



# METCO

MURAMOTO ELECTRON (THAILAND) PUBLIC COMPANY LIMITED



## 56-1 ONE REPORT

Annual Registration Statement/  
Annual Report

# 2021

WEBSITE MURAMOTO :  
<https://www.metco.co.th>





**METCO**

MURAMOTO ELECTRON (THAILAND) PUBLIC COMPANY LIMITED



Teaching of "Itaro Muramoto"  
founder of **Muramoto Industry Co., Ltd.**

## Mind

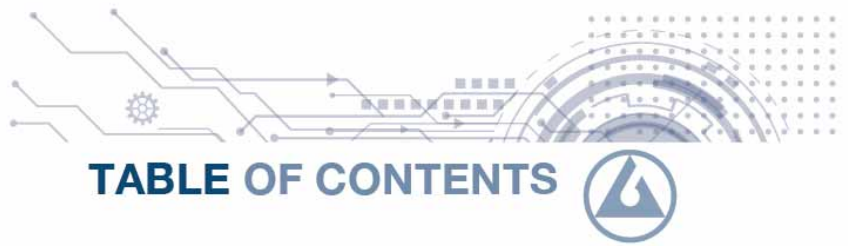
THAT VALUES  
CUSTOMER

THAT VALUES  
TECHNOLOGY  
& QUALITY

THAT VALUES  
EMPLOYEE



**METCO** Basic policy that rooted from our founder principles. Providing best products from best idea for our customers. Timely implementation to achieve best quality, lowest cost and on time delivery Enforcing customer trust through trained competent personnel. Achieving total improvement of entire management team. Maintaining safe and environment conscious workplace.



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# MURAMOTO GROUP



## THAILAND

### METCO 1

#### Muramoto Electron (Thailand) Public Company Limited

886 Ramindhra Road.,  
Khwaeng Kannayao,  
Khet Kannayao, Bangkok,  
10230 Thailand  
Tel. + (66) 2518 1280-6  
Fax. + (66) 2518 1287



### METCO 3

#### Muramoto Electron (Thailand) Public Company Limited

99/7 Mu 3 Bangna-Trad Road.,  
Km.23, Tambol Bangsaowthong,  
Amphur Bangsaowthong,  
Samutprakarn 10570 Thailand  
Tel. + (66) 2397 9221-30  
Fax. + (66) 2397 9232

### METCO 2

#### Muramoto Electron (Thailand) Public Company Limited

1 Mu 6 Bangna-Trad Road.,  
Km.25, Tambol Bangsaowthong,  
Amphur Bangsaowthong,  
Samutprakarn 10570 Thailand  
Tel. + (66) 2338 1535  
Fax. + (66) 2338 1949  
+ (66) 2338 1539



### SIMA

#### Sima Technology Company Limited

99 Mu 1, Tambol Thongchainue,  
Amphur Pakthongchai,  
Nakhonratchasima,  
30150 Thailand  
Tel. + (66) 4408 1131-3  
Fax. + (66) 4408 1130



## MTM

### MALAYSIA

**Muramoto Technics  
(Malaysia) Sdn., Bhd.**  
Lot 1863 & 1864, Jalan College,  
Seri Kembangan, Selangor,  
43300, Malaysia  
Tel. + (60) 3 8942 2908  
Fax. + (60) 3 8948 4437



## MAP

### SINGAPORE

**Muramoto Asia Pte., Ltd.**  
5 Tampines Central 6, #03-38  
Telepark, 529482 Singapore  
Tel. + (65) 6221 2500  
Fax. + (65) 6221 0188



## MAPLE

### PHILIPPINES

**Muramoto Audio-Visual  
Philippines, Inc.**  
4<sup>th</sup> Street, 3<sup>rd</sup> Avenue, BLK-D5,  
Mactan Economic Zone1,  
Lapu-Lapu City, Cebu,  
6015, Philippines  
Tel. + (63) 32 340 0296  
Fax. + (63) 32 340 0300



## MEI

### INDONESIA

**PT. Muramoto Elektronika  
Indonesia**  
East Jakarta Industrail Park  
Plot 9J, Cikarang Selatan  
Kabupaten Bekasi,  
17550, Indonesia  
Tel. + (62) 21 897 0380  
Fax. + (62) 21 897 0383



## ASIAN



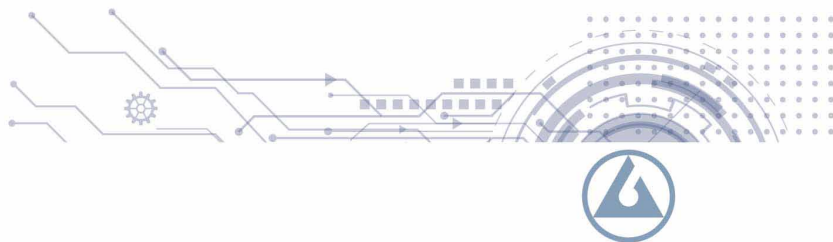
## MIC

### JAPAN

#### Muramoto Industry Company Limited

1-56, 3-Chome, Takatsukadai,  
Nishi-Ku, Kobe 651-2271 Japan  
Tel. + (81) 78 991 1600  
Fax. + (81) 78 991 1580  
Website <http://www.muramoto.com/en>





## NORTH AMERICA



**USA**  
**Muramoto USA Inc.**  
 3760 Convoy Street, Suite 219,  
 San Diego, California, 92111 USA  
 Tel. + (1) 619 661 2574  
 Fax. + (1) 619 661 2575



**MEXICO**  
**Muramoto Manufacturing De Mexico**  
 Tres Sur No.1085, Ciudad Industrial,  
 Tijuana, B.C. 22444, Mexico  
 Tel. + (52) 66 4607 4838  
 Fax. + (52) 66 4607 2420

## EUROPE



**CZECH REPUBLIC**  
**Muramoto Manufacturing Europe s.r.o.**  
 Skandinavská 991,  
 267 53 Zebrač, Czech Republic  
 Tel. + (420) 311 652 444  
 Fax. + (420) 311 510 424



**METCO1**

**METCO1 (Head Office)**  
**Established**  
 Completion of new **CRT** factory at Ramindhra.  
 Listed on the stock exchange of Thailand.



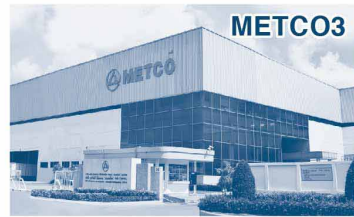
**METCO2**

**METCO2**  
**Established**  
 Start operation at **METCO2**.



**SIMA**

**SIMA TECHNOLOGY**  
**Established**  
**SIMA** Technology Co., Ltd.  
 Established in Nakhonratchasima  
 province with 100% equity  
 participation by **METCO**.



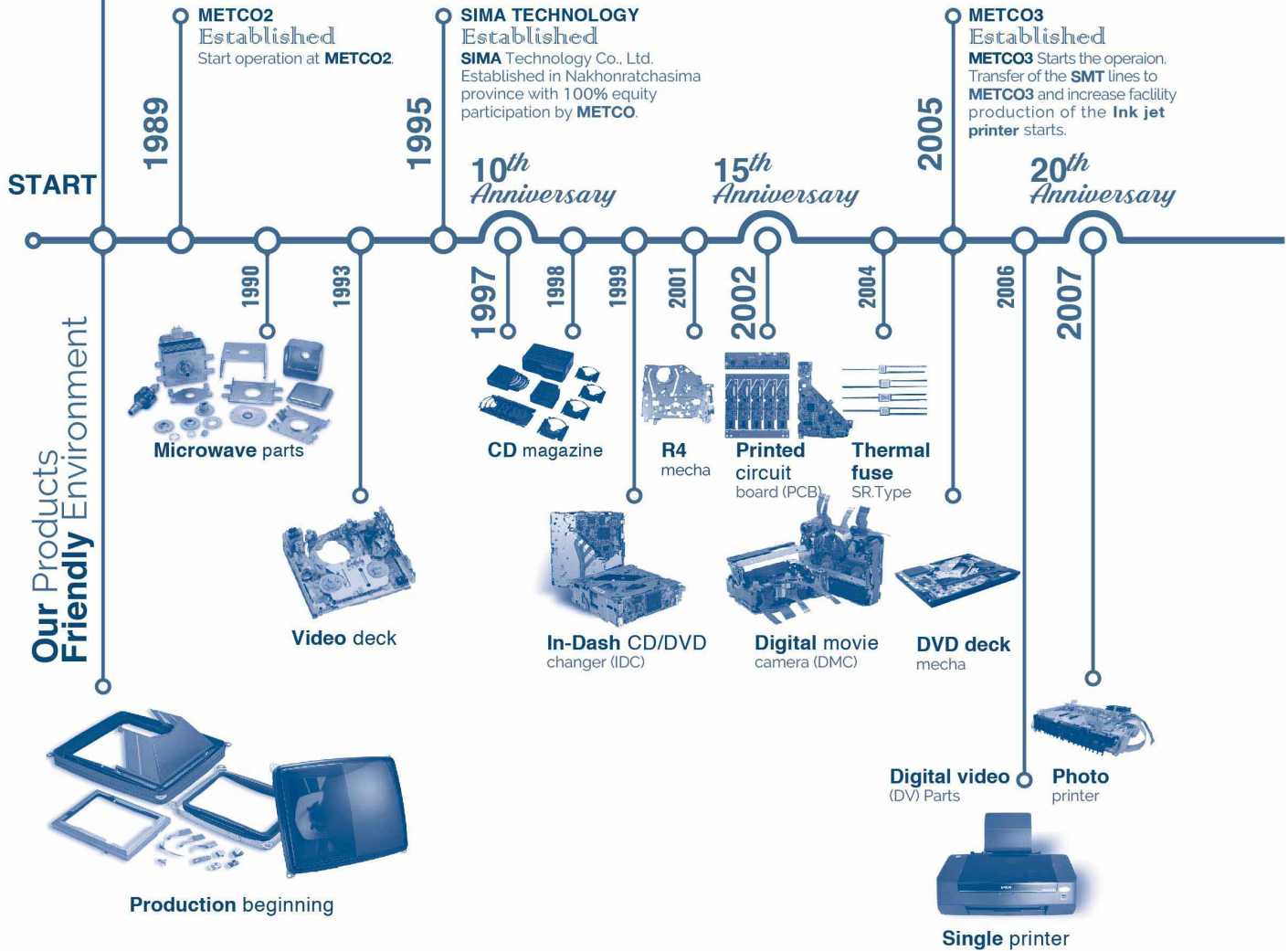
**METCO3**

**METCO3**  
**Established**  
**METCO3** Starts the operation.  
 Transfer of the **SMT** lines to  
**METCO3** and increase facility  
 production of the **Ink jet**  
 printer starts.



## CONCEPT OF PRODUCTION **METCOism**

Integrated Synchronize Manufacturing  
 Innovation, Speed & Maximum





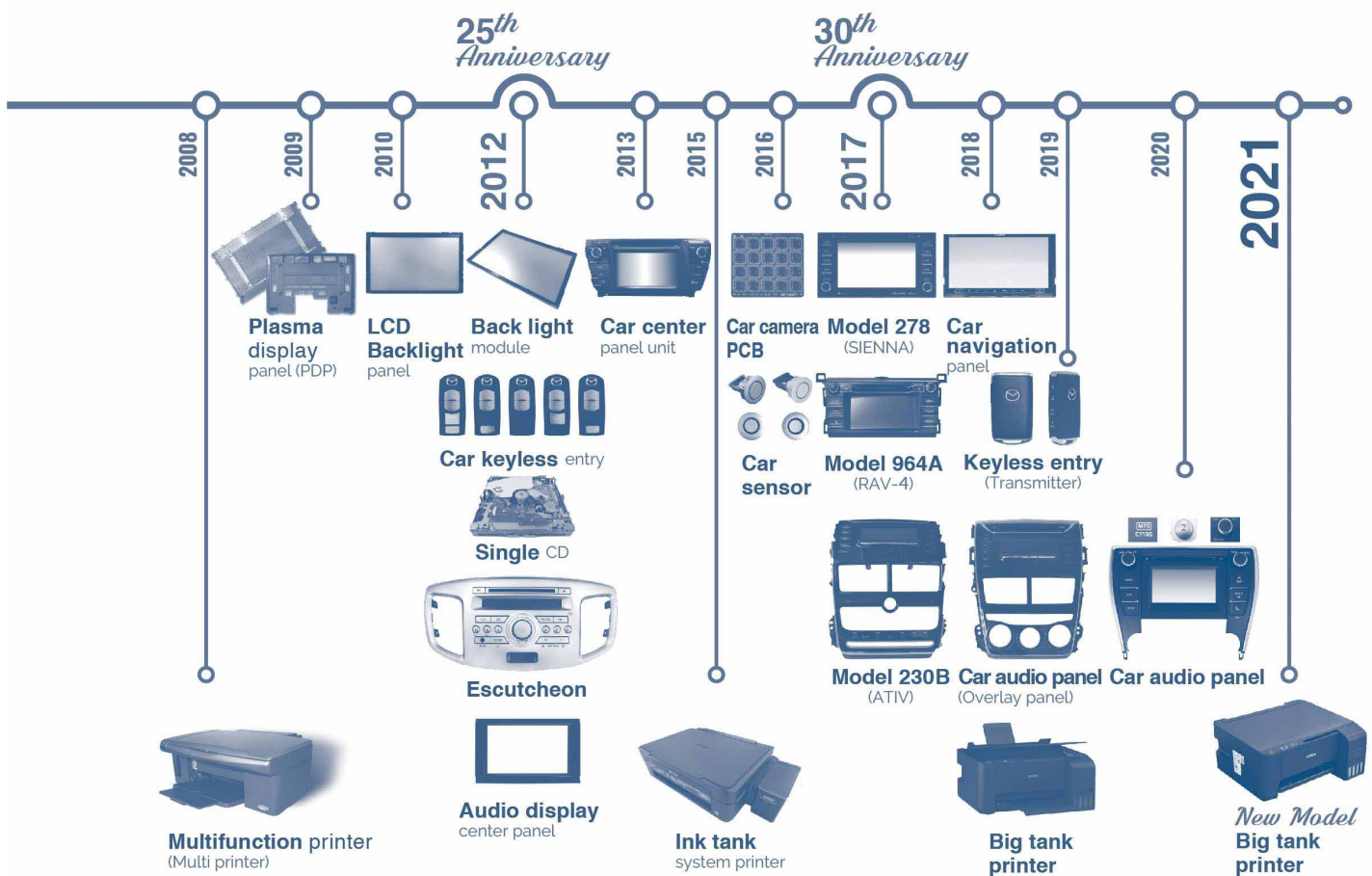
## “Summary of METCO’s products make impression for you”

e-XPECTION e-XCEEDED @METCO

@METCO เราให้เกินคาด



Manufacturing Expert  
Environment & Safety Conscious  
Technology Leadership  
Creative Workforce  
Overall Excellent





# MR. YOICHI MURAMOTO



## Message from The Chairman

### Dear shareholders, investors and stakeholders

To our shareholders, investors, and stakeholders, we would like to express our gratitude to you for your continued support of **METCO**.

In fiscal 2021, a new coronavirus (**COVID-19**) variant spread throughout the world, causing unprecedented damage to the global economy. The spread of the infection has slowed down in areas where vaccination programs have progressed, and economic activities are slowly starting to resume. However, many areas are still restricting economic activities to prevent the spread of the infection, and some areas are still experiencing reemergence of the infection. The spread of the new corona variant is still not under control, and the future remains uncertain.

The Company has placed the highest priority on ensuring the safety of our employees and their families, our customers, and other internal and external stakeholders, and on preventing the spread of the infection, and as a result, there has been no major disruption to our business activities. We will continue with these efforts further.

In fiscal 2021, economic activities that avoid human contact as much as possible, such as teleworking and working from home, will be promoted to prevent the new corona variant. Therefore, the demand for ink jet printers manufactured by **EPSON** on consignment (OEM) to our Company has grown significantly. As a result, the Printer business has achieved a significant increase in sales and profits.

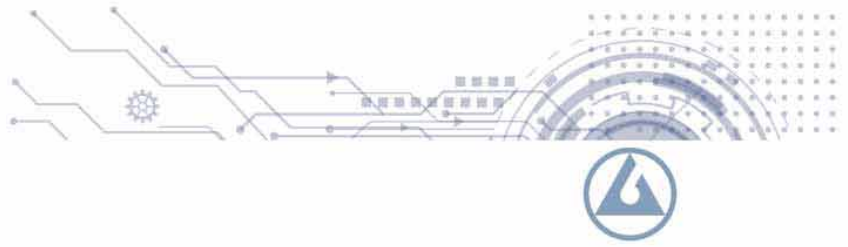
On the other hand, in the automotive-related business, and sales of on-board center panels has declined due to semiconductor (IC) supply problems, but orders for Car Audio-related products and Key Less Entry, etc. have been firm.

Although the business environment remains severe due to ongoing sales competition, our Group is working on building a new business model to "Create new value". By keeping an eye on the changing demands of our customers and further accelerating our efforts, we will strive to maximize the value we provide to our shareholders, customers, employees, and society, as well as grow our earnings.

**METCO** was established **Thailand** in 1987, and 34 years have passed since then. We have achieved success today thanks to the relationship that we have built with many stakeholders and shareholders, while accumulating many different experiences as a business enterprise. Last but not least, we thank you deeply once again, and we very much appreciate your lasting support and expectations about our business success.

(Mr. Yoichi Muramoto)  
Chairman





## MR. WANCHAI UMPUNGART

### Audit Committee's Report

**Dear Shareholders of Muramoto Electron (Thailand) Public Company Limited**

The Board of Directors has decided to set the structure, qualifications, tenure, duties and responsibilities of the Audit Committee into a written charter. In the past year, the Audit Committee consists of three following independent directors with qualifications and expertise in accounting, finance, laws and management.

1. **Mr.Wanchai Umpungart** Chairman of Audit Committee
2. **Mr.Nop Rojanavanich** Audit Committee
3. **Mrs.Wongtipa Bunnag** Audit Committee

**Mrs. Wongtipa Bunnag**, is the secretary of the Audit Committee.

The Audit Committee has performed its duties within the scope of responsibilities assigned and in accordance with the charter of the Audit Committee, which is in compliance with the regulation of the Stock Exchange of Thailand. In the accounting period 2021 the Audit Committee had convened a total of 4 meetings, the Audit Committee together with the management, internal audit team and auditors to discuss relevant issues and report the meeting outcomes to the Board of Directors. The essence of the work performed can be summarized as follows :

#### Financial Statement Report

The Audit Committee, the auditors, management division and Internal Audit had reviewed the Company' quarterly and the yearly financial statements as well as the consolidated financial statements of the Company and its subsidiary. By considering from important aspect and give advices and useful suggestions to ensure that the internal

control process of the Company financial budget is accurate and reliable, as well as to ensure that the disclosure of important information is sufficient and timeliness for the financial statement users. Which is also in accordance with the laws and related notices as well as in accordance with the regulations of Stock Exchange of Thailand and Securities and Exchange Commission and in comply with financial reporting standards. In addition, the Audit Committee had a meeting with the auditors without any executives or management attended the meeting for inquiring about various issues of the results of auditing and the auditors did not have any information or special observation from the audit.

#### Related Transaction or Conflict of interest transaction

The Audit Committee had considered and given opinions about connected transactions or transactions that may give rise to a conflict of interest with the Company and its subsidiary. The purpose is caution, rationality and taking into account the interest of the stakeholders and also includes adequate information in line with the conditions imposed by the Stock Exchange of Thailand.

#### Internal Control System and Risk Management

The Audit Committee had reviewed the adequacy of the Internal Control Systems of the Company and its subsidiary, based on the reports of the internal audit and the auditors. The purpose is to assess the appropriateness and the efficiency of the Internal Control System, the risk management, and the business operations of the management that are in line with the established policies and delegation of the authority.



### Regulatory compliance and regulations

The Audit Committee reviewed the Company's business operation to ensure that it is in line with the securities and exchange laws, regulation of the Stock Exchange of Thailand and laws relation to the business of the Company and acknowledge the changing of regulations which have an effect on the company's business operation.

### Corporate Governance

The Audit Committee had conducted such audits as to ensure that the administration of the business of the Company was in compliance with the Good Corporate Governance in order to transparency and fair operates an build confidence to the stakeholders.

### Internal Audit Governance

The Audit Committee had considered the independence of the Internal Audit, its scope of responsibilities and annual audit plan as well as considered the audit report and monitoring the implementation of solutions to significant issues mentioned in the audit report. Giving advice on how to improve and streamline the audit performance. The committee also considered the appropriateness of the budget, the workforce, training and personal development and the annual performance appraisal of the Internal Audit.

### Considering the appointed Auditors and Compensation

The Audit Committee had selected the auditors and the auditors remuneration. By considering knowledge, capability, experience and quality of the auditors' works, auditors' statuses, significant limitations or the regulations of the Stock Exchange of Thailand or the regulations of the other related organizations to the ensure that independence of the auditor and the neutrality on work performance.

The Audit Committee had selected the **KPMG Phoomchai Audit Limited** as company auditors and considered the auditors remuneration and proposed to the Board of Directors.

The Audit Committee deemed that the auditors had good understanding of the Company's business, practiced in a neutral and independence manner as well as regularly delivered its work on time, and as a result the Board of Directors proposed to the Annual General Meeting of Shareholders 2021 to appoint **KPMG Phoomchai Audit Limited** as the Company's auditor. The appointed auditors are :

- **Mrs. Siripen Sukcharoenyingyong**  
Certified Public Accountant license number 3636 and/or
- **Mr. Vairoj Jindamaneepitak**  
Certified Public Accountant license number 3565 and/or
- **Mr. Yoothapong Soontalinka**  
Certified Public Accountant license number 10604

For the Accounting period that the year ended 30<sup>th</sup> September 2021, **Mrs. Siripen Sukcharoenyingyong** is the Certified Public Accountant who audited the Company's financial budget.

The Audit Committee deemed that during for the accounting period the year ended 30<sup>th</sup> September 2021, the company had put in place the transparent, adequate and appropriate Internal Control Systems covering risky management and the company had established procedures that helped build confidence in Company's operation in accordance with the related laws by having good corporate governance along with the compliation and disclosure of adequate and reliable Company's financial report information.

**(Mr. Wanchai Umpungart)**

Chairman of Audit Committee  
26<sup>th</sup> November 2021

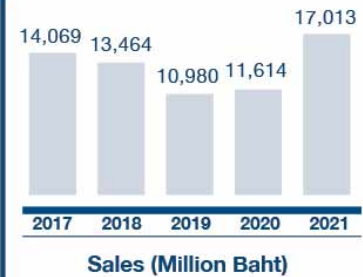




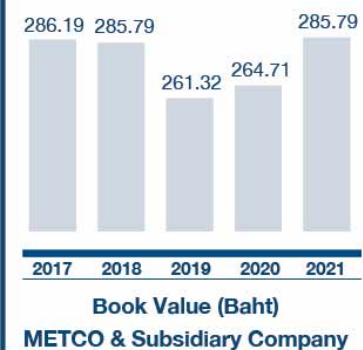
## FINANCIAL SUMMARY



	METCO & Subsidiary Company Unit : In Million Baht			METCO Unit : In Million Baht		
	2021	2020	2019	2021	2020	2019
Sales	17,013	11,614	10,980	14,464	9,720	9,008
Cost of sales	15,601	10,984	10,681	13,189	9,187	8,777
Profit Margin (Loss)	1,412	630	299	1,275	533	231
Selling & Administrative Expenses	792	504	618	690	446	520
Operations Profit (Loss)	620	126	(319)	585	87	(289)
Other Incomes	141	154	141	166	195	151
Other Tax	119	30	20	106	20	10
Net Profit (Loss)	642	250	(198)	645	262	(148)
Earning Per Share (Baht) (Loss)	30.71	11.97	(9.48)	30.88	12.52	(7.06)
Total Assets	8,595	7,859	7,168	7,001	6,484	5,798
Total Liabilities	2,623	2,327	1,707	1,951	1,882	1,279
Total Shareholders' Equity	5,972	5,532	5,461	5,050	4,602	4,519
Number of Shares (Million Shares)	20.898	20.898	20.898	20.898	20.898	20.898
Book Value (Baht)	285.79	264.71	261.32	241.66	220.20	216.25



Financial Ratio	METCO & Subsidiary Company Unit : In Percentage			METCO Unit : In Percentage		
	2021	2020	2019	2021	2020	2019
Net Profit per Revenues (Loss)	3.77	2.15	(1.80)	4.46	2.69	(1.64)
Return per Equity	10.75	4.52	(3.63)	12.77	5.68	(3.27)
Return on Assets	7.47	3.18	(2.76)	9.21	4.03	(2.55)



# PART 1

## BUSINESS OPERATION AND OPERATING RESULTS

### 1. Organizational structure and operation of the group of companies

Muramoto Electron (Thailand) Public Company Limited also known as “**METCO**” was established in 1987 as an integrated electronics parts and products manufacturer. **METCO** basic policy is “Providing the best product from creative idea for our customers” that based on best quality, lowest cost and on time delivery. Also achieving total improvement and maintaining healthy, safe, and environmentally conscious workplace for all employees.

**Muramoto Electron (Thailand) Public Company Limited. : METCO** has been dedicated to manufacturing from the day of its establishment in 1987. The scope of its operations was only pressing in the beginning, and now has grown to cover all manufacturing processes such as die design & manufacturing, pressing, plastic molding as well as material procurement, and logistics.

#### 1.1 Policy and business overview

The business environment has changed much and rapidly in recent years. We established our own “**Vision**” and “**Mission**” in order to become what we should be as a group company with the aim of meeting the changing needs of our customers and developing as a sustainable company.

##### 1.1.1 Vision, Mission, Corporate Objectives, and Strategy

###### ***Vision***

We shall strive to be the world’s best manufacturing service company by providing high quality products and services to ensure maximum customer satisfaction.

###### ***Mission***

###### **To Customers :**

We shall create maximum satisfaction of customers through enhancing world-class **EQCD (Environment, Quality, Cost and Delivery)**.

###### **To Employees :**

We shall develop capabilities, expertise and professionalism of employees through providing them with learning opportunities and productive work-life balance.

###### **To Business Partners :**

We shall establish and maintain long-term win-win relationship with business partners through strengthening the foundation of fairness and mutual trust.

###### **To Community, Society and Environment:**

We shall contribute to sustainable improvement of quality of life for community and society as well as environment through exercising environmental stewardship together with social responsibilities.

###### **To Shareholders :**

We shall generate sustainable value for shareholders through seeking new business opportunities and good corporate governance.

###### ***Corporate objectives***

1. Build strong relationship with customers, obtain their trust and provide them with superlative satisfaction.
2. Maintain and strengthen competitiveness on **EQCD (Environment, Quality, Cost and Delivery)**.
3. Strictly follow all relevant laws and regulations and fulfill responsibilities as a public company.
4. Cause none of environmental, industrial, or occupational accident.
5. Develop and foster all employees and provide them with opportunity to contribute.



## **Target of Company**

### **Strategy for success in 2022**

**METCO** shall strive to accomplish each department's objective with full effort in order to achieve the FY2022 policy objectives.

#### **<Business Promotion Department>**

Amid increasingly intensifying competition, it is important that the **Muramoto Group** companies shall cooperate with each other in order to achieve sustainable growth. In this regard, we need to increase the organizational strength of the sales departments within the entire **Muramoto Group** and establish and implement effective sales strategies. We shall promote each Group company and determine its role for each customer, ensure closer cooperation with other Group companies, and ensure that each company shall perform its role efficiently and effectively. We shall not only support the established areas of our business, but we shall also actively pursue new business fields and markets.

#### **<Production Department>**

We shall promote adoption of the **ERP** system in order to maintain and strengthen the system to deliver the required quantity of goods, with the best quality, at competitive cost, and within the delivery due date required by the customers. The **ERP** system shall eliminate waste and reduce risk by optimizing the overall workflow, including receipt and placement of orders, receipt of goods, manufacturing, shipment, and the settlement of accounts.

#### **<Administration Department>**

We shall be a corporation that enhances added value by the whole Company through implementing "Information dissemination", "Proposals" and "Improvement" as the key points of our internal control. Furthermore, we shall enhance the added value of our staff and make our business operation more effective by improving their "Competence" and "Skill" levels. We shall also eliminate waste and prevent problems from occurring by effective anticipation, and establish a cooperation system that integrates sales, production, operations, and management.

#### **<Quality Department>**

The Company requires an internal control to deal with the various risks. The company shall prepare a control system that has been improved to remove the waste (**Muda**). Focusing on the coordination system that connects sales-production, operations, controlling, and preventing the problems in advance.

## **Non-Financial Performance Indicator**

Non-Financial Indicators are measures used to assess the activities that the Company sees as important to the achievement of its strategic objectives other than the financial ones. Following are the common non-financial **KPIs** that the Company uses as part of performance management.

	2021	
	Actual	Target
1. Customer's satisfaction	92%	80%
2. Accident (Stop working 3 days)	2	0
3. Training hours	5 Hours	8 Hours
4. Waste segregation	95%	100%
5. Wastewater treatment	100%	100%

### **1.1.2 Material changes and developments**

#### ***Competitive position***

The Company, as a manufacturing service company, has been improving customers' satisfaction by providing them with higher quality, shorter delivery time and more reasonable cost than competitors. The Company has obtained and shall further strengthen the competitiveness against its major competitors through the following competitive edges.

##### **1. Broad range of production method and technology**

The Company has established an exceptionally broad range of production methods and technologies as a manufacturing service provider covering metal stamping, plastic molding, painting & printing, surface mounting on PCB, assembly of component & finished product, die & mold design, die & mold manufacturing, and metal surface treatment. This diversity has made the Company more capable than competitors of accepting various order and requirement from wide range of customers.

##### **2. Seamless integration of various manufacturing lines**

Having in-house various manufacturing lines applying various methods and technologies as mentioned above, the Company has been integrating them in the most effective way into assembling components and/or finished products. Through such seamless integration the Company provides customers with higher quality, shorter lead time and lower cost.

##### **3. Well-coordinated cross-functional cooperation**

Since all employees of the Company, through the history and experience of such integration as mentioned above, very well realize its value, the Company has well-coordinated cross-functional cooperation all through its organizations covering not only production but also sales, logistics, procurement, and administration. This cooperation enhances customers' trust and satisfaction to the Company.

### **1.1.3 Report on spending objectives of mobilized capital**

- None -

### **1.1.4 Obligations shown in the prospectus and/ or conditions of the office (if any) and/ or condition of securities receivable of Stock Exchange of Thailand (if any)**

- None -



### 1.1.5 Company Information

<b>Company Name</b>	: Muramoto Electron (Thailand) Public Company Limited
<b>Company Symbol</b>	: METCO
<b>Head Office</b>	: 886 Ramindhra Road, Kwaeng Kannayao, Khet Kannayao, Bangkok 10230, Thailand Telephone 0-2518-1280 Fax : 0-2518-1287
<b>METCO 1</b>	: 886 Ramindhra Road, Kwaeng Kannayao, Khet Kannayao, Bangkok 10230, Thailand
<b>METCO 2</b>	: 1 Mu 6 Bangna-Trad Road Km. 25, Tambol Bangsaowthong, Amphur Bangsaowthong, Samutprakam 10570, Thailand
<b>METCO 3</b>	: 99/7 Mu 3 Bangna-Trad Road Km. 23, Tambol Bangsaowthong, Amphur Bangsaowthong, Samutprakam 10570, Thailand
<b>Nature of Business</b>	: Manufacturer and exporter of electrical, electronic component parts and car parts.
<b>Company Registration No.</b>	: Bor Mor Jor 326
<b>Registration Date</b>	: Transformed to Public Company on 15 <sup>th</sup> March 1994 in accordance with Public Company Limited Act B.E. 2535
<b>Website</b>	: www.metco.co.th
<b>Registration Capital</b>	: 238,981,000 Baht
<b>Paid-up Capital</b>	: 208,981,000 Baht
<b>Quantities and types of shares Issued and Sold</b>	: 20,898,100 common shares each of per value 10 Baht
<b>Board of Directors</b> as at 30 <sup>th</sup> September 2021	: 1. Mr. Yoichi Muramoto Chairman 2. Mr. Shinichiro Yamamoto Director 3. Mr. Ichiro Nishimura Director 4. Mr. Tatsuya Awazu Director 5. Mr. Wanchai Umpungart Director (Independent) 6. Mr. Nop Rojanavanich Director (Independent) 7. Mrs. Wongtipa Bunnag Director (Independent)
<b>Subsidiary Company</b>	: Sima Technology Co., Ltd.
<b>Address</b>	: 99 Mu 1, Tumbol Thongchainue, Amphur Pakthongchai, Nakornratchasima 30150 Thailand
<b>Nature of Business</b>	: Manufacturing of Pressed Metal Parts, Plating and Assembling for Audio, Computer and Other Electrical Products for Home, Offices, Industrial Use Including Automobiles
<b>Company Registration No.</b>	: Bor Aor Jor. Nor Mor.1321
<b>Registration Date</b>	: 9 <sup>th</sup> June 1995
<b>Registration Capital</b>	: 300 million Baht
<b>Paid-up Capital</b>	: 300 million Baht
<b>Quantity and type of shares</b>	: 30 million common shares each of par value 10 Baht issued and sold
<b>Quantity and type of shares The Company hold in Subsidiary Company</b>	: 29,999,800 common shares each of par value 10 Baht (at cost)

## 1.1.6 Company History

1987	March June	Decision on the operation in Thailand. Establish <b>METCO</b> Approved as <b>BOI</b> promoted company and incorporated in Thailand.
	November December	Start operation. Press factory completion ceremony held on 3 <sup>rd</sup> December with <b>BOI</b> general as a guest of honor. The date set as in auguration day.
1988	May	Completion of <b>VTR</b> assembly factory.
1989	February	Completion of <b>CRT</b> factory.
1990	September	Start operation at <b>METCO2</b>
1992	August	Completion of new <b>CRT</b> factory at Ramindhra. Listed on the stock exchange of Thailand.
	December	<b>5<sup>th</sup> Anniversary</b> held at Hyatt Erawan hotel.
1995	June	<b>SIMA Technology Co., Ltd.</b> Established in Nakhon Ratchasima province with 100% equity participation by <b>METCO</b>
	August	Completion of new factory building within Bangna-Trad factory incorporating die factory and warehouse.
	December	Operation <b>SIMA Technology Co., Ltd.</b> started
1996	April	Start of operation of electron gun factory.
1997	December	<b>10<sup>th</sup> Anniversary</b> held at Bangna-Trad factory. Accreditation of <b>ISO9002</b> for <b>SIMA Technology Co., Ltd.</b>
		for <b>METCO</b> Accreditation of <b>ISO9002</b>
1998	December	<b>SIMA Technology Co., Ltd.</b> Start of press factory
2000	January	Start to produce <b>IDC</b> parts and assembly.
	July	( <b>GTMS</b> ) Completion of hermetic seal operation line.
2001	September	<b>BOI</b> Certificate for production of printed circuit board ( <b>PCB</b> )
	November	Start production of thermal fuse.
2002	April	Start to produce <b>DMC3</b>
	October	<b>15<sup>th</sup> Anniversary</b>
2003	December	Installed <b>METCO-AIDA</b> multi press ( <b>MMX</b> ).
	February	Installed <b>OMS-6003-D</b> measuring machine.
	October	<b>METCO/ SIMA ISO/ TS16949</b> accreditation of <b>ISO/ TS16949 : 2002</b> , for <b>METCO/ SIMA, ISO9001 : 2000</b> for <b>METCO</b>
	November	<b>ISO14001 : 1996</b> for <b>METCO</b>
2004	July	<b>METCO2</b> Starts the operation of exterior painting, printing and assembly factory.
		Starts the operation. Transfer of the <b>METCO3</b>
2005	October	<b>SMT</b> lines to <b>METCO3</b> and increase facility production of the <b>Ink jet printer</b> starts.
		<b>20<sup>th</sup> Anniversary</b>
2007	December	Production of the thermal printer starts (small size).
2008	October	<b>KTC (Kanagata Technical Center)</b> Starts
	January	Starts operation. <b>SIMA Technology Co., Ltd.</b> gilding business.
	July	Production of the backlight unit for <b>LCD</b> starts.
	October	<b>SIMA Technology Co., Ltd.</b> Starts machining business.
2010	March	<b>SMT</b> line, dip process starts operation.
	April	Laser marker is installed in the printing process.
	June	Installation of two color injection mold machine.
	September	Production of escutcheon starts.
	October	Start production of small and medium backlight unit.
2012	December	<b>25<sup>th</sup> Anniversary</b>
2013	January	Start production of keyless entry unit (4 wheel).
	June	Start to produce automotive center panel unit.
2015	September	Achieved " <b>CSR-DIW Award</b> " from Department of Industrial Work.
		Accreditation of <b>ISO14001:2015</b> for <b>METCO</b>
2016	December	Start production of wheel keyless entry unit (2 wheel) achieved " <b>CSR-DIW continuous award</b> " from Department of Industrial Work.
	July	Achieved " <b>Green industry (Level 4) certification</b> " from Ministry of Industry.
	November	<b>10<sup>th</sup></b> consecutive years of Thailand labour management excellence award.
2017	August	Accreditation of <b>OHSAS18001:2007</b> for <b>METCO</b>
	September	<b>30<sup>th</sup> Anniversary</b>
	December	Start production of car audio overlay panel.
2018	February	Accreditation of <b>IATF16949:2016</b> for <b>METCO</b>
	March	Accreditation of <b>ISO9001:2015</b> for <b>METCO</b>
	June	Start production of car navigation panel.
		Accreditation of <b>ISO9001:2015/ IATF16949:2016</b> for <b>SIMA</b>
	August	<b>3Rs Award</b> <b>SIMA Technology Co., Ltd.</b> Start plastic injection business.
	October	Start production of <b>EPSON</b> eco tank printer.
2019	June	Accreditation of <b>ISO14001:2015</b> for <b>SIMA</b>
2020	April	Business continuity planning ( <b>BCP</b> ) to fight against <b>COVID-19</b>
	November	The holy stone laying ceremony of <b>METCO3</b> new canteen & storage on 4 <sup>th</sup> November 2020



1987 Completion



1995 Establish SIMA

1992 Listed



1992 5<sup>th</sup> Anniversary



1997 10<sup>th</sup> Anniversary



2007 20<sup>th</sup> Anniversary



2017 30<sup>th</sup> Anniversary



2020 The holy stone laying ceremony of **METCO3** new canteen & storage



## 1.2 Nature of Business Operations

**Muramoto Electron (Thailand) Public Company Limited** and **Sima Technology Co., Ltd.** as subsidiary Company, are the manufacturing of electrical parts for automotive, office automation (Ink jet printer) and other parts with using 7 functions as below

1. Metal stamping
2. Plastic molding
3. Painting and Printing
4. Surface mounting on PCB
5. Assembly
6. Die and Molds
7. Metal surface treatment

### 1.2.1 Income Structure

Structure of Income of the Company and its Subsidiary within the last two years

	2021		2020	
	Million Baht	%	Million Baht	%
Income from Sale	17,013	99.18	11,614	98.69
Other Income	141	0.82	154	1.31
<b>Total</b>	<b>17,154</b>	<b>100.00</b>	<b>11,768</b>	<b>100.00</b>

Total income of the Company and its subsidiary (Y2021 Increased 45.77% Compared to Y2020)

### Product Characteristics

The Major Product of **Muramoto Electron (Thailand) Public Company Limited** are listed below :

1. Electronic parts for automobile
2. Electronic parts for office automation
3. Others Electronic parts

**Muramoto Electron (Thailand) Public Company Limited** and **Sima Technology Co., Ltd.** as subsidiary Company have the revenue structure of the Products as follows :

Product line/Business Group	2021		2020		2019	
	Unit : Million Baht	%	Unit : Million Baht	%	Unit : Million Baht	%
Electronic parts for the automobile	3,786	22.25	2,525	21.74	3,215	29.28
Electronic parts for office automation	12,283	72.20	8,648	74.46	7,664	69.80
Others Electronic parts.	944	5.55	441	3.80	101	0.92
<b>Total</b>	<b>17,013</b>	<b>100.00</b>	<b>11,614</b>	<b>100.00</b>	<b>10,980</b>	<b>100.00</b>
<b>Increase (decrease) rate of Sales value (%)</b>		<b>46.49</b>		<b>5.77</b>		<b>(18.45)</b>

## **1.2.2 Product Information**

### **1. Characteristics of Products or Services and Innovation Development**

#### **1. Automotive electronic parts**

##### **1.1. Domestic market**

The domestic market : Automotive electronic parts e.g., a Keyless entry which the company sells domestic electrical industry maker for using it in Thailand.

