



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

INOUE RUBBER (THAILAND) PUBLIC COMPANY LIMITED

Fiscal Year End 30 September 2024



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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

	2022	2023	2024
Total revenue from operations (Thousand baht)	5,881,620.20	5,415,368.72	4,578,398,880.00
Industrial Elastomer Parts (Thousand baht)	3,295,838.09	3,066,922.51	2,331,360,921.00
Motorcycle Tires and Tubes (Thousand baht)	2,585,782.11	2,348,446.21	2,247,037,959.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Industrial Elastomer Parts (%)	56.04	56.63	50.92
Motorcycle Tires and Tubes (%)	43.96	43.37	49.08

By Geographical Area or Market

	2022	2023	2024
Total revenue from operations (Thousand baht)	5,881,620.20	5,415,368.72	4,578,398,880.00
Domestic (Thousand baht)	4,790,460.86	4,357,453.71	3,635,627,120.00
International (Thousand baht)	1,091,159.34	1,057,915.01	942,771,760.00

	2022	2023	2024
Total revenue from operations (%)	100.00	100.00	100.00
Domestic (%)	81.45	80.46	79.41
International (%)	18.55	19.54	20.59

Other income as specified in the financial statements

	2022	2023	2024
Total other income (Thousand baht)	67,930.00	59,752.79	214,885.00
Other income from operations (Thousand baht)	54,754.22	59,752.79	145,780.00
Other income not from operations (Thousand baht)	13,175.78	0.00	69,105.00

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

	2022	2023	2024
Share of profit (Thousand baht)	109,940.08	159,766.28	311,503.00

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)	2022	2023	2024
R&D expenses in the past 3 years	40,011.01	74,444.24	4,095.00

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

Risk of Technological Changes

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies

Risk of New Competitors

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Other

Risk of Natural Disasters and Climate Change

Risk Management Measures: Yes

Related Risk Topics

Operational Risk

- Impact on the environment

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>
(if applicable)

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>
(if applicable)

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

	2022	2023	2024
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

	2022	2023	2024
Total electricity consumption within the organization (Kilowatt-Hours)	321,371.00	286,512.00	82,444,266.98

Water management

• Water consumption

	2022	2023	2024
Total water withdrawal (Cubic meters)	173,745.00	168,516.00	145,100.00

Waste management

• Waste from operations

	2022	2023	2024
Non-hazardous waste (Kilograms)	2,777,000.00	989,000.00	226,000.00
Hazardous waste (Kilograms)	563,950.00	182,000.00	354,120.00
Total waste generated (Kilograms)	3,340,950.00	1,171,000.00	580,120.00

Greenhouse gas management

• Greenhouse gas emissions

	2022	2023	2024
Scope 1 (Tons of carbon dioxide equivalents)	14,069.00	12,797.00	13,359.00
Scope 2 (Tons of carbon dioxide equivalents)	21,666.00	18,362.00	17,094.00
Scope 3 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Total GHG emissions (Metric tonnes of carbon dioxide equivalent)	35,735.00	31,159.00	30,453.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

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

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2022	2023	2024
Number of male employees (Persons)	755	827	729
Number of female employees (Persons)	564	461	498
Total number of employees (Persons)	1,319	1,288	1,227

• Employee remuneration

	2022	2023	2024
Employee remuneration (baht)	814,290,991.00	736,717,446.00	772,133,519.00

• Employee development and training

	2022	2023	2024
Average employee training hours (Hours / Person / Year)	35.00	25.19	25.19
Employee development and training expenses (baht)	1,440,781.13	2,266,807.06	4,095,267.00

• Health, safety and work environment

	2022	2023	2024
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Total number of lost time injury incidents by employees (Cases)	9	0	0
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• **Employee retention**

	2022	2023	2024
Percentage of employees who voluntarily resigned (%)	6.44	9.47	11.00

• **Significant labor dispute**

	2022	2023	2024
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/uploads/corporate%20governance/charter%20and%20important%20document/2024/CG%20Handbook_2024%20TH%20Full.pdf

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	12	100.00
Number of male directors	8	66.67
Number of female directors	4	33.33
Number of executive directors	2	16.67
Number of non-executive directors	10	83.33
Number of independent directors	4	33.33

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: 63 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	22 Nov 2013	Business Administration, Automotive, Engineering, Economics, Accounting

2.	Mr. THANONG LEEISSARANUKUL Gender: Male Age: 64 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	23 Aug 1994	Business Administration, Marketing, Automotive, Law, Accounting
3.	Mrs. PORNTIP SETHIWAN Gender: Female Age: 57 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	23 Aug 1994	Business Administration, Automotive, Marketing, Accounting, Finance
4.	Mr. APICHART LEEISSARANUKUL Gender: Male Age: 61 years old Highest level of education: Doctoral degree Major: Engineering Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	23 Aug 1994	Business Administration, Automotive, Engineering, Economics, Accounting
5.	Mr. SOICHI INOUE Gender: Male Age: 95 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Original director	10 Feb 2010	Business Administration, Economics, Automotive, Leadership, Corporate Management

