. Ltd.	Produce automotive electronic parts	
					2004 - Present	Chairman, Authorized Director	Summit Otsuka Manufacturing Co., Ltd.	Produce car parking hand-break	
					2005 - Present	Chairman, Authorized Director	Summit Rieter Nittoku Sound Proof Co., Ltd.	Manufacture and export of automobile soundproof parts	
					2007 - Present	Chairman, Authorized Director	Summit Green Valley Chiangmai Golf Club Co., Ltd.	Golf club service	
					2008 - Present	Chairman, Authorized Director	Summit R&D Center Co., Ltd.	Automotive Product quality, capacity testing service, Calibration, Research and technology development, Design tools, Molds for automotive parts.	
					2008 - Present	Vice Chairman, Director	Hiruta And Summit Co., Ltd.	Produce automotive parts	
					2008 - Present	Chairman, Authorized Director	Summit Auto Body Skill Development Center Co., Ltd.	Training service	
					2009 - Present	Director	Steel Alliance Service Center Co., Ltd.	Coil steel, Slitter Steel	
					2013 - Present	Chairman	Summit Keylex (Thailand) Co., Ltd.	Produce vehicles parts and accessories.	

Name	Age	Education	Shareholding (%) (As of September 30, 2020)	Relationship	Work Experiences in Late 5 Years			Business	Record of Offense
					Time	Position	Company		
2. Mr. Sarit Patanatmarueng <u>Date of Appointment</u> April 2, 2005	45	M.A., Business Administration, New Hampshire College, USA <u>Training</u> : IOD - Director Certification Program (DCP 42/2004) - Directors Accreditation Program (DAP172/2020) <u>Other</u> : - Sustaining the family business 05/2010 - TLCA Executive Development Program (EDP12/2013) (SET) - Exclusive Event "Stop Committing Random Acts of Digital" 08/2018	<u>Direct</u> 10,592,000 Shares (4.08 %) <u>Indirect</u> - None -	Older brother of Mr. Santi Patanatmarueng and younger brother of Ms. Sirina Patanatmarueng	<u>Listed Company</u>				None
					2004 - Present	Director, Managing Director, Authorized Director, Chairman of Risk Management Committee	Thai Steel Cable Pcl.	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					<u>Limited Company</u>				
					1996 - Present	Director, Authorized Director	Summit Chugoku Seira Co., Ltd.	Manufacture welding nuts for automotive industry	
					2004 - Present	Director, Authorized Director	Complete Auto Parts Co., Ltd.	Manufacturer of component parts for brake cable, clutch, and accelerator cable	
					2004 - Present	Director, Authorized Director	Complete Auto Rubber Manufacturing Co., Ltd.	Manufacture rubber parts for automotive and electronic industry and other	
					2016 - Present	Director, Authorized Director	Amata Summit Ready Built Co., Ltd.	Factory Lease / Rental Service	
3. Mr. Makoto Teraura <u>Date of Appointment</u> April 2, 2005	82	Mechanical Engineering, Faculty of Technology, Shizuoka University, Japan <u>Training</u> : IOD - None -	<u>Direct</u> - None - <u>Indirect</u> - None -	None	<u>Listed Company</u>				None
					1981 - Present	Director	Thai Steel Cable Pcl.	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					<u>Limited Company</u>				
					1972 - Present	Director	TSK (Korea) Co., Ltd.	Manufacturer of control cable for automobile/motorcycle	
					1973 - Present	Director	Tajima TSK, Inc.	Manufacturer of car component	
					1973 - Present	Director	HI-LEX KANTO, Inc.	Manufacturer of control cable for automobile	
					1975 - Present	Chairman	HI-LEX Corporation	Manufacturer of control cable for automobile/motorcycle	
					1980 - Present	Director	Dae Dong System Co., Ltd.	Manufacturer of control cable for automobile	
					1981 - Present	Director	HI-LEX Saitama, Inc.	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					1985 - Present	Director	Izushi Cable, Inc.	Manufacturer of control cable for automobile	
					1989 - Present	Director	HI-LEX Controls Inc.	Manufacturer of car window regulator and rear slider	

Name	Age	Education	Shareholding (%) (As of September 30, 2020)	Relationship	Work Experiences in Late 5 Years			Business	Record of Offense
					Time	Position	Company		
Mr. Makoto Teraura (Continued)					1989 - Present	Director	HI-LEX Shimane, Inc.	Manufacturer of control cable for automobile and car window regulator	
					1992 - Present	Director	HI-LEX America Inc.	Manufacturer of control cable for automobile/motorcycle	
					1992 - Present	Chairman	TSK of America Inc.	Holding company	
					1993 - Present	Director	HI-LEX Mexicana, S.A DE.C.V	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					1995 - Present	Director	Chongqing HI-LEX Cable System Group Co., Ltd.	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					1999 - Present	Director	HI-LEX India Private Ltd.	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					1999 - Present	Director	HI-LEX Vietnam Co., Ltd.	Manufacturer of control cable for motorcycle	
					2000 - Present	Director	HI-LEX Cable System Co., Ltd.	Manufacturer of control cable for automobile and car window regulator	
					2002 - Present	Director	Guangzhou TSK Control Cable Co., Ltd.	Manufacturer of car component	
					2003 - Present	Director	Dae Dong HI-LEX Inc.	Manufacturer of car window regulator and door module	
					2006 - Present	Director	HI-LEX Hungary Cable System Manufacturing LLC.	Manufacturer of control cable for automobile	
					2007 - Present	Director	Guangdong HI-LEX Cable System Co., Ltd.	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					2007 - Present	Director	Changchun HI-LEX Auto Cable Co., Ltd.	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					2008 - Present	Director	Daedong HI-LEX of America Inc. LLC.	Manufacturer of car window regulator and door module	
					2012 - Present	Director	Sun Medical Technology Research Corp.	Manufacturer of medical devices	
					2014 - Present	Director	Chongqing Evaheart Medical Device Co., Ltd.	Manufacturer of medical devices	
					2017 - Present	Director	HI-LEX Miyagi, Inc.	Manufacturer of control cable for automobile and car window regulator	