##### **1.2. Overseas markets** (Automotive electronic parts), the Major customers are the United States and the customer in the others regions such as Japan, South East Asia, the distribution is divided into two categories

###### **1.2.1 Direct sales to manufacturers and distributors**

###### **1.2.2 Selling through overseas marketing agents** which is to distribute through foreign marketing agents because the products is required the support from technicians, if the company directly sell to the customer this will increase marketing costs from setting up the branch offices and sending technicians give advice to customers.

The foreign marketing agents are :

- **MURAMOTO INDUSTRY CO., LTD. (MIC)**, as the Marketing agent for the distributors in Japan
- **MURAMOTO USA Inc. (MUI)** as the Marketing agent for the distributors in USA
- **MURAMOTO ASIA PTE., LTD. (MAP)** as the Marketing agent for the distributors in other regions

#### **2. Spare Parts and electronic appliances parts and others**

##### **2.1. The domestic market** : electronic appliances parts and others which are the electronic and computer spare parts and electronics in the country and automatic office supplies e.g., a printer which the company sells directly as per customer's order

##### **2.2 Overseas markets** : PC parts, electrical and electronic appliances and automatic office supplies which originally had a production based in Japan and now the productions have been moved outside of Japan. Most of these companies will rely on the relationship between its parent and parent companies of spare parts manufacturers. There is a few companies that allow its subsidiary company to order the materials directly. The foreign customers are categorized as follows :

###### **2.2.1. Direct sales to manufacturers in foreign countries** which are electrical products manufacturer, and electronical in Japan that have the plants in many regions around the world e.g., Japan and Indonesia, etc.

###### **2.2.2. Selling through overseas marketing agents** which are:

- **MURAMOTO INDUSTRY CO., LTD.** as the Marketing agent for the distributors in Japan
- **MURAMOTO ASIA PTE., LTD.** as the Marketing agent for the distributors in Singapore, Malaysia, and Indonesia



### Current Products Information

Segment/ Field	Name of Product	Description	Sales	Dealer	Sales volume FY 2021
Automotive/ Car Audio	Blu-ray Audio Mecha	Blu-ray Audio Mecha is a navigation system that can display maps etc. in full screen mode on a 12.3 inch wide screen. It is also equipped with a microSD card slot, by which music data saved in a microSD card on a personal computer or an audio device can be played back in the car.	Panasonic	Many automakers, including Toyota, Nissan, Honda, Mazda, Isuzu, GM, BMW and Volvo	2.5 Million sets
Automotive/ Car navigation	Car Navigation (Center Panel)	Car Navigation is the panel part of a device that displays on board the location of your car, road maps and road conditions to support your driving.	Denso Ten	Many automakers, including Toyota, Nissan, Honda, Mazda, Isuzu, GM, BMW and Volvo	3.8 Million sets
Automotive/ Others	Keyless Entry (Transmitter)	Keyless Entry is an electronic lock that controls access to your car without the use of a conventional mechanical key.	Mitsubishi Automotive	Mazda	3.8 Million sets
Automotive/ Others	Car Sensor	Car Sensor is a device that detects obstacles at the four corners of the car with ultrasonic sensors installed on the four corners of the car on the front and rear bumpers.	Mitsubishi Automotive	Many automakers, including Toyota, Nissan, Honda, Mazda, Isuzu, GM, BMW and Volvo	4.0 Million sets
Office Automation/ Printer	SEIKO EPSON Ink jet Printer	We manufacture SEIKO EPSON's ink jet printer (finished product) as OEM (Original Equipment Manufacturing) consigned by SEIKO EPSON.	Sumitomo Electronics (Thailand)	SEIKO EPSON	5.8 Million sets



## CURRENT PRODUCTS INFORMATION

### Automotive electric parts segment



#### AUDIO FIELD



CD Changer Audio Mecha



Blu-ray Audio Mecha

#### NAVIGATION FIELD



For Toyota Altis



For Toyota Camry

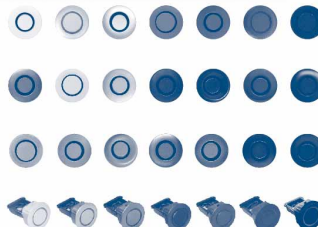


For Toyota Compact car

#### OTHER FIELD



Keyless entry (Transmitter)



Car sensor



Press part for Air back





## CURRENT PRODUCTS INFORMATION

### Office automation segment (SEIKO EPSON Inkjet printer)

#### INKJET PRINTER

Start Y2006



Single printer

Y2008



Multifunction printer

Y2015



Ink tank system printer

Y2018



Big tank printer

Y2021



*New Model*  
Big tank printer

### Other segment

#### AUDIO VISUAL SYSTEM



Video Camera  
LCD unit



Mirror less camera  
top cover unit

#### SECURITY EQUIPMENT



Automatic door  
keyless entry

#### INFORMATION & INDUSTRIAL EQUIPMENT



Glass To Metal Seal



D6S Type



Thermal fuses

### Price policy

The company has a policy to set the price as a benchmark which will be determined in accordance with the supply and demand of the market. Nevertheless the company's customers are a continuous industry group both domestically and internationally. Therefore, the trading price is flexible which is depend on the customer order quantity and production capacity at that time. Mostly prices are set in **US dollars**, though the product is sold in the country or abroad.

### Promote investment

**MURAMOTO ELECTRON (THAILAND) PUBLIC COMPANY LIMITED** has received 9 promotional certificates from the Board of Investment, the details of the certificates are below :

Promotion Certificate No.	Rights and benefits	Conditions
<b>1370/ SorOr/ 2531</b> To manufacture metal parts of television tubes, electronic equipment metal parts.	<ol style="list-style-type: none"><li>1. Corporate income tax exemption for net profit received from the promoted business for a period of 3 years from the date of earning income (expires on October 3, 1991).</li><li>2. Exemption of import duty on raw materials and essential materials that must be imported from abroad for use in production for export.</li><li>3. Permission to deduct assessable income in the amount equal to 5% of the increase in income from the previous year from exports for a period of 10 years from the date that income from the operation of the business and except on the export income in that year must not be lower than the average export income of the past 3 years, except the first 2 years.</li><li>4. Permission to own the land in the amount that the Board deems appropriate</li><li>5. Permission to import or remit money out of the Kingdom in foreign currency.</li></ol>	<ol style="list-style-type: none"><li>1. The size of the business that has a production capacity of pieces of metal parts of television tubes or receivers approximately 48,560,000 per year (working time 20 hours/ day : 295 days/ year).</li><li>2. Must have investment size excluding cost of land and working capital of not less than 1 million baht. If investment size excludes cost of land and working capital of less than 1 million baht, all rights and benefits shall be revoked.</li><li>3. Must save or import net foreign currency not less than 1 million USD per year. If any year does not meet this condition, all rights and benefits of corporate income tax exemption shall be revoked.</li></ol>



Promotion Certificate No.	Rights and benefits	Conditions
<b>1196/ SorOr/ 2533</b> To produce electronic parts and other product parts	<ol style="list-style-type: none"> <li>1. Exemption from import duty and trade taxes on molds for the manufacture of electronic parts and other product parts.</li> <li>2. Exemption from import duties and trade taxes on raw materials and essential materials that must be imported from abroad for using in production for export</li> <li>3. Permission to deduct assessable income in the amount equal to 5% of the income increased from the previous year from export for a period of 10 years from the date of earning from that business. The export income of that year must not be lower than the average export income of the past 3 years, except the first 2 years.</li> <li>4. Permission to own the land in the amount that the board deems appropriate</li> <li>5. Permission allowed to bring or send money out of the Kingdom in foreign currency.</li> </ol>	<ol style="list-style-type: none"> <li>1. The size of the business has the capacity are               <ul style="list-style-type: none"> <li>- approximately 769,591,200 metal parts per year</li> <li>- approximately 73,543,680 plastic parts per year</li> <li>- OUTSERT PART or ASSEMBLY PART approximately 26,365,920 pieces per year (Working time 20 hours/day : 288 days/year)</li> </ul> </li> <li>2. Must have investment size excluding cost of land and working capital of not less than 1 million baht. If investment size excluding cost of land and working capital is less than 1 million baht, all rights and benefits will be revoked and shall not be approved to amend the project to increase production capacity by receiving benefits according to the same criteria again.</li> </ol>
<b>1306/ SorOr/ 2534</b> To produce metal stamping parts	<ol style="list-style-type: none"> <li>1. Exemption of import duty for molds</li> <li>2. Exemption from import duty on raw materials and essential materials that must be imported from abroad for using in production for export.</li> <li>3. Permission to deduct assessable income in the amount equal to 5% of the increase in income from the previous year from export for a period of 10 years from the date of earning from that business. But the export income of that year must not be lower than the average export income of the past 3 years, except the first 2 years.</li> <li>4. Permission to own the land in the amount that the Board deems appropriate</li> <li>5. Permission to bring or send money out of the Kingdom in foreign currency.</li> </ol>	<ol style="list-style-type: none"> <li>1. The size of the business has capacity of metal stamping parts is approximately 132,818,322 pieces per year (Working time 20 hours/day : 295 days/year)</li> <li>2. Must have investment size excluding cost of land and working capital of not less than 1 million baht. If investment size excluding cost of land and working capital is less than 1 million baht, all rights and benefits will be revoked.</li> </ol>

Promotion Certificate No.	Rights and benefits	Conditions
<b>1136/ SorOr/ 2536</b> To produce electronic parts and other product parts	<ol style="list-style-type: none"> <li>Received half of the import duty reduction for only the machinery that is not in the list of the reduction of import duty according to the Ministry of Finance Notification No. SorKor.13/ 2533, except the list of machinery with an import duty of less than 10% will not be granted abatement</li> <li>Exemption of import duty for molds</li> <li>Exemption of import duty on raw materials and essential materials that must be imported from abroad for use in production for export.</li> <li>Permission to hold ownership of the land in the amount that the Board deems appropriate</li> <li>Permission to bring or send money out of the Kingdom in foreign currency.</li> </ol>	<ol style="list-style-type: none"> <li>The size of the business is the production capacity of parts. Electronic and other product parts as follows               <ul style="list-style-type: none"> <li>- Metal parts are approximately 578,640,000 pieces per year</li> <li>- Plastic parts are approximately 55,296,000 pieces per year</li> <li>- Components are approximately 19,824,000 pieces per year (Working time 20 hours/day : 288 days/year)</li> </ul> </li> <li>Must have investment size excluding cost of land and working capital of not less than 1 million baht. If investment size excluding cost of land and working capital is less than 1 million baht, all rights and benefits shall be revoked.</li> </ol>
<b>1292/ 2543</b> To produce metal parts for Electrical Machine or electronic products	<ol style="list-style-type: none"> <li>Exemption from import duty on raw materials and essential materials that must be imported from abroad for use in production for export.</li> <li>Permission to hold ownership of the land in the amount that the Board deems appropriate</li> <li>Permission to bring or send money out of the Kingdom in foreign currency.</li> </ol>	<ol style="list-style-type: none"> <li>The size of the business is approximately 300,000,000 pieces of metal parts for Electrical Machine or electronic products per year. (Working time 20 hours/day : 288 days/year)</li> <li>Must have investment size excluding cost of land and working capital of not less than 1 million baht. If investment size excluding cost of land and working capital is less than 1 million baht, all rights and benefits will be revoked.</li> </ol>



Promotion Certificate No.	Rights and benefits	Conditions
<b>1039/ 2545</b> To produce Printed Circuit Board Assembly	<ol style="list-style-type: none"> <li>1. Exemption from import duty for raw materials and essential materials that must be imported from abroad for use in production for export.</li> <li>2. Exemption of import duty on machinery as approved by the Board</li> <li>3. Permission to hold ownership of the land in the amount that the Board deems appropriate</li> <li>4. Permission to bring or send money out of the Kingdom in foreign currency</li> </ol>	<ol style="list-style-type: none"> <li>1. The size of the business has capacity is approximately 12,000,000 sets of Printed Circuit Board Assembly per year. (Working time 20 hours/day : 288 days/year)</li> <li>2. Must have investment size excluding cost of land and working capital of not less than 1 million baht.</li> </ol>
<b>1862/2548</b> To produce office automation equipment	<ol style="list-style-type: none"> <li>1. Exemption from import duty for raw materials and essential materials that must be imported from abroad for using in production for export.</li> <li>2. Exemption from import duty on goods imported for re-export</li> <li>3. Permission to hold ownership of the land in the amount approved by the Board</li> <li>4. Permission to bring or send money out of the Kingdom in foreign currency</li> </ol>	<ol style="list-style-type: none"> <li>1. The size of the business has capacity of automatic office equipment such as Printer, Multifunctional Machine, etc. is approximately 3,600,000 units per year (Working time 20 hours/day : 288 days/year)</li> <li>2. Must have investment size excluding cost of land and working capital of not less than 1 million baht.</li> </ol>

Promotion Certificate No.	Rights and benefits	Conditions
<b>1840(2)/ 2551</b> To produce electronic product parts such as LCD Module and LCD Back Light	<ol style="list-style-type: none"> <li>1. Exemption from import duty for raw materials and essential materials that must be imported from abroad for using in production for export.</li> <li>2. Exemption of import duty on goods imported for re-exporting.</li> <li>3. Permission to hold ownership of the land in the amount approved by the Board.</li> <li>4. Permission to bring or send money out of the Kingdom in foreign currency</li> </ol>	<ol style="list-style-type: none"> <li>1. The size of the business has capacity of product parts for electronic products such as LCD Module and LCD Back Light etc. is approximately 36,000,000 pieces per year (working time 21 hours/day : 277 days/year)</li> <li>2. Must have investment size excluding cost of land and working capital of not less than 1 million baht. The exempted corporate income tax is not more than 75 million baht.</li> </ol>
<b>1638/ 2555</b> To show that Company have been promoted for investment in the business International Parts and Products Sourcing Center (International Procurement Office – IPO)	<ol style="list-style-type: none"> <li>1. Permission to bring foreigners who are skilled workers or experts into the Kingdom in an amount and determine the period of stay in the Kingdom as considered</li> <li>2. Permission to hold ownership of land in the amount approved by the Board</li> <li>3. Exemption of import duty on machinery as approved by the Board.</li> <li>4. Exemption from import duty on raw materials and essential materials imported from abroad for use in production for export for a period of one year. from the date of first import.</li> </ol>	<ol style="list-style-type: none"> <li>1. It must be implemented in accordance with the essence of the promoted project in the following matters               <ul style="list-style-type: none"> <li>* International procurement center for parts and products</li> <li>* Business scope procurement of raw materials components and parts for the chemical and plastics industry Electronics and electrical machine and automotive industries .To wholesale in the country and export abroad However, it must not be in the business of broker or agents.</li> <li>* Must have or rent a warehouse and has a computerized inventory management system</li> <li>* There must be a procurement activity, product quality inspection, and product packaging</li> </ul> </li> </ol>



Promotion Certificate No.	Rights and benefits	Conditions
<b>1638/ 2555</b> To show that Company have been promoted for investment in the business International Parts and Products Sourcing Center (International Procurement Office – IPO)	5. Exemption of import duty on goods imported by the promoted person for re-exportation for a period of one year from the date of first importation.  6. Permission to bring or send money out of the Kingdom in foreign currency.	<ul style="list-style-type: none"> <li>* There must be multiple sources of procurement and at least there must be a source of procurement from the country as well.</li> <li>* Approvals or operating permits from government agencies are required in accordance with relevant laws.</li> <li>* Must have an action plan including plans to import craftsmen and experts as approved by the Board</li> <li>* Raw materials and essential materials are imported from abroad. The exemption from import duty must be used for manufacturing, mixing, assembling, assembling, or repacking for export only.</li> <li>2. Must have investment size excluding cost of land and working capital of not less than 1 million baht.</li> </ul>

## 2. Market and Competition

### Competitive Strategy

**Muramoto Electron (Thailand) Public Company Limited.** is a manufacturer of parts and components for electrical and electronic appliances which is SUPPORTING INDUSTRY. Therefore, the customers of the company are the other manufacturer and including manufacturers of electrical appliances and finished electronics which domestic manufacturer and manufacturers in other regions around the world. The company has the marketing strengths as follows :

#### 1. The joint investment between Thai shareholders and Muramoto Industry Co., Ltd., Japan.

Japan is the world's largest manufacturer of electrical appliances and electronics. Although the industrial situation in Japan is sluggish due to the economic contraction of Japan, then the Japanese manufacturers have expanded its production to other regions instead. Especially, the Indochina region due to cheaper of the labor wages. Normally, the nature of business of Japanese businessmen will be in the manner of trading between Japanese companies, especially companies that they have connections. Therefore, **Muramoto Electron (Thailand) Public Company Limited.** has benefited from being a subsidiary of **Muramoto Industry Co., Ltd. (Japan)** which is the big company that has relationships with customers for a long time. The parent companies provide support on the marketing and the distribution for the customer in the other countries such as Singapore, Malaysia and Indonesia. By distributing through **Muramoto Asia Pte., Ltd.**, which is a subsidiary of the same parent company for reducing marketing costs

#### 2. Products quality

This industry requires high skill and high production technology to get the production efficiency with minimal loss to decrease on the costs. Especially, on making the molds to produce parts as the heart of this type of business. It will require special knowledge and expertise on designing of the molds in order to produce parts accurately, precisely, less cost, extended lifetime of the products. Due to the mold using the high cost and maintenance for need good care to prolong the lifetime. The company is assisted by a large company which has standard production and 80 years of experience in this industry on the process of designing the mold technology.

#### 3. Low production cost

Although the price is not a key competitive factor, the buyer will focus on the quality as the top priority. Nevertheless, the company have an efficient production system together with receiving on the supporting from parent company for finding of the raw materials and various parts needed in production and the company has improved on production to produce plastic parts by itself, these causing the production cost of the company to be reduced considerably and make the company to get better profitability.

#### 4. Human resource development Plan

The company focuses on human resource development which is major key factor in the success of its operation. Some of the employees will be sent to train in Japan and the company has also received assistance from parent companies in recruiting and dispatching specialists in specific fields to transfer technology such as designing and quality control, etc.



### 3. Procurement of products and services

The company procures raw materials from 2 sources which are the parts produced in the country and the parts that are not produced in the country. The company will purchase from domestic manufacturers and the parts that are not produced in the country, the company is procured through the parent company because those parts are made in Japan, and this helps company to save the cost of procuring raw materials by itself and including purchasing directly from the manufacturer and distributors from the other countries

The purchase of raw materials of the company **Muramoto Electron (Thailand) Public Company Limited.** can be categorized to be as follows :

1. Domestic purchase of raw materials which is approximately 80.41% of the purchase value of all types of raw materials. This is an important raw material of the Company's production ; the company purchases each type of raw material by ordering from many raw material suppliers. So, the Company to have bargaining power to the Key distributors
2. Importing purchase of raw materials which is approximately 19.59% of the current raw material purchase value. The raw materials orders are plastic parts and metal parts which is not produced in Thailand. The manufacturers of these raw materials are retail manufacturer or small size industries in Japan. Purchasing directly from these companies will increase the company's raw material procurement costs. So, the company get the support of its parent companies providing these raw materials from small-scale manufacturer in Japan and then send it to the company. The parent company will charge on the price from the cost plus any expenses related to the procurement. The parent company promises that these costs will be not exceed 5% of the cost of the parts.

The purchasing of raw materials from the parent company is in accordance with the existing technical assistance contract between the company **Muramoto Electron (Thailand) Public Company Limited.** and the parent company which help the company to save cost and cost of raw material procurement. The additional benefit for the company is the procurement of such raw materials by the parent company which has knowledge, expertise, and experience in the business for a long time which allow the parent companies to help on the selection process and the quality control of raw materials. Currently, the company **Muramoto Electron (Thailand) Public Company Limited.** has developed its own production of plastic parts to replace imports. In addition, small-scale manufacturers in Japan have moved production bases to Thailand to avoid the problem of high labor costs in Japan. Therefore, the company expect that the Company's purchase of raw materials from foreign countries will decrease in the future.

#### 4. Assets for the Business Operations

##### 1. Assets of Muramoto Electron (Thailand) Public Company Limited

Most of the Assets of are machinery, equipment, land, office buildings and factories, which are listed below :

##### 1.1. Land

Muramoto Electron (Thailand) Public Company Limited has office Building and the Plants on its 3 lands which are :

##### 1.1.1. Land on Ramindhra Road Km.12.5

Total area 12 Rai, 2 Ngan, 62 Square Wa

Located on 886 Ramindhra Rd., Khwaeng Kannayao, Khet Kannayao, Bangkok 10230 Thailand which Muramoto Electron (Thailand) Public Company Limited is the only owner and have no others obligations on this land.

##### 1.1.2. Land on Bangna –Trad Road Km. 25

Total Area 50 Rai 0 Ngan 1 Square Wa

Located on 1 Mu 6 Bangna-Trad Road Km. 25, Tambol Bangsaowthong, Amphur Bangsaowthong, Samutprakarn which Muramoto Electron (Thailand) Public Company Limited is the only owner and have no others obligations on this land

##### 1.1.3. Land on Bangna –Trad Road Km. 23

Total Area 28 Rai 2 Ngan 46.5 Square Wa

Located on 99/7Mu 3 Bangna-Trad Road Km. 23, Tambol Bangsaowthong, Amphur Bangsaowthong, Samutprakarn which Muramoto Electron (Thailand) Public Company Limited is the only owner and have no others obligations on this land

##### 1.2. Plant

**Muramoto Electron (Thailand) Public Company Limited** has plants as follows :

1.2.1. There are 3 Building and Plants at **Ramindhra Rd.** which **Muramoto Electron (Thailand) Public Company Limited** is the only owner and have no others obligations.

1.2.2. There are 3 Building at **Bangna-Trad Road Km. 25** which **Muramoto Electron (Thailand) Public Company Limited** is the only owner and have no others obligations.

1.2.3. There is 1 Building at **Bangna-Trad Road Km. 23** which **Muramoto Electron (Thailand) Public Company Limited** is the only owner and have no others obligations.

##### 2. Assets of Sima Technology Co., Ltd.

Most of the Assets of are machinery, equipment, land, office buildings and factories, which are listed below

##### 2.1 Land

**Sima Technology Co., Ltd.** has the office building and Plants on its land which is the office building and Plants at Amphur Pakthongchai, Nakornratchasima Total Area 62 Rai Located on 99 Mu 1 Tambol Thongchainue, Amphur Pakthongchai, Nakornratchasima which **Sima Technology Co., Ltd.** is the only owner and have no others obligations.

##### 2.2 Plant

**Sima Technology Co., Ltd.** has 1 office Building and 2 Plants which **Sima Technology Co., Ltd.** is the only owner and have no others obligations.

## 5. Undelivered Products

Normally, there are very small amount of unfinished work compared to sales because the company produce the products according to customers' order that have been ordered in advance for a long time. Therefore, the company can make the production plan in advance and produce as the plan efficiently. Therefore, products can always be delivered on time. So, the Undelivered Products at any point in time is usually only the Products that are on production line and awaiting for delivery.

### 3.1 The Company has the Unfinished Products as at 30<sup>th</sup> September 2021 as listed below :

Unfinished Products			Unit (Million Baht)
	30 <sup>th</sup> September 2021	30 <sup>th</sup> September 2020	30 <sup>th</sup> September 2019
Work in progress	149.18	143.74	128.58
Finished goods	364.73	248.86	194.48
<b>Total</b>	<b>513.91</b>	<b>392.60</b>	<b>323.06</b>

### 3.2 Sima Technology Co., Ltd. has the Unfinished Products as of 30<sup>th</sup> September 2021 as listed below :

Unfinished Products			Unit (Million Baht)
	30 <sup>th</sup> September 2021	30 <sup>th</sup> September 2020	30 <sup>th</sup> September 2019
Work in progress	130.72	76.79	102.19
Finished goods	102.09	150.66	134.34
<b>Total</b>	<b>232.81</b>	<b>227.45</b>	<b>236.53</b>

## 1.3. Shareholding Structure

### 1.3.1 Shareholding structure of the group of companies

Only one shareholder holding more than 10% of the total shares of **Muramoto Electron (Thailand) Public Company Limited** is **Muramoto Industry Co., Ltd.** whose shareholding within last 5 years is as follows :

Date/ Month/Year	Number of Shares owned	Percent of Shares
30 <sup>th</sup> September 2017	14,907,420	71.33
30 <sup>th</sup> September 2018	14,907,420	71.33
30 <sup>th</sup> September 2019	14,907,420	71.33
30 <sup>th</sup> September 2020	14,907,420	71.33
30 <sup>th</sup> September 2021	14,907,420	71.33



**1.3.2 Person with a potential conflict of interest holds shares of a subsidiary or associated company at an amount exceeding 10 percent of the voting shares**

: None

**1.3.3 Relationship with shareholders' business group**

## Muramoto Industry Co., Ltd. (Parent Company)

<b>Nature of business</b>	: Manufactures Press part, Plastic parts, Dies, Mold and Procurement of Electronics Parts for Group Companies.
<b>Established</b>	: 1935
<b>Headquarter Location</b>	: Kobe, Japan
<b>Registered Capital</b>	: 160 million Yen
<b>Paid-up Capital</b>	: 80 million Yen
<b>Major Shareholders</b>	: <b>Muramoto Industry</b> Shareholders' Association Made up of Director 74.46%, Muramoto Family 14.37%, <b>Mr. Hajime Suda</b> 6.56%, Other 4.61%
<b>The Board of Directors</b>	: <b>Mr. Yoichi Muramoto</b> Director <b>Mr. Shigeru Takamatsu</b> Director <b>Mr. Shinichiro Yamamoto</b> Director
<b>Relationship in terms of mutual shareholding between Muramoto Electron (Thailand) PLC.</b>	: Holds 71.33% of shares in <b>Muramoto Electron (Thailand) PLC.</b>
<b>Business relations with Muramoto Electron (Thailand) PLC.</b>	: <b>Muramoto Industry Co., Ltd. (Japan)</b> has signed contract to provide assistance in technology and business development with <b>Muramoto Electron (Thailand) PLC.</b> In addition, <b>Muramoto Electron (Thailand) PLC.</b> purchases materials and other parts from <b>Muramoto Industry Co., Ltd. (Japan)</b> who, in return, purchases parts manufactured by and from <b>Muramoto Electron (Thailand) PLC.</b>
<b>Trade Value with Muramoto Electron (Thailand) PLC.</b>	: 1 <sup>st</sup> Oct.18 - 30 <sup>th</sup> Sep.19 <b>Purchase value</b> : 197.7 Million baht <b>Selling value</b> : 117.5 Million baht 1 <sup>st</sup> Oct.19 - 30 <sup>th</sup> Sep.20 <b>Purchase value</b> : 793.6 Million baht <b>Selling value</b> : 185.4 Million baht 1 <sup>st</sup> Oct.20 - 30 <sup>th</sup> Sep.21 <b>Purchase value</b> : 1,361.0 Million baht <b>Selling value</b> : 124.6 Million baht
<b>Relations in terms of Financial Support</b>	: Stand surely for <b>Muramoto Electron (Thailand) PLC.</b>

## Muramoto Asia PTE., Ltd. (Associated Company)

<b>Nature of business</b>	: Import, Export, VMI of electronic parts, Metal Press Parts and Plastic Molding parts
<b>Established</b>	: 1990
<b>Headquarter Location</b>	: Telepark, Singapore
<b>Registered Capital</b>	: 4.0 million Singapore Dollars
<b>Paid-up Capital</b>	: 3.7 million Singapore Dollars
<b>Major Shareholders</b>	: Muramoto Industry Co., Ltd. 100%
<b>The Board of Directors</b>	: <b>Mr. Yoichi Muramoto</b> Director <b>Ms. Sharon Wong</b> Director
<b>Relationship in terms of mutual shareholding between Muramoto Electron (Thailand) PLC.</b>	: No mutual shareholding
<b>Business relations with Muramoto Electron (Thailand) PLC.</b>	: METCO sells Keyless entry transmitter to MAP and purchase electrical parts from them.
<b>Trade Value with Muramoto Electron (Thailand) PLC.</b>	: 1 <sup>st</sup> Oct.18 - 30 <sup>th</sup> Sep.19 <b>Purchase value</b> : 999.7 Million baht <b>Selling value</b> : - Million baht 1 <sup>st</sup> Oct.19 - 30 <sup>th</sup> Sep.20 <b>Purchase value</b> : 808.0 Million baht <b>Selling value</b> : - Million baht 1 <sup>st</sup> Oct.20 - 30 <sup>th</sup> Sep.21 <b>Purchase value</b> : 526.8 Million baht <b>Selling value</b> : - Million baht
<b>Relations in terms of Financial Support</b>	: No mutual shareholding

## Muramoto Audio-Visual Philippines Inc. (Associated Company)

<b>Nature of business</b>	: Manufactures Car Audio Mechanism, ATM Cassette and Digital Camera Parts
<b>Established</b>	: 1990
<b>Headquarter Location</b>	: Cebu, Philippines
<b>Registered Capital</b>	: 470 million Pesos
<b>Paid-up Capital</b>	: 470 million Pesos
<b>Major Shareholders</b>	: Muramoto Industry Co., Ltd. 100%
<b>The Board of Directors</b>	: <b>Mr. Yoichi Muramoto</b> Director <b>Mr. Hideyuki Kataoka</b> Director <b>Mr. Ikuo Kuribayashi</b> Director <b>Mr. Hideshi Ishikawa</b> Director <b>Mr. Masahiro Taruya</b> Director
<b>Relationship in terms of mutual shareholding between Muramoto Electron (Thailand) PLC.</b>	: No mutual shareholding
<b>Business relations with Muramoto Electron (Thailand) PLC.</b>	: METCO sells plastic parts to MAPLE
<b>Trade Value with Muramoto Electron (Thailand) PLC.</b>	: 1 <sup>st</sup> Oct.18 - 30 <sup>th</sup> Sep.19 <b>Purchase value</b> : 151.6 Million baht <b>Selling value</b> : - Million baht 1 <sup>st</sup> Oct.19 - 30 <sup>th</sup> Sep.20 <b>Purchase value</b> : 395.5 Million baht <b>Selling value</b> : - Million baht 1 <sup>st</sup> Oct.20 - 30 <sup>th</sup> Sep.21 <b>Purchase value</b> : 189.3 Million baht <b>Selling value</b> : - Million baht
<b>Relations in terms of Financial Support</b>	: No mutual financial support.

