



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

INOUE RUBBER (THAILAND) PUBLIC COMPANY LIMITED

Fiscal Year End 30 September 2023



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	6
Corporate Governance	
Corporate Governance Policy	11
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	12
Performance Report on Corporate Governance	24

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : INOUE RUBBER (THAILAND) PUBLIC COMPANY LIMITED

Symbol : IRC

Address : 258 SOI RANGSIT-NAKHONNAYOK 49, TAMBOL PRACHATHIPAT
THANYABURI

Province : Pathum Thani

Postcode : 12130

Business : The Company is the manufacturer of elastomer products for
automotive and other industries, and motorcycle tires and
tubes with high quality at the international level.

Registration Number : 0107536001737

Telephone : 0-2996-0890-7 (23 Lines)

Fax (if applicable) : 0-2996-1439, 0-2996-0294

Website : www.ircthailand.com

Email : info@ircthailand.com

Total Shares Sold (shares)

Common Stock : 192,207,700

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping

	2021	2022	2023
Total revenue from operations (Thousand baht)	5,295,588.25	5,881,620.20	5,415,368.72
Industrial Elastomer Parts (Thousand baht)	2,926,892.72	3,295,838.09	3,066,922.51
Motorcycle Tires and Tubes (Thousand baht)	2,368,695.53	2,585,782.11	2,348,446.21

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Industrial Elastomer Parts (%)	55.27	56.04	56.63
Motorcycle Tires and Tubes (%)	44.73	43.96	43.37

By Geographical Area or Market

	2021	2022	2023
Total revenue from operations (Thousand baht)	5,295,588.25	5,881,620.20	5,415,368.72
Domestic (Thousand baht)	4,249,329.67	4,790,460.86	4,357,453.71
International (Thousand baht)	1,046,258.58	1,091,159.34	1,057,915.01

	2021	2022	2023
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	80.24	81.45	80.46
International (%)	19.76	18.55	19.54

Other income as specified in the financial statements

	2021	2022	2023
Total other income (Thousand baht)	73,715.45	67,930.00	59,752.79
Other income from operations (Thousand baht)	52,153.74	54,754.22	59,752.79
Other income not from operations (Thousand baht)	21,561.71	13,175.78	0.00

Share of profit of joint ventures and associates accounted for using equity method

	2021	2022	2023
Share of profit (Thousand baht)	340,030.58	109,940.08	159,766.28

Information on Products and Services (1.2.2)**Product/Service Information and Business Innovation Development (1.2.2.1)**

Research and Development (R&D) Policy : Yes

(Unit : Thousand baht)	2021	2022	2023
R&D expenses in the past 3 years	47,020.14	40,011.01	74,444.24

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Risk Factors for the Company's Business Operations

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Reliance on large customers or few customers
- Competition risk
- Climate change and disasters
- Other

Operational Risk

- Information security and cyber-attack
- Safety, occupational health, and working environment
- Corruption
- Other

Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Other

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate
- Other

Emerging Risk

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Other

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : <https://www.ircthailand.com/th/investor/corporate/charters>

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : <https://www.ircthailand.com/th/investor/corporate/charters>

Company environmental guideline : Electricity Management, Fuel Management, Renewable/Clean Energy Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

Energy management

• Fuel consumption

	2021	2022	2023
Jet fuel (Litres)	0.00	0.00	0.00
Crude oil (Barrels)	0.00	0.00	0.00
Coal (Metric tonnes)	0.00	0.00	0.00

• Electricity consumption

	2021	2022	2023
Total electricity consumption within the organization (Kilowatt-Hours)	308,597.00	321,371.00	286,512.00

Remark : Unit: GJ

Water management

• Water consumption

	2021	2022	2023
Total water withdrawal (Cubic meters)	176,309.00	173,745.00	168,516.00

Waste management

• Waste from operations

	2021	2022	2023
Non-hazardous waste (Kilograms)	1,496.00	2,770.00	993.00
Remark : Unit: Ton			
Hazardous waste (Kilograms)	650.00	631.00	182.00
Remark : Unit: Ton			
Total waste generated (Kilograms)	2,146.00	3,401.00	1,175.00
Remark : Unit: Ton			

Greenhouse gas management

• Greenhouse gas emissions

	2021	2022	2023
Total GHG emissions target (Metric tonnes of carbon dioxide equivalent)	N/A	N/A	N/A
Scope 1 (Tons of carbon dioxide equivalents)	13,186.00	14,069.00	12,797.00
Scope 2 (Tons of carbon dioxide equivalents)	21,091.00	21,666.00	18,362.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	34,277.00	35,735.00	31,159.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : Yes