Name	Age	Education	Shareholding (%) (As of September 30, 2020)	Relationship	Work Experiences in Late 5 Years			Business	Record of Offense
					Time	Position	Company		
4. Mr. Thaveechat Jurangkool <u>Date of Appointment</u> April 2, 2005	48	MBA., Finance, Webster University <u>Training</u> : IOD - Director Accreditation Program (DAP109/2014)	<u>Direct</u> 21,294,700 Shares (8.20%) <u>Indirect</u> - None -	Son of Mr. Sunsum Jurangkool and older brother of Mr. Wutthiphum Jurangkool	<u>Listed Company</u>				None
					December 2018 - Present	Chief Executive Officer	Thai Steel Cable Pcl.	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					2003 - Present	Director, Authorized Director			
					<u>Limited Company</u>				
					1993 - Present	Director, Authorized Director	Summit Auto Body Industry Co., Ltd.	Manufacture of automobile body parts, mold and die	
					1995 - Present	Director, Authorized Director	Eastern P.U. Foam Industry Co., Ltd.	Manufacture automobile seat foam	
					1996 - Present	Director, Authorized Director	Summit Chugoku Seira Co., Ltd.	Manufacture welding nuts for automotive industry	
					1996 - Present	Director, Authorized Director	Summit Kurata Manufacturing Co., Ltd.	Produce steering columns, Neck axis drive. Including spare parts and accessories for all kinds of vehicles.	
					1998 - Present	Director, Authorized Director	Modern Products Industry Co., Ltd.	Manufacture of wood printing and coating of auto parts	
					1998 - Present	Director	Summit Industry (Thailand) Co., Ltd.	Business Rental	
					2002 - Present	Director, Authorized Director	Summit Corporation Co., Ltd.	Investment and shareholding in various business	
					2002 - Present	Director, Authorized Director	Summit Auto Seats Industry Co., Ltd.	Manufacture of automobile and motorcycle seat	
					2002 - Present	Director, Authorized Director	Summit Laemchabang Auto Seats Manufacturing Co., Ltd.	Manufacture of automobile seat frame and adjusting devices	
					2002 - Present	Director, Authorized Director	Summit Laemchabang Auto Body Work Co., Ltd.	Produce body parts and exhaust system equipment	
					2002 - Present	Director, Authorized Director	Summit Advanced Material Co., Ltd.	Import of steel sheet/coil, coil center	
					2002 - Present	Director, Authorized Director	Summit Engineering Center Co., Ltd.	Design & manufacture of various kinds of die and mold	

Name	Age	Education	Shareholding (%) (As of September 30, 2020)	Relationship	Work Experiences in Late 5 Years			Business	Record of Offense
					Time	Position	Company		
Mr. Thaveechat Jurangkool (Continued)					2002 - Present	Director, Authorized Director	Auto Interior Products Co., Ltd.	Manufacture, import, export of automobile floor carpet and headrest	
					2002 - Present	Director, Authorized Director	Auto Advance Material Manufacturing Co., Ltd.	Manufacture dry mat, sound insulation, plastic sheet, synthetic fiber sheet, for automobile and motorcycle use	
					2002 - Present	Director, Authorized Director	Summit Windmill Golf Club Co., Ltd.	Golf club service	
					2002 - Present	Director, Authorized Director	STB Textiles Industry Co., Ltd.	Manufacture of fabric for automobile use	
					2002 - Present	Director, Authorized Director	Summit Steering Wheel Co., Ltd.	Manufacture and distribute steering wheel and transmission	
					2003 - Present	Director	Marubishi Summit Industry Vietnam Co., Ltd.	Manufacture automobile parts	
					2003 - Present	Director, Authorized Director	Complete Auto Parts Co., Ltd	Manufacturer of component parts for brake cable, clutch and accelerator cable	
					2004 - Present	Director, Authorized Director	Summit Otsuka Manufacturing Co., Ltd.	Produce car parking hand-break	
					2004 - Present	Director	JRK Auto Parts PVT. Ltd.	Produce automotive electronic parts	
					2005 - Present	Director, Authorized Director	Complete Auto Rubber Manufacturing Co., Ltd.	Manufacture rubber parts for automotive and electronic industry and other	
					2006 - Present	Director, Authorized Director	Thai Progress Rubber Co., Ltd.	Manufacture rubber parts for automotive and electronic industry and other	
					2007 - Present	Director, Authorized Director	Summit Green Valley Chiangmai Golf Club Co., Ltd.	Golf club service	
					2007 - Present	Director, Authorized Director	J-Max Monopoly Corporation Co., Ltd.	Purchase sell, and rent real estate property	