## Sima Technology Co., Ltd (Subsidiary)

<b>Nature of business</b>	: Manufacturing of Pressed Metal Parts, Plating and Assembling for Audio, Computer and Other Electrical Products for Home, Offices, Industrial Use Including Automobiles.
<b>Established</b>	: 1995
<b>Headquarter Location</b>	: Amphur Pakthongchai, Nakornratchasima, <b>Thailand</b>
<b>Registered Capital</b>	: 300 million Baht
<b>Paid-up Capital</b>	: 300 million Baht
<b>Major Shareholders</b>	: <b>Muramoto Electron (Thailand) PLC.</b> 99.99%
<b>The Board of Directors</b>	: <b>Mr. Kazunobu Kawabe</b> Director <b>Mr. Yoichi Muramoto</b> Director
<b>Relationship in terms of mutual shareholding between Muramoto Electron (Thailand) PLC.</b>	: <b>Muramoto Electron (Thailand) PLC.</b> holds 99.99% of shares. Other 0.01%
<b>Business relations with Muramoto Electron (Thailand) PLC.</b>	: <b>Muramoto Electron (Thailand) PLC.</b> sells PCB Parts and plastic parts to <b>Sima Technology Co., Ltd.</b> and purchases metal parts and plastic parts from them.
<b>Trade Value with Muramoto Electron (Thailand) PLC.</b>	: 1 <sup>st</sup> Oct.18 - 30 <sup>th</sup> Sep.19 <b>Purchase value</b> : 0.8 Million baht <b>Selling value</b> : 33.3 Million baht 1 <sup>st</sup> Oct.19 - 30 <sup>th</sup> Sep.20 <b>Purchase value</b> : 0.7 Million baht <b>Selling value</b> : 83.7 Million baht 1 <sup>st</sup> Oct.20 - 30 <sup>th</sup> Sep.21 <b>Purchase value</b> : 0.2 Million baht <b>Selling value</b> : 131.1 Million baht
<b>Relations in terms of Financial Support</b>	: No mutual financial support.

## P.T. Muramoto Elektronika Indonesia. (Associated Company)

<b>Nature of business</b>	: Manufactures Complete set of Printer, Printer Mechanism Assembly, Parts of 2 and 4 Wheels Automobile
<b>Established</b>	: 1995
<b>Headquarter Location</b>	: Jakarta, <b>Indonesia</b>
<b>Registered Capital</b>	: 10 million US Dollars
<b>Paid-up Capital</b>	: 10 million US Dollars
<b>Major Shareholders</b>	: <b>Muramoto Industry Co., Ltd.</b> 99.99%, Other 0.01%
<b>The Board of Directors</b>	: <b>Mr. Masaya Hashimoto</b> Director <b>Mr. Shinichiro Yamamoto</b> Director
<b>Relationship in terms of mutual shareholding between Muramoto Electron (Thailand) PLC.</b>	: No mutual shareholding
<b>Business relations with Muramoto Electron (Thailand) PLC.</b>	: -
<b>Trade Value with Muramoto Electron (Thailand) PLC.</b>	: 1 <sup>st</sup> Oct.18 - 30 <sup>th</sup> Sep.19 <b>Purchase value</b> : - Million baht <b>Selling value</b> : - Million baht 1 <sup>st</sup> Oct.19 - 30 <sup>th</sup> Sep.20 <b>Purchase value</b> : - Million baht <b>Selling value</b> : - Million baht 1 <sup>st</sup> Oct.20 - 30 <sup>th</sup> Sep.21 <b>Purchase value</b> : - Million baht <b>Selling value</b> : - Million baht
<b>Relations in terms of Financial Support</b>	: No mutual financial support.



## Muramoto Technics (Malaysia) Sdn., Bhd. (Associated Company)

<b>Nature of business</b>	: Manufactures TV Back Cover, Metal Chassis, Car Safety parts
<b>Established</b>	: 1996
<b>Headquarter Location</b>	: Selangor, <b>Malaysia</b>
<b>Registered Capital</b>	: 10 million Malaysia Ringgit
<b>Paid-up Capital</b>	: 5 million Malaysia Ringgit
<b>Major Shareholders</b>	: <b>Muramoto Asia Pte., Ltd.</b> 100%
<b>The Board of Directors</b>	: <b>Mr. Koji Ejiri</b> Director <b>Mr. Yap Toon Choy</b> Director
<b>Relationship in terms of mutual shareholding between Muramoto Electron (Thailand) PLC.</b>	: No mutual shareholding
<b>Business relations with Muramoto Electron (Thailand) PLC.</b>	: -
<b>Trade Value with Muramoto Electron (Thailand) PLC.</b>	: 1 <sup>st</sup> Oct.18 - 30 <sup>th</sup> Sep.19 <b>Purchase value</b> : - Million baht <b>Selling value</b> : - Million baht 1 <sup>st</sup> Oct.19 - 30 <sup>th</sup> Sep.20 <b>Purchase value</b> : - Million baht <b>Selling value</b> : - Million baht 1 <sup>st</sup> Oct.20 - 30 <sup>th</sup> Sep.21 <b>Purchase value</b> : - Million baht <b>Selling value</b> : - Million baht
<b>Relations in terms of Financial Support</b>	: No mutual financial support.

## Muramoto USA Inc. (Associated Company)

<b>Nature of business</b>	: North American distributing Agent of group companies for automotive parts and other electronic parts
<b>Established</b>	: 1999
<b>Headquarter Location</b>	: California, <b>USA</b>
<b>Registered Capital</b>	: 15 million US Dollars
<b>Paid-up Capital</b>	: 15 million US Dollars
<b>Major Shareholders</b>	: <b>Muramoto Industry Co., Ltd.</b> 100%
<b>The Board of Directors</b>	: <b>Mr. Yoichi Muramoto</b> Director <b>Mr. Eiki Kitamura</b> Director
<b>Relationship in terms of mutual shareholding between Muramoto Electron (Thailand) PLC.</b>	: No mutual shareholding
<b>Business relations with Muramoto Electron (Thailand) PLC.</b>	: <b>METCO</b> sells Display car audio unit, press parts and plastic parts to <b>MUI</b>
<b>Trade Value with Muramoto Electron (Thailand) PLC.</b>	: 1 <sup>st</sup> Oct.18 - 30 <sup>th</sup> Sep.19 <b>Purchase value</b> : 380.2 Million baht <b>Selling value</b> : - Million baht 1 <sup>st</sup> Oct.19 - 30 <sup>th</sup> Sep.20 <b>Purchase value</b> : 165.8 Million baht <b>Selling value</b> : 0.7 Million baht 1 <sup>st</sup> Oct.20 - 30 <sup>th</sup> Sep.21 <b>Purchase value</b> : 103.1 Million baht <b>Selling value</b> : - Million baht
<b>Relations in terms of Financial Support</b>	: No mutual financial support.

## Muramoto Manufacturing Europe S.R.O. (Associated Company)

Nature of business	: Manufacture Indoor, Outdoor Unit Parts for Air Condition, Car Audio, EGR Cooler, and Medical Equipment Assembly
Established	: 2005
Headquarter Location	: Zbrak, <b>Czech Republic</b>
Registered Capital	: 400 million CZK
Paid-up Capital	: 400 million CZK
Major Shareholders	: <b>Muramoto Industry Co., Ltd.</b> 100%
The Board of Directors	: <b>Mr. Akira Tatsumi</b> Director <b>Mr. Yoichi Muramoto</b> Prokura
Relationship in terms of mutual shareholding between Muramoto Electron (Thailand) PLC.	: No mutual shareholding
Business relations with Muramoto Electron (Thailand) PLC.	: <b>METCO</b> sells medical equipment parts to <b>MME</b>
Trade Value with Muramoto Electron (Thailand) PLC.	: 1 <sup>st</sup> Oct.18 - 30 <sup>th</sup> Sep.19 <b>Purchase value</b> : - Million baht <b>Selling value</b> : - Million baht 1 <sup>st</sup> Oct.19 - 30 <sup>th</sup> Sep.20 <b>Purchase value</b> : - Million baht <b>Selling value</b> : - Million baht 1 <sup>st</sup> Oct.20 - 30 <sup>th</sup> Sep.21 <b>Purchase value</b> : - Million baht <b>Selling value</b> : - Million baht
Relations in terms of Financial Support	: No mutual financial support.

## Muramoto Manufacturing De Mexico (Associated Company)

Nature of business	: Service Company for MUI's Mexican operation
Established	: 2006
Headquarter Location	: Tijuana, <b>Mexico</b>
Registered Capital	: 8,000 MXN
Paid-up Capital	: 8,000 MXN
Major Shareholders	: <b>Muramoto USA Inc.</b> 90% <b>Mr. Yoichi Muramoto</b> 10%
The Board of Directors	: <b>Mr. Yoichi Muramoto</b> Director <b>Mr. Eiki Kitamura</b> Director
Relationship in terms of mutual shareholding between Muramoto Electron (Thailand) PLC.	: No mutual shareholding
Business relations with Muramoto Electron (Thailand) PLC.	: -
Trade Value with Muramoto Electron (Thailand) PLC.	: 1 <sup>st</sup> Oct.18 - 30 <sup>th</sup> Sep.19 <b>Purchase value</b> : - Million baht <b>Selling value</b> : - Million baht 1 <sup>st</sup> Oct.19 - 30 <sup>th</sup> Sep.20 <b>Purchase value</b> : - Million baht <b>Selling value</b> : - Million baht 1 <sup>st</sup> Oct.20 - 30 <sup>th</sup> Sep.21 <b>Purchase value</b> : - Million baht <b>Selling value</b> : - Million baht
Relations in terms of Financial Support	: No mutual financial support.

### 1.3.4 Shareholders

List of 12 major shareholders, as of 13<sup>th</sup> December, 2021

No.	Name	Shares	Percent of Shares
1.	MURAMOTO INDUSTRY CO., LTD.	14,907,420	71.334
2.	MR. CHARUPAT SORSONGSERMKUL	748,600	3.582
3.	BBHISL NOMINEES LIMITED	536,784	2.569
4.	THAI R.T.N.T HOLDING COMPANY LIMITED	488,500	2.338
5.	MR.ANAN RAVEESANGSOON	340,000	1.627
6.	THAI AVDR COMPANY LIMITED	202,077	0.967
7.	MR.PETER ERIC DENNIS	196,900	0.942
8.	SUMITOMO CORPORATION	192,500	0.921
9.	SOJITZ ASIA PTE. LTD.	192,500	0.921
10.	MISS AROONSRI RATTANATANYAPORN	155,200	0.743
11.	MR.SUPHACHAI SUTTHIPONGCHAI	127,100	0.608
12.	MR.NIVET HEMWACHIRAWARAKORN	120,000	0.574

Remark : Muramoto Industry Co., Ltd. is manufacturer and exporter of Appliance and Electronics parts and Metal Mold in Japan.

#### Shareholding Agreement with Major Shareholders

Among major shareholders, the Company does not have any shareholding agreement, might affect its management.



#### 1.4 Amounts of registered capital and paid-up capital

	30 <sup>th</sup> September, 2021	30 <sup>th</sup> September, 2020
Registered capital (Baht)	238,981,000	238,981,000
Paid-up capital (Baht)	208,981,000	208,981,000

#### 1.5 Issuance of the Other Securities

- None -

#### 1.6 Dividend Policy

The Company has a dividends policy at least 30% on its net profit on annual basis, after deducting all kind of legal reserved, except for cases when the company needs more fund for business expansion or other significant activities.

	2020/2021	2019/2020	2018/2019	2017/2018
Net Profit (Baht)/ (Loss)	645,396,422	261,592,011	(147,574,377)	199,903,944
Earning Per Share (Weight average number)	30.88	12.52	(7.06)	9.53
Dividend (Pay in next year)	292,573,400	208,981,000	208,981,000	217,675,300
Dividend per share	14.00	10.00	10.00	13.00
Pay Out Ratio	45.33%	79.89%	R/E	99.93% & R/E

## **2 Risk Management**

### **2.1 Risk Management Policy and Plan**

The **Company, Muramoto Electron (Thailand) Public Company Limited**, realizes the importance of sustainable risk management covering most key risks that could affect the Company's business. The Committee's duties and responsibilities are to analyze and evaluate incurred or possibly incurred risks continuously and annually, develop and review risk management policies to keep risk at an acceptable level, establish risk management procedures according to the risk management policies and delegate the risk management to respective manages, review the effectiveness of the risk management procedures, and report to the Board of Directors up-dated situation of the risk management and progress of the risk management procedures together with results. The Committee may, when necessary, invite other persons, who are involved with or responsible for any matters related to the meeting agenda, to participate in the Risk Management Committee meeting. The Risk Management Committee meets at least once every year and provides a progress report to the Board of Directors for its acknowledgement.

### **2.2 Risk factors on business operation**

- 2.2.1. Risks on Operation of the Company or Group Company and emerging risk for the next 3 -5 years.
- 2.2.2. Shareholder Investment Risks
- 2.2.3. Foreign Securities Investment (In case of the issuer is the offshore Company)

	Analysis and evaluation of incurred or possibly incurred risks	Development and review of risk management policies and procedures
<b>1. Business Risk</b>	<p>Having been established in 1987 as an integrated electronics parts and products manufacturer, the Company, under the Vision, "We shall strive to be the world's best manufacturing service company by providing high quality products and services to ensure maximum customer satisfaction.", aims for only one OEM manufacturer in the field of the electrical, electronical components and car parts finished goods which focuses on Differentiation Strategy by pursuing superior EQCD and complete customer satisfaction. The Company, through continuous development of better technology and improvement of productivity, is a manufacturer of components and semi-assembled products, as well as finished, products, having high capability and responsibility for marketing, production, sales, and distribution. The business risks of the Company are as follows.</p>	
<b>1.1 Production Risk</b>	<p>Production risk is a risk of the deficiency of products incurring during the production process, despite inspection. The Company must take full responsibility for damage that has resulted in a flawed product whether it has resulted from human error, machine failure or defect of parts purchased from outside suppliers. Presently, the Company is covering business areas so broadly from manufacturing simple parts to assembling more complex and high-valued products that risks relating to quality of parts purchased from outside suppliers, for instance, should be recognized as a supply chain risk and has become much more critical ones to the Company than it had a decade ago.</p>	<p>In order to ensure continuity and good quality of supply, the Company always pays special attention to managing key parts and their suppliers. Since last year the Company had started establishing a new system "Key/Critical Suppliers" and "Key/Critical Parts" in our supplier management Framework which ensure good quality and continuity of supply. The company not only evaluates the quality, technology, delivery performance, price, and other reliabilities of the suppliers, but also analyses their financial status. The Company has been entering into the Basic Transaction Agreement and the Quality Assurance Agreement with suppliers which play critical roles in quality management of its products. In addition to that, the Company, in 2018 has started revising the content of these agreements and pushing further in executing them in order to reduce and minimize this Production Risk.</p>
<b>1.2 Product Risk</b>	<p>Product risk occurs with the utilization of the product by the end user; in case of injury, for example, of a consumer through faulty functioning of a product sold by the Company.</p>	<p>In order to prevent this risk, the Company constantly and carefully reviews specifications and design of products. Since the Company's responsibility is basically on manufacturing the products designed by customers, the Company's should take this Product Risk caused by product design as not so much critical as the customers.</p>
<b>1.3 Inventory Risk</b>	<p>Inventory risk is a risk arising from deterioration in the quality of raw materials, parts and manufactured products during storage. The Company is accountable for damage or loss caused by such deterioration of the inventories.</p>	<p>The Company always pays special attention to keeping the inventory in good quality and order by applying various principles, practices, and systems to inventory management. The Company has successfully established a new system which could up-grade its inventory management.</p>



	Analysis and evaluation of incurred or possibly incurred risks	Development and review of risk management policies and procedures
<b>1.4 Credit Risk</b>	Credit risk is a risk due to a customer's inability to pay for their purchases and a payment failure by a supplier on its debt to the Company.	The Company is carefully checking daily paying performance of customers and suppliers. Before starting a transaction with any new customer or supplier the Company carefully investigates creditability of it. In 2017, the Company started a credit control system including payment record investigation and credit rating of customers to maintain the minimize credit risk.
<b>1.5 Market Risk</b>	Market risk is possible loss of manufactured product, purchased parts and raw materials in inventory due to market change or sudden order cancellation from customers.	The Minimum Inventory Activity policy, which the Company has been deploying, is extremely essential in order to minimize this risk. The Company is well-prepared to meet any challenge in order to stay ahead of competitors in both product quality and product pricing; for instance, the Company is, through revising the Basic Transaction Agreement with suppliers, aiming to establish effective cooperation with them which could make both parties act more flexibly to the market changes.
<b>1.6 Competition Risk</b>	As a manufacturing service provider, the Company has to compete against not only competitors of the same business model but also the customer itself because the manufacturing provided by the Company must be better than or at least the same level of the customers. For the same reason, the Company should also compete against competitors of the customer. The Company inherently faces this kind of competition risk.	In order to compete and survive in the industry, the Company should further strengthen its competitive edges as follows ; <ul style="list-style-type: none"> <li>- Broad range of production method and technology as a manufacturing service provider including metal stamping, plastic molding, painting &amp; printing, surface mounting on PCB, assembly of component &amp; finished product, die &amp; mold design, die &amp; mold manufacturing, and metal surface treatment</li> <li>- Seamless integration of various manufacturing lines of assembling components and/ or finished products applying various methods and technologies as mentioned above in the most effective way</li> <li>- Well-coordinated cross-functional cooperation established through the history and experience covering not only production but also sales, logistics, procurement and administration</li> </ul>
<b>1.7 Economic Condition Risk</b>	Since the Company has been involved in global supply chains relating to various industries, it is inevitably exposed to conditions of global economy. Now that global economic growth could face a serious slowdown driven by several events such as US-China trade war, China's economic slowdown, European economic volatility facing Brexit, tension in the Middle East causing oil price fluctuation etc., the Company's business could also face a downturn risk.	In order to manage all the aforementioned risks, the Company will continually monitor and analyze events which may affect the Company's business. Apart from the negative impact from an event, e.g. US-China trade war, if it may create any positive one by making a shift in global supply chains, the Company should take proper action without losing opportunity. In any case, under this kind of volatile situation, the Company should keep stringent due diligence process before making a decision.

	Analysis and evaluation of incurred or possibly incurred risks	Development and review of risk management policies and procedures
<b>1.8 Compliance Risk</b>	As a publicly listed company, the Company is required to comply with various laws and regulations. Any failure to comply with any one or more of such laws and/or regulations could expose the Company to penalties or other legal action against the Company and its Senior Management. In addition to that, such a failure could affect reputation of the Company and could damage trust of customers, business partners, communities and other stakeholders.	Since establishing the Good Corporate Governance Committee in 2016, the Company has been making continuous improvement of compliance-related matters, e.g. "The Company's Regulations Re-Establishment Project" through which it up-dates, renews and re-introduces more than 40 company regulations. In year 2021, the Company was qualified level 5 ("Excellent" ) in the Corporate Governance Report of Thai Listed Companies (CGR) 2021 by the Thai Institute of Directors Association (IOD). The Company will continue and strengthen the improvement.
<b>1.9 Corruption Risk</b>	Corruption is a serious problem and obstacle of the Company's sustainability which affect both financial and non-financial loss such as profit, penalty and reputation. Even in case the Company has strict measures and internal control, corruption can possibly occur anytime. The Company should give attention to and tackle this risk.	The Company has established Anti-Corruption Policy, Corporate Code of Ethics and related policies, and provides all the employees with educational programs. The Company also provides employees and business partners with the whistleblowing channel set in several different routes. In 2019, the Company, through the Risk Management Committee, made a corruption risk assessment, as a trial basis, following "A Guide For Anti-Corruption Risk Assessment" published by United Nations Global Compact Office with the form, "Table of Corruption Risk Assessment" ANNEX 1 of the Self- Evaluation Tool for Countering Bribery, Private Sector Collective Action Coalition Against Corruption (CAC).
<b>2. Technology Risk</b>	In the world of electrical and electronics appliances business development and progress has been there always, and accelerated more and more recently.	The production of components has to keep pace and to be in line with this ever-evolving progress. The Company must make investment in a number of areas to maintain the lead over competition. These areas include high technology machinery, measuring equipment and the training of skillful engineers and workers. The Company has started a new project to correspond to the electronics industry to warding smaller, more efficient and more complicated designs, according to its mid-term business plan. The Company's technology and capability of die-making, which represent special value among its technical resources, should be important to secure valued orders from customers and to keep costs down. The Company has expanded its training program in this technology.



	Analysis and evaluation of incurred or possibly incurred risks	Development and review of risk management policies and procedures
<b>3. Workforce Risk</b>	<p>The industry of electrical and electronic components production depends enormously on the workforce, not only on technicians and engineers but also on workers in production lines, where though the Company even uses high technology automatic machines and robots, it still relies very much on the human power and abilities as critical resource of its pursuing value.</p>	<p>The Company greatly values the importance of its personnel at all levels by setting employee welfare at a high standard. An executive/ employee joint committee called CP&amp;H Kai (Creation, Power &amp; Harmony Committee) has been founded to coordinate and communicate effectively between executives and employees. In 2016 the operation rules of this committee have been improved by inviting more participation from employee side. This has promptly resulted some positive modifications of employee treatment through discussion in the new committee. Since this committee has achieved such successful results, the Company has been rewarded for "Labor Management Excellence Award" for many consecutive years and in year 2017 received a special one for 10 years coverage. Since last year, the Company has started a new project, according to its mid-term business plan, provides appropriate incentive and benefits to employees to ensure a long-term and rewarding mutual relationship.</p>
<b>4. Financial Risk</b>	<p>As many products of the Company are exported, directly and indirectly, to foreign countries, and a lot of raw materials and components, which are not available in Thailand, need to be imported in a foreign currency. Therefore, it is inevitable that the Company is exposed to currency exchange matters.</p>	<p>The Company has been making efforts in matching foreign currency income to the payment in the same currency in order to reduce the actual exchange profit or loss into acceptable level. In addition to that, the Company manages to minimize cash balance maintained in USD and JPY currency and utilizing financial tools including forward booking. The Company has established internal policies and rules covering such transactions. Concerning a risk on financial resource, the Company has built good relationships with financial institutions in Thailand as well as abroad in order to secure a long-term and stable fund facility for possible expansion, rehabilitation, and diversification of operation in the future.</p>



	Analysis and evaluation of incurred or possibly incurred risks	Development and review of risk management policies and procedures
<b>5. Environmental Risk</b>	The Company is always aware of its mission to provide society with environmentally sustainable and energy-efficient operation. Otherwise, environmental issue could be a significant risk to the Company.	The Company has been operating with ISO14001 certification for many years. In 2017, the Company successfully received a certification under the up-dated version of the system. In 2016 the Company reached up to level 4 of the Green Industry qualification promoted by Thai government and then is keeping it. The Company has established internal policy "Safety, Health, Environmental Objectives and Action Plan 2021". With such system, qualification and plan, the Company is continuously improving its sustainability including chemical substances control and waste materials management.
<b>6. Disaster Risk</b>	The Company could be exposed to risk from fire or natural disasters, which might interrupt production and bring a serious impact to the Company's business.	The Company has insurance for property damage in order to mitigate this risk. This year the Company has significantly reduced a temporally flood risk in a day of heavy rain by improving drain system around its factory. In addition, the Company could, based on the BCP, ask support from other production sites of affiliate companies in a same corporate group, which locate in Thailand and other countries.
<b>6.1 Epidemic Risk</b>	The outbreak of the COVID-19 has not yet seen an end and effects on the Company's operation cannot be predicted.	The Company has established a policy and practice guidance to conform to the guidelines of the Ministry of Public Health by passing information about disease prevention and hygienic care to employees to ensure the correct practice during the outbreak in order to be to continue the business. The Company also monitors the situation and news closely. We are promoting the vaccination of employees, and the vaccination status is over 80%. We are preventing the spread of infection by conducting regular antigen tests for all employees.
<b>7. IT-Security Risk</b>	Due to rapid and continuous progresses in information technology, there are risks associated to IT security or technological threats that could occur either as a result of system faults, human errors and cyber-attacks etc. If the information system is down or encounters any circumstances that cause data loss, data leakage, failure and/ or malfunction, it would be a severe and serious impact to the Company's operation, competitiveness, reliability and eventually reputation in the industry.	The Company has re-established Information System Management Regulations as well as IT Security Policy. Under these Policy and Regulations, the Company has been managing security measures including firewall installation, hardware redundancy, anti-virus software, software patches, back-up facilities, access authorization to the critical systems etc. In addition to that, the Company has also been building awareness of employees to IT security issues through education and training and conducting regular risk assessment and audit.

### 3. Business Sustainability Development

#### 3.1 Policy and objectives of sustainable management

It is currently under consideration.

#### 3.2 Management of impacts on stakeholders in the business value chain

##### 3.2.1 business value chain

##### 3.2.2 Analysis of stakeholders in the business value chain

It is currently under consideration.

#### 3.3 Management of environmental sustainability

##### 3.3.1. Environmental Policy and Guidelines

The Company has established and implemented for the environmental policy as shown in the section "Employees". The company is committed to preventing pollution. Reduce potential impacts from business operations and use environmentally friendly production processes. The company has been certified according to the environmental management system standard (ISO 14001). In addition, the company organized the energy and environmental conservation activities to conserve and preserve the ecosystem and environment of the community. And there is an organizational culture between employees and operators in company that focus on green culture and sustainable green networks. The Board of Directors has a policy to promote efficient use of resources as a result of such policy the company has initiated "CSR activities" including 3Rs (Reduce Consumption, Reuse and Recycle) activities and received the "CSR-DIW Continuous" award from the Ministry of Industry and the company also received an "Green Industry Level 4" award Since 2016. The company is on the process of implementing training courses as an important part of company policy to educate the employees on environmental and energy conservation issues which will promote more efficient use of resources. In 2021. The company has provided more than 200 hours of training courses on ISO 14001 for employees. In addition, KPIs have been set to cover the correct waste separation activities of all departments.

##### 3.3.2. Environmental operating results

	FY 2021	FY 2020
1. The results of the air quality measurement are as required by law (not exceeding the legal standards).	P	P
2. Noise measurement results are as required by law (not exceeding the legal standards).	P	P
3. The results of the water quality test drained outside the plant are as required by law (not exceeding the legal standards).	P	P
4. No external environmental complaints	0 Time	0 Time
5. Accidents that cause environmental pollution must be zero (oil or chemical spills outside the building).	0 Time	2 Times
6. Control of wastewater treatment system (Barrel, Activated Sludge) System operation is 100% normal.	99.81%	99.63%
7. No notification from government agencies (notification is 0)	0 Time	0 Time



### 3.4 Social sustainability management

#### 3.4.1 Social policy and guidelines

**Muramoto Electron (Thailand) Public Company Limited** strives to produce good quality products based on its responsibilities for the effects caused by its business operation. The Company emphasizes transparency of business operations, accountability, ethics, human rights' respect, stakeholders' benefits, safety for consumers, and shall consider the effect on the community and environment by observing the laws and other requirements, or relevant international practices, as well as develop and improve the foundation of social responsibility consistently and sustainably.

The following 6 major principles of this policy are determined as the mutual arrangement.



#### 1. Good Corporate Governance

The Company gives priority to good corporate governance, as it is an important mechanism that leads to efficient, transparent, and auditable management systems, which will help build confidence and trust by the shareholders, investors, stakeholders, and all related parties. In addition, it will enhance the Board of Directors' working potential and the audit system to control the business and the managements' performance, as well as prevent dishonest and risky behavior by the management.

#### 2. Human Rights and Labor Practices

The Company gives importance to basic human rights and encourages respect of such rights and liberty without discrimination of nationality, religion, color, age, gender, sexual orientation, race, physical disability, or marital status, as well as allows involvement in political activities. The Company does not allow enforced labor, child labor, and implements preventive measures against brutality, sexual abuse, and physical and mental constraints.

#### 3. Community Involvement and Development

The Company considers the demands of the community and encourages its personnel to be partners with relevant local parties near the business premises to develop education, culture, society, and be involved in improving the quality of life in the community. The Company encourages and supports employees participating voluntarily in the community's activities for the public interest.



#### **4. Customer, business partner, and consumer responsibility**

The Company strives to achieve the customers' utmost satisfaction by offering good quality and safe products and services and pays close attention to the importance of handling customers' or consumers' complaints promptly. The Company promotes, educates, and encourages awareness among business partners. The Company expects to receive goods and services in the same way and strives to maintain sustainable relationships with each customer and business partner.

#### **5. Fair Operating Practices**

The Company strives to operate its business fairly and ethically, pays attention to observing the laws and social rules, and expresses its determination against corruption and bribery by means of the internal and external audit system, promotes fair trade competition, respects intellectual property and local wisdom, and involves in politics responsibly.

#### **6. Conforming to Environmental Standards**

The Company has determined an explicit environmental policy and complies accordingly. The Company strives to prevent causing pollution, minimizes the possible impact due to business operations, and implements an environmentally friendly production process. The Company arranges regular energy and environmental conservation activities, to conserve and maintain the ecosystem and environment of the community and has an organizational culture among the employees and operators in the Company that emphasizes green culture and sustainable green networks. The Company is implementing the training program in order to educate employees about the environmental protection, biodiversity conservation and energy conservation, through which it encourages utilizing its resources more efficiently for a sustainable society.

### 3.4.2 Social operating results METCO CSR ACTIVITIES

**METCO1** Install solar powered street light for community safety  
(At Koh Juan community)



**METCO2** Renovate a mushroom growing house and conduct a process of fermented mushroom products (At Wat Saothongnok school)



**METCO3** Sufficiency Economy Learning Center for mushroom growing  
(At Lamunrotsiri school)



#### 4. Management Discussion and Analysis: MD&A

The Company and its subsidiary earned, in this year end, an income from sales amount 17,013 million baht an increase of 5,399 million baht or increase 46.49 % from the same period of the prior year.

Many companies are encouraging their employees to work remotely or work from home for a precaution against **COVID-19**, it led to increasingly demand of home printer (The Company business), Notebook PC parts and home electrical parts (Subsidiary business).

The Company and its subsidiary earned, in this year end, a gross profit amount 1,412 million baht, increase 782.07 million baht from the same period of the prior year which gross profit amount 629.93 million baht.

Net profit of 641.78 million baht, an increase 391.59 million baht, or increase 156.52% from the same period of the prior year.

Selling and Administration expenses of the Company and its subsidiary was increase 286.89 million baht from the same period of last year due to increasing of storage cost and Royalty expense for new model printer.

The spread of **COVID-19** :

The Company and its subsidiary had taken implement all executable measures to prevent **COVID-19** spread such as setting air cleaner machine, ozone generator, ATK test for all employees and vaccination, it was slight for impact of their business operation.

#### About each management index

<b>Liquidity Rate</b>	: Liquidity Rate and financial standing maintain the soundness.
<b>Profitability rate</b>	: Printer business exceeded our expectation by generating a significant profit gain as same-store sales growth continued to rise.
<b>Efficiency Ratio</b>	: Efficiency ratio also improved due to increased sales volume.
<b>Growth Ratio</b>	: Growth ratio also improved due to increased sales volume.



## Result of Operations

Financial Summary of Muramoto Electron (Thailand) Public Company Limited and its subsidiary as of 30<sup>th</sup> September 2021

Years	2021	2020	2019
	Unit : Million Baht	Unit : Million Baht	Unit : Million Baht
Sale Total	17,154.15	11,767.99	11,121.01
Cost of Sales and Total Expenses	16,393.83	11,487.80	11,298.60
Net Profit (Loss)	641.78	250.19	(198.05)
Earnings Per Share (Baht) (Loss)	30.71	11.97	(9.48)
Dividend per share (Baht)	14.00	10.00	10.00
Number of Shares (Million Shares)	20.898	20.898	20.898
Total Assets	8,594.89	7,858.95	7,168.15
Total Liabilities	2,622.52	2,327.06	1 707.02
Total Shareholder's Equity	5,972.37	5,531.89	5,461.13
Book Value (Baht)	285.79	264.71	261.32

**Comparing of the significant financial ratios that reflect the financial position and operating of the Company and its subsidiaries data over the past 3 years**

RATIO ANALYSIS		The company and its subsidiaries			The company		
		2021	2020	2019	2021	2020	2019
<b>LIQUIDITY RATIO</b>							
CURRENT RATIO	(TIME)	2.93	3.12	4.09	2.98	2.99	4.22
QUICK RATIO	(TIME)	2.17	2.46	3.25	2.30	2.47	3.56
RECEIVABLES TURNOVER	(TIME)	8.46	5.93	7.30	8.98	6.01	8.05
COLLECTION PERIOD	(DAYS)	43.15	61.51	50.03	40.65	60.75	45.33
INVENTORY TURNOVER	(TIME)	11.36	9.75	10.69	13.83	12.11	14.52
INVENTORY TURNOVER PERIOD	(DAYS)	32.12	37.44	34.13	26.38	30.15	25.13
ACCOUNTS PAYABLE TURNOVER	(TIME)	10.40	14.23	9.08	10.40	6.25	9.62
PAYMENT PERIOD	(DAYS)	35.10	57.08	40.52	35.10	58.35	37.95
<b>PROFITABILITY RATIO</b>							
GROSS PROFIT MARGIN	( % )	8.30%	5.45%	2.73%	8.82%	7.32%	2.57%
NET PROFIT MARGIN	( % )	3.77%	2.15%	-1.80%	4.46%	2.69%	-1.64%
RETURN ON EQUITY	( % )	11.16%	4.52%	-3.63%	13.37%	5.68%	-3.27%
<b>EFFICIENCY RATIO</b>							
RETURN ON TOTAL ASSETS	( % )	7.80%	3.18%	-2.76%	9.57%	4.03%	-2.55%
RETURN ON FIXED ASSETS	(TIME)	7.34	11.63	-9.15	8.55	17.24	-9.76
ASSET TURNOVER	(TIME)	2.07	1.48	1.53	2.15	1.50	1.55
<b>FINANCIAL POLICY RATIO</b>							
DEBT TO EQUITY	(TIME)	0.35	0.33	0.22	0.32	0.34	0.21
INTEREST COVERAGE	(TIME)	116.27	61.88	-65.15	891.05	-	-
PAYOUT RATIO (DIVIDEND)	( % )	45.59%	83.53%	RE	45.33%	79.89%	RE
<b>PER SHARE</b>							
PAR VALUE	(BAHT)	10.00	10.00	10.00	10.00	10.00	10.00
BOOK VALUE	(BAHT)	285.79	264.71	261.32	241.66	220.20	216.25
EARNING PER SHARE	(BAHT)	30.71	11.97	-9.48	30.88	12.52	-7.06
DIVIDEND PER SHARE	(BAHT)	14.00	10.00	10.00	14.00	10.00	10.00
<b>GROWTH RATE</b>							
SALES	( % )	46.50%	5.77%	-18.44%	48.82%	7.90%	-16.61%
COST OF GOODS SOLD	( % )	42.03%	2.84%	-16.55%	43.56%	-5.48%	-2.57%
SELLING & ADMIN EXPENSES	( % )	57.52%	-6.20%	-16.22%	54.58%	-13.63%	2.66%
NET PROFIT	( % )	156.51%	226.36%	-199.45%	146.72%	277.26%	-174.12%
<b>TOTAL ASSETS</b>							
	( % )	9.37%	9.64%	-10.93%	7.96%	11.83%	-12.01%

## 5. General information and other material facts

### 5.1 General Information

<b>Company Name</b>	: Muramoto Electron (Thailand) Public Company Limited
<b>Stock Symbol</b>	: METCO
<b>Start Date</b>	: 10 <sup>th</sup> August 1992
<b>Nature of Business</b>	: Manufacturer and exporter of electrical, electronic component parts and car parts.
<b>Company Registration No.</b>	: Bor Mor Jor 326
<b>Registration Date</b>	: Transformed to Public Company on 15 <sup>th</sup> March 1994 in accordance with Public Company Limited Act B.E. 2535
<b>Registration Capital</b>	: 238,981,000 Baht
<b>Paid-up Capital</b>	: 208,981,000 Baht
<b>Quantities and types of shares issued and sold</b>	: 20,898,100 common shares each of par value 10 Baht
<b>Industry</b>	: Technology
<b>Sector</b>	: Electronic components
<b>Website</b>	: www.metco.co.th
<b>Contact</b>	: Tel +(66) 2 518 1280 Fax +(66) 2 518 1287

### Head office and Branch Office Location

<b>Head Office</b>	: 886 Ramindhra Road, Kwaeng Kannayao, Khet Kannayao, Bangkok 10230, Thailand
<b>METCO 1</b>	: 886 Ramindhra Road, Kwaeng Kannayao, Khet Kannayao, Bangkok 10230, Thailand
<b>METCO 2</b>	: 1 Mu 6 Bangna-Trad Road Km. 25, Tambol Bangsaowthong, Amphur Bangsaowthong, Samutprakarn 10570, Thailand
<b>METCO 3</b>	: 99/7 Mu 3 Bangna-Trad Road Km. 23, Tambol Bangsaowthong, Amphur Bangsaowthong, Samutprakarn 10570, Thailand

### Other References

<b>Share Registrar</b>	
<b>Office Title</b>	: Thailand Securities Depository Co., Ltd.
<b>Address</b>	: 93 Stock Exchange of Thailand Building, Ratchadaphisek Road, Kwaeng Dindang, Khet Dindang, Bangkok 10400, Thailand Tel +(66) 2 009 9999 Fax +(66) 2 009 9991
<b>Auditor</b>	: Mrs. Siripen Sukcharoenyingyong, Registration No.3636
<b>Office Title</b>	: KPMG Phoomchai Audit Limited
<b>Address</b>	: Empire Tower, 50 <sup>th</sup> floor, South Satorn Road, Bangkok 10120, Thailand

**5.2 Other material facts** -None-

**5.3 Legal disputes** -None-

**5.4 Secondary Market** The Company does not have any securities listed on the stock exchanges of other countries.

**5.5 Financial institutions with Regular contacts** (Only in the case of issuing debt securities)  
-None-



## **PART 2**

### **CORPORATE GOVERNANCE**

#### **6. Corporate Governance Policy**

The Board of Directors of the Company is diligent in performing their duties. Firstly, accounting to the law, secondly, according to the aims and rules of the Company, and thirdly, to the satisfaction of the shareholders.