Name of verifying organization : Thailand Voluntary Emission Reduction

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy and Practice : Yes

URL of human rights policy : https://www.ircthailand.com/uploads/investors/form56-1/irc_th_online.pdf

Company human right guideline : Employee Rights, Child Labor, Community and Environment Rights, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2021	2022	2023
Number of male employees (Persons)	847	755	827
Number of female employees (Persons)	496	564	461
Total number of employees (Persons)	1,343	1,319	1,288

• Employee remuneration

	2021	2022	2023
Employee remuneration (baht)	777.99	814.29	736.72

Remark : Unit: Million Baht

• Employee development and training

	2021	2022	2023
Average employee training hours (Hours / Person / Year)	38.00	35.00	25.19

• Health, safety and work environment

	2021	2022	2023
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Total number of lost time injury incidents by employees (Cases)	14	9	0
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• Significant labor dispute

	2021	2022	2023
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : <https://www.irc thailand.com/th/investor/corporate/charters>

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	11	100.00
Number of male directors	7	63.64
Number of female directors	4	36.36
Number of executive directors	2	18.18
Number of non-executive directors	9	81.82
Number of independent directors	4	36.36

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. PIMJAI LEEISSARANUKUL Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Executive) Director type: Original director	30 Dec 1993	

2.	Mr. SHIGEKI YAMADA Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: No Residing in Thailand: No	Director (Executive)	23 Oct 2021
3.	Mr. SOICHI INOUE Gender: Male Age: 94 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: No	Director (Non-executive)	30 Dec 1993
4.	Mr. THANONG LEEISSARANUKUL Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	30 Dec 1993
5.	Mr. APICHART LEEISSARANUKUL Gender: Male Age: 60 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive)	30 Dec 1993

6.	<p>Mrs. PORNTIP SETHIWAN</p> <p>Gender: Female</p> <p>Age: 56 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	30 Dec 1993
7.	<p>Mr. KAZUO SATO</p> <p>Gender: Male</p> <p>Age: 65 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	9 Aug 2013
8.	<p>Mrs. ANCHALEE CHAVANICH</p> <p>Gender: Female</p> <p>Age: 73 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	14 Feb 2018
9.	<p>Assoc. Prof. JARUPORN VIYANANT</p> <p>Gender: Female</p> <p>Age: 79 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	13 May 2015

10.	Mr. SURONG BULAKUL	Director	25 Nov 2015
	Gender: Male	(Non-executive,	
	Age: 68 years old	Independent director)	
	Highest level of education:		
	Master's degree	Director type: Re-elected	
	Major: Business Administration	as director	
	Thai nationality: Yes		
	Residing in Thailand: Yes		
11.	Mr. KITTICHAIRAKTAKANIT	Director	31 Jan 2017
	Gender: Male	(Non-executive,	
	Age: 63 years old	Independent director)	
	Highest level of education:		
	Bachelor's degree	Director type: Re-elected	
	Major: Business Administration	as director	
	Thai nationality: Yes		
	Residing in Thailand: Yes		

Other Information pertaining to committees

The Chairman is an independent director	: No
The Chairman and the manager are the same person	: No
The Chairman and the manager are members of the same family	: No
The company appoints at least one independent director to determine the agenda of the Board of Directors' meetings	: Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mrs. ANCHALEE CHAVANICH [1] Gender: Female Age: 73 years old Highest level of education: Master's degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Original director	14 Feb 2018	
2. Assoc. Prof. JARUPORN VIYANANT [1] Gender: Female Age: 79 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	13 May 2015	
3. Mr. KITTICHAIRAKTAKANIT [1] Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	31 Jan 2017	

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. SHIGEKI YAMADA Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: No Residing in Thailand: No	Chairman of the executive committee	23 Oct 2021
2. Mrs. PIMJAI LEEISSARANUKUL Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Vice-chairman of the executive committee	30 Dec 1993
3. Mr. TAKESHI ARAKAWA Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Engineering Thai nationality: No Residing in Thailand: No	Member of the executive committee	20 Aug 2018
4. Ms. Witchuda Kupongsak Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	29 Jan 2013