Name	Age	Education	Shareholding (%) (As of September 30, 2020)	Relationship	Work Experiences in Late 5 Years			Business	Record of Offense
					Time	Position	Company		
Mr. Thaveechat Jurangkool (Continued)					2007 - Present	Director, Authorized Director	J-Max Property Asset Co., Ltd.	Produce, purchase, and rent of machine supply and spare parts	
					2008 - Present	Director, Authorized Director	Summit Auto Body Skill Development Center Co., Ltd.	Training service	
					2008 - Present	Director, Authorized Director	Summit R&D Center Co., Ltd.	Automotive Product quality, capacity testing service, Calibration, Research and technology development, Design tools, Molds for automotive parts.	
5. Mr. Wutthiphum Jurangkool <u>Date of Appointment</u> November 22, 2017	41	Doctor of Philosophy (Educational Administration), Western University Executive MBA, Sasin Graduate Institute of Business Administration of Chulalongkorn University <u>Training</u> : IOD - Director Certification Program (DCP148/2011)	<u>Direct</u> - None - <u>Indirect</u> - None -	Son of Mr.Sunsum Jurangkool and younger brother of Mr.Thaveechat Jurangkool	<u>Listed Company</u>				None
					2019 - Present	Director, Chief Executive officer	Nok Airlines Public Company Limited	Airlines	
					2017 - Present	Director, Authorized Director	Thai Steel Cable Public Company Limited	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					2015 - Present	Director, Authorized Director	AIRA & AIFUL Public Company Limited	Consumer and retail financing services	
					2015 - Present	Director, Nomination and Remuneration Committee	SE-EDUCATION Public Company Limited	Book publishers company	
					<u>Limited Company</u>				
					2015 - Present	Director, Authorized Director	Aspiration One Company Limited.	The company provides property management services	
					2014 - Present	Director, Authorized Director	Factory Depot Supply Company Limited	Trading Company	
					2013 - Present	Director, Authorized Director	Summit Keylex (Thailand) Company Limited	Produce vehicles parts and accessories.	
					2002 - Present	Director, Authorized Director, Procurement Director	Summit Auto Body Industry Company Limited	Manufacture of automobile body parts, mold and die	

Name	Age	Education	Shareholding (%) (As of September 30, 2020)	Relationship	Work Experiences in Late 5 Years			Business	Record of Offense
					Time	Position	Company		
Mr. Wutthiphum Jurangkool (Continued)					2002 - Present	Director, Authorized Director, Procurement Director	Summit Laemchabang Auto Body Work Company Limited	Produce body parts and exhaust system equipment	
					2002 - Present	Director, Authorized Director, Procurement Director	Summit Auto Tech Industry Company Limited	Manufacture of automobile parts	
					2002 - Present	Director, Authorized Director, Procurement Director	Thai Auto Industry Company Limited	Manufacture of automobile parts	
					2002 - Present	Director, Authorized Director, Procurement Director	Summit R&D Center Co., Ltd.	Research and technology development Service. Design tools, Molds for automotive parts & Maintenance	
					2002 - Present	Director, Authorized Director, Procurement Director	Summit Advanced Material Co., Ltd.	Import of steel sheet/coil, coil center	
6. Mr. Hajime Kato <u>Date of Appointment</u> February 12, 2018	57	Faculty of Science and Engineering , Department of Metallurgical Engineering, Kindai University <u>Training</u> : IOD - Director Accreditation Program (DAP146/2018)	<u>Direct</u> - None - <u>Indirect</u> - None -	None	<u>Listed Company</u>				None
					February 2018 - Present	Director, Authorized Director, Senior General Manager - Research and Development Division	Thai Steel Cable Pcl.	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					<u>Limited Company</u>				
					2012 - January 2018	Vice President	HI-LEX India Private Ltd.	Manufacturer of control cable for automobile/motorcycle and car window regulator	

Name	Age	Education	Shareholding (%) (As of September 30, 2020)	Relationship	Work Experiences in Late 5 Years			Business	Record of Offense
					Time	Position	Company		
7. Mr. Prinya Waiwatana <u>Date of Appointment</u> April 2, 2005	73	B.A., Accounting, Chulalongkorn University <u>Training</u> : IOD - Director Accreditation Program (DAP35/2005) - Audit Committee Program (ACP 9/2005) - Director Certification Program (DCP 72/2006) - Monitoring the System of Internal Control and Risk Management (MIR 2/2008) - Role of the Compensation Committee (RCC 10/2010)	<u>Direct</u> - None - <u>Indirect</u> - None -	None	<u>Listed Company</u>				None
					July 2020 - Present	Independent Director	Nok Airlines Public Company Limited	Airlines	
					March 2018 - Present	Independent Director	Nava Nakorn Pcl.	Real Estate	
					May 2016 - Present	Chairman of the Audit Committee	Thai Steel Cable Pcl.	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					2005 - Present	Chairman of the Corporate Governance Committee			
					2005 - May 2016	Audit Committee member, Corporate Governance Committee member, Independent Director, Nomination and Remuneration Committee member			
					2010 - Present	Independent Director, Nomination and Remuneration Committee member, Investment Committee member, Chairman of the Risk Management Committee	AIRA Capital Co., Ltd.	Holding Company	
					2010 - Present	Independent Director, Corporate Governance Committee member	Samart Corporation Pcl.	Telecommunication	