The Board is also involved in determining future direction and controlling and supervising the Company so that it is managed efficiently.

The Board ensures that Company's operation is according to prescribed policies and to the principles of good corporate governance set by the Stock Exchange of Thailand.

Therefore, the Board of Directors has established the Good Corporate Governance Policy that all the Company's Directors, Executives, and employees shall use as the working guidelines.

The content covers five categories as follows :

1. Rights of shareholders
2. Equitable treatment of shareholders
3. Role of stakeholders
4. Disclosure and transparency
5. Board responsibilities
  - 1) Understand and respect the shareholders' right of ownership, for example, trading or transferring shares, receiving profit share from the Company, receiving sufficient information from the Company, attending the shareholders' meetings to vote appointing and demoting the Directors, appointing the auditors, and any matters affecting the Company, such as allocating dividends, stipulating or revising the Articles of Association and Memorandum of Association, decreasing or increasing the capital, and approving special matters, etc.
  - 2) Treat the shareholders equally and fairly, i.e. give the minority shareholders the chance to nominate the Directors in advance with a reasonable time, give absent shareholders the chance to exercise their right to attend the meetings and vote by proxy holders, and give minority shareholders the chance to propose additional agenda items prior to the shareholders' meetings, etc.
  - 3) Take action to prevent the Directors and Executives from using internal information for the benefit of themselves or others falsely in such a way that shall take advantage of the other shareholders, such as by insider trading, or disclosing internal information to any parties related to the Directors and Executives, which is considered as taking advantage, or that may cause damage to the overall shareholders, etc.
  - 4) Take action to allow the Directors and Executives of the Company to disclose information on their and related parties' interests, so that the Board of Directors can consider any transactions of the Company that may have a conflict of interest and can decide accordingly for the Company's overall benefit. However, the Directors and Executives who have an interest in the Company's transactions shall not be involved in making decisions on such transactions.
  - 5) Take action by considering all groups of stakeholders in compliance with the law or agreements made with the Company, including the shareholders, customer, business partners, business competitors, creditors, community, and society, without being influenced by personal needs, family, relatives, or other parties known personally.
  - 6) Operate the business by emphasizing the importance of credibility and honesty; the Directors and Executives shall perform their tasks and treat the Company and all groups of stakeholders in an honest, transparent, and fair manner.
  - 7) Avoid transactions involving themselves/related juristic persons that may cause a conflict of interest with the Company.

- 8) Take action to provide channels and procedures for all groups of stakeholders to report or submit a complaint regarding illegal actions, correctness of the financial reports, impaired internal control system, or unethical matters, to the Board of Directors, together with a protection mechanism of the whistleblowers' right.
- 9) Take action regarding social responsibility, especially any direct impact on the business by considering the environmental and social factors for sustainable development.
- 10) Take action regarding the disclosure of data and information in a correct and timely manner, so that the stakeholders can obtain the information showing the Company's operating results, financial status, and critical developments, and in accordance with the criteria of the Securities and Exchange Commission (SEC) and the Securities Exchange of Thailand (SET).
- 11) Take action to combat corruption, fraud, intellectual or copyright infringements, and respect the law and human rights.
- 12) Take action to ensure effective internal control systems and compliance procedures.
- 13) The Board of Directors shall control the overall management of the Company to comply with the Good Corporate Governance Policy, namely, Rights of shareholders, equitable treatment of shareholders, Role of stakeholders, Disclosure and transparency, and Board responsibilities.

## **6.1 Overview of the Policy and Guidelines**

### **6.1.1 Corporate Governance Policy and Guidelines relevant to the Director**

#### **Roles and Responsibilities of the Board of Directors**

1. To undertake the Company management in compliance with the laws, the Company objectives, the Articles of Association, and the resolution of the Shareholders' Meetings with integrity and in good faith and protect the Company interest.
2. To determine the vision, mission, policies, and business strategies of the Company, and reviewing every year with supervising the implementation of the Company's strategy.
3. To approve and review key business matters of the Company, such as financial targets, work plans and budget at least once a year.
4. To oversee the management team's performance in order to ensure due attentiveness and care.
5. To establish the Good Corporate Governance Policy and review the compliance with it annually.
6. To establish the Risk Management Systems and assess the results.
7. To review the Company's internal control and internal audit systems to be correctly and efficiently conducted.
8. To approve the Corporate Code of Ethics, review the compliance with it at least once a year and revise from time to time according to the changing environment.
9. To approve the policy to prevent Directors, management, and employees from using inside information for personal benefit and monitor the compliance.
10. To report to the Company any conflict of interest of their own and/or related person in relation to the Company or subsidiaries' management.



11. To establish and provide employee and other stakeholders with the Whistleblowing Channel together with the feedback mechanism.
12. To prepare and submit the audited financial reports in accordance with generally accepted accounting principles as well as supervising and examining the financial reporting system for accuracy, transparency, and adequacy.
13. To consider and approve investment and capital expenditure.
14. To approve the related transactions between the Company and its subsidiaries in compliance with the relevant notifications, regulations, and guidelines.
15. To arrange meetings of the Board of Directors, at least once a quarter, with the presence of as many Directors as possible.
16. To establish the mechanism for the annual performance evaluation of the Board of Directors, sub-committees and high-level Executives in order to assign appropriate remuneration.

#### **6.1.2. Corporate Governance Policy and Guidelines relevant to Shareholders and Stakeholders**

##### **Rights of shareholders**

The Company recognizes that every shareholder is the owner of the Company and that he/she should be treated fairly and equitably according to all relevant laws and regulations. The Company always respects and protects shareholders' rights.

##### **Rights to attend the shareholders' meeting and vote**

The Company holds the Annual General Meeting of Shareholders (AGM) once a year within four months after the end of fiscal year in accordance with the laws, regulations, and best practice. In 2021, the Company held AGM (No.1/2021) on 28<sup>th</sup> January 2021, at 14:00 hrs.in the Cattleya Room of the Rama Gardens Hotel, No. 9/9 Vibhavadi-Rangsit Road, Khet Laksi, Bangkok.) as follows.

##### **Before the meeting day :**

The Company selected and arranged the above-mentioned meeting venue in order to make it convenient for shareholders to attend the AGM. In addition, the Company used a well-equipped and comfortable room for the AGM in order to facilitate shareholders to ask questions or offer suggestions smoothly and efficiently.

The notice of AGM was sent by the Company by posted mail 21 days prior to the meeting date so that the shareholders could have enough time to study and review the details of agendas and related information disclosed in the notice. The notice was prepared in both Thai and English for convenience of foreign shareholders.

##### **On the meeting day :**

The AGM was chaired by the Chairman of the Board of Directors. Prior to the discussion of the agenda items, quorum is clearly advised. The Directors of the Board, 7 out of 7 (100%), attended the meeting which included the Chairman of the Board, the Chairman of the Audit Committee, and the President. Since the external auditors also attended the meeting, shareholders could present their opinions, questions, suggestions, and recommendations with great expectation of obtaining comments, answers, counter-opinions and discussions from the Executives and experts based on full understanding. The Chairman could conduct the AGM in compliance with all relevant laws, regulations, and best practices so that none of shareholder was disturbed or intervened from exercising his/her right as a shareholder.

##### **After the meeting day :**

The minutes of the AGM recording all the resolutions established in the meeting was made and appropriately sent to the Stock Exchange of Thailand (SET).



**Rights beyond voting right**

The Company has provided shareholders with the rights beyond voting right as follows.

1. The rights to receive share certificates, to be counted as a shareholder, to sell, buy, transfer shares or to inspect shareholder records.
2. The right to be informed timely and sufficiently by the Company of operating and financial results and management policies etc., and to access the Company for other information like minutes of shareholders' meeting, etc.
3. The right to receive an equitable dividend.
4. The right to receive an equitable option in the event of share capital increase.
5. The right to attend shareholders' meetings, to present opinion and recommendation on the subjects and vote on decisions concerning major corporate matter such as dividend, appointment or dismissal of the Company Directors and approval of their remuneration, appointment of auditors and approval of their remuneration, etc.
6. The right to inspect the management of the Board of Directors, such as to inspect the Company books and records through the Company's public filings including annual report, 56-1 report, etc.
7. The right to obtain a redress or a rectification for any violations of their rights.

In 2021, the Company had no actions that violated the right of shareholders, such as neither prevent nor disturb any shareholder from his/her communication with other shareholders, and neither add nor change any agenda of the shareholders' meeting without notifying shareholders in advance.

**Equitable treatment of shareholders**

The Company respects and ensures equitable and fair treatment of all shareholders. Whether they are major or minor, of big or small size holding, foreign or domestic, individual, or institutional, the Company provides them with equal rights. This equitable treatment policy of the Company includes the principle of "one share, one vote". Proposing additional agenda and nominate the Directors.

In addition, the Company opened for the shareholders to propose additional agenda and to nominate candidate to be a director of the Company in advance. Procedures and details were disclosed on the Company's website during 1<sup>st</sup> July 2021 – 30<sup>th</sup> September 2021, but none had exercised the rights.

**Prevent the use of inside information**

The Company has policies and mechanisms for controlling the use of inside information by the Board members and executives for their own benefit as follows.

- 1) Give notice to the Board members and executives about their duties to report the Company's shareholding and movement to the Securities Exchange Commission (SEC) under the Securities and Exchange Act B.E.2535 and regulations of the Stock Exchange of Thailand (SET).
- 2) Notify the Board members and executives of the forbiddance of them in being a partner of holding shares of a company conducting the same business.
- 3) Inform the Board members and executives that they shall not sell or buy the Company's assets or conduct any business with the Company.
- 4) Require the Board members and executives to report to the Board or Company Secretary at least one day before their actual trading of the Company's share.
- 5) Ask the Board members and executives to disclose their holding status and trading of the Company's share and confirm their actual situation with them on a monthly basis through the Company Secretary.
- 6) Report to the Board of Directors on the shareholding status of individual Board member and executive at every Board of Directors meeting.

In 2021, there was no trading in the Company's shares by insiders, i.e., Directors and high-rank executives.

**Holding and moving of the Company's share by Directors of the Board, member of the Board of Executives and Company Secretary**

Name	Shareholding of METCO share by Directors to the Board, members of Board of Executives and Company Secretary				Shareholding of METCO share by their spouse and minor child			
	30 <sup>th</sup> Sep. 2021	%	30 <sup>th</sup> Sep. 2020	Number of Shares : increase (decrease) during the year	30 <sup>th</sup> Sep. 2021	%	30 <sup>th</sup> Sep. 2020	Number of Shares : increase (decrease) during the year
1. Mr. Yoichi Muramoto	0	0%	0	0	0	0%	0	0
2. Mr. Shinichiro Yamamoto	0	0%	0	0	0	0%	0	0
3. Mr. Ichiro Nishimura	0	0%	0	0	0	0%	0	0
4. Mr. Tasuya Awazu	0	0%	0	0	0	0%	0	0
5. Mr. Wanchai Umpungart	0	0%	0	0	0	0%	0	0
6. Mr. Nop Rojanavanich	7,000	0.0335%	7,000	0	0	0%	0	0
7. Mrs. Wongtipa Bunnag	0	0%	0	0	0	0%	0	0
8. Mr. Shigeru Takamatsu	0	0%	0	0	0	0%	0	0
9. Mr. Yuji Kanke	0	0%	0	0	0	0%	0	0
10. Ms. Jirapat Janngam	0	0%	0	0	0	0%	0	0

**Role of stakeholders**

The many people who are associated with the Company, all contributed to its overall success to a greater or lesser degree. Their contribution is important and deserving of recognition in ensuring that their rights are given due consideration. Members of this group include creditors, both government and private sectors, also subsidiary companies as well as the Company management, office staff and employees. All of these people contribute to the ultimate success of the Company.

**Employees**

The Company policy is to retain staff so that optimum product quality standards can be achieved. They are well compensated by the Company for their efforts. The Company's wage payments include minimum wage, overtime allowance and other welfare benefits prescribed by law and are in compliance with all regal requirements. Provident fund is one of the key long-term benefit programs to employees that the Company provides to help employees to save a portion their salary in the event of retirement, disability, sickness or unemployment.

The Company has been awarded of "Labor Management Excellence Award" by Ministry of Labor of Thailand for 13 consecutive years since 2008. In summary, the Company committed to providing various welfare programs for employees in order to make them have better life, good health, support for family etc., so that it could keep the moral and motivation of employees high and retain them for longer service duration.



**Summary of welfare programs provided to employees is as follows :**

<b>Economic Betterment</b>	<b>Healthcare Improvement</b>	<b>Family Support</b>	<b>Amenities and others</b>
Retirement benefits	Life insurance	Right to leave for vacation, sick leave, meternity leave etc.	Uniforms
Provident fund	Annual physical check-up	Employee assistance such as ordination benefit, maternity benefit, wedding benefit, employee death benefit etc.	Affordable and hygienic canteen service and consumer goods
Social security fund	Physical examination for occupational health risk factor	Funeral assistance fund for employee's family members	Transportation
Funeral assistance fund for employee	Medical benefits including dental care		Recreation activities such as Sport day, new year party etc.
Night shift allowance	Nursing room with registered nurse		
Good attendance allowance	Basic medical equipment and supply.		
Service years allowance	Automated External Defibrillator (AED)		
Meal allowance	Fitness equipment		
Cost of living allowance			
Long service award			
Retirement extention scheme			
Special Bonus			

### **Occupational health and safety in the workplace**

In addition, the Company consistently and strictly abides with the laws and regulations regarding occupational health and safety, establishes a safe working environment, promotes good health, prevents injuries and diseases caused by working, and guards against dangerous activities by the employees and related parties, such as incidents causing loss of life, property, and the production process.

In order to achieve above-mentioned objectives, the Board of Directors has established the Policy of Safety, Occupational Health and Environment as follows :

#### **<Safety, Occupational Health and Environmental Policy>**

**METCO** is committed to providing a safe workplace, promoting an occupational health, and improving an environmentally friendly and socially responsible production process by

1. Comply with the safety, occupational health and environmental legislation, the requirement of prohibited hazardous substances used in products and other related requirements, legislations, and obligations.
2. Improve and develop the management system of safety, occupational health continuously by providing the necessary resources which including personnel, time, budget and an appropriate or a sufficient training to achieve occupational health and safety objectives.
3. Eliminate hazards and reduce risks by assessing work risks which cover all activities and **5S management** in the workplace to be well organized, encouraging employees to participate in survey, inspecting and fixing non-conformity issues to raise to be the standard of the company. Also, employees will be protected from punishments or unfair treatment because of reporting incidences, risks, and opportunities.
4. Promote the occupational health, safety condition of working for the prevention of work-related injury and illness by complying with the objectives, risks and opportunities of occupational health and safety management system and the organization context.
5. Protect the environment and prevent pollution by reducing the environmental impact of the operations and developing environmentally friendly production process continuously.
6. Promote the efficient use of resources, including maximizing energy conservation.
7. Promote the conservation of biodiversity and reduce greenhouse gas emissions, including the participation of community development for providing a sustainable society.
8. Encourage the participation and consultation about occupational health, safety and environment for employees and other related parties.

To achieve the goals, top management will communicate to employees to understand and can be practiced under the slogan “**Produce quality products, Practice with safety, Promote occupational health, environmental conscious and social responsibility**”.

The Company has been certified for the Occupational Health and Safety Management Systems in accordance with **ISO45001:2018**. As the practices based-on the above-mentioned policy and the management systems, the Company is conducting the Annual Plan of Environment and Safety Improvement including the various subjects, for instance:

- Making IFR and ISR in each factory lower than its lowest record in recent ten years
- Providing all the employees applicable with special health check focusing potential risk by 100% in accordance with the relevant laws and regulations, etc.

The statistics of accident and disease in recent three years are shown in the table below. When an accident and/ or a disease occurs, a report describing the circumstances is submitted to the management, and steps are taken to identify the cause and implement necessary improvements.

	2021	2020	2019
Small accident (stop working less than 3 days) (case)	0	1	2
Accident (stop working more than 3 days) (case)	2	1	1
ISR (Injury Severity Rate)	2.64	0.91	0.75
Occupational disease (case)	0	0	0

#### Employee training and development

The Board of Directors has established the Human Resource Development Policy. According to it, the Company offers an employee's development program to enhance knowledge and potential of employees by continuous training, which aimed at ensuring sustainable growth. Throughout 2021, the Company couldn't have sufficient training for employee due to prevent for the spread of **COVID-19**. Related training programs as follows :

Training course (category)	Number of participants	Number of training hours	%
Core program (communication)	39	234	7.3
Leadership/Psychological program	-	-	-
Productivity/Quality Improvement program	52	312	9.7
ISO Standard/other core tool program	120	960	30.0
Safety/Environment law and skill program	104	699	21.8
General (orientation, English, happy workplace)	308	852	26.6
Supplementary courses	49	147	4.6
<b>Total</b>	<b>672</b>	<b>3,204</b>	<b>100.0</b>

\* Average training hour per staff is 5 hours



In addition, the Company has developed the Career Path/Promotion Program which provides the compensation to employees beyond short-term financial measures. Through the Career Path/Promotion Program the Human Resources Department is responsible for employee development enhancing their knowledge and potential. In the Career Path/Promotion Program the HR Department sets typical career path courses in the Company, continuously assesses individual performance of employees, provides them with a package of training courses and verifies candidates for promotions. Such activities could bring benefit both to individual employee who is ambitious to his/her own development and promotion and the Company which always requires new talents.

### **Human rights**

The Company gives importance to basic human rights and encourages respect of such rights and liberty without discrimination of nationality, religion, color, age, gender, sexual orientation, race, physical disability, or marital status, as well as allows involvement in political activities. The Company does not allow enforced labor, child labor, and implements preventive measures against brutality, sexual abuse, and physical and mental constraints.

### **Customers**

The Company strives to achieve the customer's utmost satisfaction by offering good quality and safe products and services and pays close attention to the importance of handling customers' or consumers' complaints promptly. The Company strives to maintain sustainable relationship with customers.

### **Business competitors**

The Company has a policy of running its business with an ethical, fair, and transparent manner. The Company will not violate any intellectual property or copyright of competitors, not intentionally damage any competitor's reputation, not search for any confidential information from competitor inappropriately or not be involved in any unfair competition by dumping, persecution, or deprivation influence.

### **Business partners**

In order to achieve the very best in raw material supply and to maintain the highest quality standards, the Company makes and keeps equitable agreements with business partners ensuring their loyalty and goodwill towards the Company. The Board of Directors has established the Supplier Management Policy which clarifies the Company's responsibilities to and fair treatment of business partners. The Company promotes, educates, and encourages awareness among business partners of the policy and its practices including selection, registration, assessment, and audit of them. Under the renewed Company's regulations, the Purchase Department has prepared new criteria for such selection, registration, assessment, and audit. The Company expects to receive goods and services in the constant way and strives to maintain sustainable relationships with business partners.

### **Creditors**

The Company has a policy of doing business with any creditor in a responsible, honest, and fair manner. The Company will strictly comply with terms and conditions of any agreement as well as all applicable laws and regulations. In case of any non-compliance, the Company shall notify the creditor promptly in order to find solutions jointly. The Company will always conduct its business in a sustainable way for gaining creditors' confidence and achieve benefits for both parties.

**Community services and development**

The Company considers the demands of the community and encourages its personnel to be partners with relevant local parties near the business premises to develop education, culture, society, and be involved in improving the quality of life in the community. The Company encourages and supports employees participating voluntarily in the community's activities for the public interest.

**Preventing software piracy and intellectual property**

Since the company realizes the importance of intellectual property and piracy, the company sets a policy on intellectual property and property as follows:

- (1) The Company shall always ensure that the information is used by the Company will not infringe the intellectual property and other copyright.
- (2) The Company will ensure that the Executive Directors, Executives, and employees shall comply with the laws on the intellectual property and copyright.
- (3) The Company does not allow and does not support for the Executive Committee, Executives, and employees to use illegal software in the company's business.
- (4) Any intellectual property and copyright are made from the assigned role, assigned tasks, assigned training, or assigned tutoring that the Company provides to the Executive Directors, Executives and employees will be vested in the Company.
- (5) The Company shall not allow the Executive Directors, Executives, and employees to use the Company's intellectual property and copyrights for personal purposes.

**Anti-Corruption Policy and Measures**

The Board of Directors must realize the importance of anti-corruption and ensure that there is good corporate governance in terms of operating with corporate governance practices and relevant laws following to Guidelines of the Securities and Exchange Commission. Therefore, the Board of Directors has formulated an anti-corruption policy as follows :

- (1) Directors, Executives, and employees must not be involved in corruption and bribery of public and private officials, such as people from different companies who transact with the company directly or indirectly to obtain or maintain a business advantage or competitive advantage or the benefit of themselves or their family, relatives, or acquaintances.
- (2) Directors, Executives, and employees prohibited from accepting the gifts either directly or indirectly from the supplier, business partner and related contacts in government or private agencies
- (3) There is no system of patronage or monopoly for partisan or personal benefit
- (4) Directors, executives, and supervisors are prohibited from requesting or receiving any benefits or compensation from employees that affect performance evaluation.
- (5) Purchasing/outsourcing must follow a transparent approval process and fair to all parties
- (6) The purchase / outsourcing must not be subdivision to reduce the amount of money below the approval limit.



- (7) If any employee suspects any action that may be bribery or corruption Consult the supervisor directly or the following whistle-blowing channels :

- Chairman of Audit Committee	: auditcommittee@metco.co.th
- Audit Committee	: auditcommittee@metco.co.th
- Chairman of Executive Board	: whistleblow@metco.co.th
- Vice Chairman of Executive Board	: whistleblow@metco.co.th
- Internal Auditor	: internalaudit@metco.co.th
- Red boxes for clues in each factory	

Please specify your first name, last name, address, email, and contact phone number.

- (8) The Company will keep the name, address, or any other information of the whistleblower confidential, and will limited to only those involved in the investigation to have access to the information.
- (9) If Directors, Executives, and employees are corrupt will be terminated and punished with the highest disciplinary punishment and operate according to the law.
- (10) Direct supervisors who ignore any wrongdoing or recognizes but does not act according to the policy will be terminated and punished the highest disciplinary punishment.
- (11) Ignoring this policy and/or related laws will not be an excuse for non-compliance.
- (12) The Internal Audit will always review the internal control system and processes to ensure that internal control systems is effectively against corruption and bribery.
- (13) In case of complaints, Good Corporate Governance Committee will appoint a sub-committee to consider and investigate facts
- (14) The company must provide employees with knowledge and understanding of these anti-corruption policies and preventive measures.

#### **Risk assessment from corruption**

In 2019, the Risk Management Committee assessed fraud risks as an experiment based on "Guidelines for Anti-Corruption Risk Assessment" published by the United Nations Global Compact using the form "Corruption Risk Assessment Table", Appendix 1 of self-assessment tool for the Anti-Bribery. Thailand's Private Sector Collective Action Coalition Against Corruption the Board reports the results to the Board of Directors as part of the annual report on risk management (see summary in "Risk Factors and Risk Management" in this annual report). Annual fraud risk assessment along with practical anti-corruption measures

#### **Training and Communication**

The company provides educational programs for all employees, such as attending an orientation for new employees and participation in a foundation program for existing employees. These anti-corruption training covers the company's anti-corruption policy and related policies. Including the Company's Code of Conduct including a practical manual for the whistleblowing channels specified in the company.



## **Guidelines on supervision and supervision to prevent and monitor the risks of corruption**

### **Whistleblowing and Complaints**

The Company has a policy to support and encourage employees and stakeholders to file complaints against the Company for any illegal, unethical, or unethical conduct. including corruption as well as any behavior that is against the code of conduct and business ethics which is done by a director, executive or any employee of the Company Employees and stakeholders may provide information, comments, concerns, reports, recommendations, and complaints regarding such issues to the Board of Directors through the following channels :

#### **For employees :**

- (1) The head of the employee's unit
- (2) Chief and Audit Committee Member : [auditcommittee@metco.co.th](mailto:auditcommittee@metco.co.th)
- (3) Chairman of the Company,  
Vice President of the Company and Director : [whistleblow@metco.co.th](mailto:whistleblow@metco.co.th)
- (4) Head of Internal Audit : [internalaudit@metco.co.th](mailto:internalaudit@metco.co.th)
- (5) Workplace comment box

#### **For stakeholders :**

- (1) Email : [whistleblow@metco.co.th](mailto:whistleblow@metco.co.th)
- (2) Website : [www.metco.co.th](http://www.metco.co.th)

### **Complaint Handling Process**

The Company's secretary will collect and send complaints to the Audit Committee or the Board of Directors as relevant. The Company has a policy and mechanism for keeping such complaints confidential. Protect honest complainants from being fired, demoted, intimidated, harassed, or any other unfair act against employees and will reply to such person as appropriate

In 2021, the Board of Directors did not receive any complaints through whistleblowing.

## **Disclosure and transparency**

### **Conflicts of interest**

The Board of Directors is aware of possible conflicts that may occur in regard to the earnings of the Company. As far as remuneration is concerned, the Board will make every effort to ensure fairness and transparency for all parties concerned. Further information referring to this issue is detailed in the 56-1 form. In order to prevent conflicts of interest and ensure that all the Directors and Executives of the Company are abided by their fiduciary duties the Board of Directors has a policy to deal with the issue. The policy request Director and Executive to report on conflicts of interest, in case they have, directly or indirectly, to the Board of Directors for its consideration. Related party transaction between the Company and a director or executive and/or connected persons, which may lead to the potential conflict of interests, must be considered by the Audit Committee. For material and significant related-party transactions, such transaction must be approved by the Board of Directors and/or the shareholders' meeting depending on the nature and the size of transaction as required by Notification of the Capital Market Supervisory Board. Any of the Director and Executive who is involved in such transaction and has conflicts of interest is not allowed to participate a decision-making process on the subject matter. Through conducting the policy, the Board of Directors has been ensuring that the Company's decision-making is always free from any disturbance and distortion caused by conflicts of interest.

## **6.2 Business code of conduct**

Since the business ethics is important to a company's reputation. The Board of Directors is therefore earnestly motivated that proper business ethics will be an integral part of the operations of the Company at all levels and of all those dealing with the Company. Therefore, the Board of Directors has developed the Company's Code of Conduct in which all directors, executives and employees must comply with the Company's Code of Conduct.

Human Resources is responsible for keeping all employees informed and compliant. The Company's Code of Conduct is included in the Employee Handbook provided to Employee when starting to work for the company and when there is amending the company's code of conduct, the Employees must sign their acknowledgment. In addition, the internal audit is responsible for monitoring. The Internal Audit will report to the directors when there is an important incident that has a non-compliance.

The Company will not tolerate any illegal or unethical conduct. Anyone who violates the Code of Conduct will be investigated and subject to disciplinary action which may include termination of employment. In case of involvement in illegal activities the Company will proceed according to the law. The details of the Company's Code of Conduct are as follows: which can be viewed at the company's website at <https://www.metco.co.th/corporate-governance/board-responsibilities/> as well

## **6.3 Material changes and developments regarding policy, guidelines and corporate governance system in the preceding year**

### **6.3.1 Highlights of Change and Development of the Review of Corporate Governance Policies, Guidelines, and System, or Directors' Charters**

In 2021, the Committee held 2 meetings and reviewed the Company's Good Corporate Governance Policy and its related policies to ensure the policies updated and in line with the related checklists of **Thai Institute of Directors Association (IOD), the Stock Exchange of Thailand and the Thai Investors Association**.

Starting from year 2016 the Company has been making continuous improvement of good corporate governance. In 2021, the Company received the top qualification, "Excellent" (5 stars).

In addition to that, the Good Corporate Governance Committee, based on the corruption risk assessment conducted by the Risk Management Committee as described in detail in the report of the Committee on this One Report also recommended the Company to improve anti-corruption measures including modification of the Anti-Corruption Policy wordings, preparation of relevant company regulations/guidelines and implementation of action programs.

The Good Corporate Governance Committee shall encourage and lead the Company to keep making its best efforts in improving good corporate governance practices further.

### **6.3.2 Application of SET Principles of Good Corporate Governance for Listed Companies 2017 (CG Code)**

The Audit Committee had conducted such audits as to ensure that the administration of the business of the Company was in compliance with the Good Corporate Governance in order to transparency and fair operates and build confidence to the stakeholders.



## 7. Corporate governance structure and significant information related to the Board of Directors, sub committees, executives, employees and others

### 7.1 Corporate Governance Structure

**Muramoto Electron (Thailand) Public Company Limited** has the Board of Directors, the Board of Executives and 5 sub-committees.

1. The Company's Board of Directors
2. Audit Committee
3. Board of Executives
4. Good Corporate Governance Committee
5. Nomination Committee
6. Remuneration Committee
7. Risk Management Committee

### 7.2 Information on the Board of Directors

#### 7.2.1 Composition of the Board of Directors

The Board of Directors of **Muramoto Electron (Thailand) Public Company Limited** has a range of duties and responsibilities to carry out. This includes the Company's activities in accordance with governing acts, the objectives of the Company, the Articles of Association, and the resolutions of the ordinary meeting of shareholders. Additionally, the Board of Directors shall carry out, or cause to be carried out, the matters described in Memorandum of Association.

The Directors authorized to sign on behalf of the Company are **Mr. Yoichi Muramoto**, or **Mr. Tatsuya Awazu**, or **Mr. Ichiro Nishimura** either of these can sign a document or affix the Company's seal. An Independent Director is a director who is not an Executive Director in the Company and is not related in any way with the day-to-day operation of the company and is not a major shareholder.

The Board of Directors of the Company comprises 7 Directors\* as follows:

- |    |                                |                               |
|----|--------------------------------|-------------------------------|
| 1. | <b>Mr. Yoichi Muramoto</b>     | Chairman, Authorized Director |
| 2. | <b>Mr. Shinichiro Yamamoto</b> | Director                      |
| 3. | <b>Mr. Ichiro Nishimura</b>    | Director/ Authorized Director |
| 4. | <b>Mr. Tatsuya Awazu</b>       | Director/ Authorized Director |
| 5. | <b>Mr. Wanchai Umpungart</b>   | Independent Director          |
| 6. | <b>Mr. Nop Rojanavanich</b>    | Independent Director          |
| 7. | <b>Mrs. Wongtipa Bunnag</b>    | Independent Director          |
- Ms. Jirapat Janngam** Company Secretary

**Remark :** The details of The Board of Directors as mentions in the attachment 1



Directors and authorized management of **Muramoto Electron (Thailand) Public Company Limited** who are Directors of **Sima Technology Co., Ltd.**, the only subsidiary of the **Muramoto Electron (Thailand) Public Company Limited**, are described below :

Ref.	Name	Muramoto Electron (Thailand) PLC.	Sima Technology Co., Ltd. (Subsidiary)
1.	Mr. Yoichi Muramoto	Chairman	Director
2.	Mr. Kazunobu Kawabe	-	President

The list of the committee of **Sima Technology Co., Ltd.**, (the only subsidiary of **Muramoto Electron (Thailand) Public Company Limited**) is explained as follows :

Ref.	Name	Position
1.	Mr. Kazunobu Kawabe	President
2.	Mr. Yoichi Muramoto	Director

The Directors authorized to sign on behalf of the **Sima Technology Co., Ltd.** are **Mr. Kazunobu Kawabe** or **Mr. Yoichi Muramoto**

#### 7.2.2 Board of Directors

Ref.	Name	Position	Appointment date
1.	Mr. Yoichi Muramoto	Chairman/ Authorized Director	24 <sup>th</sup> February, 2010
2.	Mr. Shinichiro Yamamoto	Director	24 <sup>th</sup> November, 2019
3.	Mr. Ichiro Nishimura	Director/ Authorized Director	14 <sup>th</sup> May, 2014
4.	Mr. Tatsuya Awazu	Director/ Authorized Director	24 <sup>th</sup> November, 2017

#### Qualification of Director

The Company has criteria used in selecting a new director. Any person who serves as a director of the Company shall meet the following qualifications.

- 1) To have no prohibited characteristics as specified in the laws relating to public limited company and notification of the Securities and Exchange Commission.
- 2) To have knowledge, skill, education, experience, and expertise suitable and appropriate for the Board composition, aligned with strategic directions of the Company, and contribution to the Company's objectives and strategies.
- 3) To be able to make him/herself dedicated to all the duties as assigned, especially to manage his/her time for participating in all the Board Meetings and the Shareholders' Meetings in order to make key decisions.
- 4) To have ethics, honesty, trustworthiness, moral and any other features required by laws and other related regulations.
- 5) To have other qualifications that the Board may later consider appropriate or are required by laws and regulations.

**Note :** None of the present Directors of the Company Board has been a former employee or partner of the current external auditor of the Company in the past two years.