6.	<p>Mr. SURONG BULAKUL</p> <p>Gender: Male</p> <p>Age: 69 years old</p> <p>Highest level of education: Master'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, Independent director)</p> <p>Director type: Original director</p>	25 Nov 2015	Business Administration, Marketing, Accounting, Risk Management, Finance
7.	<p>Mr. KITTICHAIRAKTAKANIT</p> <p>Gender: Male</p> <p>Age: 64 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, Independent director)</p> <p>Director type: Original director</p>	30 Jan 2017	Business Administration, Accounting, Finance, Information & Communication Technology, Economics
8.	<p>Mrs. ANCHALEE CHAVANICH</p> <p>Gender: Female</p> <p>Age: 74 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	Business Administration, Engineering, Audit, Finance, Economics
9.	<p>Mr. SHIGEKI YAMADA</p> <p>Gender: Male</p> <p>Age: 62 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Law</p> <p>Thai nationality: No</p> <p>Residing in Thailand: No</p>	<p>Director</p> <p>(Executive)</p> <p>Director type: Original director</p>	23 Oct 2021	Law, Economics, Business Administration, Risk Management, Automotive

10.	Mr. HIDEO OYA Gender: Male Age: 66 years old Highest level of education: Bachelor's degree Major: Law Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Original director	24 Nov 2023	Law, Business Administration, Economics, Automotive, Accounting
11.	Mr. KENJIRO MIWA Gender: Male Age: 65 years old Highest level of education: Bachelor's degree Major: Commerce Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Newly appointed director to replace ex-director	29 Jan 2024	Commerce, Business Administration, Economics, Automotive, Strategic Management
12.	Ms. Chunhachit Sungmai Gender: Female Age: 63 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: Newly appointed director to replace ex-director	15 May 2024	Business Administration, Accounting, Economics, Sustainability, Governance/ Compliance

List of directors who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Assoc. Prof. JARUPORN VIYANANT Gender: Female Age: 80 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director)	Date position was assumed: 13 May 2015 Date directorship ended: 15 May 2024	Ms. Chunhachit Sungmai Date position was assumed: 15 May 2024

2.	Mr. Masayuki Inoue	Director	Date position was	Mr. KENJIRO MIWA
	Gender: Male	(Non-executive)	assumed:	Date position was assumed:
	Age: 59 years old		30 Dec 1993	29 Jan 2024
	Highest level of education:		Date directorship	
	Master's degree		ended:	
	Major: International Management		29 Jan 2024	
	Thai nationality: No			
	Residing in Thailand: No			

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: 74 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	Business Administration, Engineering, Audit, Finance, Economics
2. Mr. KITTICHAIRAKTAKANIT [1] Gender: Male Age: 64 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	Business Administration, Accounting, Finance, Information & Communication Technology, Economics
3. Ms. Chunhachit Sungmai [1] Gender: Female Age: 63 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Newly appointed director to replace ex-director	15 May 2024	Business Administration, Accounting, Economics, Sustainability, Governance/ Compliance

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

List of audit committee who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
1. Assoc. Prof. JARUPORN VIYANANT [1] Gender: Female Age: 80 years old Highest level of education: Master's degree Major: Economics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director)	Date position was assumed: 13 May 2015 Date directorship ended: 15 May 2024	Ms. Chunhachit Sungmai Date position was assumed: 15 May 2024

[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: 62 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: 63 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.	<p>Ms. Witchuda Kupongsak</p> <p>Gender: Female</p> <p>Age: 60 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Member of the executive committee</p>	<p>29 Jan 2013</p>
4.	<p>Mr. Akira Tokoro</p> <p>Gender: Male</p> <p>Age: 59 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>
5.	<p>Mr. Suchart Kootiratrakarn</p> <p>Gender: Male</p> <p>Age: 55 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>
6.	<p>Mr. Tatsuo Kubota</p> <p>Gender: Male</p> <p>Age: 61 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>
7.	<p>Mr. Narongchai Rattanaekkawin</p> <p>Gender: Male</p> <p>Age: 54 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>

8.	Mr. Hiroyuki Hibi Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Economics Thai nationality: No Residing in Thailand: No	Member of the executive committee	12 Feb 2016
9.	Mr. Kazuaki Yamada Gender: Male Age: 58 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
10.	Ms. Praewphan Songhong Gender: Female Age: 54 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
11.	Mr. Kanin Laochinda Gender: Male Age: 34 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	24 Nov 2023