Name	Age	Education	Shareholding (%) (As of September 30, 2020)	Relationship	Work Experiences in Late 5 Years			Business	Record of Offense
					Time	Position	Company		
8. Mr. Apinan Na Ranong <u>Date of Appointment</u> April 2, 2005	70	B.A., Business Administration, Chiang Mai University <u>Training</u> : IOD - Director Accreditation Program (DAP 35/2005) - Audit Committee Program (ACP9/2005) - Monitoring the System of Internal Control and Risk Management (MIR 2/2008)	<u>Direct</u> - None - <u>Indirect</u> - None -	None	<u>Listed Company</u>				None
					May 2016 - Present	Chairman of the Nomination and Remuneration Committee	Thai Steel Cable Pcl.	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					2005 - Present	Independent Director, Audit Committee member, Corporate Governance Committee			
					2005 - May 2016	Nomination and Remuneration Committee member			
					<u>Limited Company</u>				
					1998 - Present	Director, President	Terrene Intertrade Co., Ltd.	Catering Business	
					May - Present	Chairman of the Board of Directors	Amata Summit Reit Management Co., Ltd	Managing the trust to invest in real estate (As approved by the Securities and Exchange Commission of Thailand)	
9. Mr. Chatchai Earsakul <u>Date of Appointment</u> May 17, 2010	65	M.A., Economies of Planning & Policy, Northeastern University <u>Training</u> : IOD - Director Accreditation Program (DAP84/2010)	<u>Direct</u> - None - <u>Indirect</u> - None -	None	<u>Listed Company</u>				None
					2010 - Present	Independent Director, Audit Committee member, Nomination and Remuneration Committee member, Corporate Governance Committee member	Thai Steel Cable Pcl.	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					2015 - Present	Vice Chairman of the Board	Thai Packaging & Printing Plc.	Produce and distribute packaging material and offset printing	

Name	Age	Education	Shareholding (%) (As of September 30, 2020)	Relationship	Work Experiences in Late 5 Years			Business	Record of Offense
					Time	Position	Company		
Mr. Chatchai Earsakul (Continued)					<u>Limited Company</u>				
					2019 - Present	Managing Director	Thanyakij Service Co., Ltd.	Warehouse and Dockyard	
					2011 - Present	Director			
10. Mr. Veerawat Korphaibool <u>Date of Appointment</u> January 26, 2016	52	M.B.A., Business Administration, University of New Haven, U.S.A <u>Training</u> : IOD - Director Accreditation Program, class 13/2004 - Director Certification Program, class 151/2011 - Financial Statements for Directors, class 14/2011 <u>Training</u> : EDP - TLCA Executive Development Program batch12	<u>Direct</u> - None - <u>Indirect</u> - None -	None	<u>Listed Company</u>				None
					2016 - Present	Independent Director, Audit Committee member, Nomination and Remuneration Committee member, Corporate Governance Committee member	Thai Steel Cable Pcl.	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					2000 - September 2017	Director	Thai Storage Battery PCL.	Manufacturer and distributor of batteries.	
					2013 - July 2017	Vice Chairman of BOD			
					2013 - 2014	Vice President - Marketing and Sales			
					<u>Limited Company</u>				
					2003 - July 2017	Director	3K Products Co., Ltd.	Dealer of battery for vehicles, golf cart, lighting and motorcycle.	
					2010 - 2014	Senior Vice President			
					2015 - September 2017	Chief Executive Officer			
					October 2017 - January 2018	Co-Chief Executive Officer			
					2000 - July 2017	Director	Thai Nonferrous Metal Co., Ltd.	Manufacturer of lead melting.	

Name	Age	Education	Shareholding (%) (As of September 30, 2020)	Relationship	Work Experiences in Late 5 Years			Business	Record of Offense
					Time	Position	Company		
Mr. Veerawat Korphaibool (Continued)					2008 - July 2017	Director	3K Traction Battery Co., Ltd.	Manufacturer and distributor of metal. Sell and provide rentals and maintenance service of battery repair.	
					2010 - July 2017	Director	Power Plas Co., Ltd.	Manufacturer and distributor of all types of plastic.	
					2016 - Present	Director (Faculty of Business and Accounting Type of Expert)	KhonKaen University	Educational institution.	
					July 2018 - Present	Director	Free Trade Zone Logistics Co.,Ltd.	Transportation and warehousing for rent	
11. Mr. Santi Patanatmarueng <u>Date of Appointment</u> February 12, 2018	42	M.A. Political Science, Ramkhamhaeng University <u>Training</u> : IOD - Director Certification Program (DCP253/2018) - Director Accreditation Program (DAP156/2019)	<u>Direct</u> 10,602,400 Shares (4.08%) <u>Indirect</u> - None -	Younger brother of Mr. Sarit Patanatmarueng and younger brother of Ms. Sirina Patanatmarueng	<u>Listed Company</u>				None
					February 2018 - Present	Director, Authorized Director	Thai Steel Cable Pcl.	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					<u>Limited Company</u>				
					2017 - Present	Director, Authorized Director	Entire Asset 2 Co., Ltd.	Real Estate service provider	
					2016 - Present	Director, Authorized Director	Entire Asset Co., Ltd.	Real Estate service provider	
					2016 - Present	Director, Authorized Director	Amata Petroleum Co., Ltd.	Energy business	
					2014 - Present	Director, Authorized Director	Thanaseth Business and Development Co., Ltd.	Real Estate service provider	
					2012 - Present	Director, Authorized Director	Summit Chugoku Seira Co., Ltd.	Manufacture welding nuts for automotive industry	
					2012 - Present	Director, Authorized Director	Thai Progress Rubber Co., Ltd.	Manufacture rubber parts for automotive and electronic industry and others	
					2012 - Present	Director, Authorized Director	Summit Steering Wheel Co., Ltd.	Manufacture steering wheel, horn pad and gear knob	
					2007 - Present	Director, Authorized Director	Complete Auto Rubber Manufacturing Co., Ltd.	Manufacture rubber parts for automotive and electronic industry and others	
					2006 - Present	Director, Authorized Director	Amata Summit Ready Built Co., Ltd.	Factory service provider	