### **Qualification of Independent Director**

Qualifications of Independent Director have been established according to the requirement of the Securities and Exchange Commission as follows :

#### **An Independent Director must :**

- 1) Not hold shares more than 0.5% of the total shares with voting rights of the Company or a parent company, a subsidiary company, an affiliate company, a major shareholder, or a controlling person of the Company. In any respect, shareholding of people who have connection with him/her shall be counted. (This shareholding threshold of the Company shares held by the independent directors is stricter than the minimum requirements of SEC.)
- 2) Neither be, nor have been, an executive director, an officer, an employee, or a consultant being paid a fixed salary by or having control authority of the Company or a parent company, a subsidiary company, an affiliate company, a major shareholder, or a controlling person of the Company, with the exception of being released from above-mentioned characteristics not less than 2 years before becoming an independent director of the Company.
- 3) Neither be a person who has relationship by blood or legal registration as father, mother, spouse, sibling, and child, nor be spouse of child of an executive, a major shareholder, a controlling person, or other person who will be nominated as an executive or controlling person of the Company and its subsidiary.
- 4) Neither have, nor used to have, business relationship with the Company or a parent company, a subsidiary company, an affiliate company, a major shareholder or a controlling person of the Company in the manner which may interfere with his/her independent judgment, and neither be, nor have been, a major shareholder or a controlling person of a person who has such a business relationship with the Company or a parent company, a subsidiary company, an affiliate company, a major shareholder or a controlling person of the Company, with the exception of being released from above-mentioned characteristics not less than 2 years before becoming an independent director of the Company. Such a business relationship includes normal business transactions, rent or lease of fixed assets, financial assistance, loan granting or receiving, guarantee, or other related transactions which result in the Company or its contractual party being subject to the liability to pay the other party in the amount of 3% or more of the net tangible assets of the Company or 20 million baht or more, whichever is lower.
- 5) Neither be, nor have been, an auditor of the Company or a parent company, a subsidiary company, an affiliate company, a major shareholder or a controlling person of the Company, and neither be, nor have been, a major shareholder, a controlling person or a partner of the auditing firm which employs auditors of the Company or a parent company, a subsidiary company, an affiliate company, a major shareholder or a controlling person of the Company, with the exception of being released from above-mentioned characteristics not less than 2 years before becoming an independent director of the Company.
- 6) Neither be, nor have been, a provider for professional services including a legal or financial consulting who receives an annual fee exceeding 2 million baht from the Company or a parent company, a subsidiary company, an affiliate company, a major shareholder, or a controlling person of the Company, and neither be, nor have been, a major shareholder, a controlling person of such a professional service provider, with the exception of being released from above-mentioned characteristics not less than 2 years from becoming an independent director of the Company.
- 7) Not be a director who has been appointed as a representative of the Company's Director, a major shareholder or any other shareholder related to the major shareholder.
- 8) Not conduct any business of the same nature as the Company's or its subsidiaries', and neither be a business partner, an executive director, a paid employee of other company which has same business and competes with the Company or its subsidiary, nor be a shareholder holding more than 1% of voting share of such a company.
- 9) Not have any other characteristics which unable him/her to express independent opinion regarding the Company's business operations.



**Term of Independent Director**

The Board of Directors has policy that an independent director may not be considered to remain independent after he/she has completed 3 consecutive terms or total 9 years. In this regard the Board of Directors will consider the independency of such director every year thereafter.

**Service on Other Boards**

In order to ensure proper attention and appropriate time allocation in carrying out the responsibilities of the top management of the Company, the Board of Directors has a policy that the any Director of the Board is not permitted to be a director of more than five other listed companies excluding the parent company, subsidiaries, and associated companies. In addition to this, the President, as the No. 1 Management of the Company, is never permitted to be any of other listed company's director excluding the parent, subsidiaries, and associated companies.

**Policy of holding directorship at other companies of the Managing Director**

Holding a position in other Board of Directors In order to achieve proper conduct or appropriate time allocation to carry out the responsibility of the Company's No. 1 management, the Board of Directors has a policy do not allow the Chairman of the Board of Directors to be a director of any other listed company except that the parent company, subsidiary, and associated company. In addition, the chairman of the company, as the company's 1st executive, has never been allowed to hold a directorship position of any other company listed on the stock exchange, this does not include the parent company, subsidiaries, and affiliates. Each director may hold a directorship in other companies not more than 3 companies.

**Process Followed in Appointing New Directors**

The appointment of Directors of the Company must be approved by the shareholders' meeting. A list of candidates qualified to be Directors of the Company is proposed for appointment at the shareholders' meeting by the Board of Directors based on the proposal by the Nomination Committee. The Nomination Committee considers, selects, and proposes to the Board of Directors suitable candidates in accordance with the Qualification of Director shown in this Management section including the capabilities aligned with the Company's strategic directions. The selection is to proceed as follows :

- 1) Each shareholder has a number of votes equal to the number of shares he/she holds.
- 2) Each shareholder may use the total number of votes he/she has to elect one or more Directors but may not divide his/ her votes into portions among two or more candidates.
- 3) The candidates who receive the most votes are considered to be elected as Directors, in the other of most votes received to least, up to the number of Directors to be elected at that time. If two or more candidates receive the same number of votes for the final position available, the Chairman of the meeting makes the decision on which candidates are to be chosen.

**Orientation for New Directors**

The Company provides newly appointed Director with an orientation program covering the nature of business, vision, mission, policies, rules and regulations of the Company as well as the roles and responsibilities of the Board of Directors.

**Director's Training**

The Company has a policy of encouraging Director of the Board to attend continuous and professional training programs organized internally in the Company or externally by various institutions such as SET, SEC, IOD or the audit firm. In 2021 the Company dispatched one Director of the Board to the PDPA Training Program (IOD : DCP 293) conducted by IOD.



### 7.2.3 Roles and Responsibilities of the Board

The Board of Directors of **Muramoto Electron (Thailand) Public Company Limited** has a range of duties and responsibilities to carry out. This includes the Company's activities in accordance with governing acts, the objectives of the Company, the Articles of Association, and the resolutions of the ordinary meeting of shareholders. Additionally, the Board of Directors shall carry out, or cause to be carried out, the matters described in Memorandum of Association.

The Directors authorized to sign on behalf of the Company are **Mr. Yoichi Muramoto**, or **Mr. Tatsuya Awazu**, or **Mr. Ichiro Nishimura** either of these can sign a document or affix the Company's seal. (An Independent Director is a director who is not an Executive Director in the Company and is not related in any way with the day-to-day operation of the company and is not a major shareholder)

#### Roles and Responsibilities of the Chairman of the Board of Directors

The Chairman of the Board of Directors has more duties and responsibilities than other directors as follows:

- 1) Calling the Board of Directors' Meeting and the Shareholders' Meeting and set agenda.
- 2) Acting as a chairman in both the Board of Directors' meetings and the shareholders' meetings.
- 3) Vote for a decisive vote in the event that the Board of Directors' Meeting or the Shareholders' Meeting have equal votes ; and
- 4) Perform other duties in accordance with the law specified for the Chairman of the Board of Directors.

#### Roles and Responsibilities of the Chairman

The Chairman of the Company has additional duties and responsibilities than other directors as follows :

- 1) Responsible for the operation of the company Manage the business in accordance with the objectives, business plans, policies, budgets, rules, and regulations approved by the Board of Directors.
- 2) Manage and control the day-to-day business of the company
- 3) Regularly monitor and evaluate the Company's performance to avoid internal and external risks. Report and update information on financial and administrative performance to the management. Audit Committee and Board of Directors
- 4) Determine the objectives, policies, and strategies of the company. as well as suggesting guidelines and monitoring overall operations for the best interests of the Company and report the Company's performance to the Board of Directors.
- 5) Responsible for changes in the organization of the company under the supervision of the Board of Directors, including making decisions on appointments, transfer staff and discharged from the position Set salary rates, compensation, bonuses, and other benefits for employees.
- 6) Approve all operations under the rules and resolutions of the Board of Directors' meeting.
- 7) Authorize, advise, announce and record to ensure that the company can comply with policies and discipline.
- 8) Authorize another person to perform any specific task on their behalf under the limitations specified in the power of attorney and/or in accordance with the rules, regulations, and recommendations of the Board of Directors.
- 9) Acting on behalf of the Board of Directors in managing the Company's business and to ensure that it complies with the rules, regulations, policies, and resolutions set forth by the Board of Directors and the shareholders' meeting.
- 10) To perform any other tasks as assigned by the Board of Directors from time to time.

**Diversity of the Board of Directors**

The company has a policy that the company should maintain diversity in its board structure. The person who is the director of a company not only have to be fully qualified but also requires knowledge, skills, and various types of experiences that cover a wide fields and areas of expertise.

**Balance of power of directors who do not regularly perform administrative duties**

The Board of Directors consists of 7 members of the Board of Directors, 4 persons are Company Directors, 3 persons are external independent directors, and 4 persons are Company Directors who regularly perform management tasks. The ratio of directors who perform regular management duties and directors who do not regularly perform management duties is 4:3 for independent directors, in line with the regulations specified by the Stock Exchange of Thailand.

**Report of the Board of Directors**

The Board of Directors is responsible for the accuracy of the Company's overall financial statements and the specific financial statements will prepare financial statements accurately according to Thai accounting standards. The preparation of financial statements is complete with due diligence to disclose appropriately important information about the Company to the public. The Board of Directors is also responsible for the disclosure of financial information of the Company in its annual information report (56-1 One report)

The Board of Directors is also responsible for ensuring that The Company's actions are done effectively and efficiently to achieve expected business results and prevent significant misconduct in operations. The Board of Directors has assigned an audit committee consisting of experts in the field with external experience to be responsible for the financial reports. Internal Control System and Internal Risk Management System on 26<sup>th</sup> November 2021, the Audit Committee also approved the Company's overall financial statements report and the Company's specific financial statements report. This will be displayed in the Annual Information Report (56-1 One report)

**Plan to hold the position of Chairman of Board of Executive (COO)**

The Board of Directors has continually developed a plan to assume the position of Chairman of the Company in order to ensure that all stakeholders are confident that the operation. The Company will not be stuck from the vacant position. Managing the succession plan of the Chairman of the Board of Directors/ Chairman of the Executive (COO) Committee is the responsibility of the Board of Directors. In the event that there is a planned change of the chairman of the company, such as retirement, the entire board of directors will be involved in the selection of assignees. After discussing with the Nomination Committee.

In the event of an emergency assignment due to an accident or unexpected situation, the Board of Directors will hold a special meeting to appoint the Acting chairman. Executive Chairman for the remaining time specified.

The Board of Directors will review Annual plan for the induction Considered and recommended by the Nomination Committee to anticipate the rise of the position within the company. The ascension plan will be updated and revised according to the latest situation related to the Company's operations.



### 7.3 Information on subcommittees

#### 7.3.1 Information on each appointed subcommittee

The company had a total 6 sub committees :

1. Audit Committee
2. Board of Executives
3. Good Corporate Governance Committee
4. Nomination Committee
5. Remuneration Committee
6. Risk Management Committee

#### 7.3.2 Names of each subcommittee and the names of the members and chairman

##### 1. Audit Committee

The Audit Committee of the Company consists of three Independent Directors as follows.

No.	Name	Position
1.	Mr. Wanchai Umpungart	Chairman of the Audit Committee
2.	Mr. Nop Rojanavanich	Audit Committee member
3.	Mrs. Wongtipa Bunnag	Audit Committee member/ The Secretary of Audit Committee

The Audit Committee of the Company has the scope of duties and responsibilities to the Board of Director on the following matters :

- 1) To audit and ensure the accuracy and adequate disclosure of information in the Company's financial report. To coordinate with the external auditors and the management responsible for arranging both quarterly and annual financial reports. The Committee may recommend that the auditors audit or inspect any items as necessary and significant during the Company audit.
- 2) To audit and ensure the appropriateness and efficiency of the systems for internal control as well as the internal audit. To audit the effectiveness as well as the adequacy of the risk management procedure, consider the independence of the Internal Audit and approve the appointment, transfer, or termination of the chief executive of the Internal Audit, or other related departments, responsible for the internal audit.
- 3) To audit and ensure the Company's compliance with laws relevant to the securities and the Stock Exchange, the regulations of the Stock Exchange, and company business laws.
- 4) To consider, select, and propose the appointment, reappointment, or removal of an independent external auditor for the Company's financial report as well as propose the compensation for such auditor, and attend a meeting with the auditors, but without the management, at least once a year. Nevertheless, the reliability and adequacy of the available resources, the experience profiles of the audit firm, and the professional experience of the auditor assigned for the Company, will be considered prior to submitting the proposal to the Company Board for the appointment at the shareholder's meeting.
- 5) To consider compliance of the relevant items, or potential items with a conflict of interest with the laws or the regulations of the Stock Exchange, in order to ensure that these are reasonable and reliable for the greatest benefit for the Company.
- 6) To prepare and disclose the Audit Committee's report in the annual report of the Company signed by the Chairman of the Audit Committee and containing at least the following information.
  - 6.1 Reliable comments regarding the accuracy and completeness of the Company's financial report.
  - 6.2 Comments regarding the adequacy of the Company's internal control systems.
  - 6.3 Comments concerning compliance with laws relevant to the securities and the Stock Exchange, the regulations of the Stock Exchange, and company business laws.
  - 6.4 Comments concerning the auditor's suitability.
  - 6.5 Comments regarding potential items with a conflict of interest.
  - 6.6 The number of Audit Committee meetings and the attendance of each member.
  - 6.7 Overall comments or remarks the Audit Committee has received resulting from performance of their duty according to the charter.
  - 6.8 Other items the shareholders and the investors should be aware of that are within the scope of the Company's Board assigned duty and responsibility.
- 7) Other activities the Company's Board of Directors assigns with the Audit Committee's consent.



### Internal Controls

The Audit Committee has appraised the internal audit control system and operations of the Company. The Audit Committee concluded that there is no significant mistake in the internal audit control system, which would affect the financial statements of the Company. For the internal audit control system of the accounting section, the Auditor of the **Muramoto Electron (Thailand) Public Company Limited** has studied and appraised the efficiency of the internal audit control system of the accounting section. The Auditor found no significant weak point in the internal audit control system of the accounting section.

### Internal Audit (I/A) Operation

The Company has the Internal Audit to supervise financial and operational activities. These ensure that these activities are conducted to achieve company objectives with the regulations specified by the Company and applicable laws. The Internal Audit is given total independence to conduct their duties, and they report directly to the Audit Committee. The system of internal control and supervision is ascertained and evaluated on a regular basis by an authorized auditor. So far, no significant mistake has been found in any operation process of the Company and every procedure is being carried out efficiently as planned. The Audit Committee has appointed Mrs. Darunee Chang to the head of the Internal Audit.

### Combination and Separation of Positions

Over one-third of the Board of Directors are Independent Directors. This allows for visionary direction and well-balanced authority and supervision in the Company.

### Considering the appointed Auditors and Compensation

The Audit Committee had selected the auditors and the auditor remuneration. By considering knowledge, capability, experience, and quality of the auditors' works, auditors' statuses, significant limitations or the regulations of the Stock Exchange of Thailand or the regulations of the other related organizations to ensure that independence of the auditor and the neutrality on work performance.

The Audit Committee had selected the KPMG Phoomchai Audit Limited as company auditors and considered the auditors remuneration and proposed to the Board of Directors. The Audit Committee deemed that the auditors had good understanding of the Company's businesses, practiced in a neutral and independence manner as well as regularly delivered its work on time, and as a result the Board of Directors proposed to the Annual General Meeting of Shareholders 2021 to appoint KPMG Phoomchai Audit Limited as the Company's auditor. The appointed auditors are:

<b>Mrs. Siripen Sukcharoenyingyong</b>	Certified Public Accountant license number 3636 and/or
<b>Mr. Vairoj Jindamaneepitak</b>	Certified Public Accountant license number 3565 and/or
<b>Mr. Yoothapong Soontalinka</b>	Certified Public Accountant license number 10604

For the Accounting period that the year ended 30 September 2021, **Mrs. Siripen Sukcharoenyingyong** is the Certified Public Accountant who audited the Company's financial budget.

The Audit Committee deemed that during for the accounting period that the year ended 30<sup>th</sup> September 2021, the company had put in place the transparent, adequate and appropriate Internal Control Systems covering risky management and the company had established procedures that helped build confidence in Company's operation in accordance with the related laws by having good corporate governance along with the compilation and disclosure of adequate and reliable Company's financial report information.

## 2. Board of Executives

The Board of Executives of **Muramoto Electron (Thailand) Public Company Limited** consists of the following persons :

No.	Name	Position	Shareholding*
1.	Mr. Shigeru Takamatsu	Chairman of Board of Executive (COO)	0%
2.	Mr. Yoichi Muramoto	GM of Business Promotion	0%
3.	Mr. Shigeru Takamatsu	GM of Production 1	0%
4.	Mr. Tatsuya Awazu	GM of Production 2	0%
5.	Mr. Shinichiro Yamamoto	GM of Printer Business	0%
6.	Mr. Yuji Kanke	GM of Quality Assurance	0%
7.	Mr. Ichiro Nishimura	GM of Administration	0%

**Note :** \*As of 30<sup>th</sup> Sep.2021 including shareholding by spouse and/or non-adult child.

The Board of Executives of the Company is to perform the following responsibilities.

1. Plan, and steer the Company to achieve the set goals. The goals are to be under the law, the regulations of the Company and the agreements of the Board of Directors.
2. Establish the Company's policies for financial management, import and export management, as well as local and international marketing.
3. Supervise the Company's overall production to ensure quality products that meet the needs of the market.
4. Take care of other responsibilities as assigned by the Board of Directors.

**Note :** None of the present member of the Board of Executives of the Company has been a former employee or partner of the current external Auditor of the Company in the past two years.

## 3. Good Corporate Governance Committee

The Good Corporate Governance Committee of **Muramoto Electron (Thailand) Public Company Limited** consists of the following persons:

No.	Name	Position	Shareholding
1.	Mr. Yoichi Muramoto	Chairman of the Good Corporate Governance Committee	0 (0.00%) *
2.	Mr. Shinichiro Yamamoto	Good Corporate Governance Committee member	0 (0.00%) *
3.	Mr. Tatsuya Awazu	Good Corporate Governance Committee member	0 (0.00%) *
4.	Mr. Ichiro Nishimura	Good Corporate Governance Committee member	0 (0.00%) *
5.	Mr. Wanchai Umpungart	Good Corporate Governance Committee member	0 (0.00%) *
6.	Mr. Nop Rojanavanich	Good Corporate Governance Committee member	7,000 (0.0335%) **
7.	Mrs. Wongtipa Bunnag	Good Corporate Governance Committee member	0 (0.00%) *

**Note :** \* As of 30<sup>th</sup> Sep, 2021 Including shareholding by spouse and/or non-adult child.

\*\* Excluding shareholding by spouse and/or non-adult child which is none



### Charter

The Board of Directors shall realize, place importance, and ensure good corporate governance in terms of the operations in compliance with Good Corporate Governance Practices and the relevant laws and according to the Securities Exchange of Thailand's guidelines.

Therefore, the Board of Directors has approved appointment of the Good Corporate Governance Committee with the following scope, authority, and functions.

1. To propose the Good Corporate Governance Guidelines to the Board of Directors.
2. To monitor the performance of the Directors and Executives in compliance with Good Corporate Governance Practice and the Securities Exchange of Thailand's Good Corporate Governance Practices, as well as international practices.
3. To consider, review, and revise the Good Corporate Governance Policy consistently at least once a year in line with the international guidelines and recommendations of the Good Corporate Governance Development & Alliance Department, the Securities Exchange of Thailand, and the relevant governmental offices.
4. To report to Board of Directors about the Company's good corporate governance performance supported by comments, guidelines, and recommendations for improvement as appropriate.
5. To hold meetings of the Good Corporate Governance Committee as necessary and appropriate at least twice a year and report the results of the meetings to the Board of Directors.
6. To prepare a summary report on the performance and corporate governance of the Good Corporate Governance Committee which will be included in the Annual Report of the Company.
7. To perform any other duties assigned by the Board of Directors.

### 4. Nomination Committee

The Nomination Committee was established in accordance with the resolution of the Board of Directors, as of 30<sup>th</sup> Sep 2021. It consists of four directors as follows ;

No.	Name	Position	Shareholding*
1.	Mr. Wanchai Umpungart	Chairman of the Nomination Committee (Independent Director)	0 (0.00%) *
2.	Mr. Nop Rojanavanich	Nomination Committee member (Independent Director)	7,000 (0.0335%) **
3.	Mrs. Wongtipa Bunnag	Nomination Committee member (Independent Director)	0 (0.00%) *
4.	Mr. Ichiro Nishimura	Nomination Committee member	0 (0.00%) *

**Note :** \*As of 30<sup>th</sup> Sep, 2021 Including shareholding by spouse and/or non-adult child.

\*\*Excluding shareholding by spouse and/or non-adult child which is none

The Nomination Committee of the Company has the scope of duties and responsibilities to the Board of Directors on the following matters :

1. To consider and propose the criteria for selecting a director and specifying the qualifications of any person to be nominated for a directorship as well as stipulating the nomination process.
2. To review annually the size and composition of the Board of Directors and to recommend any proposed changes.
3. To nominate suitable candidates for the Company's directorships and propose them to the Board of Directors in order to seek an approval at shareholders' meeting.
4. To provide minority shareholders with an opportunity to propose qualified persons for selection as directors, by providing advanced notice to allow sufficient time prior to the shareholders' meeting being held and manage such a mechanism accordingly.
5. To perform other tasks as designated by the Board of Directors.

The Committee should consider, as deemed necessary, the use of professional search firms or other external sources of candidates (e.g., IOD's Director Pool) when searching for candidates to the Board of Directors.



#### 5. Remuneration Committee

The Remuneration Committee was established in accordance with the resolution of the Board of Directors consisting of three directors as follows.

No.	Name	Position	Shareholding*
1.	Mr. Yoichi Muramoto	Chairman of the Remuneration Committee	0 (0.00%) *
2.	Mr. Shinichiro Yamamoto	Remuneration Committee member	0 (0.00%) *
3.	Mr. Ichiro Nishimura	Remuneration Committee member	0 (0.00%) *

**Note :** \* As of 30<sup>th</sup> Sep, 2021 Including shareholding by spouse and/or non-adult child.

The Remuneration Committee of the Company has the scope of duties and responsibilities to the Board of Directors on the following matters :

- 1) To prepare policy and guidelines to designate appropriate remuneration of the Board of Directors and Chairman to be proposed to the Board of Directors and/or shareholders' meetings for approval.
- 2) To consider and propose remuneration for Directors and Chairman of Board of Directors in order to seek an approval at a shareholders' meeting.
- 3) To consider and propose the performance evaluation of the Board of Directors and Chairman and conduct such an evaluation system.
- 4) To perform other tasks as designated by the Board of Directors.

#### 6. Risk Management Committee

The Risk Management Committee was established in accordance with the resolution of the Board of Directors it is consisting of three directors as follows.

No.	Name	Position	Shareholding*
1.	Mr. Shinichiro Yamamoto	Chairman of the Risk Management Committee	0 (0.00%) *
2.	Mr. Ichiro Nishimura	Risk Management Committee member	0 (0.00%) *
3.	Mr. Tatsuya Awazu	Risk Management Committee member	0 (0.00%) *

**Note :** \* As of 30<sup>th</sup> Sep, 2021 Including shareholding by spouse and/or non-adult child.

The Risk Management Committee of the Company has the scope of duties and responsibilities to the Board of Directors on the following matters :

- 1) To analyze and evaluate incurred or possibly incurred risks continuously and annually.
- 2) To develop and review risk management policies to keep risk at an acceptable level.
- 3) To establish risk management procedures according to the risk management policies and delegate the risk management to respective managers.
- 4) To review the effectiveness of the risk management procedures.
- 5) To report to the Board of Directors up-dated situation of the risk management and progress of the risk management procedures together with results.

## 7.4 Information on Executives

### 7.4.1 Executive

As of 30<sup>th</sup> September 2021, the Company had a total of 4 positions of the highest-ranking executive are listed below:

No.	Name	Position
1.	Mr. Yoichi Muramoto	Chairman, Authorized Director
2.	Mr. Shinichiro Yamamoto	Director
3.	Mr. Tatsuya Awazu	Director, Authorized Director
4.	Mr. Ichiro Nishimura	Director, Authorized Director

### 7.4.2 Remuneration policy for executive directors and executives

#### Remuneration for Directors

The Company provides the remuneration to the independent directors (non-executive directors\*) while the executive directors receive the remuneration as the role of employees of the Company. Therefore, the Company has established the Remuneration Committee consisting of only executive directors. The Company provides the remuneration to the independent directors in forms of monthly fee with basic rate for every independent director (15,000 Baht/month) and additional ones for the Chairman of the Audit Committee (20,000 Baht/month) and Member of the Audit Committee (10,000 Baht/month) according to his/her position in the Committee. There is no other benefit. The remuneration for directors has been compared with the rate of the same industry and the structure of the remuneration of the Company. All types of the remuneration of directors have always been approved by shareholders every year.

**Note :** \*At present the Company has no other non-executive director than independent director.

#### Structure of Non-Executive Director's remuneration

Basic Monthly Fee	: 15,000 Baht/month
Additional Monthly Fee	
Chairman of Audit Committee	: 20,000 Baht/month
Member of Audit Committee	: 10,000 Baht/month
Chairman/Member of other Committee	: None
Other benefit	: None

### 7.4.3 Total amount of the remunerations of executive directors and executive as received from the Company and Subsidiary

Level of Executive	Number of Executive	Total salary (Baht)	Others (Baht)	Total (Baht)
Director	5	4,336,900	11,139,954	15,476,854
Audit Committee	3	1,020,000	0	1,020,000
<b>Sub Total</b>		5,356,900	11,139,954	<b>16,496,854</b>
General Manager	5	6,608,001	6,759,452	13,367,453
Management Leader	10	11,285,360	22,303,570	33,588,930
<b>Sub Total</b>		17,893,361	29,063,022	<b>46,956,383</b>
<b>Grand total</b>		23,250,261	40,202,976	<b>63,453,237</b>



## 7.5 Information on employees

As of 30<sup>th</sup> September 2021, **Muramoto Electron (Thailand) Public Company Limited** has a total of 5,081 employees which can be separated into :

No.	List	Ramindhra Factory	Bangna-Trad Factory	Saowthong Factory	Total
1.	Office staff	26	74	12	112
2.	Factory staff	281	1,669	2,982	4,932
3.	Japanese staff	3	25	9	37
<b>Total</b>		<b>310</b>	<b>1,768</b>	<b>3,003</b>	<b>5,081</b>

Total remuneration for staff of the **Muramoto Electron (Thailand) Public Company Limited** in the fiscal year ended 30<sup>th</sup> September 2021 is as follows :

1.	Wages and Salary	954,675,860	Baht
2.	Contribution to defined contribution planed	8,851,762	Baht
3.	Other benefits / Social security fund	706,375,301	Baht
<b>Total</b>		<b>1,669,902,923</b>	<b>Baht</b>

The Company emphasizes human resources development, which is considered the main factor in the Company's success. Many employees are trained both in Thailand and abroad i.e., Japan. Moreover, the Company also has support from the headquarter in recruiting and sending specialists in order to train staff for the new technology of the Company.

## 7.6 Other significant information

### 7.6.1 List of officers responsible for the Key duties of the Company

#### 1) Company Secretary

To comply with good corporate governance practices, the Board of Directors Meeting No.1/2021, dated 12<sup>th</sup> February 2021, resolved to appoint Ms. Jirapat Janngam as company secretary (More details about the Company Secretary appear in Attachment No. 1) who will perform the following duties and responsibilities carefully and comply with applicable laws, objectives, Articles of Association of the Company and all resolutions of the Board of Directors' meeting and the shareholders' meeting :

- 1) To prepare and keep the following documents :
  - 1-1) Directors' Profile
  - 1-2) Invitation Letter and Minutes of the Board of Directors Meetings
  - 1-3) Invitation Letter and Minutes of the Shareholders' Meetings
  - 1-4) Company's annual report
- 2) To keep track of the Company's related-party transaction disclosures, as report by Directors or management
- 3) To Organize the Board of Directors and shareholders' meetings
- 4) Draft management policies
- 5) To record the minutes of the Board of Directors meeting and the shareholders' meeting, and to follow them up to ensure compliance of the resolutions of these meetings
- 6) To ensure the disclosure of the Company data and information to the authorized supervising bodies in accordance with the regulations and requirements of the government authorities
- 7) To ensure the Company and the Board of Directors compliance with the laws and requirement of the SEC/SET.
- 8) To promote and standardize good corporate governance in the company.
- 9) To communicate with shareholders to ensure that they receive their entitlement and information from the company.
- 10) To manage the activities of the Board of Directors.
- 11) To perform other duties as assigned by the Board of Directors.



## 2) Persons assigned to be directly responsible for accounting

The Board of Directors Meeting No. 2/2021, dated 14<sup>th</sup> May 2021, resolved to appoint **Ms. Panurat Suwunwej** as the person assigned to be directly responsible for accounting supervision. (More details about the person who is directly responsible for accounting supervision appears in Attachment 1)

## 3) Head of Internal Audit

The Company has an Internal Audit to supervise the financial and operational activities to achieve the Company's objectives in accordance with the Company's regulations and applicable laws.

The Internal Audit has full freedom to perform duties and report directly to the Audit Committee. The internal control and supervision system will conduct a thorough survey and evaluation regularly by an authorized auditor. Currently, there have not been any major mistakes in the Company's operation process and every step of the operation was carried out efficiently as planned.

The Audit Committee, therefore, appointed Mrs. Darunee Chang as the Head of the Internal Audit. (More details about supervisor Internal Audit of the Company Appears in Attachment 3)

### 7.6.2 Identify the name of the head of investor relations and contact information

#### Investor relations

The Board of Directors is aware of the importance of revealing important general and financial information of the Company to the investors and stakeholders. Therefore, the information revealed is to be accurate, complete, reliable, and up to date, so that all parties concerned may benefit from it. The information is revealed through the various media of the Stock Exchange of Thailand, and also through newspapers. The Company has established an Investors Relation Section to provide information to investors, shareholders, and all stakeholders, which can be reached at the website of the Company ([www.metco.co.th](http://www.metco.co.th)), [ir@metco.co.th](mailto:ir@metco.co.th) and tel. 02-338-1535. The meetings of the Board of Directors are conducted regularly to ensure smooth overall operation in the Company. Topics to be discussed during the meetings include business supervision, minutes of board meetings, minutes of shareholders' meetings, and how to run the business to achieve the goals set by the Company and to generate optimum returns on investment to valued shareholders of the Company.

### 7.6.3 To show the remuneration of the auditor, Auditing office of the auditor and the person or businesses that related to the auditor and the auditing firm that the auditor is affiliated with considering the appointed Auditors and Compensation.

The Audit Committee had selected the auditors and the auditor remuneration. By considering knowledge, capability, experience and quality of the auditors' works, auditors' statuses, significant limitations or the regulations of the Stock Exchange of Thailand or the regulations of the other related organizations to ensure that independence of the auditor and the neutrality on work performance.

The Audit Committee had selected the **KPMG Phoomchai Audit Limited** as company auditors and considered the auditors remuneration and proposed to the Board of Directors. The Audit Committee deemed that the auditors had good understanding of the Company's businesses, practiced in a neutral and independence manner as well as regularly delivered its work on time, and as a result the Board of Directors proposed to the Annual General Meeting of Shareholders 2021 to appoint **KPMG Phoomchai Audit Limited** as the Company's auditor. The appointed auditors are:

<b>Mrs. Siripen</b>	<b>Sukcharoenyingyong</b>	Certified Public Accountant license number 3636 and/or
<b>Mr. Vairoj</b>	<b>Jindamaneepitak</b>	Certified Public Accountant license number 3565 and/or
<b>Mr. Yoothapong</b>	<b>Soontalinka</b>	Certified Public Accountant license number 10604

For the Accounting period that the year ended 30<sup>th</sup> September 2021, **Mrs. Siripen Sukcharoenyingyong** is the Certified Public Accountant who audited the Company's financial budget. The Audit Committee deemed that during for the accounting period that the year ended 30<sup>th</sup> September 2021, the company had put in place the transparent, adequate and appropriate Internal Control Systems covering risky management and the company had established procedures that helped build confidence in Company's operation in accordance with the related laws by having good corporate governance along with the compilation and disclosure of adequate and reliable Company's financial report information.

#### **Auditor's remuneration**

##### **1) Audit Fee**

The Company and its subsidiary's Audit Fee

- Muramoto Electron (Thailand) Public Company Limited remuneration of 3.2 million Baht
- Sima Technology Co., Ltd remuneration of 1.1 million Baht
- Total of remuneration for the period of 2021 is 4.3 million Baht

##### **2) Non - Audit Fee**

- The Company and The Company's Subsidiaries does not pay compensation for other services to Auditor office which the auditor is affiliated and no other service charges to be paid in the future arising from the service that has not been completed in this accounting period.

#### **7.6.4 In the case of a foreign company, the name of the person who is assigned to be the represent in Thailand and the contact information in the country, this person must be a Thai national and have a residence in Thailand.**

-None-

### **8. Report on key operating results to corporate governance**

#### **8.1 Summary of duty performance of the Board of Directors in 2021**

##### **8.1.1 Selection, development and evaluation of duty performance of the Board of Directors**

The Company has a policy of encouraging Director of the Board to attend continuous and professional training programs organized internally in the Company or externally by various institutions such as SET, SEC, IOD or the audit firm. In 2021 the Company dispatched one Director of the Board to the Director Certification Program (DCP) conducted by IOD.

Performance Assessment of the Board of Directors

The Board of Directors conducts the annual self-assessment of the Board's overall performance covering the following 6 topics.

- 1) Structure and qualifications of the Board
- 2) Roles, duties, and responsibilities of the Board
- 3) Board meetings
- 4) Board performance
- 5) Relationship with management
- 6) Self-improvement of Directors and Executive development.

In addition, each Director of the Board conducts the annual self-assessment on an individual basis covering the following 2 items.

- 1) Knowledge and understanding of being a director
- 2) Performance of director

The Company Secretary will distribute an evaluation form to all Directors for both of the above-mentioned self-assessments. The completed form will be summarized and reported to the Board of Directors.

No.	Y2021 Board of Director assessment	Point	Y2021 Score	Y2020 Score
1.	Composition and qualifications of the Board	10	9	9
2.	Roles, duties, and responsibilities of the Board	30	28	28
3.	Board meeting	10	8	8
4.	Board performance	20	20	17
5.	Relationship with management	10	9	9
6.	Self-improvement of Directors and Executive development	20	17	18
		100	91	89



#### Evaluation of the Chairman of Board of Directors performance

The Executive Committee evaluates the Chairman's annual performance in accordance with the guidelines set by the Stock Exchange of Thailand. (SET). The topics assessed are as follows:

- a. Leadership
- b. Strategic Planning
- c. Strategic Actions
- d. Financial planning/performance
- e. Relationship with the Executive Committee
- f. External relations
- g. Management/Human Resource Relations
- h. Succession planning
- i. Knowledge about products/services

The report concluded that the final score was 94.00%, which was considered excellent performance.

#### Evaluation of the Chairman of Board of Executive (COO) performance

- a. Accountabilities - in the decision making and one's own actions on a reasonable grounds
- b. Responsibility - to perform duties to the full extent of ability and effectiveness
- c. Equitable treatment of stakeholders
- d. Transparency - in performing with accountability and information disclosed
- e. Vision to create long -term value
- f. Good governance and business conduct – in performing the duties

The report concluded that the final score was 91.00% which was considered excellent performance.

#### 8.1.2 Meeting attendance and remuneration payment to each Board member

##### The attendance of each Director is as follows :

The Board of Directors meeting will be held regularly at least every three months, the time, venue, and agenda will be set in advance and inform to the Board of Directors. So that the Board of Directors will have enough time to prepare for the meeting. The Documents pertaining to each meeting will be sent to the committee at least 7 days in advance to allow the Board of Directors to have enough time to study and at the time of the Board of Directors' resolution, there must be no less than two-thirds of the total number of directors. The meeting secretary will take detailed minutes of the meeting and store them in a file and this meeting minutes will always be available for review.

In addition, independent committees are able to hold meetings to check on other matters apart from the regular meeting agenda of the Board of Directors independently of the Company's top management.

The company has set a policy on the minimum number of quorums at the time when the Board of Directors will vote at the Board of Directors meeting that there must be no less than two-thirds of the total number of directors.