List of executive committee members who resigned/vacated their position during the year

General information	Position	Tenure	Replacement Director
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1.	Mr. TAKESHI ARAKAWA	Member of the executive committee	Date position was assumed:	No replacement director
	Gender: Male		20 Aug 2018	
	Age: 65 years old		Date directorship ended:	
	Highest level of education:		6 Feb 2024	
	Bachelor's degree			
	Major: Engineering			
	Thai nationality: No			
	Residing in Thailand: No			

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Corporate Governance and Sustainability Committee	Ms. Chunchachit Sungmai	Chairman
	Mr. Therdsak Emsem	Member
	Ms. Anchana Thongmon	Member
	Mr. Amornthep Srivorapipat	Member
	Ms. Kittunya Naruepracha	Member
	Assoc. Prof. JARUPORN VIYANANT	Chairman
Risk Management Committee	Mr. SURONG BULAKUL	Chairman
	Mr. SHIGEKI YAMADA	Vice chairman
	Mr. Kanin Laochinda	Member
	Mr. Suchart Kootiratrakarn	Member
	Mr. Narongchai Rattanaekkawin	Member
	Ms. Praewphan Songhong	Member
	Mr. Surachai Chaichalermpong	Member
	Mr. Buncha Yutthaworakool	Member

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. Mrs. PIMJAI LEEISSARANUKUL Gender: Female Age: 63 years old Highest level of education: Master's degree Major: Business Administration	Executive Chairman	30 Dec 1993	Business Administration, Automotive, Engineering, Economics, Accounting
2. Mr. SHIGEKI YAMADA Gender: Male Age: 62 years old Highest level of education: Bachelor's degree Major: Law	President	23 Oct 2021	Law, Economics, Business Administration, Risk Management, Automotive
3. Mr. Kanin Laochinda Gender: Male Age: 34 years old Highest level of education: Master's degree Major: Business Administration	Managing Director	24 Nov 2023	Business Administration, Marketing, Risk Management, Automotive
4. Mr. Akira Tokoro Gender: Male Age: 59 years old Highest level of education: Bachelor's degree Major: Engineering	Managing Director	13 May 2022	Engineering, Automotive
5. Ms. Witchuda Kupongsak Gender: Female Age: 60 years old Highest level of education: Master's degree Major: Business Administration	Executive Director of Administrative and Control Unit	29 Jan 2013	Engineering, Business Administration, Automotive, Human Resource Management, Corporate Management

6.	Mr. Suchart Kootiratrakarn Gender: Male Age: 55 years old Highest level of education: Master's degree Major: Economics	Executive Director of Tire & Tube Business Unit	9 Aug 2013	Automotive, Economics, Business Administration, Risk Management, Engineering
7.	Mr. Narongchai Rattanaekkawin Gender: Male Age: 54 years old Highest level of education: Master's degree Major: Engineering	Executive Director of IED Business Unit	24 Nov 2014	Engineering, Automotive, Risk Management, Business Administration, Industrial Materials & Machinery
8.	Mr. Tatsuo Kubota Gender: Male Age: 61 years old Highest level of education: Bachelor's degree Major: Engineering	Executive Director of IED Business Unit	25 Nov 2022	Engineering, Industrial Materials & Machinery, Business Administration, Automotive
9.	Ms. Praewphan Songhong [1] Gender: Female Age: 54 years old Highest level of education: Master's degree Major: Business Administration	Manager of Finance Division	11 May 2021	Accounting, Finance, Business Administration, Risk Management, Automotive

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

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)	: 729
Number of female employees (persons)	: 498
Total number of employees (persons)	: 1,227

Employee Remuneration

Total employee remuneration	: 772,133,519.00
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Provident fund

Total number of employees (persons)	: 1,227
Number of employees contributing to the PVD (persons)	: 1,193
Percentage of employees who are members (%)	: 100.00

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
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1.	Ms. Kittunya Naruepracha	kittunya_n@ircthailand.com
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• Head of internal audit

General information	Email	Telephone
1. Ms. Monnapat Phumirattanajarin	monnapat.ph@plgroup.co.th	

• Head of compliance unit

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

Remark : The Company does not have responsible person or compliance unit: However, the Company has Audit Committee, Corporate Governance and Sustainability Committee, and Risk Management Committee to supervise, monitor and assess the Company's performance in order to conform to the good Corporate Governance policy as well as to comply with the laws and regulation of the Stock Exchange of Thailand and Securities and Exchange Commission.