Name	Age	Education	Shareholding (%) (As of September 30, 2020)	Relationship	Work Experiences in Late 5 Years			Business	Record of Offense
					Time	Position	Company		
12. Ms. Sirina Patanatmarueng	46	M.A. Arts Chulalongkorn University <u>Training:</u> IOD - Company Secretary - Financial Statements for Directors (FSD 26/2014) - Director Certification Program (DCP 227/2016) - Ethical Leadership Program (ELP9/2017) <u>Training:</u> TLCA - Executive Development Program (EDP15/2014) <u>Training:</u> CPD - Federation of Accounting Professions: Accounting standards of listed Companies 3/62 - Management account for planning and decision making (1/2020)	<u>Direct</u> 10,196,300 Shares (3.92%) <u>Indirect</u> - None -	Older sister of Mr. Sarit Patanatmarueng and Mr. Santi Patanatmarueng	<u>Listed Company</u>				None
					October 2018 - Present	Chief Financial Officer	Thai Steel Cable Pcl.	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					August 2016 - February 2018	Authorized Director			
					May 2016 - February 2018	Director			
					2002 - Present	Senior General Manager - Business Administration Division and Procurement Division			
					<u>Limited Company</u>				
					2013 - Present	General Manager - Office Division	Summit Chugoku Seira Co., Ltd.	Manufacture welding nuts for automotive industry	
					May 2016 - Present	Director, Authorized Director			
					April 2016 - Present	Director, Authorized Director	Complete Auto Rubber Manufacturing Co., Ltd.	Manufacture rubber parts for automotive and electronic industry	
					2003 - Present	Director, Authorized Director	Thai Progress Rubber Co., Ltd.	Manufacture rubber parts for automotive and electronic industry	

Name	Age	Education	Shareholding (%) (As of September 30, 2020)	Relationship	Work Experiences in Late 5 Years			Business	Record of Offense
					Time	Position	Company		
13. Ms. Patra Chaiyosburana	47	B.A. Communication Arts, Chulalongkorn University M.A., Marketing, Coventry University UK	<u>Direct</u> - None - <u>Indirect</u> - None -	None	<u>Listed Company</u>				None
					January 2019 - Present	Senior General Manager - Business Operation Division and Research and Development Division	Thai Steel Cable PCL	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					January 2018 - Present	General Manager - Business Operation			
					2012 - 2017	Manager - Marketing Department			
14. Ms. Kasita Pitaksongkram <u>Date of Company Secretary Appointment</u> May 14, 2012 <u>Contact Address</u> : 19/5 Moo.3 Tambon Ban Suan, AmphoeMueang, Province Chonburi 20000 <u>Vested interest in agendas</u> - None -	38	M.A., Business Administration, Human Resource Management, Sripatum University <u>Training</u> : IOD - Company Secretary Program (CSP46/2012) - Company Reporting Program (CRP3/2012) - Board Reporting Program(BRP13/2014) - Anti-Corruption the Practical Guide (ACPG 21/2015) - Financial Statement for Director (FSD42/2020) <u>Training</u> : TLCA - Fundamental Practice for Corporate Secretary (FPCS) <u>Training</u> : SEC, SET - Smart Disclosure Program (SDP) - SPC Straight Through System - Basic IR Training	<u>Direct</u> - None - <u>Indirect</u> - None -	None	<u>Listed Company</u>				None
					December 1, 2019 - Present	General Manager - Business Administrative Division	Thai Steel Cable Pcl.	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					December 2016 - November 30, 2019	Assistant Manager of Compliance and Investor Relations department			
					May 2016 - Present	Secretary of Nomination and Remuneration Committee			
					May 2014 - Present	Secretary of Corporate Governance Committee			