In 2020/2021, the Board of Directors held 4 meeting. Meeting attendance of each director was as follows. :

No.	Board of Directors Member		Meetings attended
1.	Mr. Yoichi	Muramoto	4/4
2.	Mr. Shinichiro	Yamamoto	4/4
3.	Mr. Ichiro	Nishimura	4/4
4.	Mr. Tatsuya	Awazu	4/4
5.	Mr. Wanchai	Umpungart	4/4
6.	Mr. Nop	Rojanavanich	4/4
7.	Mrs. Wongtipa	Bunnag	4/4



Meetings of the Audit committee are held regularly. 4 meeting were held in the year 2020/2021. The minutes of the meetings were taken in detail and were submitted to Board of Directors after each meeting. The attendance of each Director is as follows :

No.	Audit Committee Member	Meetings attended
1.	Mr. Wanchai Umpungart	4/4
2.	Mr. Nop Rojanavanich	4/4
3.	Mrs. Wongtipa Bunnag	4/4

Meetings of the Board of Executives are held regularly. 12 meeting were held in the year 2020/2021. The minutes of the meetings were taken in detail and were submitted to Board of Directors after each meeting. The attendance of each Director is as follows :

No.	Board of Executives Member	Meetings attended
1.	Mr. Shigeru Takamatsu	12/12
2.	Mr. Yoichi Muramoto	12/12
3.	Mr. Shigeru Takamatsu	12/12
4.	Mr. Tatsuya Awazu	12/12
5.	Mr. Shinichiro Yamamoto	12/12
6.	Mr. Yuji Kanke	12/12
7.	Mr. Ichiro Nishimura	12/12

Meetings of the Good Corporate Governance committee are held regularly. 2 meeting were held in the year 2020/2021. The minutes of the meetings were taken in detail and were submitted to the Board of Directors after each meeting.

The attendance of each Director is as follows :

No.	Good Corporate Governance Committee Member	Meetings attended
1.	Mr. Yoichi Muramoto	2/2
2.	Mr. Shinichiro Yamamoto	2/2
3.	Mr. Tatsuya Awazu	2/2
4.	Mr. Ichiro Nishimura	2/2
5.	Mr. Wanchai Umpungart	2/2
6.	Mr. Nop Rojanavanich	2/2
7.	Mrs. Wongtipa Bunnag	2/2

Meetings of the Nomination committee are held regularly. 2 meeting were held in the year 2020/2021. The minutes of the meetings were taken in detail and were submitted to the Board of Directors after each meeting. The attendance of each Director is as follows :

No.	The Nomination Committee Member	Meetings attended
1.	Mr. Wanchai Umpungart	2/2
2.	Mr. Nop Rojanavanich	2/2
3.	Mrs. Wongtipa Bunnag	2/2
4.	Mr. Ichiro Nishimura	2/2

Meetings of the Remuneration committee are held regularly. 2 meeting were held in the year 2020/2021. The minutes of the meetings were taken in detail and were submitted to the Board of Directors after each meeting. The attendance of each Director is as follows :

No.	Remuneration Committee Member	Meetings attended
1.	Mr. Yoichi Muramoto	2/2
2.	Mr. Shinichiro Yamamoto	2/2
3.	Mr. Ichiro Nishimura	2/2

Meeting of the Risk Management committee was held in the year 2020/2021. The minutes of the meeting was taken in detail and was submitted to the Board of Directors after the meeting. The attendance of each Director is as follows :

No.	Risk Management Committee Member	Meetings attended
1.	Mr. Shinichiro Yamamoto	1/1
2.	Mr. Ichiro Nishimura	1/1
3.	Mr. Tatsuya Awazu	1/1

#### **8.1.3 Supervision of subsidiaries and associated companies**

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

#### **8.1.4 Monitoring of compliance with the corporate governance policy and guidelines**

The Audit Committee had considered the independence of the Internal Audit, its scope of responsibilities and annual audit plan as well as considered the audit report and monitoring the implementation of solutions to significant issues mentioned in the audit report. Giving advice on how to improve and streamline the audit performance. The committee also considered the appropriateness of the budget, the workforce, training and personnel development and the annual performance appraisal of the Internal Audit



## **8.2 Report on the results of duty performance of the Audit Committee in 2021**

### **8.2.1 Audit Committee Report**

Dear **Shareholders of Muramoto Electron (Thailand) Public Company Limited**

The Board of Directors has decided to set the structure, qualifications, tenure, duties and responsibilities of the Audit Committee into a written charter. In the past year, the Audit Committee consists of three following independent directors with qualifications and expertise in accounting, finance, laws and management.

- Mr. Wanchai Umpungart Chairman of Audit Committee
- Mr. Nop Rojanavanich Audit Committee
- Mrs. Wongtipa Bunnag Audit Committee

Mrs. Wongtipa Bunnag, is the secretary of the Audit Committee.

The Audit Committee has performed its duties within the scope of responsibilities assigned and in accordance with the charter of the Audit Committee, which is in compliance with the regulation of the Stock Exchange of Thailand. In the accounting period 2021 the Audit Committee had convened a total of 4 meetings, the Audit Committee together with the management, internal audit team and auditors to discuss relevant issues and report the meeting outcomes to the Board of Directors. The essence of the work performed can be summarized as follows :

#### **Financial Statement Report**

The Audit Committee, the auditors, management division and Internal Audit had reviewed the Company' quarterly and the yearly financial statements as well as the consolidated financial statements of the Company and its subsidiary. By considering from important aspect and give advice and useful suggestions to ensure that the internal control process of the Company financial budget is accurate and reliable, as well as to ensure that the disclosure of important information is sufficient and timeliness for the financial statement users. Which is also in accordance with the laws and related notices as well as in accordance with the regulations of Stock Exchange of Thailand and Securities and Exchange Commission and in comply with financial reporting standards. in addition, the audit committee have a meeting with the auditors without any executives or management attended the meeting for inquiring about various issues of the results of auditing and the auditors did not have any information or special observation from the audit.

#### **Related Transaction or Conflict of interest transaction**

The Audit Committee had considered and given opinions about connected transactions or transactions that may give rise to a conflict of interest with the Company and its subsidiary. The purpose is caution, rationality and taking into account the interest of the stakeholders and also includes adequate information in line with the conditions imposed by the Stock Exchange of Thailand.

#### **Internal Control System and Risk Management**

The Audit Committee had reviewed the adequacy of the Internal Control Systems of the Company and its subsidiary, based on the reports of the internal audit and the auditors. The purpose is to assess the appropriateness and the efficiency of the Internal Control System, the risk management, and the business operations of the management that are in line with the established policies and delegation of the authority.

### **Regulatory compliance and regulations**

The Audit Committee reviewed the Company's business operation to ensure that it is in line with the securities and exchange law, regulation of the Stock Exchange of Thailand and laws relation to the business of the Company and acknowledge the changing of regulations which have an effect on the company's business operation.

### **Corporate Governance**

The Audit Committee had conducted such audits as to ensure that the administration of the business of the Company was in compliance with the Good Corporate Governance in order to transparency and fair operates and build confidence to the stakeholders.

### **Internal Audit Governance**

The Audit Committee had considered the independence of the Internal Audit, its scope of responsibilities and annual audit plan as well as considered the audit report and monitoring the implementation of solutions to significant issues mentioned in the audit report. Giving advice on how to improve and streamline the audit performance. The committee also considered the appropriateness of the budget, the workforce, training and personnel development and the annual performance appraisal of the Internal Audit.

### **Considering the appointed Auditors and Compensation**

The Audit Committee had selected the auditors and the auditor remuneration. By considering knowledge, capability, experience, and quality of the auditors' works, auditors' statuses, significant limitations or the regulations of the Stock Exchange of Thailand or the regulations of the other related organizations to ensure that independence of the auditor and the neutrality on work performance.

The Audit Committee had selected the KPMG Phoomchai Audit Limited as company auditors and considered the auditors remuneration and proposed to the Board of Directors. The Audit Committee deemed that the auditors had good understanding of the Company's businesses, practiced in a neutral and independence manner as well as regularly delivered its work on time, and as a result the Board of Directors proposed to the Annual General Meeting of Shareholders 2021 to appoint KPMG Phoomchai Audit Limited as the Company's auditor. The appointed auditors are :

Mrs. Siripen Sukcharoenyingyong	Certified Public Accountant license number 3636 and/or
Mr. Vairoj Jindamaneepitak	Certified Public Accountant license number 3565 and/or
Mr. Yoothapong Soontalinka	Certified Public Accountant license number 10604

For the Accounting period that the year ended 30 Sep 2021, Mrs. Siripen Sukcharoenyingyong is the Certified Public Accountant who audited the Company's financial budget.

The Audit Committee deemed that during for the accounting period that the year ended 30<sup>th</sup> September 2021, the company had put in place the transparent, adequate and appropriate Internal Control Systems covering risky management and the company had established procedures that helped build confidence in Company's operation in accordance with the related laws by having good corporate governance along with the compilation and disclosure of adequate and reliable Company's financial report information.



**(Mr. Wanchai Umpungart)**

Chairman of Audit Committee

26<sup>th</sup> November 2021



## 8.2.2 Report of the Nomination Committee

Dear Shareholders of **Muramoto Electron (Thailand) Public Company Limited**

The Nomination Committee was established by the resolution of the Board of Directors. According to its charter, the Committee has the following scope, authority, duty, and responsibility functions.

- 1) To consider and propose the criteria for selecting a director and specifying the qualifications of any person to be nominated for a directorship as well as stipulating the nomination process.
- 2) To review annually the size and competition of the Board of Directors and to recommend any proposed changes.
- 3) To nominate suitable candidates for the Company's directorship and propose them to the Board of Directors in order to seek an approval at Shareholders' Meeting.
- 4) To provide minority shareholders with an opportunity to propose qualified persons for selection as directors, by providing advanced notice to allow sufficient time prior to the Shareholders' Meeting being held and manage such a mechanism accordingly.
- 5) To perform other tasks as designated by the Board of Directors.

The Committee consists of four directors, of which three are the independent directors. In 2021, the Committee held 2 meetings.

Concerning the candidate nomination for new director appointments in the Shareholders' Meeting in 2021, the Company invited shareholders to propose candidates for election to the Board. The policies and procedures to allow shareholders to propose candidates for the election of the Board were posted on the Company's website. However, there was no proposed candidate to the Committee from the shareholders. Therefore, the Committee reviewed those directors whose term expired by rotation in accordance with the Company's Articles of Association. The Committee has considered that those directors could continue to make further contribution to the Board and the Company.

The Committee performed its duties as assigned with prudence and care and adhered to the principle of good corporate governance in a manner deemed sufficient and appropriate for the equitable interest of all stakeholders.



**(Mr. Wanchai Umpungart)**

Chairman of the Nomination Committee



### 8.2.3 Report of the Corporate Governance Committee

Dear Shareholders of **Muramoto Electron (Thailand) Public Company Limited**

The Good Corporate Governance Committee has performed its responsibilities in compliance with the Good Corporate Governance Committee Charter approved by the Board of Directors.

In 2021, the Committee held 2 meetings and reviewed the Company's Good Corporate Governance Policy and its related policies to ensure the policies updated and in line with the related checklists of Thai Institute of Directors Association (IOD), the Stock Exchange of Thailand and the Thai Investors Association.

Starting from year 2016 the Company has been making continuous improvement of good corporate governance. In 2021, the Company received the top qualification, "Excellent" (5 stars).

In addition to that, the Good Corporate Governance Committee, based on the corruption risk assessment conducted by the Risk Management Committee as described in detail in the report of the Committee on this Annual Report (page. 63-68), also recommended the Company to improve anti-corruption measures including modification of the Anti-Corruption Policy wordings, preparation of relevant company regulations/guidelines and implementation of action programs.

The Good Corporate Governance Committee shall encourage and lead the Company to keep making its best efforts in improving good corporate governance practices further.



**(Mr. Yoichi Muramoto)**

Chairman of the Good Corporate Governance Committee

## 8.2.4 Report of Risk Management Committee

Dear Shareholders of **Muramoto Electron (Thailand) Public Company Limited**

The Company, **Muramoto Electron (Thailand) Public Company Limited**, realizes the importance of sustainable risk management covering most key risks that could affect the Company's business. The Committee's duties and responsibilities are to analyze and evaluate incurred or possibly incurred risks continuously and annually, develop and review risk management policies to keep risk at an acceptable level, establish risk management procedures according to the risk management policies and delegate the risk management to respective manages, review the effectiveness of the risk management procedures, and report to the Board of Directors up-dated situation of the risk management and progress of the risk management procedures together with results. The Committee may, when necessary, invite other persons, who are involved with or responsible for any matters related to the meeting agenda, to participate in the Risk Management Committee meeting. The Risk Management Committee meets at least once every year and provides a progress report to the Board of Directors for its acknowledgement.

The Risk Management Committee comprises three qualified Directors as follows :

- |                            |                           |
|----------------------------|---------------------------|
| 1. Mr. Shinichiro Yamamoto | Chairman of the Committee |
| 2. Mr. Ichiro Nishimura    | Member                    |
| 3. Mr. Tatsuya Awazu       | Member                    |

In 2021, the Risk Management Committee met on one occasion to analyze incurred or possibly incurred risks and develop and review risk management policies and procedures as well as their effectiveness. This time, the Risk Management Committee put a focus on an outbreak of a new coronavirus 2019 of **COVID-19**. To prepare and cope with such unexpected situations, the Risk Management Committee has established a policy.

The Risk Management Committee also monitors the situation and news closely.



**(Mr. Shinichiro Yamamoto)**

Chairman of the Risk Management Committee

#### 8.2.5. Report of Remuneration Committee

Dear Shareholders of **Muramoto Electron (Thailand) Public Company Limited**

The Remuneration Committee consists of four directors. The Committee's duty is to prepare policy and guidelines to designate appropriate remuneration of the Board of Directors and Chairman to be proposed to the Board of Directors and/or shareholders' meetings for approval.

In 2021, the Committee held 2 meetings. It considered and proposed to the Board of Directors the remuneration for Directors and Chairman by taking into the consideration of the outcomes from the Performance Assessments of the Board of Directors, the Sub-Committees and the Chairman as described in detail on "Management" section of this Annual Report.

The Committee performed its duties as assigned with prudence and care, and adhered to the principle of good governance in a manner deemed sufficient and appropriate for the equitable interest of all stakeholders.



**(Mr. Yoichi Muramoto)**

Chairman of the Remuneration Committee



### 8.3 Summary of the results of duty performance of subcommittees

#### Performance Assessment of the Sub-Committees

The Board of Directors conducts the annual assessment of sub-committees, Those Committees evaluate their own assessment following a preliminary format set by the Stock Exchange of Thailand (SET). The Company Secretary reports the result to the Board of Directors. The result of 2021 assessment is as follows :

Topic to be assessed	Full marks	Audit Committee	Good Corporate Governance Committee	Nomination Committee	Remuneration Committee	Risk Management Committee
1. Structure and qualification of the Committee	20	18	18	17	17	18
2. Meeting of the Committee	20	18	18	18	18	18
3. Roles, duties, and responsibilities of the Committee	60	56	57	54	54	54
<b>Total</b>	<b>100</b>	<b>92</b>	<b>93</b>	<b>89</b>	<b>89</b>	<b>90</b>

## 9. Internal Control and related Transaction

### 9.1 Internal Control

#### 9.1.1 The adequacy and appropriateness of the Company's internal control system

The Audit Committee has appraised the internal audit control system and operations of the Company. The Audit Committee concluded that there is no significant mistake in the internal audit control system, which would affect the financial statements of the Company. For the internal audit control system of the accounting section, the Auditor of the Muramoto Electron (Thailand) Public Company Limited has studied and appraised the efficiency of the internal audit control system of the accounting section. The Auditor found no significant weak point in the internal audit control system of the accounting section.

#### 9.1.2 Internal Control System

Internal Audit (I/A) Operation

The Company has the Internal Audit to supervise financial and operational activities. These ensure that these activities are conducted to achieve company objectives with the regulations specified by the Company and applicable laws. The Internal Audit is given total independence to conduct their duties, and they report directly to the Audit Committee. The system of internal control and supervision is ascertained and evaluated on a regular basis by an authorized auditor. So far, no significant mistake has been found in any operation process of the Company and every procedure is being carried out efficiently as planned.

The Audit Committee has appointed Mrs. Darunee Chang to the head of the Internal Audit.

#### 9.1.3 Audit Committee specify that in the event that the opinion differs from the opinion of the Board of Directors. Or the auditor has any observations about internal control

-None

#### 9.1.4 Manager of Internal Audit

The Audit committee meeting No.1/2021 on review the qualification, education degree and experience of Mrs. Darunee Chang and approved her appointment as Manager of Internal Audit, reporting directly to the Audit Committee

The Audit committee is responsible for proposing the appointment, transfer, removal, promotion, title promotion, and assessment of the Head of Internal audit to the board for its consideration and to the Chairman and COO her opinions to supplement the board's review.

## 9.2 Related party transactions

### Related persons and connected transaction

Responsible Directors of the Company

- 1) Mr. Yoichi Muramoto
- 2) Mr. Shinichiro Yamamoto

Relationship of the responsible Directors

Parent Company, Subsidiaries, and Associated Companies	Responsible Directors	Position of the Responsible Directors	Items/Associated Values
<b>1. Muramoto Industry Co., Ltd. (Japan) (Parent Company)</b>	1. Mr. Yoichi Muramoto  2. Mr. Shinichiro Yamamoto	- is the President of Muramoto Industry Co., Ltd. (Japan) and owns 1.46% shares  - is the managing director of Muramoto Industry Co., Ltd. (Japan)	- MIC is the major shareholder (71.33%) of METCO and provides technical and financial support Including assistance in marketing Development. - MIC acquires various parts, and other raw material from Japanese Manufacturers to sell to METCO - MIC is acting sales and marketing agent on case-by-case basis for METCO
<b>2. Muramoto Asia Pte., Ltd. (Singapore) (Associated)</b>	1. Mr. Yoichi Muramoto	- is the president of Muramoto Asia Pte., Ltd.	- Muramoto Asia Pte., Ltd. is in the same group as Muramoto Electron (Thailand) PLC. because Muramoto Industry Co., Ltd. owns its 100%.
<b>3. Muramoto Audio-Visual Philippines Inc. (Philippines) (Associated Company)</b>	1. Mr. Yoichi Muramoto	- is the chairman of Muramoto Audio-Visual Philippines Inc.	Muramoto Audio – Visual Philippines Inc. is 100% subsidiary of Muramoto Industry Co., Ltd. (Japan)



Parent Company, Subsidiaries, and Associated Companies	Responsible Directors	Position of the Responsible Directors	Items/Associated Values
<b>4. Sima Technology Co., Ltd. (Thailand) (Subsidiary)</b>	1. Mr. Yoichi Muramoto	- Is the director of Sima Technology Co., Ltd.	- Sima Technology Co., Ltd. is a subsidiary of Muramoto Electron (Thailand) PLC. which hold 99.99% of its shares. - Sima Technology Co., Ltd. manufactures and assembles Electrical parts and its related parts.
<b>5. P.T. Muramoto Elektronika Indonesia (Associated company)</b>	1. Mr. Shinichiro Yamamoto	- is the director of MEI	MEI is 99.99% subsidiary of MIC
<b>6. Muramoto Technics (Malaysia) Sdn., Bhd. (Associated Company)</b>			Muramoto Technics (Malaysia) Sdn., Bhd. is 100% subsidiary of Muramoto Asia Pte., Ltd. (Singapore)
<b>7. Muramoto USA. Inc. (USA) (Associated Company)</b>	1. Mr. Yoichi Muramoto	- is the president of MUI	Muramoto USA. Inc. is 100% subsidiary of Muramoto Industry Co., Ltd. (Japan) Muramoto USA. Inc. is sales agent on case-by-case basis for Muramoto group.
<b>8. Muramoto Manufacturing Europe S.R.O. (Czech) (Associated Company)</b>	1. Mr. Yoichi Muramoto	- is the Prokura of MME	- Muramoto manufacturing Europe S.R.O. is 100% subsidiary of Muramoto Industry Co., Ltd. (Japan)
<b>9. Muramoto Manufacturing De Mexico (Mexico) (Associated Company)</b>	1. Mr. Yoichi Muramoto	- is the president of MMM	- Muramoto Manufacturing De Mexico is 90% subsidiary of Muramoto USA Inc.

#### PARENT COMPANY, SUBSIDIARIES, AND ASSOCIATED COMPANIES

**MIC** = Muramoto Industry Co., Ltd.

**MTM** = Muramoto Technics (Malaysia) Sdn., Bhd.

**MEI** = P.T. Muramoto Elektronika Indonesia

**MAPLE** = Muramoto Audio-Visual Philippines Inc.

**MMM** = Muramoto Manufacturing De Mexico

**MME** = Muramoto Manufacturing Europe S.R.O.

**MUI** = Muramoto USA. Inc.

**MAP** = Muramoto Asia Pte., Ltd.

**SIMA** = Sima Technology Co., Ltd.

**METCO** = Muramoto Electron (Thailand) Public Company Limited.

**Related-party transactions (RPTs)**

The Company, its subsidiaries and associated companies have from time to time entered related-party transactions. The transactions include the buying or selling of produced goods, raw materials or fixed assets, other revenue, expense charges, dividend payments and other transactions that supported normal business activities. The selling and buying prices were in line with normal business rates or made with reference to the market price. All related-party transactions in 2021 were disclosed in Note No.5 in the financial statement for the year ended 30 September 2021, and both Board of Directors and the Audit Committee reviewed the transactions to ensure they were justified and appropriate.

**Related-party transaction policy**

The Board of Directors and the Audit Committee consider and give opinions about related-party transactions or transactions possibly causing conflicts of interest between the Company and its subsidiaries, associate companies and any other related persons by holding principles of prudence, rationality, fairness, consideration of stakeholders' involved interest, and disclosure of sufficient information to comply with rules and regulations of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC).

**Related-party transaction procedure**

In case the Company has any related-party transaction with any person or companies who has a conflict of interest with the Company, that transaction has to be consented by the Audit Committee and approved by the Board of Directors. The related-party transaction must comply with the rules and regulations of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC) relating to related-party transactions and the acquisition or disposal of assets. Any member of the Board of Directors who has an interest in any related-party transaction shall declare to the Audit Committee and the Board of Directors, and refrain from rendering any opinion or vote. In this regard, to approve the related-party transaction, the Company must comply with the procedure and process, considering the Company's optimal benefits, and treat that related-party transaction on the same basis as an outsider's transaction. If the Company has to perform any related-party transaction in future, the Company must strictly comply with the approval process as mentioned above. If such a related-party transaction is required to be considered and approved by the Audit Committee, it shall be examined and considered independently whether it is needed and appropriate. In case the Audit Committee has no expertise on the mentioned related-party transaction, the Company will appoint an independent expert or its external auditor to assist the Audit Committee in that process to obtain the most effective comment or information so that the Board of Directors, the Audit Committee, or the Shareholders can use it to support their decisions in each case. In addition, the Company will make disclosure of the transaction in the note to the Company's financial statements.

**Related-party transaction control and monitoring**

For regular transaction which mostly consists of transactions among the Company's group companies, the Company's management will set pricing policy to ensure buying and selling price based on market ones or normal trading conditions. In case the Company has to conduct any irregular transaction, the Company's Executive Director responsible for the administration will manage and control the transaction with the corporation of Company Secretary in order to ensure the implementation of transaction in line with related policies and regulations. The Internal Audit of the Company regularly reviews the related-party transactions. In addition, the Audit Committee generally reviews and discusses about the related-party transactions with the Company's external auditor in order to help protect conflicts of interest and see if the related-party transactions are adequately and properly disclosed.



The Parent Company, Subsidiaries and Associated Companies are not registered on overseas Stock Exchange Markets. The relationship between the Parent Company, Subsidiaries and Associated Companies is as follows.

	<b>Muramoto Industry Co., Ltd. (Parent Company)</b>	<b>Sima Technology Co., Ltd. (Subsidiary)</b>	<b>Muramoto Audio - Visual Philippines Inc. (Associated Company)</b>
<b>Nature of Business</b>	Manufactures Press part, Plastic parts, Dies, Mold and Procurement of Electronics Parts for Group Companies.	Manufacturing of Pressed Metal Parts, Plating and Assembling for Audio, Computer and Other Electrical Products for Home, Offices, Industrial Use Including Automobiles.	Manufactures Car Audio Mechanism, ATM Cassette and Digital Camera Parts
<b>Established</b>	1935	1995	1990
<b>Headquarter Location</b>	1-56, 3-CHOME, TAKATSUKADAI, NISHI-KU, KOBE, 651-2271 JAPAN	Amphur Pakthongchai, Nakomratchasima	FIRST STREET, BLOCK-A1, MACTAN ECONOMIC ZONE LAPU-LAPU CITY, CEBU, 6015, PHILIPPINES
<b>Registered Capital</b>	160 million Yen	300 million Baht	470 million Pesos
<b>Paid-up Capital</b>	80 million Yen	300 million Baht	470 million Pesos
<b>Major Shareholders</b>	Muramoto Industry Shareholders' Association made up of Directors 74.46% MURAMOTO FAMILY 14.37% Hajime Suda 6.56% Others 4.61%	Muramoto Electron (Thailand) PLC. 99.99%	MURAMOTO INDUSTRY CO., LTD. 100%
<b>The Board of Directors</b>	Mr.Yoichi Muramoto Mr. Shigeru Takamatsu Mr. Shinichiro Yamamoto	Mr. Kazunobu Kawabe Mr. Yoichi Muramoto	Mr. Yoichi Muramoto Mr. Hideyuki Kataoka Mr. Hideshi Ishikawa Mr. Masahiro Taruya Mr. Ikuo Kuribayashi
<b>Relationship in terms of mutual</b>	Holds 71.33% of shares in Muramoto Electron (Thailand) PLC.	Muramoto Electron (Thailand) PLC. holds 99.99% of shares	No mutual shareholding



	<b>Muramoto Industry Co., Ltd. (Parent Company)</b>	<b>Sima Technology Co., Ltd. (Subsidiary)</b>	<b>Muramoto Audio - Visual Philippines Inc. (Associated Company)</b>
<b>Business relations with Muramoto Electron (Thailand) PLC.</b>	Muramoto Industry Co., Ltd. (Japan) has signed contract to provide assistance in technology and business development with Muramoto Electron (Thailand) PLC. In addition, Muramoto Electron (Thailand) PLC. purchases materials and other parts from Muramoto Industry Co., Ltd. (Japan) who, in return, purchases parts manufactured by and from Muramoto Electron (Thailand) PLC.	Muramoto Electron (Thailand) PLC. sells PCB Parts and plastic parts to Sima Technology Co., Ltd. and purchases metal parts and plastic parts from them.	METCO sells plastic parts to MAPLE
<b>Trade Value with Muramoto Electron (Thailand) PLC.</b>			
<b>1 Oct. 18 - 30 Sep. 19</b>	<b>Purchase Value</b> 197.7 Million Baht <b>Selling Value</b> 117.5 Million Baht	<b>Purchase Value</b> 0.8 Million Baht <b>Selling Value</b> 33.3 Million Baht	<b>Purchase Value</b> 151.6 Million Baht <b>Selling Value</b> - Million Baht
<b>1 Oct. 19 – 30 Sep. 20</b>	<b>Purchase Value</b> 793.6 Million Baht <b>Selling Value</b> 185.4 Million Baht	<b>Purchase Value</b> 0.7 Million Baht <b>Selling Value</b> 83.7 Million Baht	<b>Purchase Value</b> 395.5 Million Baht <b>Selling Value</b> - Million Baht
<b>1 Oct. 20 – 30 Sep. 21</b>	<b>Purchase Value</b> 1,361.0 Million Baht <b>Selling Value</b> 124.6 Million Baht	<b>Purchase Value</b> - Million Baht <b>Selling Value</b> - Million Baht	<b>Purchase Value</b> 189.3 Million Baht <b>Selling Value</b> - Million Baht
<b>Relations in terms of Financial Support</b>	Stand surely for Muramoto Electron (Thailand) PLC.	No mutual financial support.	No mutual financial support.

	<b>Muramoto USA Inc. (Associated Company)</b>	<b>Muramoto Technics (Malaysia) Sdn., Bhd. (Associated Company)</b>	<b>P.T. Muramoto Elektronika Indonesia (Associated Company)</b>
<b>Nature of Business</b>	North American distributing Agent of group companies for automotive parts and other electronic parts	Manufactures TV Back Cover, Metal Chassis, Car Safety parts	Manufactures Complete set of Printer, Printer Mechanism Assembly, Parts of 2 and 4 Wheels Automobile
<b>Established</b>	1999	1996	1995
<b>Headquarter Location</b>	3760 CONVOY STREET, SUITE 219, SAN DIEGO, CALIFORNIA, 92111 USA	LOT 1863 JALAN COLLEGE 43300, SERI KEMBANGAN, SELANGOR, MALAYSIA	EAST JAKARTA INDUSTRIAL PARK, PLOT 9-J, CIKARANG SELATAN, BEKASI 17550 INDONESIA
<b>Registered Capital</b>	15 million US Dollars	10 million Malaysia Ringgit	10 million US Dollars
<b>Paid-up Capital</b>	15 million US Dollars	5 million Malaysia Ringgit	10 million US Dollars
<b>Major Shareholders</b>	MURAMOTO INDUSTRY CO., LTD. 100%	MURAMOTO ASIA PTE., LTD. 100 %	MURAMOTO INDUSTRY CO., LTD. 99.99 % OTHER 0.01 %
<b>The Board of Directors</b>	MR. YOICHI MURAMOTO MR. EIKI KITAMURA	MR. KOJI EJIRI MR. YAP TOON CHOY	MR. MASAYA HASHIMOTO MR. SHINICHIRO YAMAMOTO
<b>Relationship in terms of mutual</b>	No mutual shareholding	No mutual shareholding	No mutual shareholding
<b>Business relations with Muramoto Electron (Thailand) PLC.</b>	METCO sells Display car audio unit, press parts and plastic parts to MUI		
<b>Trade Value with Muramoto Electron (Thailand) PLC.</b>			
<b>1 Oct. 18 - 30 Sep. 19</b>	<b>Purchase Value</b> 380.2 Million Baht <b>Selling Value</b> - Million Baht	<b>Purchase Value</b> - Million Baht <b>Selling Value</b> - Million Baht	<b>Purchase Value</b> - Million Baht <b>Selling Value</b> - Million Baht
<b>1 Oct. 19 - 30 Sep. 20</b>	<b>Purchase Value</b> 165.8 Million Baht <b>Selling Value</b> 0.7 Million Baht	<b>Purchase Value</b> - Million Baht <b>Selling Value</b> - Million Baht	<b>Purchase Value</b> - Million Baht <b>Selling Value</b> - Million Baht
<b>1 Oct. 20 - 30 Sep. 21</b>	<b>Purchase Value</b> 103.1 Million Baht <b>Selling Value</b> - Million Baht	<b>Purchase Value</b> - Million Baht <b>Selling Value</b> - Million Baht	<b>Purchase Value</b> - Million Baht <b>Selling Value</b> - Million Baht
<b>Relations in terms of Financial Support</b>	No mutual financial support.	No mutual financial support.	No mutual financial support.

	<b>Muramoto Manufacturing Europe S.R.O. (Associated Company)</b>	<b>Muramoto Manufacturing De Mexico (Associated Company)</b>	<b>Muramoto Asia Pte., Ltd. (Associated Company)</b>
<b>Nature of Business</b>	Manufacture Indoor,Outdoor Unit Parts for Air Condition, Car Audio, EGR Cooler, and Medical Equipment Assembly	Service Company for MUI's Mexican operation	Import, Export, VMI of electronic parts, Metal Press Parts and Plastic Molding parts
<b>Established</b>	2005	2006	1990
<b>Headquarter Location</b>	SKANDINAVSKA 991, 267 53 ZEBRAK, CZECH REPUBLIC	TRES SUR NO.9071, CIUDAD INDUSTRIAL TIJUANA, B.C. 22444, MAXICO	5 Tampines Central 6, #03-38 Telepark, Singapore 529482
<b>Registered Capital</b>	400 million CZK	8,000 MXN	4 million Singapore Dollars
<b>Paid-up Capital</b>	400 million CZK	8,000 MXN	3.7 million Singapore Dollars
<b>Major Shareholders</b>	MURAMOTO INDUSTRY CO., LTD. 100%	MURAMOTO USA Inc. 90% MR. YOICHI MURAMOTO 10%	MURAMOTO INDUSTRY CO., LTD. 100%
<b>The Board of Directors</b>	MR. AKIRA TATSUMI MR. YOICHI MURAMOTO PROKURA	MR. YOICHI MURAMOTO MR. EIKI KITAMURA	MR.YOICHI MURAMOTO MS. SHARON WONG
<b>Relationship in terms of mutual</b>	No mutual shareholding	No mutual shareholding	No mutual shareholding
<b>Business relations with Muramoto Electron (Thailand) PLC.</b>	METCO sells medical equipment parts to MME	-	METCO sells Keyless entry transmitter to MAP and purchase electrical parts from them.
<b>Trade Value with Muramoto Electron (Thailand) PLC.</b>			
<b>1 Oct. 18 - 30 Sep. 19</b>	<b>Purchase Value</b> - Million Baht <b>Selling Value</b> - Million Baht	<b>Purchase Value</b> - Million Baht <b>Selling Value</b> - Million Baht	<b>Purchase Value</b> 999.7 Million Baht <b>Selling Value</b> - Million Baht
<b>1 Oct. 19 - 30 Sep. 20</b>	<b>Purchase Value</b> - Million Baht <b>Selling Value</b> - Million Baht	<b>Purchase Value</b> - Million Baht <b>Selling Value</b> - Million Baht	<b>Purchase Value</b> 808.0 Million Baht <b>Selling Value</b> - Million Baht
<b>1 Oct. 20 - 30 Sep. 21</b>	<b>Purchase Value</b> - Million Baht <b>Selling Value</b> - Million Baht	<b>Purchase Value</b> - Million Baht <b>Selling Value</b> - Million Baht	<b>Purchase Value</b> 526.8 Million Baht <b>Selling Value</b> - Million Baht
<b>Relations in terms of Financial Support</b>	No mutual financial support.	No mutual financial support.	No mutual financial support.



#### **9.2.1 Necessity and rationality the transactions**

At the Audit Committee Meeting of the Company has considered the related party transactions of the Group were necessary and beneficial to be executed to support normal business course of the Company and conditions in these related party transactions were made on the basis of normal business conditions would execute with contractual parties under the same circumstance and as long as there are no influence persons having potential conflict of interest.

#### **9.2.2 Measures or procedures for approving related party transactions**

At the Board of Directors' meeting of the Company, the measure and procedures for the approval of related party transactions between the Company, subsidiaries, and any party with potential conflict of interest with the Company, the Company and subsidiaries must comply with the Securities and Exchange Act, regulations, notifications and orders of the Capital Market Supervisory Board. The stakeholders will not be able to participate in the approval process. Regarding to the law that requires related party transactions to be approved by the Board of Directors, the Company will arrange for the Audit Committee to attend the meeting to consider and comment on the necessity and reasons of the transaction.

#### **9.2.3 Policy and tendency of future related party transactions**

The company will proceed in accordance with the securities and Exchange Act Including the regulations, announcements and orders of the Capital Market Supervisory Board and the Stock Exchange of Thailand, including compliance with the disclosure requirements of the connected transaction of the Company or subsidiaries in accordance with accounting standards prescribed by the Federation of Accounting Professions under the Royal Patronage.

#### Non-compliance item and reason

Non-compliance item	Reason for the non-compliance
Does the company prepare an integrated report?	The Company has not yet prepared the sustainability report in form of Integrated Report. However, the Company has prepared a chapter in its 56-1 One report covering its CSR activities in accordance with the CSR-DIW Reporting Guideline.
Does the company offer multiple channels of access to corporate information? - Analyst briefings or SET's opportunity day. - Press briefings or press release pertaining to the company's financial performance.	The Company has been preparing a section conducting a briefing for the purpose of investor relations. The Company could start, as the first trial, joining SET's Opportunity Day in 2021.
Does the company disclose the details of the Chairman (CEO) compensation?	Since the Company's Chairman receives remuneration only based on his status as an employee of the Company and its parent company for which he works as President as well. As the Executive Directors of the Company, their remuneration is presented to every shareholder's meeting as zero and amount for its approval. Therefore, the Board of Directors has an opinion that the disclosure of Chairman as only for the employee status is highly sensitive and not deemed indispensable according to the Good Corporate Governance principles.
Does the company have a compliance unit?	Although the Company has not yet established an organization called Compliance unit, it has, since 2016, encouraged number of relevant departments to improve their performance according to the best practice of Good Corporate Governance. Now that the Company has reached Recognition Level 5 "Excellent" in 2021 assessment, it is considering set-up Compliance Unit.