5.	<p>Mr. Akira Tokoro</p> <p>Gender: Male</p> <p>Age: 58 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Member of the executive committee</p>	<p>13 May 2022</p>
6.	<p>Mr. Suchart Kootiratrakarn</p> <p>Gender: Male</p> <p>Age: 54 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Economics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>9 Aug 2013</p>
7.	<p>Mr. Tatsuo Kubota</p> <p>Gender: Male</p> <p>Age: 60 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Engineering</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Member of the executive committee</p>	<p>25 Nov 2022</p>
8.	<p>Mr. Narongchai Rattanaekkawin</p> <p>Gender: Male</p> <p>Age: 53 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Engineering</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>24 Nov 2014</p>
9.	<p>Mr. Hiroyuki Hibi</p> <p>Gender: Male</p> <p>Age: 61 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Economics</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Member of the executive committee</p>	<p>12 Feb 2016</p>

10.	Mr. Kazuaki Yamada Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Accounting Thai nationality: No Residing in Thailand: No	Member of the executive committee	15 Aug 2019
11.	Ms. Praewphan Songhong Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	11 May 2021

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Corporate Governance and Sustainability Committee	Assoc. Prof. JARUPORN VIYANANT	Chairman
Risk Management Committee	Mr. SURONG BULAKUL Mr. SHIGEKI YAMADA	Chairman Vice chairman

Roles of Sub-committees

Sub-committees responsible for risk management	: Risk Management Committee
Sub-committees responsible for nomination	: None
Sub-committees responsible for remuneration	: None
Sub-committees responsible for corporate governance	: Corporate Governance and Sustainability Committee
Sub-committees responsible for corporate sustainability development	: Corporate Governance and Sustainability Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SHIGEKI YAMADA Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Law	PRESIDENT	23 Oct 2021	
2. Mrs. PIMJAI LEEISSARANUKUL Gender: Female Age: 62 years old Highest level of education: Master's degree Major: Business Administration	Executive Chairman	30 Dec 1993	
3. Mr. TAKESHI ARAKAWA Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Engineering	MANAGING DIRECTOR	20 Aug 2018	
4. Ms. Witchuda Kupongsak Gender: Female Age: 59 years old Highest level of education: Master's degree Major: Business Administration	Executive Director of Administrative and Control Unit	29 Jan 2013	
5. Mr. Suchart Kootiratrakarn Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Economics	Executive Director of Tire & Tube Business Unit	9 Aug 2013	

6.	Mr. Akira Tokoro Gender: Male Age: 58 years old Highest level of education: Bachelor's degree Major: Engineering	Executive Director of Motorcycle Tire and Tube Business Unit	13 May 2022
7.	Mr. Narongchai Rattanaekkawin Gender: Male Age: 53 years old Highest level of education: Master's degree Major: Engineering	Executive Director of IED Business Unit	24 Nov 2014
8.	Mr. Tatsuo Kubota Gender: Male Age: 60 years old Highest level of education: Bachelor's degree Major: Engineering	Executive Director of IED Business Unit	25 Nov 2022
9.	Ms. Praewphan Songhong [1] Gender: Female Age: 53 years old Highest level of education: Master's degree Major: Business Administration	Finance Division Manager	11 May 2021

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration policy for executives

Remuneration policy for executives : Yes

Remuneration

	2021	2022	2023
Total executive remuneration (baht)	68.29	71.24	75.14

Remark : Unit: Million Baht

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 827

Number of female employees (persons) : 461

Total number of employees (persons) : 1,288

Employee Remuneration

Total employee remuneration : 736.72

Remark : Unit: Million Baht

Provident fund

Total number of employees (persons) : 1,288

Number of employees contributing to the PVD (persons) : 1,103

Percentage of employees who are members (%) : 95.83

Other Significant Information (7.6)

Other significant information

Assigned persons

• Person assigned to take direct responsibility for accounting oversight

General information	Email	Telephone
1. Ms. Pim Aroonsuntiroj	pim_a@ircthailand.com	

• Company secretary

General information	Email	Telephone
1. Ms. Kittunya Naruepracha	kittunya_n@ircthailand.com	

• Head of internal audit

General information	Email	Telephone
1. Ms. Wannapa Yousabai	wannapa_y@ircthailand.com	

• Head of investor relations

General information	Email	Telephone
1. Ms. Kittunya Naruepracha	ir@ircthailand.com	02-996-0890 ต่อ 243
2. Mr. Amornthep Srivorapipat	amornthep_s@ircthailand.com	02-996-0890 ต่อ 170

Company's auditor

Company	Names and general information of auditors	Audit fee (baht)	Other non-audit fees (baht)
1. PRICEWATERHOUSECOOPERS ABAS COMPANY LIMITED	1. Ms. Sanicha Akarakittilap Email: - Telephone: - 2. Mr. Paiboon Tunkoon Email: - Telephone: - 3. Ms. Nuntika Limviriyalers Email: - Telephone: -	1,881,260.00	Details: Transporatation Expense/ Documents Expense/ Inventories Destruction Inspection fee Total service fee (baht): 156,830.00