Name	Age	Education	Shareholding (%) (As of September 30, 2020)	Relationship	Work Experiences in Late 5 Years			Business	Record of Offense
					Time	Position	Company		
Ms. Kasita Pitaksongkram (Continued)		<div><div><div>- Stock Valuation for IR</div><div>- Good Practices for Analyst Presentation</div><div>- Guidelines on the Corporate Governance Report of Thai Listed Companies (CGR) 2016</div><div>- CSR for Corporate Sustainability 2015</div><div>- Responsible Supply Chain Management 2015</div><div>- CSR Report 2015</div></div><div>Training: Others</div><div><div>- Global Mini MBA batch78, Faculty of Commerce and Accountancy, Thammasat University</div><div>- PA (Personal Assistant) training 2015 (Thailand Chapter Young Presidents' Organization Inc.)</div><div>- The shareholders' meeting by the principles of corporate governance. (2016)</div><div>- AGM 100 (2016)</div><div>- The rights and obligations of Shareholders on dimensional Yin - Yang: White - Black doing the right thing.</div></div></div>			2012 - December 2016	Company Secretary, Supervisor of Compliance and Investor Relations department			
					2008 - November 30, 2019	Assistant to Managing Director			
					2005 - 2007	Secretary of Managing Director			
					<u>Limited Company</u>				
					2007 - 2008	Assistant Manager Administration	Marui Industry (Thailand) Co.,Ltd.	Manufacturer of plastic automotive part	
					2005 - 2007	Secretary of Production Manager	Cobra International Co., Ltd.	Manufacturer and Exporter of water sport equipment	

Name	Age	Education	Shareholding (%) (As of September 30, 2020)	Relationship	Work Experiences in Late 5 Years			Business	Record of Offense
					Time	Position	Company		
Ms. Kasita Pitaksongkram (Continued)		- PA (Personal Assistant) training 2016 (Thailand Chapter Young Presidents' Organization Inc.) - Finance for Non-Finance Executive (PSR Management Training) - Rockefeller Habits (Thailand Chapter Young Presidents' Organization Inc.)							
15. Mr. Jakkarat Meesawong	44	Master Degree of Business Administration (Industrial Management), Ramkhamhaeng University	<u>Direct</u> 100 Shares (0.000038%) <u>Indirect</u> - None -	None	<u>Listed Company</u>				None
					December 1, 2019 - Present	General Manager - Procurement Division	Thai Steel Cable Pcl.	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					July 2016 - November 30, 2019	Assistant to Managing Director			
					January 2015 - 2016	Assistant to Sourcing Manager			
16. Ms. Pimlaphat Chansaming	42	Master Degree Burapha University (Accounting) Bachelor Degree – University of The Thai Chamber of Commerce (Cost Accounting) <u>Training:</u> Thai CPD at Home - Account and Profit CPD : -None- Plan for training within December 2020	<u>Direct</u> - None - <u>Indirect</u> - None -	None	<u>Listed Company</u>				None
					January 2020 - Present	Finance & Accounting Manager	Thai Steel Cable Public Company Limited	Manufacturer of control cable for automobile/motorcycle and car window regulator	
					<u>Limited Company</u>				
					2011 - 2019	Planning Department Manager	Thai NOK Co., Ltd	Manufacturer parts of automotive, mainly is O-Ring and Oil Seal.	
					2007 - 2010	Finance & Accounting Manager	Castem (Siam) Co., Ltd	Steel and Stainless	
					2003 - 2006	Finance & Accounting Manager	Exedy Friction Materials Co., Ltd	Parts of Automotive	

A press conference / Newsletter regarding the financial position

In 2020, the Company prepared the newsletter that presents the financial position and published in Thunhoon Newspaper of November 25, 2020.

Report of Audit Committee

To: Shareholders of Thai Steel Cable Public Company Limited

The Audit Committee of Thai Steel Cable Public Company Limited has been appointed by the Board of Directors.

The Committee members comprises of 4 individuals whose qualifications fully conform to the Audit Committee Charter and statutory requirements of the Office of the Securities and Exchange Commission. Names of committee members and 2020 attendance are listed below:

No.	Name of Directors	Designation	Total meetings	Meeting attendance
1	Mr. Prinya Waiwatana*	Chairman of the Audit Committee	4	4
2	Mr. Apinan Na Ranong	Audit Committee	4	4
3	Mr. Chatchai Earsakul	Audit Committee	4	4
4	Mr. Veerawat Korphaibool	Audit Committee	4	4

*Mr. Prinya Waiwatana is an audit committee member who is highly knowledgeable and experienced in accounting and financial matters.

The Audit Committee performed its duties under the scope, duties and responsibilities as assigned by the Board of Directors in consistency with the Stock Exchange of Thailand.

In 2020 (period from October 1, 2019 to September 30, 2020), the Audit Committee met 4 times and sometimes had meetings with executives. The performance of the Audit Committee could be summarized as follows:

1. Reviewing the quarterly financial statements and annual financial statements to ensure that the financial statements of the Company have been prepared correctly and reliable. The Audit Committee agreed with the auditor that such financial statements were accurate as it should, in all respects with the accounting standards and accounting principles generally accepted in accounting practices, including having meetings with the external auditors without an executive team every quarter.
2. Reviewing the Company's internal control system and internal audits was sufficient and effective by hiring an expert to conduct an internal investigation to determine. Moreover, the Internal Audit Department monitored the internal audit plan for the year that the Audit Committee considered and approved covering the important work and assigned it to monitor the correction of defect inspection reports. The Committee saw that the Company's internal controls were adequate and

appropriate to the nature of the business and no defects or weaknesses of the significant system of internal controls. Assets are properly maintained, including the disclosure in its entirety.

In addition, the Committee reviewed the internal audit by considering the scope of missions, duties, responsibilities, man power force and independence of internal audit by setting the internal audit to report audit results to the Audit Committee and report on executive matter to the Managing Director that the internal audit of the Company was independent adequate and effective.