Non-compliance item	Reason for the non-compliance
<p>Appointment of the Remuneration Committee.</p> <ul style="list-style-type: none"> <li>- Is the Committee composed of a majority of independent directors (more than 50%)?</li> <li>- Is the Chairman of the Committee an independent director?</li> </ul>	<p>The Company's Director remuneration is set only for non-Executive because Executive Director receives his/her one only as an employee of the Company (remuneration as director is zero). Therefore, the Board of Directors has established the Remuneration Committee consisting of only Executive Directors. The Committee is appropriate for considering and proposing the remuneration for Non-Executive Directors including Independent Directors of the Company.</p>
<p>Does the Nomination Committee comprise entirely of independent directors?</p>	<p>The Board of Directors has established the Nomination Committee and appointed four Directors as its member consisting of three Independent Directors and one Executive Director. Since the Board of the Company normally consists of some Executive Directors representing its group companies, the Executive Director of the Committee, who has a similar background, is expected to take a role in the Committee of coordinating search and selection of candidates from the group companies.</p>



## **PART 3**

# **FINANCIAL STATEMENTS**

### **Responsibility of the Board of Directors for the Financial Statements**

**As at 30<sup>th</sup> September 2021**

The Board of Directors of **Muramoto Electron (Thailand) Public Company Limited** is responsible for the consolidated and separate financial statement of the Company and its subsidiary in accordance with Thailand's generally accepted accounting principles.

The Board of Directors has assigned the Audit Committee. The Committee is composed of all Independent Directors who review all points of the statement, notes to the statement and internal control system to ensure that accounting records are sufficiently reliable to provide for the financial statements.

The Board of Directors is of the opinion that **Muramoto Electron (Thailand) Public Company Limited** and its subsidiary internal control system are adequate and appropriate and reasonably assure the creditability of the financial statement as at 30<sup>th</sup> September 2021.



**(Mr. Yoichi Muramoto)**  
Chairman

**Muramoto Electron (Thailand) Public Company Limited  
and its Subsidiary**

Financial statements for the year ended  
30 September 2021  
and  
Independent Auditor's Report

## **Independent Auditor's Report**

### **To the Shareholders of Muramoto Electron (Thailand) Public Company Limited**

#### *Opinion*

I have audited the consolidated and separate financial statements of Muramoto Electron (Thailand) Public Company Limited and its subsidiary (the "Group") and of Muramoto Electron (Thailand) Public Company Limited (the "Company"), respectively, which comprise the consolidated and separate statements of financial position as at 30 September 2021, the consolidated and separate statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and separate financial statements present fairly, in all material respects, the financial position of the Group and the Company, respectively, as at 30 September 2021 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

#### *Basis for Opinion*

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



### *Key Audit Matters*

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of my audit of the consolidated and separate financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Valuation of inventories	
Refer to Notes 4 (f) and 8 to the financial statements.	
The key audit matter	How the matter was addressed in the audit
The products of the Group are metal and plastic parts for automobile electronic equipment and office automation appliances which are subject to rapid technological developments. Having substantial inventories may result in an increased risk of obsolescence and deterioration in the quality of raw materials, parts and manufactured products during storage. The carrying value of inventories is significant and the net realisable value of inventories requires management's discretion and judgment. Therefore, I considered this as a key audit matter.	<p>My audit procedures included obtaining an understanding of the Group's approach for determining the net realisable value, the Group's inventory management policies through inquiry of management responsible for this area and test of design and implementation of controls regarding the approval of reports about slow moving inventory and net realizable values.</p> <p>I tested the slow-moving inventory reports on mathematical accuracy. I tested the correctness of the reports by checking the details against supporting documents for a sample. I observed inventories at the end of the year and compared the stock write-off in the current year with the allowance of decline in value for slow-moving of prior year.</p> <p>In addition, I tested the net realisable value by sampling the actual selling prices during the post-year-end period with supporting documents and the estimated costs to make the sale. I also assessed the adequacy of disclosures in accordance with Thai Financial Reporting Standards.</p>

### *Other Information*

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and separate financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

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

In connection with my audit of the consolidated and separate financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the correction be made.

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

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

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and 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 Group and the Company or to cease operations, or has no realistic alternative but to do so.

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

*Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements*

My objectives are to obtain reasonable assurance about whether the consolidated and separate 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 TSAs 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 consolidated and separate financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and separate 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 Group's and 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 Group's and 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 consolidated and separate 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 Group and the Company to cease to continue as a going concern.



- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

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 those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. I describe these matters 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.



(Siripen Sukcharoenyingyong)  
Certified Public Accountant  
Registration No. 3636

KPMG Phoomchai Audit Ltd.  
Bangkok  
26 November 2021



**Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**

**Statements of financial position**

Assets	Note	Consolidated		Separate	
		financial statements		financial statements	
		30 September		30 September	
		2021	2020	2021	2020
		(in Baht)			
Current assets					
Cash and cash equivalents	6	2,427,162,985	2,518,240,563	2,091,954,413	2,227,121,161
Trade accounts receivable	5, 7	1,861,998,773	1,852,411,332	1,420,681,415	1,523,789,793
Other receivables	5	203,465,492	104,726,405	183,554,206	93,994,194
Inventories	8	1,554,249,065	1,191,279,037	1,103,691,092	802,953,426
Total current assets		6,046,876,315	5,666,657,337	4,799,881,126	4,647,858,574
Non-current assets					
Investment in subsidiary	9	-	-	299,998,000	299,998,000
Property, plant and equipment	10	2,483,707,498	2,152,184,205	1,864,451,120	1,517,326,077
Intangible assets		19,375,755	18,199,213	15,903,467	13,676,388
Deferred tax assets	17	32,489,189	8,648,382	15,878,265	-
Other non-current assets		12,443,636	13,261,995	4,567,636	5,541,995
Total non-current assets		2,548,016,078	2,192,293,795	2,200,798,488	1,836,542,460
Total assets		8,594,892,393	7,858,951,132	7,000,679,614	6,484,401,034

The accompanying notes form an integral part of these financial statements.

# Muramoto Electron (Thailand) Public Company Limited and its Subsidiary

## Statements of financial position

Liabilities and equity	Note	Consolidated financial statements		Separate financial statements	
		30 September		30 September	
		2021	2020	2021	2020
		(in Baht)			
<b>Current liabilities</b>					
Trade accounts payable	5	1,551,182,265	1,449,562,213	1,258,540,705	1,277,377,249
Other payables	5	320,953,606	252,318,502	251,248,045	224,164,131
Payable for property, plant and equipment	5	38,200,266	47,803,708	30,888,561	46,953,167
Current portion of lease liabilities	11	89,109,069	53,892,992	17,528,527	-
Current income tax payable		66,833,954	12,590,031	51,687,634	5,505,325
<b>Total current liabilities</b>		<b>2,066,279,160</b>	<b>1,816,167,446</b>	<b>1,609,893,472</b>	<b>1,553,999,872</b>
<b>Non-current liabilities</b>					
Lease liabilities	11	185,006,707	122,646,805	37,947,733	-
Deferred tax liabilities	17	-	9,524,160	-	9,524,160
Non-current provisions for employee benefits	12	371,231,548	378,726,232	302,668,824	319,114,462
<b>Total non-current liabilities</b>		<b>556,238,255</b>	<b>510,897,197</b>	<b>340,616,557</b>	<b>328,638,622</b>
<b>Total liabilities</b>		<b>2,622,517,415</b>	<b>2,327,064,643</b>	<b>1,950,510,029</b>	<b>1,882,638,494</b>
<b>Equity</b>					
Share capital					
Authorised share capital (23,898 thousand ordinary shares, par value at Baht 10 per share)		238,981,000	238,981,000	238,981,000	238,981,000
Issued and paid-up share capital (20,898 thousand ordinary shares, par value at Baht 10 per share)		208,981,000	208,981,000	208,981,000	208,981,000
Share premium					
Share premium on ordinary shares	13	653,700,000	653,700,000	653,700,000	653,700,000
Retained earnings					
Appropriated					
Legal reserve	14	25,000,000	25,000,000	25,000,000	25,000,000
Unappropriated		5,084,693,978	4,644,205,489	4,162,488,585	3,714,081,540
<b>Total equity</b>		<b>5,972,374,978</b>	<b>5,531,886,489</b>	<b>5,050,169,585</b>	<b>4,601,762,540</b>
<b>Total liabilities and equity</b>		<b>8,594,892,393</b>	<b>7,858,951,132</b>	<b>7,000,679,614</b>	<b>6,484,401,034</b>

The accompanying notes form an integral part of these financial statements.

**Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**

**Statements of comprehensive income**

		Consolidated		Separate	
		financial statements		financial statements	
		Year ended 30 September		Year ended 30 September	
	Note	2021	2020	2021	2020
		(in Baht)			
Revenue					
Revenue from sale of goods	5, 15	17,013,023,426	11,613,823,349	14,464,606,987	9,720,138,004
Dividend income	5, 9	-	-	49,999,667	49,999,667
Other income	5	141,129,037	154,169,803	115,580,031	144,721,082
Total revenue		17,154,152,463	11,767,993,152	14,630,186,685	9,914,858,753
Expenses					
Cost of sale of goods	5, 16	15,601,014,861	10,983,887,889	13,188,545,518	9,187,478,873
Distribution costs	5, 16	387,891,345	167,006,375	367,128,814	152,871,295
Administrative expenses	5, 16	398,379,950	332,374,866	322,066,993	293,252,313
Finance costs		6,539,599	4,528,147	843,501	-
Total expenses		16,393,825,755	11,487,797,277	13,878,584,826	9,633,602,481
Profit before income tax expense		760,326,708	280,195,875	751,601,859	281,256,272
Tax expense	17	118,546,174	30,004,199	106,205,437	19,664,261
Profit for the year		641,780,534	250,191,676	645,396,422	261,592,011
Other comprehensive income					
Items that will not be reclassified to profit or loss					
Gain on remeasurements of defined benefit plans	12	9,611,610	37,005,896	14,989,529	37,307,062
Income tax on other comprehensive income		(1,922,322)	(7,461,412)	(2,997,906)	(7,461,412)
Other comprehensive income for the year, net of tax		7,689,288	29,544,484	11,991,623	29,845,650
Total comprehensive income for the year		649,469,822	279,736,160	657,388,045	291,437,661
Basic earnings per share (in Baht)	18	30.71	11.97	30.88	12.52

The accompanying notes form an integral part of these financial statements.



**Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**  
**Statements of changes in equity**

	Note	Issued and paid-up share capital	Share premium	Consolidated financial statements			Total equity
				Retained earnings		Unappropriated	
				Legal reserve			
				(in Baht)			
Year ended 30 September 2020							
Balance at 1 October 2019		208,981,000	653,700,000	25,000,000	4,573,450,662	5,461,131,662	
Transactions with owners, recorded directly in equity							
Distributions to owners of the parent							
Dividends	19	-	-	-	(208,981,333)	(208,981,333)	
Total distributions to owners of the parent		-	-	-	(208,981,333)	(208,981,333)	
Comprehensive income for the year							
Profit		-	-	-	250,191,676	250,191,676	
Other comprehensive income		-	-	-	29,544,484	29,544,484	
Total comprehensive income for the year		-	-	-	279,736,160	279,736,160	
Balance at 30 September 2020							
		208,981,000	653,700,000	25,000,000	4,644,205,489	5,531,886,489	

The accompanying notes form an integral part of these financial statements.

**Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**  
**Statements of changes in equity**

Consolidated financial statements						
	Note	Issued and paid-up share capital	Share premium	Retained earnings		Total equity
				Legal reserve <i>(in Baht)</i>	Unappropriated	
Year ended 30 September 2021						
Balance at 1 October 2020		208,981,000	653,700,000	25,000,000	4,644,205,489	5,531,886,489
Transactions with owners, recorded directly in equity						
<i>Distributions to owners of the parent</i>						
Dividends	19	-	-	-	(208,981,333)	(208,981,333)
<i>Total distributions to owners of the parent</i>		-	-	-	(208,981,333)	(208,981,333)
Comprehensive income for the year						
Profit		-	-	-	641,780,534	641,780,534
Other comprehensive income		-	-	-	7,689,288	7,689,288
Total comprehensive income for the year		-	-	-	649,469,822	649,469,822
Balance at 30 September 2021		208,981,000	653,700,000	25,000,000	5,084,693,978	5,972,374,978

The accompanying notes form an integral part of these financial statements.

**Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**  
**Statements of changes in equity**

Separate financial statements						
	Note	Issued and paid-up share capital	Share premium	Retained earnings		Total equity
				Legal reserve <i>(in Baht)</i>	Unappropriated	
Year ended 30 September 2020						
Balance at 1 October 2019		208,981,000	653,700,000	25,000,000	3,631,624,879	4,519,305,879
Transactions with owners, recorded directly in equity						
<i>Distributions to owners</i>						
Dividends	19	-	-	-	(208,981,000)	(208,981,000)
<i>Total distributions to owners</i>		-	-	-	(208,981,000)	(208,981,000)
Comprehensive income for the year						
Profit		-	-	-	261,592,011	261,592,011
Other comprehensive income		-	-	-	29,845,650	29,845,650
<b>Total comprehensive income for the year</b>		-	-	-	<b>291,437,661</b>	<b>291,437,661</b>
Balance at 30 September 2020						
		208,981,000	653,700,000	25,000,000	3,714,081,540	4,601,762,540

The accompanying notes form an integral part of these financial statements.



**Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**  
**Statements of changes in equity**

	Note	Separate financial statements					Total equity
		Issued and paid-up share capital	Share premium	Retained earnings		Unappropriated	
				Legal reserve			
(in Baht)							
Year ended 30 September 2021							
Balance at 1 October 2020		208,981,000	653,700,000	25,000,000	3,714,081,540		4,601,762,540
Transactions with owners, recorded directly in equity							
Distributions to owners							
Dividends	19	-	-	-	(208,981,000)		(208,981,000)
Total distributions to owners		-	-	-	(208,981,000)		(208,981,000)
Comprehensive income for the year							
Profit		-	-	-	645,396,422		645,396,422
Other comprehensive income		-	-	-	11,991,623		11,991,623
Total comprehensive income for the year		-	-	-	657,388,045		657,388,045
Balance at 30 September 2021		208,981,000	653,700,000	25,000,000	4,162,488,585		5,050,169,585

The accompanying notes form an integral part of these financial statements.

# Muramoto Electron (Thailand) Public Company Limited and its Subsidiary

## Statements of cash flows

	Consolidated		Separate	
	financial statements		financial statements	
	Year ended 30 September		Year ended 30 September	
Note	2021	2020	2021	2020
	(in Baht)			
Cash flows from operating activities				
Profit for the year	641,780,534	250,191,676	645,396,422	261,592,011
Adjustments to reconcile profit to cash receipts				
Tax expense	118,546,174	30,004,199	106,205,437	19,664,261
Finance costs	6,539,599	4,528,147	843,501	-
Depreciation and amortisation	409,335,393	369,089,393	269,120,599	237,225,608
Unrealised gain on exchange rate	(14,604,711)	(30,226,397)	(11,838,125)	(26,309,343)
Reversal of loss on inventories devaluation	(983,606)	(6,852,393)	(590,743)	(5,669,567)
(Gain) loss on disposal of property, plant and equipment	6,711,085	(19,027,871)	6,711,728	(20,746,238)
Employee benefit expenses	12 29,814,106	32,616,734	24,624,017	27,169,603
Dividend income	5 -	-	(49,999,667)	(49,999,667)
	1,197,138,574	630,323,488	990,473,169	442,926,668
Changes in operating assets and liabilities				
Trade accounts receivable	(4,754,547)	(448,111,549)	107,828,984	(472,274,836)
Other receivables	(100,494,208)	(1,841,159)	(89,536,625)	(23,695,171)
Inventories	(361,986,422)	(157,664,103)	(300,146,923)	(176,972,093)
Other non-current assets	802,804	(1,162,440)	958,804	(1,297,440)
Trade accounts payable	107,212,687	532,786,225	(24,054,556)	545,122,693
Other payables	68,700,731	24,833,043	27,000,473	31,615,936
Employee benefit paid	12 (27,697,180)	(16,295,918)	(26,080,126)	(13,456,116)
Tax paid	(97,811,003)	-	(88,423,459)	-
Net cash from operating activities	781,111,436	562,867,587	598,019,741	331,969,641

The accompanying notes form an integral part of these financial statements.

# Muramoto Electron (Thailand) Public Company Limited and its Subsidiary

## Statements of cash flows

	Consolidated		Separate		
	financial statements		financial statements		
	For the year ended 30 September		For the year ended 30 September		
	Note	2021	2020	2021	2020
		(in Baht)			
<i>Cash flows from investing activities</i>					
Proceeds from sale of property, plant and equipment		4,760,884	27,187,482	4,760,234	22,396,363
Acquisition of property, plant and equipment		(572,386,630)	(244,432,297)	(561,006,722)	(205,717,524)
Acquisition of intangible assets		(12,792,919)	(6,797,720)	(11,661,920)	(2,607,720)
Dividends received		-	-	49,999,667	49,999,667
<b>Net cash used in investing activities</b>		<b>(580,418,665)</b>	<b>(224,042,535)</b>	<b>(517,908,741)</b>	<b>(135,929,214)</b>
<i>Cash flows from financing activities</i>					
Payment of lease liabilities		(87,346,987)	(50,895,982)	(17,848,831)	-
Dividends paid	19	(208,981,333)	(208,981,333)	(208,981,000)	(208,981,000)
Financial cost paid		(6,539,599)	(4,528,147)	(843,501)	-
<b>Net cash used in financing activities</b>		<b>(302,867,919)</b>	<b>(264,405,462)</b>	<b>(227,673,332)</b>	<b>(208,981,000)</b>
Net increase (decrease) in cash and cash equivalents,					
before effect of exchange rates changes		(102,175,148)	74,419,590	(147,562,332)	(12,940,573)
Effect of exchange rate changes on cash and					
cash equivalents		11,097,570	25,120,533	12,395,584	24,538,713
<b>Net increase (decrease) in cash and cash equivalents</b>		<b>(91,077,578)</b>	<b>99,540,123</b>	<b>(135,166,748)</b>	<b>11,598,140</b>
Cash and cash equivalents at the beginning of the year		2,518,240,563	2,418,700,440	2,227,121,161	2,215,523,021
<b>Cash and cash equivalents at the end of the year</b>	6	<b>2,427,162,985</b>	<b>2,518,240,563</b>	<b>2,091,954,413</b>	<b>2,227,121,161</b>

The accompanying notes form an integral part of these financial statements.



**Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**

**Notes to the financial statements**

**For the year ended 30 September 2021**

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**Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**  
**Notes to the financial statements**  
**For the year ended 30 September 2021**

These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorized for issue by the Board of Directors on 26 November 2021.

**1 General information**

Muramoto Electron (Thailand) Public Company Limited, the “Company”, is incorporated in Thailand and was listed on the Stock Exchange of Thailand in August 1992. The Company’s registered office at No. 886 Ramindhra Road, Khwaeng Kannayao, Khet Kannayao, Bangkok 10230, Thailand. Its plants are located at 1 Mu 6 Bangna-Trat Road Km.25, Tambol Bangsaowthong, Amphur Bangsaowthong, Samutprakarn 10570 and 99/7 Mu 3 Bangna-Trat Road Km.23, Tambol Bangsaowthong, Amphur Bangsaowthong, Samutprakarn 10570.

The parent company during the financial year was Muramoto Industry Co., Ltd. (incorporated in Japan).

The principal activities of the Company are manufacturing of metal and plastic parts for audio/visual equipment and electronic equipment for automobiles and office automation appliances. Details of the Company’s subsidiary is given in note 9.

**2 Basis of preparation of the financial statements**

*(a) Statement of compliance*

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRS”), guidelines promulgated by the Federation of Accounting Professions and applicable rules and regulations of the Thai Securities and Exchange Commission.

The Group has initially applied revised TFRS that are effective for annual periods beginning on or after 1 October 2020 and disclosed impact from changes in accounting policies in note 3.

*(b) Functional and presentation currency*

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

*(c) Use of judgements and estimates*

The preparation of financial statements in conformity with TFRS requires management to make judgements, estimates and assumptions that affect the application of the Group’s accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively. Relevant information is included in the note 12 Key actuarial assumptions.

## Muramoto Electron (Thailand) Public Company Limited and its Subsidiary

### Notes to the financial statements

For the year ended 30 September 2021

### 3 Changes in accounting policies

From 1 October 2020, the Group has initially applied TFRS - Financial instruments standards which have no material impact on the financial statements and adopted TFRS 16 *Leases* on contracts previously identified as leases according to TAS 17 *Leases* and TFRIC 4 *Determining whether an arrangement contains a lease* using the modified retrospective approach.

Previously, the Group, as a lessee, recognised payments made under operating leases in profit or loss on a straight-line basis over the term of the lease. Under TFRS 16, the Group assesses whether a contract is, or contains, a lease. If a contract contains lease and non-lease components, the Group allocates the consideration in the contract based on stand-alone selling price (transaction price). As at 1 October 2020, the Group and the Company recognised right-of-use assets and lease liabilities, as a result, the nature of expenses related to those leases was changed because the Group recognised depreciation of right-of-use assets and interest expense on lease liabilities. Right-of-use assets are presented in property, plant and equipment. Financial lease liabilities from prior year are presented in lease liabilities.

On transition, the Group also elected to use the following practical expedients:

- do not recognise right-of-use assets and lease liabilities for leases with less than 12 months of lease term;
- do not recognise right-of-use assets and lease liabilities for low value amount; and
- apply a single discount rate to a portfolio of leases with similar characteristics.

	<b>Consolidated financial statements</b>	<b>Separate financial statements</b>
	<i>(in thousand Baht)</i>	
<b><i>Impact from the adoption of TFRS 16</i></b>		
<b><i>At 1 October 2020</i></b>		
Increase in property, plant and equipment	34,044	30,679
Increase in lease liabilities	34,044	30,679
<b><i>Measurement of lease liability</i></b>		
Operating lease commitment as disclosed at 30 September 2020	49,539	44,099
Recognition exemption for short-term leases	(8,461)	(7,758)
Recognition exemption for leases of low-value assets	(5,283)	(4,738)
	<b>35,795</b>	<b>31,603</b>
Present value of remaining lease payments, discounted using the incremental borrowing rate at 1 October 2020	34,044	30,679
Finance lease liabilities recognised as at 30 September 2020	176,540	-
<b>Lease liabilities recognised at 1 October 2020</b>	<b>210,584</b>	<b>30,679</b>
Weighted-average incremental borrowing rate (% per annum)	<b>1.30, 1.74</b>	<b>1.74</b>

Right-of-use assets and lease liabilities shown above were presented as part of Electronic parts for automotive business and Electronic parts for office automation business segments, respectively.



## **Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**

### **Notes to the financial statements**

**For the year ended 30 September 2021**

#### **4 Significant accounting policies**

The accounting policies set out below have been applied consistently to all periods presented in these financial statements except as explained in note 3.

##### **(a) Basis of consolidation**

The consolidated financial statements relate to the Company and its subsidiary (together referred to as the "Group").

###### *Subsidiary*

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

###### *Transactions eliminated on consolidation*

Intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated on consolidation.

##### **(b) Foreign currencies**

Transactions in foreign currencies are translated to the respective functional currencies at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate at the reporting date.

##### **(c) Financial instruments**

###### *Accounting policies applicable from 1 October 2020*

###### *(c.1) Classification and measurement*

Financial assets and financial liabilities (except trade accounts receivable (see note 4(c))) are initially recognised when the Group becomes a party to the contractual provisions of the instrument, and measured at fair value, taking into account for transaction costs that are directly attributable to its acquisition, except for financial assets measured at FVTPL, which are initially and subsequently measured at fair value, and any transaction costs that are directly attributable to its acquisition are recognised in profit or loss.

On initial recognition, a financial asset is classified as measured at: amortised cost; fair value through other comprehensive income (FVOCI); or fair value through profit or loss (FVTPL). Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

On initial recognition, financial liabilities are classified as measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

## **Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**

### **Notes to the financial statements**

**For the year ended 30 September 2021**

Financial assets measured at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by expected credit losses. Interest income, foreign exchange gains and losses, expected credit loss, gain or loss on derecognition are recognised in profit or loss.
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#### *(c.2) Derecognition and offsetting*

The Group derecognises a financial asset when the contractual rights to receive the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

The Group derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Group also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

The difference between the carrying amount extinguished and the consideration received or paid is recognised in profit or loss.

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and the Group intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

#### *(c.3) Derivatives*

Derivative are recognised at fair value and remeasured at fair value at each reporting date. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss.

#### *Accounting policies applicable before 1 October 2020*

##### *Derivatives*

Derivatives are used to manage exposure to foreign exchange arising from operational in a hedge of the variability in exchange rate. The derivative held is forward exchange contracts which is not recognised in the financial statements at the contract date.

##### *Forward exchange contracts*

Forward exchange contracts are the hedging instrument in a hedge of variability in exchange rates of future foreign currency transactions. The difference between the contractual forward rate and the actual rate at maturity date of the contract is recognised in profit and loss when incurred.

#### *(d) Cash and cash equivalents*

Cash and cash equivalents comprise cash balances, call deposits and highly liquid short-term investments. Bank overdrafts that are repayable on demand are a component of cash and cash equivalents for the purpose of the statement of cash flows.



## **Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**

### **Notes to the financial statements**

**For the year ended 30 September 2021**

#### **(e) Trade accounts receivable**

A trade receivable is recognised when the Group has an unconditional right to receive consideration. If revenue has been recognised before the Group has an unconditional right to receive consideration, the amount is presented as a contract asset.

A trade receivable is measured at transaction price less allowance for expected credit loss (2020: *allowance for doubtful accounts which is determined based on an analysis of payment histories*). Bad debts are written off when incurred.

The Group estimates lifetime expected credit losses (ECLs), using a provision matrix to find ECLs rate. This method groups the debtors based on shared credit risk characteristics and past due status, taking into account historical credit loss data, adjusted for factors that are specific to the debtors and an assessment of both current economic conditions and forward-looking general economic conditions at the reporting date.

#### **(f) Inventories**

Inventories are measured at the lower of cost and net realisable value.

Costs of raw materials and supplies are calculated using the first in first out principle. Cost of inventories comprises all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition. In the case of manufactured inventories and work-in-progress, cost is calculated using standard cost adjusted to approximate average cost, includes an appropriate share of production overheads based on normal operating capacity.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs to complete and to make the sale.

#### **(g) Investments**

##### *Investments in subsidiary*

Investments in subsidiary in the separate financial statements of the Company are accounted for using the cost method.

#### **(h) Property, plant and equipment**

Property, plant and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the assets to a working condition for their intended use, the costs of dismantling and removing the items and restoring the site on which they are located, and capitalised borrowing costs. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Any gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment, and are recognised in profit or loss.



## **Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**

### **Notes to the financial statements**

**For the year ended 30 September 2021**

#### *Subsequent costs*

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item when the future economic benefits embodied within the part will flow to the Group, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

#### *Depreciation*

Depreciation is calculated based on the depreciable amount of buildings and equipments, which comprises the cost of an asset less its residual value, and recognised in profit or loss using a straight-line basis over the estimated useful lives of each component of an asset. Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate. No depreciation is provided on freehold land or construction in progress.

The estimated useful lives are as follows:

Land improvements	10, 20 years
Buildings and structures	4 - 31 years
Machinery and equipment	2 - 20 years
Transportation equipment	5 years
Furniture, fixtures and office equipment	3, 5 years

#### **(i) Intangible assets**

Intangible assets that have finite useful lives are measured at cost less accumulated amortisation and accumulated impairment losses. Subsequent expenditure is capitalised only when it will generate the future economic benefits.

Amortisation is based on the cost of the asset less its residual value, and is recognised in profit or loss on a straight-line basis over the estimated useful lives of intangible assets from the date that they are available for use, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset. Amortisation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

The estimated useful lives are as follows:

Software licences	3, 5 years
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#### **(j) Leases**

##### ***Accounting policies applicable from 1 October 2020***

At inception of a contract, the Group assesses that a contract is, or contains, a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At commencement or on modification of a contract, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices of each component. For the leases of, the Group has elected not to separate non-lease components and accounted for the lease and non-lease components wholly as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date except for leases of low-value assets and short-term leases which is recognised as an expense on a straight-line basis over the lease term.

## **Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**

### **Notes to the financial statements**

**For the year ended 30 September 2021**

Right-of-use asset is measured at cost, less any accumulated depreciation and impairment loss, and adjusted for any remeasurements of lease liability. The cost of right-of-use asset includes the initial amount of the lease liability adjusted for any prepaid lease payments, plus any initial direct costs incurred. Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term.

The lease liability is initially measured at the present value of all lease payments that shall be paid under the lease. The Group uses the Group's incremental borrowing rate to discount the lease payments to the present value. The Group determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the asset leased.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in lease term, change in lease payments. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

#### ***Accounting policies applicable before 1 October 2020***

Leases in terms of which the Group substantially assumes all the risk and rewards of ownership are classified as finance leases. Property, plant and equipment acquired by way of finance leases is capitalised at the lower of its fair value and the present value of the minimum lease payments at the inception of the lease, less accumulated depreciation and impairment losses. Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged directly to the profit or loss.

Assets held under other leases were classified as operating leases and lease payments are recognised in profit or loss on a straight-line basis over the term of the lease.

#### ***(k) Impairment of non-financial assets***

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated. For intangible assets that have indefinite useful lives or are not yet available for use, the recoverable amount is estimated each year at the same time.

An impairment loss is recognised in profit or loss if the carrying amount of an asset exceeds its recoverable amount, unless it reverses a previous revaluation credited to equity, in which case it is charged to equity.

The recoverable amount is the greater of the asset's value in use and fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

Impairment losses of assets recognised in prior periods is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.



**Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**  
**Notes to the financial statements**  
**For the year ended 30 September 2021**

**(l) Employee benefits**

*Defined contribution plans*

Obligations for contributions to defined contribution plans are expensed as the related service is provided.

*Defined benefit plans*

The Group's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior periods. The defined benefit obligations is discounted to the present value, which performed annually by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognized immediately in OCI.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

*Short-term employee benefits*

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

**(m) Provisions**

A provision is recognised if, as a result of a past event, the Group has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as a finance cost.

**(n) 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 market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable input.



## **Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**

### **Notes to the financial statements**

#### **For the year ended 30 September 2021**

The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Group measures assets and asset positions at a bid price and liabilities and liability positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price - i.e. the fair value of the consideration given or received.

#### **(o) Revenue**

Revenue is recognised when a customer obtains control of the goods in an amount that reflects the consideration to which the Group expects to be entitled, excluding those amounts collected on behalf of third parties, value added tax and is after deduction of any trade discounts.

Revenue from sales of goods is recognised on the date on which the goods are delivered to the customers. For the sales that permit the customers to return the goods, the Group estimates the returns based on the historical return data, does not recognise revenue for this transaction and remains recognition of inventory for the estimated products to be returned.

#### **(p) Other income**

Other income, which comprises dividend, interest income and others is generally recognised based on accrual basis, except for dividend income which is recognised in profit or loss on the date on which the Group's right to receive payment is established.

#### **(q) Interest**

##### ***Accounting policies applicable from 1 October 2020***

Interest income and expense is recognised in profit or loss using the effective interest method. In calculating interest income and expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability.

##### ***Accounting policies applicable before 1 October 2020***

Interest income is recognised in profit or loss at the rate specified in the contract.

Interest expenses and similar costs are charged to profit or loss for the period in which they are incurred, except to the extent that they are capitalised as being directly attributable to the acquisition, construction or production of an asset which necessarily takes a substantial periods of time to be prepared for its intended use or sale.

#### **(r) Income tax**

Income tax expense for the year comprises current and deferred tax, which is recognised in profit or loss except to the extent that they relate to items recognised directly in equity or in other comprehensive income.

Current tax is recognised in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

## Muramoto Electron (Thailand) Public Company Limited and its Subsidiary

### Notes to the financial statements

For the year ended 30 September 2021

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the temporary differences the initial recognition of assets or liabilities in a transaction that affects neither accounting nor taxable profit or loss; and differences relating to investments in subsidiaries to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Current deferred tax assets and liabilities are offset in separate financial statements.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

*(s) Earnings per share*

Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the period, adjusted for own shares held.

*(t) Related parties*

A related party is a person or entity that has direct or indirect control or joint control, or has significant influence over the financial and managerial decision-making of the Group; a person or entity that are under common control or under the same significant influence as the Group; or the Group has direct or indirect control or joint control or has significant influence over the financial and managerial decision-making of a person or entity.

*(u) Segment reporting*

Segment results that are reported to the Group's CEO (the chief operating decision maker) include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

## 5 Related parties

Relationship with subsidiary is described in note 9. Other related parties that the Group had significant transactions with during the year were as follows:

Name of entities	Country of incorporation	Nature of relationships
Muramoto Industry Co., Ltd.	Japan	Parent of the group, some common directors
Muramoto Asia Pte Ltd.	Singapore	Parent is major shareholder, common director
Muramoto USA Inc.	USA	Parent is major shareholder, common director
Muramoto Audio-Visual Philippines Inc.	Philippines	Parent is major shareholder, common director

**Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**  
**Notes to the financial statements**  
**For the year ended 30 September 2021**

Name of entities	Country of incorporation	Nature of relationships
Key management personnel		Persons having authority and responsibility for planning directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of the Group/ Company.

<i>Significant transactions with related parties</i> <i>Year ended 30 September</i>	<b>Consolidated</b> <b>financial statements</b>		<b>Separate</b> <b>financial statements</b>	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
<b>Parent</b>				
Sales of goods	1,360,970	793,685	1,360,357	793,635
Purchases of goods and fixed assets	128,051	187,657	124,626	185,467
Service fees	266,706	136,083	264,374	134,825
Technical fees	9,713	5,014	7,493	4,726
Other income	3,489	364	3,489	315
<b>Subsidiary</b>				
Sales of goods	-	-	185	709
Purchases of goods and fixed assets	-	-	131,112	83,789
Dividend income	-	-	50,000	50,000
Other income	-	-	-	38
<b>Other related parties</b>				
Sales of goods	819,180	1,369,399	819,180	1,369,399
Other income	-	1,477	-	1,477
<b>Key management personnel</b>				
Key management personnel compensation				
Short-term employee benefits	63,336	59,735	32,692	37,911
Post-employment benefits	117	117	56	57
Total key management personnel compensation	<u>63,453</u>	<u>59,852</u>	<u>32,748</u>	<u>37,968</u>

Balances as at 30 September with related parties were as follows:

<i>Trade accounts receivable</i>	<b>Consolidated</b> <b>financial statements</b>		<b>Separate</b> <b>financial statements</b>	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
Parent	307,455	220,556	307,455	220,556
Subsidiary	-	-	9	61
Other related parties	37,511	227,703	37,511	227,703
<b>Total</b>	<u>344,966</u>	<u>448,259</u>	<u>344,975</u>	<u>448,320</u>



## Muramoto Electron (Thailand) Public Company Limited and its Subsidiary

### Notes to the financial statements

For the year ended 30 September 2021

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
	(in thousand Baht)			
<b>Other receivables</b>				
Parent	30	-	30	-
Subsidiary	-	-	34	40
Other related parties	1	-	1	-
<b>Total</b>	<b>31</b>	<b>-</b>	<b>65</b>	<b>40</b>
<b>Trade accounts payable</b>				
Parent	10,247	12,844	9,788	12,630
Subsidiary	-	-	22,080	22,023
Other related parties	709	-	709	-
<b>Total</b>	<b>10,956</b>	<b>12,844</b>	<b>32,577</b>	<b>34,653</b>
<b>Other payables</b>				
Parent	60,180	45,207	58,059	44,159
Other related parties	226	37	226	37
<b>Total</b>	<b>60,406</b>	<b>45,244</b>	<b>58,285</b>	<b>44,196</b>
<b>Other payables for property, plant and equipment</b>				
Parent	17,870	-	16,304	-
<b>Total</b>	<b>17,870</b>	<b>-</b>	<b>16,304</b>	<b>-</b>

#### Significant agreements with related parties

As at 30 September 2021, the parent company has guaranteed USD 6.1 million (equivalent to Baht 207.95 million) and Baht 775 million of credit facilities extended by the financial institutions to the Company (30 September 2020: USD 6.1 million (equivalent to Baht 194.14 million) and Baht 775 million).