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. SHIGEKI YAMADA Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: No Residing in Thailand: No	Director (Executive) Director type: Re-elected as director	Date position was assumed: 23 Oct 2021	
2. Mr. THANONG LEEISSARANUKUL Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 30 Dec 1993	
3. Mr. SURONG BULAKUL Gender: Male Age: 68 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 25 Nov 2015	

4.	Mr. KITTICHAIRAKTAKANIT	Director	Date position was assumed:
	Gender: Male	(Non-executive,	
	Age: 63 years old	Independent director)	31 Jan 2017
	Highest level of education:		
	Bachelor's degree	Director type: Re-elected	
	Major: Business Administration	as director	
	Thai nationality: Yes		
	Residing in Thailand: Yes		

Development of directors over the past year

List of directors	Position	Participated in director development program
Mrs. PIMJAI LEEISSARANUKUL	Chairman of the board	Participating
Mr. SHIGEKI YAMADA	Director	Participating
Mr. SOICHI INOUE	Director	Non-participating
Mr. THANONG LEEISSARANUKUL	Director	Non-participating
Mr. APICHART LEEISSARANUKUL	Director	Participating
Mrs. PORNTIP SETHIWAN	Director	Non-participating
Mr. KAZUO SATO	Director	Non-participating
Mrs. ANCHALEE CHAVANICH	Director	Participating
Assoc. Prof. JARUPORN VIYANANT	Director	Participating
Mr. SURONG BULAKUL	Director	Non-participating
Mr. KITTICHAIRAKTAKANIT	Director	Participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 7

Date of AGM meeting : 30 Jan 2023

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mrs. PIMJAI LEEISSARANUKUL (Chairman of the board)	-	5/5	Participating	Did not hold the meeting
2.	Mr. SHIGEKI YAMADA (Director)	-	5/5	Participating	Did not hold the meeting
3.	Mr. SOICHI INOUE (Director)	-	0/7	Non-participating	Did not hold the meeting
4.	Mr. THANONG LEEISSARANUKUL (Director)	-	6/7	Participating	Did not hold the meeting
5.	Mr. APICHART LEEISSARANUKUL (Director)	-	7/7	Participating	Did not hold the meeting
6.	Mrs. PORNTIP SETHIWAN (Director)	-	7/7	Participating	Did not hold the meeting
7.	Mr. KAZUO SATO (Director)	-	7/7	Participating	Did not hold the meeting
8.	Mrs. ANCHALEE CHAVANICH (Director)	-	7/7	Participating	Did not hold the meeting
9.	Assoc. Prof. JARUPORN VIYANANT (Director)	-	7/7	Participating	Did not hold the meeting
10.	Mr. SURONG BULAKUL (Director)	-	7/7	Participating	Did not hold the meeting
11.	Mr. KITTICHAIRAKTAKANIT (Director)	-	7/7	Participating	Did not hold the meeting

Remuneration for company directors

List of directors		Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non- monetary
1.	Mrs. PIMJAI LEEISSARANUKUL (Chairman of the board)	-	360,000.00	N/A	No
2.	Mr. SHIGEKI YAMADA (Director)	-	400,000.00	N/A	No
3.	Mr. SOICHI INOUE (Director)	-	300,000.00	N/A	No
4.	Mr. THANONG LEEISSARANUKUL (Director)	-	370,000.00	N/A	No
5.	Mr. APICHART LEEISSARANUKUL (Director)	-	380,000.00	N/A	No
6.	Mrs. PORNTIP SETHIWAN (Director)	-	380,000.00	N/A	No
7.	Mr. KAZUO SATO (Director)	-	380,000.00	N/A	No
8.	Mrs. ANCHALEE CHAVANICH (Director)	-	1,070,000.00	N/A	No
9.	Assoc. Prof. JARUPORN VIYANANT (Director)	-	860,000.00	N/A	No
10.	Mr. SURONG BULAKUL (Director)	-	820,000.00	N/A	No
11.	Mr. KITTICHAIRAKTAKANIT (Director)	-	620,000.00	N/A	No

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

List of directors		Termination date	Number of the audit committee meeting
1.	Mrs. ANCHALEE CHAVANICH (Chairman of the audit committee)	-	4/4
2.	Assoc. Prof. JARUPORN VIYANANT (Audit committee)	-	4/4
3.	Mr. KITTICHAIRAKTAKANIT (Audit committee)	-	4/4