3. Reviewing of risk management of the company as a whole (Enterprise Risk Management: ERM), the Company is an indicator of risk, risk assessment from internal and external factors that consist of the strategic risk, the operational risk including the information technology risk, the financial risk and the compliance risk and risk of the spread of Coronavirus (Covid-19) that has a pandemic worldwide including Thailand which had a significant effect on the business operation. Risk management and track the progress of each agency to ensure that it could be done with the goal set. In the event that may affect the achievement of the organization, it could manage the risks to an acceptable level timely, then reported some risk management to the Board of Directors, which the Audit committee was of the opinion that the Company has adequate risk management systems and should be monitored in order to improve the effectiveness of risk management continuously.
4. Reviewing that the Company complied with the Securities and Exchange Commission, requirements of the Exchange Act or other laws relating to the business of the company, the Committee was of the opinion that there were no significant defects in terms of non-compliance with the law and regulations reviewed.
5. Considering the report of Internal Auditor to review the compliance under the Anti - Corruption Policy of the internal auditor. The Committee has the opinion that the Company has sufficient measures to oppose and detect the corruption efficiently. The certificate demonstrates the strong commitment to conducting business fairly, transparently and both directly and indirectly to emphasize the anti-corruption.
6. Reviewing and commenting on the transaction of business related or items that may have a conflict of interest, compliance with the Code of Conduct and Ethics of the Committee, executives and staff. There was no item posed as conflict of interest. The company disclosed in this matter correctly, as well as to comply with the Code of Ethics set appropriately.
7. Considering the selection of auditor and remuneration to the Board of Directors for approval at the AGM, the Audit Committee considered the performance of the external auditor in the past year, including knowledge specialization and independence and submitted to the Board for approval at the AGM by appointing Mr. Khitsada Lerdwana and / or Ms. Vissuta Jariyathanakorn and / or Ms. Kunlapee Piyawannasuth of the EY Office Co., Ltd. as auditors for 2021 (the period from October 1, 2020 - September 30, 2021) with the audit fee in total of 960,000 Baht

(excluding monitoring of compliance with the terms of the Investment Promotion Act (BOI privilege 5 licenses) for 270,000 baht)

In summary, overall the Audit Committee fulfilled its obligations set out in the Charter of the Audit Committee approved by the Board of Directors by using knowledge, competence, caution, prudence and with sufficient independence as well as providing comments and suggestions for the benefit of business operations. The audit committee has the opinion that the Company had correctly and completely financial reports and business operations. There were proper and effective internal control systems, internal audit and risk management properly of existing and emerging risks from the Coronavirus (Covid-19) epidemic and in compliance with legal requirements and obligations for compliance with the transaction correctly. In addition, the operation was performed with good governance, transparency, adequately and reliably, including considering the independence of the auditor to be appointed and remuneration of auditors. In addition, the audit committee made a self-assessment based on the self-assessment form of the audit committee set by the Stock Exchange of Thailand for using the evaluation results to improve the performance of the Audit Committee and to ensure that The Audit Committee is qualified and the actions of the audit committee in performing their duties in accordance with the requirements of the SET and the SEC.



Mr. Prinya Waiwatana
Chairman of Audit Committee

Report of Nomination and Remuneration Committee

To: Shareholders of Thai Steel Cable Public Company Limited

The Nomination and Remuneration Committee consists of 4 independent qualified members who are knowledgeable and experienced. The Nomination and Remuneration Committee performs duties in accordance with the scope of their responsibilities assigned by the Board of Directors.

In 2020, the Nomination and Remuneration Committee complies with the charter of Nomination and Remuneration Committee as follows:

Nomination task

1. To prepare criteria and policy regarding the nomination of Company Director and Sub-Committee and propose to the Board of Directors and/or further to the Shareholders' Meeting for approval.
2. To prepare criteria and policy regarding the nomination of top management and propose to the Board of Directors.
3. To recruit and propose an appropriate person to be the Company Director, Sub-Committee and top management of the Company.
4. To encourage that the Company allows the shareholders to suggest a person to be nominated as the Company Director.
5. To proceed with any task concerned with the nomination as the Board of Directors assigns.

Remuneration task

1. To prepare criteria and policy regarding the remuneration to comply with the duties and responsibilities of the Company Director, Sub-Committee and propose to the Board of Directors and further to the shareholders' Meeting for approval.
2. To prepare criteria and policy regarding the remuneration to comply with the duties and responsibilities of top management and propose to the Board of Directors.
3. To give an explanation related to remuneration in the shareholders' meeting.
4. To report the remuneration policy in 56-1 form and annual report.
5. To proceed with any task concerned with the remuneration as the Board of Directors assigns.

In order that, the Nomination and Remuneration Committee member attended the meetings detailed as follows:

No.	Name of Directors	Designation	Total number of meetings	Meeting attendance
1	Mr. Apinan Na Ranong	Chairman	2	2
2	Mr. Prinya Waiwatana	Director	2	2
3	Mr. Chatchai Earsakul	Director	2	2
4	Mr. Veerawat Korphaibool	Director	2	2



(Mr. Apinan Na Ranong)

Chairman of Nomination and Remuneration Committee

Report of Corporate Governance Committee

To: Shareholders of Thai Steel Cable Public Company Limited

The Corporate Governance Committee consists of 4 independent qualified members who are knowledgeable and experienced. The Corporate Governance Committee performs duties in accordance with the scope of their responsibilities assigned by the Board of Directors which is compatible with the Capital Market Commission Notification and Requirements of the Stock Exchange of Thailand.