• 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. Mrs. SANICHA AKARAKITILAP Email: sanicha.akarakittilap@pwc.com Telephone: -	1,441,000.00	Details: Inventories Destruction Inspection fee Total service fee (baht): 30,000.00

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 newly appointed director to replace the ex-director

General information	Position	Date position was assumed	Experience and expertise
1. Mr. KENJIRO MIWA Gender: Male Age: 65 years old Highest level of education: Bachelor's degree Major: Commerce Thai nationality: No Residing in Thailand: No	Director (Non-executive) Director type: Newly appointed director to replace ex-director	Date position was assumed: 29 Jan 2024	Commerce, Business Administration, Economics, Automotive, Strategic Management
2. Ms. Chunhachit Sungmai Gender: Female Age: 63 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: Newly appointed director to replace ex-director	Date position was assumed: 15 May 2024	Business Administration, Accounting, Economics, Sustainability, Governance/ Compliance

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. THANONG LEEISSARANUKUL	Director	Non-participating
Mrs. PORNTIP SETHIWAN	Director	Non-participating

Mr. APICHART LEEISSARANUKUL	Director	Non-participating
Mr. SOICHI INOUE	Director	Non-participating
Mr. SURONG BULAKUL	Director	Participating
Mr. KITTICHAIRAKTAKANIT	Director	Participating
Mrs. ANCHALEE CHAVANICH	Director	Participating
Mr. SHIGEKI YAMADA	Director	Non-participating
Mr. HIDEO OYA	Director	Non-participating
Mr. KENJIRO MIWA	Director	Non-participating
Ms. Chunhachit Sungmai	Director	Non-participating
Assoc. Prof. JARUPORN VIYANANT	Director	Non-participating
Mr. Masayuki Inoue	Director	N/A

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 : 29 Jan 2024

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. THANONG LEEISSARANUKUL (Director)	-	7/7	Participating	Did not hold the meeting
3.	Mrs. PORNTIP SETHIWAN (Director)	-	7/7	Participating	Did not hold the meeting

4.	Mr. APICHART LEEISSARANUKUL (Director)	-	7/7	Participating	Did not hold the meeting
5.	Mr. SOICHI INOUE (Director)	-	0/7	Non-participating	Did not hold the meeting
6.	Mr. SURONG BULAKUL (Director)	-	7/7	Participating	Did not hold the meeting
7.	Mr. KITTICHAIRAKTAKANIT (Director)	-	7/7	Participating	Did not hold the meeting
8.	Mrs. ANCHALEE CHAVANICH (Director)	-	7/7	Participating	Did not hold the meeting
9.	Mr. SHIGEKI YAMADA (Director)	-	5/5	Participating	Did not hold the meeting
10.	Mr. HIDEO OYA (Director)	-	7/7	Participating	Did not hold the meeting
11.	Mr. KENJIRO MIWA (Director)	-	5/5	Non-participating	Did not hold the meeting
12.	Ms. Chunhachit Sungmai (Director)	-	1/1	Non-participating	Did not hold the meeting
13.	Assoc. Prof. JARUPORN VIYANANT (Director)	15 May 2024	6/6	Participating	Did not hold the meeting
14.	Mr. Masayuki Inoue (Director)	29 Jan 2024	N/A	N/A	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	0.00	No
2.	Mr. THANONG LEEISSARANUKUL (Director)	-	380,000.00	0.00	No
3.	Mrs. PORNTIP SETHIWAN (Director)	-	380,000.00	0.00	No
4.	Mr. APICHART LEEISSARANUKUL (Director)	-	380,000.00	0.00	No
5.	Mr. SOICHI INOUE (Director)	-	300,000.00	0.00	No

6.	Mr. SURONG BULAKUL (Director)	-	580,000.00	0.00	No
7.	Mr. KITTICHAIRAKTAKANIT (Director)	-	580,000.00	0.00	No
8.	Mrs. ANCHALEE CHAVANICH (Director)	-	580,000.00	0.00	No
9.	Mr. SHIGEKI YAMADA (Director)	-	360,000.00	0.00	No
10.	Mr. HIDEO OYA (Director)	-	380,000.00	0.00	No
11.	Mr. KENJIRO MIWA (Director)	-	251,639.00	0.00	No
12.	Ms. Chunhachit Sungmai (Director)	-	199,891.00	0.00	No
13.	Assoc. Prof. JARUPORN VIYANANT (Director)	15 May 2024	380,109.00	0.00	No
14.	Mr. Masayuki Inoue (Director)	29 Jan 2024	N/A	N/A	N/A

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.	Mr. KITTICHAIRAKTAKANIT (Audit committee)	-	4/4
3.	Ms. Chunhachit Sungmai (Audit committee)	-	1/1
4.	Assoc. Prof. JARUPORN VIYANANT (Audit committee)	15 May 2024	3/3