In 2020, the Corporate Governance Committee compliance with the charter of the Corporate Governance Committee will completely consider and review compliance of CG Code Principles with its business and regularly report to the Board of Directors as appropriate.

In the meeting, the Corporate Governance Committee made a report, expressed their opinions and gave recommendations independently by continuously promoting and monitoring the progress of the development of good corporate governance and social responsibility. The corporate governance handbook is updated in the Corporate Governance meeting No.2/2020 on August 4, 2020 which consists of business ethics (Code of Conducts) including guidelines, especially anti-corruption policy, others suggest that improve and develop the corporate governance of the company.

In order that, the Corporate Governance Committee member attended the meetings detailed as follows:

No.	Name of Directors		Designation	Total number of meetings	Meeting attendance
1	Mr. Prinya	Waiwatana	Chairman	2	2
2	Mr. Apinan	Na Ranong	Director	2	2
3	Mr. Chatchai	Earsakul	Director	2	2
4	Mr. Veerawat	Korphaibool	Director	2	2



Mr. Prinya Waiwatana
Chairman of Corporate Governance Committee

Report of Risk Management Committee

To: Shareholders of Thai Steel Cable Public Company Limited

The Risk Management Committee of Thai Steel Cable Public Company Limited has been appointed by the Board of Directors. The committee members comprise of 6 individuals and names of committee members and 2020 attendance are listed below:

No.	Name of Directors	Designation	Total number of meetings	Meeting attendance
1	Mr. Sarit Patanatmarueng (Managing Director)	Chairman	4	4
2	Ms. Sirina Patanatmarueng (Senior General Manager - Business Administration Division and Procurement Division)	Committee	4	4
3	Ms. Patra Chaiyosburana (Senior General Manager - Business Operation Division and Research and Development Division)	Committee	4	4
4	Mr. Hajime Kato (General Manager - Research and Development Division)	Committee	4	4
5	Mrs. Kasita Pitaksongkram ¹ (General Manager - Business Administration Division)	Committee	4	4
6	Mr. Jakkarat Meesawong ² (General Manager - Procurement Division)	Committee	4	4
Directors retired during the year				
1	Mr. Sawat Sukaachin ³ (Senior General Manager - Production Division and Quality Division)	Committee	4	2
2	Mr. Mangkorn Chanthakad ⁴ (General Manager - Production Division)	Committee	4	3

¹Nominated the position of General Manager - Business Administration Division on December 1, 2019.

²Nominated the position of General Manager - Procurement Division on December 1, 2019.

³Mr. Sawat Sukaachin resigned from the position on July 21, 2019.

⁴Mr. Mangkorn Chanthakad resigned from the position on August 31, 2019.

In 2020 (period from October 1, 2019 to September 30, 2020), the performance of the Risk Management Committee could be summarized as follows:

1. Review the RMC Charter to ensure that it is consistent, appropriate and supports the company whilst enabling it to manage the risk efficiently and effectively.
2. Review risk management framework, risk management process and level of risk assessment that includes the assessment of strategic risk, operational risk, financial

risk to have a current operating process and could be practiced according to the process.

3. Consider Company risk management such as strategic risk assessment, operational risk, financial risk management and compliance risk of related Corporate Governances Department and compliance with relevant laws. Also emerging risk according to the current situation such as the new epidemic of infectious diseases such as the Coronavirus (Covid-19). Additionally, consider risk responses by taking into account needs and urgency in risk response based on risk assessment, risk appetite and risk severity.
4. Consider and approve the revised Business Continuity Plan (BCP) to ensure that the business continuity plan can be used as a working plan and a roadmap for business management to continue without stopping in the disrupted situations from internal or external threats that will cause problems and obstacles to business operations.
5. Consider and approve the appointment of the Business Continuity Management Committee (BCM) for the team and the director can continue to operate on a continuous basis in critical situations or in situations that may change.

In summary, overall the Risk Management Committee fulfilled its obligations set out in the Charter of the Risk Management Committee approved by the Board of Directors and was of the opinion that the Company had developed the enterprise risk management system covering all risk factors including emerging risks such as the spread of Coronavirus (Covid-19). To oversee, follow up and review continuously the result of risk management affected the target or the company's objectives significantly and managed the key risks of enterprise level with an effective, appropriate manner and was controlled to an acceptable level of risk.



Mr. Sarit Patanatmarueng
Chairman of Risk Management Committee

Promote good society

[illegible]

สร้างสมดุลระหว่างการทำงานและชีวิต
สร้างมูลค่าสูงสุดให้กับผู้เกี่ยวข้องทั้งหมด
คนและองค์กรที่เติบโตไปพร้อมกัน
ก้าวไปข้างหน้าอย่างไม่หยุดยั้ง
ร่วมสรรค์สร้างสังคมที่ดี

People
Society
Environment
Ethic
Knowledge
Quality

VALUE
คุณค่า



คน
สังคม
สิ่งแวดล้อม
จริยธรรม
ความรู้
คุณภาพ



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