#### Service agreements

The Company and its subsidiary have entered into service agreements with the parent company whereby the parent company agrees to provide full assistance and furnish the Company and its subsidiary with all technical advice and business support for the production and marketing of electronic parts. Under the term of the agreements, the Company agrees to pay a fee equal to 1% - 2% and the subsidiary agrees to pay a fee equal to 0.75% of total sales in each fiscal year. The agreements are automatically renewed on a year-to-year basis, unless either of the parties hereto gives the other party prior written notice.

The Company has entered into providing Enterprise Resource Planning (ERP) service agreement with the parent company. The parent company had purchased ERP system which would be able to improve productivity by simplifying manufacturing processes and save cost. The parent company grant the company permission to use ERP system through the cloud service and the Company use ERP service such as Accounting, Financial, Material management, Production, Planning & Control and Sales & distribution operation under the term of the agreement, the Company agrees to pay the service fee according to the size of using. The agreement shall be one year and shall be extended automatically for successive periods of one year each unless either party gives the other party notice of non-extension in writing at least thirty days prior to the expiration of the original or any extended term of this Agreement.

**Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**  
**Notes to the financial statements**  
**For the year ended 30 September 2021**

**6 Cash and cash equivalents**

	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
Cash on hand	382	467	152	239
Cash at banks	2,426,781	2,517,774	2,091,802	2,226,882
<b>Total</b>	<b>2,427,163</b>	<b>2,518,241</b>	<b>2,091,954</b>	<b>2,227,121</b>

**7 Trade accounts receivable**

	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
<i>At 30 September</i>				
Within credit terms	1,861,146	1,831,735	1,419,828	1,503,114
Overdue:				
1 - 30 days	15	6,191	15	6,191
61 - 90 days	-	9,310	-	9,310
91 - 365 days	-	5,175	-	5,175
More than 365 days	838	-	838	-
<b>Total</b>	<b>1,861,999</b>	<b>1,852,411</b>	<b>1,420,681</b>	<b>1,523,790</b>

**8 Inventories**

	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
Raw materials	718,836	455,023	539,281	328,477
Work in process	279,906	234,849	149,178	120,878
Finished goods	466,824	435,638	364,733	321,212
Supplies	65,264	43,917	55,391	28,434
Goods in transit	61,621	61,038	31,714	41,149
	1,592,451	1,230,465	1,140,297	840,150
Less allowance for decline in value	(38,202)	(39,186)	(36,606)	(37,197)
<b>Net</b>	<b>1,554,249</b>	<b>1,191,279</b>	<b>1,103,691</b>	<b>802,953</b>
Inventories recognised in 'cost of sales of goods':				
- Cost	15,601,999	10,990,740	13,189,137	9,193,149
- Reversal of write-down	(984)	(6,852)	(591)	(5,670)
<b>Net</b>	<b>15,601,015</b>	<b>10,983,888</b>	<b>13,188,546</b>	<b>9,187,479</b>

## Muramoto Electron (Thailand) Public Company Limited and its Subsidiary

### Notes to the financial statements

For the year ended 30 September 2021

#### 9 Investment in subsidiary

	Ownership interest		Paid-up capital		Cost method		Dividend income for the year	
	2021	2020	2021	2020	2021	2020	2021	2020
	(%)				(in thousand Baht)			
Subsidiary								
Sima Technology Co.,Ltd.	99.99	99.99	300,000	300,000	299,998	299,998	50,000	50,000

Subsidiary engages in manufacture of electronic parts and was incorporated in Thailand. It isn't publicly listed consequently do not has published price quotation.



**Notes to the financial statements**  
**For the year ended 30 September 2021**

Consolidated financial statements								
	Land	Land improvements	Buildings and structures	Machinery & equipment <i>(in thousand Bakt)</i>	Transportation equipment	Furniture, fixtures and office equipment	Construction in progress	Total
<i>Cost</i>								
At 1 October 2019	278,500	41,943	3,381,034	6,095,033	8,009	117,804	46,646	9,968,969
Additions	-	-	9,704	190,268	-	8,272	147,121	355,365
Transfers, net	-	-	4,917	117,738	-	2,866	(125,521)	-
Disposals	-	-	(6,620)	(314,393)	(1,191)	(1,555)	-	(323,759)
<b>At 30 September 2020 and 1 October 2020</b>	<b>278,500</b>	<b>41,943</b>	<b>3,389,035</b>	<b>6,088,646</b>	<b>6,818</b>	<b>127,387</b>	<b>68,246</b>	<b>10,000,575</b>
Recognition of right-of-use asset on initial application of TFRS 16 <i>(see note 3)</i>	10,379	-	-	1,082	22,583	-	-	34,044
<b>At 1 October 2020 - as adjusted</b>	<b>288,879</b>	<b>41,943</b>	<b>3,389,035</b>	<b>6,089,728</b>	<b>29,401</b>	<b>127,387</b>	<b>68,246</b>	<b>10,034,619</b>
Additions	133,850	6,000	5,867	134,707	49,117	15,148	361,967	706,656
Transfers, net	-	-	81,800	82,015	-	332	(164,147)	-
Disposals	-	-	(10,862)	(58,616)	(70)	(154)	-	(69,702)
<b>At 30 September 2021</b>	<b>422,729</b>	<b>47,943</b>	<b>3,465,840</b>	<b>6,247,834</b>	<b>78,448</b>	<b>142,713</b>	<b>266,066</b>	<b>10,671,573</b>
<i>Depreciation and impairment losses</i>								
At 1 October 2019	-	39,258	2,231,877	5,424,237	7,967	100,295	-	7,803,634
Depreciation charge for the year	-	914	109,238	238,029	25	12,150	-	360,356
Disposals	-	-	(3,308)	(309,578)	(1,191)	(1,522)	-	(315,599)
<b>At 30 September 2020 and 1 October 2020</b>	<b>-</b>	<b>40,172</b>	<b>2,337,807</b>	<b>5,352,688</b>	<b>6,801</b>	<b>110,923</b>	<b>-</b>	<b>7,848,391</b>
Depreciation charge for the year	2,542	1,377	107,163	258,948	18,414	9,261	-	397,705
Disposals	-	-	(3,193)	(54,821)	(62)	(154)	-	(58,230)
<b>At 30 September 2021</b>	<b>2,542</b>	<b>41,549</b>	<b>2,441,777</b>	<b>5,556,815</b>	<b>25,153</b>	<b>120,030</b>	<b>-</b>	<b>8,187,866</b>

**Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**  
**Notes to the financial statements**  
**For the year ended 30 September 2021**

	Consolidated financial statements					
	Land	Land improvements	Buildings and structures	Machinery & equipment	Transportation equipment	Furniture, fixtures and office equipment
				<i>(in thousand Baht)</i>		
						<b>Total</b>
<i>Net book value</i>						
<b>At 30 September 2020</b>						
Owned assets	278,500	1,771	1,047,616	572,740	17	16,464
Assets under finance leases	-	-	3,612	163,218	-	-
	<b>278,500</b>	<b>1,771</b>	<b>1,051,228</b>	<b>735,958</b>	<b>17</b>	<b>16,464</b>
						<b>1,985,354</b>
						<b>166,830</b>
						<b>2,152,184</b>
<b>At 30 September 2021</b>						
Owned assets	412,350	6,394	1,021,273	497,231	77	22,337
Right-of-use assets	7,837	-	2,790	193,788	53,218	346
	<b>420,187</b>	<b>6,394</b>	<b>1,024,063</b>	<b>691,019</b>	<b>53,295</b>	<b>22,683</b>
						<b>266,066</b>
						<b>2,225,728</b>
						<b>257,979</b>
						<b>2,483,707</b>

The gross amount of the Group's fully depreciated property, plant and equipment that was still in use as at 30 September 2021 amounted to Baht 5,407 million (2020: Baht 5,047 million).

**Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**

**Notes to the financial statements**

**For the year ended 30 September 2021**

	Separate financial statements					
	Land	Land improvements	Buildings and structures	Machinery & equipment (in thousand Baht)	Furniture, fixtures and office equipment	Construction in progress
<b>Cost</b>						<b>Total</b>
At 1 October 2019	246,807	41,943	2,343,745	4,194,377	101,560	6,980,145
Additions	-	-	2,153	119,917	7,789	236,616
Transfers, net	-	-	4,782	77,924	2,866	-
Disposals	-	-	(1,955)	(306,515)	(1,413)	(311,074)
<b>At 30 September 2020 and 1 October 2020</b>	<b>246,807</b>	<b>41,943</b>	<b>2,348,725</b>	<b>4,085,703</b>	<b>110,802</b>	<b>6,905,687</b>
Recognition of right-of-use asset on initial application of TFRS 16 (see note 3)	10,379	-	-	-	-	30,679
<b>At 1 October 2020 - as adjusted</b>	<b>257,186</b>	<b>41,943</b>	<b>2,348,725</b>	<b>4,085,703</b>	<b>110,802</b>	<b>6,936,366</b>
Additions	133,850	6,000	2,998	65,175	13,952	587,588
Transfers, net	-	-	81,205	46,390	269	-
Disposals	-	-	(10,862)	(58,616)	(39)	(69,587)
<b>At 30 September 2021</b>	<b>391,036</b>	<b>47,943</b>	<b>2,422,066</b>	<b>4,138,652</b>	<b>124,984</b>	<b>7,454,367</b>
<b>Depreciation and impairment losses</b>						
At 1 October 2019	-	39,258	1,552,114	3,784,991	86,467	5,467,875
Depreciation charge for the year	-	914	60,488	158,016	10,478	229,910
Disposals	-	-	(865)	(305,987)	(1,381)	(309,424)
<b>At 30 September 2020 and 1 October 2020</b>	<b>-</b>	<b>40,172</b>	<b>1,611,737</b>	<b>3,637,020</b>	<b>95,564</b>	<b>5,388,361</b>
Depreciation charge for the year	2,542	1,377	61,499	169,999	8,583	259,670
Disposals	-	-	(3,193)	(54,821)	(39)	(58,115)
<b>At 30 September 2021</b>	<b>2,542</b>	<b>41,549</b>	<b>1,670,043</b>	<b>3,752,198</b>	<b>104,108</b>	<b>5,589,916</b>



## Notes to the financial statements

During 2021, the Group leased buildings and structures, machinery & equipment and furniture, fixtures and office equipment for 3 years to 5 years and paid fixed lease payment over the lease term. These payment terms are common in Thailand.

## Muramoto Electron (Thailand) Public Company Limited and its Subsidiary

### Notes to the financial statements

For the year ended 30 September 2021

<i>Year ended 30 September</i>	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
<b>Amounts recognised in profit or loss</b>				
Depreciation of right-of-use assets:				
- Land	2,542	-	2,542	-
- Buildings and structures	822	-	-	-
- Machinery & equipment	58,092	-	-	-
- Transportation equipment	18,389	-	15,652	-
- Furniture, fixtures and office equipment	40	-	-	-
Interest on lease liabilities	6,540	-	844	-
Expenses relating to short-term leases and leases of low-value assets	18,241	-	16,616	-

In 2021, total cash outflow for leases of the Group and the Company were Baht 93.9 million and Baht 18.7 million, respectively.

## 11 Interest-bearing liabilities

	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
Lease liabilities (2020: Finance lease liabilities)	274,116	176,540	55,476	-
<b>Total interest-bearing liabilities</b>	<b>274,116</b>	<b>176,540</b>	<b>55,476</b>	<b>-</b>

As at 30 September 2021, the Company has unutilised credit facilities (short-term loan, bank overdraft and letter of guarantee) of Baht 1,579 million (2020: Baht 1,565 million).

<i>Finance lease liabilities</i>	<b>Consolidated financial statements</b>		
	Minimum lease payments	Interest	Present value of minimum lease payments
	<i>(in thousand Baht)</i>		
<b>At 30 September 2020</b>			
Within 1 year	57,937	4,044	53,893
1 - 5 years	127,950	5,303	122,647
<b>Total</b>	<b>185,887</b>	<b>9,347</b>	<b>176,540</b>

**Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**  
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**12 Non-current provisions for employee benefits**

	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
Post-employment benefits	<u>371,232</u>	<u>378,726</u>	<u>302,669</u>	<u>319,114</u>

***Defined benefit plan***

The Group and the Company operate a defined benefit plans based on the requirement of Thai Labour Protection Act B.E. 2541 (1998) to provide retirement benefits to employees based on pensionable remuneration and length of service. The defined benefit plans expose the Group to actuarial risks, such as longevity risk, currency risk and interest rate risk and market (investment) risk.

<b><i>Present value of the defined benefit obligations</i></b>	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
At the beginning of the year	378,726	399,411	319,114	342,708
<b>Include in profit or loss</b>				
Current service cost	23,648	26,699	19,412	22,119
Interest on obligation	5,584	5,918	4,630	5,050
Curtailment loss	<u>583</u>	<u>-</u>	<u>583</u>	<u>-</u>
	<u>29,815</u>	<u>32,617</u>	<u>24,625</u>	<u>27,169</u>
<b>Included in other comprehensive income</b>				
Actuarial loss (gain)				
- Financial assumptions	(17,722)	(26,140)	(13,959)	(29,620)
- Experience adjustment	<u>8,110</u>	<u>(10,866)</u>	<u>(1,031)</u>	<u>(7,687)</u>
	<u>(9,612)</u>	<u>(37,006)</u>	<u>(14,990)</u>	<u>(37,307)</u>
Benefit paid	<u>(27,697)</u>	<u>(16,296)</u>	<u>(26,080)</u>	<u>(13,456)</u>
	<u>(27,697)</u>	<u>(16,296)</u>	<u>(26,080)</u>	<u>(13,456)</u>
<b>At the end of the year</b>	<b><u>371,232</u></b>	<b><u>378,726</u></b>	<b><u>302,669</u></b>	<b><u>319,114</u></b>

<b><i>Principal actuarial assumptions</i></b>	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
Discount rate	2.0, 2.1	1.5, 1.6	2.0	1.5
Future salary growth	2.5, 4.0	2.5, 4.0	4.0	4.0
Employee turnover	0 - 17.0	0 - 20.0	0 - 17.0	0 - 20.0

Assumptions regarding future mortality have been based on published statistics and mortality tables.

At 30 September 2021, the weighted-average duration of the defined benefit obligation were during 10 to 11 years (2020: 13 to 14 years).



**Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**  
**Notes to the financial statements**  
**For the year ended 30 September 2021**

*Sensitivity analysis*

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

<i>Effect to the defined benefit obligation At 30 September</i>	<b>Consolidated financial statements</b>			
	<i>0.5% increase in assumption</i>		<i>0.5% decrease in assumption</i>	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
Discount rate	(16,716)	(17,766)	17,962	19,132
Future salary growth	16,649	17,986	(15,658)	(16,886)
Employee turnover	(16,489)	(17,489)	9,619	10,444

<i>Effect to the defined benefit obligation At 30 September</i>	<b>Separate financial statements</b>			
	<i>0.5% increase in assumption</i>		<i>0.5% decrease in assumption</i>	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
Discount rate	(13,220)	(14,352)	14,199	15,441
Future salary growth	13,172	14,347	(12,396)	(13,485)
Employee turnover	(13,019)	(14,101)	7,518	8,300

### 13 Share capital

*Share premium*

Section 51 of the Public Companies Act B.E. 2535 requires companies to set aside share subscription monies received in excess of the par value of the shares issued to a reserve account ("share premium"). Share premium is not available for dividend distribution.

### 14 Legal reserve

Section 116 of the Public Companies Act B.E. 2535 requires that a public company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward, to a reserve account ("legal reserve"), until this account reaches an amount not less than 10% of the registered authorised capital. The legal reserve is not available for dividend distribution.

### 15 Segment information and disaggregation of revenue

Management determined that the Group has three reportable segments which are the Group's strategic divisions for different products, and are managed separately because they require different technology and marketing strategies. The following summary describes the operations in each of the Group's reportable segments.

- *Segment 1* Electric parts for automotive business
- *Segment 2* Electronic parts for office automation business
- *Segment 3* Other business

Each segment's performance is measured based on segment profit before tax, as included in the internal management reports that are reviewed by the Group's CODM. Segment profit before tax is used to measure performance as management believes that such information is the most relevant in evaluating the results of certain segments relative to other entities that operate within these industries. Inter-segment pricing is determined on an arm's length basis.

## For the year ended 30 September 2021

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## Notes to the financial statements

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## Muramoto Electron (Thailand) Public Company Limited and its Subsidiary

### Notes to the financial statements

For the year ended 30 September 2021

#### Reconciliations of reportable segment assets and liabilities

	Consolidated financial statements			
	Assets		Liabilities	
	2021	2020	2021	2020
	(in million Baht)			
Reportable segments	4,984	5,196	1,723	1,450
Other unallocated amounts	3,611	2,663	900	877
<b>Total</b>	<b>8,595</b>	<b>7,859</b>	<b>2,623</b>	<b>2,327</b>

#### Geographical information

Segments 1,2 and 3 are managed on a worldwide basis but operate manufacturing facilities and sales offices in Thailand.

#### Major customer

Revenues from three customers of the Group's Electronic parts for automotive, Electronic parts for office automation and other electronic parts segments represents approximately Baht 13,613 million (2020: Baht 8,163 million) of the Group's total revenue.

#### Promotional privileges

The Company has been granted promotional certificates by the Office of the Board of Investment for manufacturing of metal, plastic, and assembly parts of electronic parts. The Company has been granted several privileges including exemption import duty of necessary material used in production of promoted products for export and exception from payment of import duty on machinery approved by the Board throughout the period of the privileges.

The subsidiary has been granted promotional certificates by the Office of the Board of Investment for manufacturing of electronic parts. The subsidiary has been granted several privileges including exemption from certain taxes for a period of eight years from the date of commencement of promoted revenue. As a promoted company, the subsidiary company must comply with certain terms and conditions prescribed in the promotional certificate.

## 16 Expenses by nature

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
	(in thousand Baht)			
Changes in inventories of finished goods and work in progress	76,243	110,889	71,821	119,029
Raw materials and consumables used	12,327,427	8,286,199	10,764,113	7,161,102
Employee benefit expenses	2,107,630	1,709,900	1,688,582	1,395,092
Depreciation and amortisation	409,335	369,089	269,121	237,226
Service fees	272,006	136,083	269,942	134,825
Transportation expenses	59,724	29,251	52,206	26,731
Professional fees	9,534	10,376	6,063	5,841
Lease-related expenses				
(2020: Rental expenses)	31,401	46,888	29,558	40,701
Others	1,093,986	784,594	726,335	513,055
<b>Total cost of sales of goods, distribution costs and administrative expenses</b>	<b>16,387,286</b>	<b>11,483,269</b>	<b>13,877,741</b>	<b>9,633,602</b>

**Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**  
**Notes to the financial statements**  
**For the year ended 30 September 2021**

**17 Income tax**

<i>Income tax recognised in profit or loss</i>	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
<b>Current tax expense</b>				
Current year	153,833	16,438	134,605	8,584
	<b>153,833</b>	<b>16,438</b>	<b>134,605</b>	<b>8,584</b>
<b>Deferred tax expense</b>				
Movements in temporary differences	(35,287)	13,566	(28,400)	11,080
	<b>118,546</b>	<b>30,004</b>	<b>106,205</b>	<b>19,664</b>

<b>Consolidated financial statements</b>						
	Before tax	2021 Tax expense	Net of tax	Before tax	2020 Tax expense	Net of tax
			<i>(in thousand Baht)</i>			
<b>Income tax</b>						
<i>Recognised in other comprehensive income</i>						
Defined benefit plan actuarial gains	9,612	(1,923)	7,689	37,006	(7,461)	29,545
<b>Total</b>	<b>9,612</b>	<b>(1,923)</b>	<b>7,689</b>	<b>37,006</b>	<b>(7,461)</b>	<b>29,545</b>

<b>Separate financial statements</b>						
	Before tax	2021 Tax expense	Net of tax	Before tax	2020 Tax expense	Net of tax
			<i>(in thousand Baht)</i>			
<b>Income tax</b>						
<i>Recognised in other comprehensive income</i>						
Defined benefit plan actuarial gains	14,990	(2,998)	11,992	37,307	(7,461)	29,846
<b>Total</b>	<b>14,990</b>	<b>(2,998)</b>	<b>11,992</b>	<b>37,307</b>	<b>(7,461)</b>	<b>29,846</b>

# Muramoto Electron (Thailand) Public Company Limited and its Subsidiary

## Notes to the financial statements

For the year ended 30 September 2021

### Reconciliation of effective tax rate

	Consolidated financial statements				Separate financial statements			
	2021	2020	2021	2020	2021	2020	2021	2020
	Rate (%)	(in thousand Baht)	Rate (%)	(in thousand Baht)	Rate (%)	(in thousand Baht)	Rate (%)	(in thousand Baht)
Profit before income tax expense		<u>760,327</u>		<u>280,196</u>		<u>751,602</u>		<u>281,256</u>
Income tax using the Thai corporation tax rate	20	152,065	20	56,039	20	150,320	20	56,251
Income not subject to tax		-		-		(10,000)		(10,000)
Expenses additionally deductible for tax purposes		(1,150)		(6,306)		(1,150)		(6,306)
Expenses not deductible for tax purposes and others		8,763		3,156		1,907		2,253
Temporary difference which no deferred tax was recognised		-		7,094		-		6,224
Temporary difference which deferred tax was recognised		(41,132)		-		(34,872)		-
Utilisation of previous tax losses		-		(29,979)		-		(28,758)
<b>Total</b>	<b>16</b>	<b><u>118,546</u></b>	<b>11</b>	<b><u>30,004</u></b>	<b>14</b>	<b><u>106,205</u></b>	<b>7</b>	<b><u>19,664</u></b>

Deferred tax At 30 September	Consolidated financial statements			
	Assets		Liabilities	
	2021	2020	2021	2020
		(in thousand Baht)		
Total	82,722	42,315	(50,233)	(43,191)
Set off of tax	(50,233)	(33,667)	50,233	33,667
<b>Net deferred tax assets (liabilities)</b>	<b><u>32,489</u></b>	<b><u>8,648</u></b>	<b><u>-</u></b>	<b><u>(9,524)</u></b>

Deferred tax At 30 September	Separate financial statements			
	Assets		Liabilities	
	2021	2020	2021	2020
		(in thousand Baht)		
Total	67,924	36,390	(52,046)	(45,914)
Set off of tax	(52,046)	(36,390)	52,046	36,390
<b>Net deferred tax assets (liabilities)</b>	<b><u>15,878</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>(9,524)</u></b>



# Muramoto Electron (Thailand) Public Company Limited and its Subsidiary

## Notes to the financial statements

For the year ended 30 September 2021

	At the beginning of the year	Consolidated financial statements (Charged) / Credited to		At the end of the year
		Profit or loss (in thousand Baht)	Other comprehensive income	
<b>Deferred tax</b>				
<b>2021</b>				
<b>Deferred tax assets</b>				
Inventories	5,508	1,813	-	7,321
Non-current provisions for employee benefits	36,807	39,362	(1,923)	74,246
Lease liabilities	-	1,155	-	1,155
<b>Total</b>	<b>42,315</b>	<b>42,330</b>	<b>(1,923)</b>	<b>82,722</b>
<b>Deferred tax liabilities</b>				
Property, plant and equipment	(43,080)	(7,153)	-	(50,233)
Lease liabilities	(111)	111	-	-
<b>Total</b>	<b>(43,191)</b>	<b>(7,042)</b>	<b>-</b>	<b>(50,233)</b>
<b>Net</b>	<b>(876)</b>	<b>35,288</b>	<b>(1,923)</b>	<b>32,489</b>
<b>2020</b>				
<b>Deferred tax assets</b>				
Inventories	5,693	(185)	-	5,508
Non-current provisions for employee benefits	49,260	(4,992)	(7,461)	36,807
<b>Total</b>	<b>54,953</b>	<b>(5,177)</b>	<b>(7,461)</b>	<b>42,315</b>
<b>Deferred tax liabilities</b>				
Property, plant and equipment	(34,691)	(8,389)	-	(43,080)
Finance lease liabilities	(111)	-	-	(111)
<b>Total</b>	<b>(34,802)</b>	<b>(8,389)</b>	<b>-</b>	<b>(43,191)</b>
<b>Net</b>	<b>20,151</b>	<b>(13,566)</b>	<b>(7,461)</b>	<b>(876)</b>
<b>Separate financial statements</b>				
<b>(Charged) / Credited to</b>				
	At the beginning of the year			At the end of the year
		Profit or loss (in thousand Baht)	Other comprehensive income	
<b>Deferred tax</b>				
<b>2021</b>				
<b>Deferred tax assets</b>				
Inventories	5,508	1,813	-	7,321
Non-current provisions for employee benefits	30,882	32,650	(2,998)	60,534
Lease liabilities	-	69	-	69
<b>Total</b>	<b>36,390</b>	<b>34,532</b>	<b>(2,998)</b>	<b>67,924</b>
<b>Deferred tax liabilities</b>				
Property, plant and equipment	(45,914)	(6,132)	-	(52,046)
<b>Total</b>	<b>(45,914)</b>	<b>(6,132)</b>	<b>-</b>	<b>(52,046)</b>
<b>Net</b>	<b>(9,524)</b>	<b>28,400</b>	<b>(2,998)</b>	<b>15,878</b>

# Muramoto Electron (Thailand) Public Company Limited and its Subsidiary

## Notes to the financial statements

For the year ended 30 September 2021

	At the beginning of the year	Separate financial statements (Charged) / Credited to		At the end of the year
		Profit or loss (in thousand Baht)	Other comprehensive income	
<b>Deferred tax</b>				
<b>2020</b>				
<b>Deferred tax assets</b>				
Inventories	5,693	(185)	-	5,508
Non-current provisions for employee benefits	42,773	(4,430)	(7,461)	30,882
<b>Total</b>	<b>48,466</b>	<b>(4,615)</b>	<b>(7,461)</b>	<b>36,390</b>
<b>Deferred tax liabilities</b>				
Property, plant and equipment	(39,449)	(6,465)	-	(45,914)
<b>Total</b>	<b>(39,449)</b>	<b>(6,465)</b>	<b>-</b>	<b>(45,914)</b>
<b>Net</b>	<b>9,017</b>	<b>(11,080)</b>	<b>(7,461)</b>	<b>(9,524)</b>
<b>Unrecognised deferred tax assets</b>				
		<b>Consolidated financial statements</b>	<b>Separate financial statements</b>	
		2021	2020	2021
			(in thousand Baht)	2020
Inventories	-	-	1,931	-
Non-current provisions for employee benefits	-	-	38,606	-
Finance lease liabilities	-	-	595	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>41,132</b>	<b>-</b>

## 18 Basic earnings per share

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
<b>Profit attributable to ordinary shareholders of the Company (basic)</b>	<b>641,781</b>	<b>250,192</b>	<b>645,396</b>	<b>261,592</b>
<b>Number of ordinary shares outstanding at the end of the year</b>	<b>20,898</b>	<b>20,898</b>	<b>20,898</b>	<b>20,898</b>
<b>Earnings per share (basic) (in Baht)</b>	<b>30.71</b>	<b>11.97</b>	<b>30.88</b>	<b>12.52</b>

**Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**  
**Notes to the financial statements**  
**For the year ended 30 September 2021**

**19 Dividends**

Details of dividends during 2021 and 2020 are as follows:

	Approval date	Payment schedule	Dividend rate per share (in Baht)	Amount (in million Baht)
<b>2021</b>				
2020 Annual dividend	28 January 2021	25 February 2021	10	209
<b>2020</b>				
2019 Annual dividend	30 January 2020	28 February 2020	10	209

**20 Supplemental disclosures of cash flows information**

Property, plant and equipment purchased during the year are details as follows:

	<b>Consolidated financial statements</b>		<b>Separate financial statements</b>	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
Increase in property, plant and equipment during the year	740,700	355,365	618,267	236,616
Less assets acquired by means of lease liabilities	(177,916)	(80,586)	(73,325)	-
Change in payables for purchase of property, plant and equipment	9,603	(30,347)	16,065	(30,898)
<b>Purchased of property, plant and equipment paid by cash</b>	<b>572,387</b>	<b>244,432</b>	<b>561,007</b>	<b>205,718</b>

**21 Financial instruments**

**(a) Carrying amounts and fair values**

As at 30 September 2021 and 2020, the carrying amount of financial assets and liabilities are reasonable approximation of fair value.

**(b) Financial risk management policies**

**Risk management framework**

The Group's board of directors has overall responsibility for the establishment and oversight of the Group's risk management framework. The board of directors has established the risk management committee, which is responsible for developing and monitoring the Group's risk management policies. The committee reports regularly to the board of directors on its activities.

The Group's risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls and to monitor risks and adherence to limits. Risk management policies and systems are reviewed twice a year to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to maintain a disciplined and constructive control environment in which all employees understand their roles and obligations.



## Muramoto Electron (Thailand) Public Company Limited and its Subsidiary

### Notes to the financial statements

For the year ended 30 September 2021

The Group audit committee oversees how management monitors compliance with the Group's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. The Group audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

#### (b.1) Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Group's receivables from customers.

##### (b.1.1) Trade accounts receivable

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the industry in which customers operate.

The risk management committee has established a credit policy under which each new customer is analysed individually for creditworthiness before the Group's standard payment and delivery terms and conditions are offered.

The Group limits its exposure to credit risk from trade accounts receivable by establishing a maximum payment period of three months.

##### (b.1.2) Cash and cash equivalent

The Group's exposure to credit risk arising from cash and cash equivalents is limited because the counterparties are banks and financial institutions with a minimum credit rating, for which the Group considers to have low credit risk.

#### (b.2) Liquidity risk

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Group's operations and to mitigate the effects of fluctuations in cash flows.

The following table are the remaining contractual maturities of financial liabilities at the reporting date. The amounts are gross and undiscounted and include contractual interest payments and exclude the impact of netting agreements.

Consolidated financial statements				
Contractual cash flows				
At 30 September 2021	Carrying amount	1 year or less	More than 1 year but less than 5 years	Total
			(in thousand Baht)	
<b>Non-derivative financial liabilities</b>				
Trade accounts payable	1,551,182	1,551,182	-	1,551,182
Lease liabilities	274,116	89,109	185,007	274,116
	<b>1,825,298</b>	<b>1,640,291</b>	<b>185,007</b>	<b>1,825,298</b>

# Muramoto Electron (Thailand) Public Company Limited and its Subsidiary

## Notes to the financial statements

For the year ended 30 September 2021

At 30 September 2021	Carrying amount	Separate financial statements			Total
		Contractual cash flows			
		1 year	More than 1 year		
		or less	but less than		
			5 years		
(in thousand Baht)					
Non-derivative financial liabilities					
Trade accounts payable	1,258,541	1,258,541	-		1,258,541
Lease liabilities	55,476	17,529	37,947		55,476
	<u>1,314,017</u>	<u>1,276,070</u>	<u>37,947</u>		<u>1,314,017</u>

### (b.3) Market risk

The Group is exposed to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is as follows:

#### (b.3.1) Foreign currency risk

The Group is exposed to foreign currency risk relating to purchases and sales which are denominated in foreign currencies. The Group primarily utilises forward exchange contracts with maturities of less than one year to hedge such financial assets and liabilities denominated in foreign currencies. The forward exchange contracts entered into at the reporting date also relate to anticipated purchases and sales, denominated in foreign currencies, for subsequent period.

Exposure to foreign currency at 30 September	Consolidated financial statements			
	2021		2020	
	USD	JPY	USD	JPY
		(in thousand Baht)		
Cash and cash equivalents	148,736	200,601	166,212	340,550
Trade accounts receivable	106,705	259,688	304,686	244,552
Other receivables	563	30	81	-
Trade accounts payable	(210,579)	(60,249)	(202,459)	(54,750)
Other payables	(1,325)	(8,492)	(1,003)	(15,331)
Payable for property, plant and equipment	-	(17,870)	-	(39,851)
Lease liabilities	-	(161,622)	-	(141,180)
<b>Net statement of financial position exposure</b>	<u>44,100</u>	<u>212,086</u>	<u>267,517</u>	<u>333,990</u>

**Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**  
**Notes to the financial statements**  
**For the year ended 30 September 2021**

<i>Exposure to foreign currency at 30 September</i>	Separate financial statements			
	2021		2020	
	USD	JPY	USD	JPY
	<i>(in thousand Baht)</i>			
Cash and cash equivalents	148,736	198,191	166,212	339,500
Trade accounts receivable	106,705	254,448	304,686	242,489
Other receivables	563	30	31	-
Trade accounts payable	(198,784)	(45,611)	(197,580)	(43,600)
Other payables	(1,325)	(6,863)	(1,003)	(14,711)
Payable for property, plant and equipment	-	(16,304)	-	(39,851)
<b>Net statement of financial position exposure</b>	<b>55,895</b>	<b>383,891</b>	<b>272,346</b>	<b>483,827</b>

*Sensitivity analysis*

A reasonably possible strengthening (weakening) of Thai Baht against all other foreign currencies at 30 September 2021 would have affected the measurement of financial instruments denominated in a foreign currency. This analysis assumes that all other variables, in particular interest rates, remain constant.

<i>Impact to profit or loss</i>	Movement (%)	Consolidated financial statements		Separate financial statements	
		Strengthening	Weakening	Strengthening	Weakening
		<i>(in thousand Baht)</i>			
<b>As at 30 September 2021</b>					
USD	6	5,111	(460)	5,757	(1,223)
JPY	3	15,285	2,040	18,118	(5,300)

**22 Capital management**

The Board of Directors' policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The Board regularly monitors the return on capital by evaluating result from operating activities divided by total shareholders' equity, excluding non-controlling interests and also monitors the level of dividends to ordinary shareholders.

**23 Commitments with non-related parties**

	Consolidated financial statements		Separate financial statements	
	2021	2020	2021	2020
	<i>(in thousand Baht)</i>			
<b>Capital commitments</b>				
Building and other constructions	135,418	960	132,787	-
Machinery and equipment	28,233	40,572	24,322	36,281
Office equipment	1,069	-	1,069	-
Intangible assets	2,068	733	1,477	-
<b>Total</b>	<b>166,788</b>	<b>42,265</b>	<b>159,655</b>	<b>36,281</b>
<b>Other commitments</b>				
Short-term lease commitments and leases for low value assets	5,293	49,539	2,825	44,099
Bank guarantees	31,153	31,003	31,153	31,003



**Muramoto Electron (Thailand) Public Company Limited and its Subsidiary**  
**Notes to the financial statements**  
**For the year ended 30 September 2021**

As at 30 September 2021, the Group had warehouse rental, car lease and office equipment agreements for various periods, which will expire during 2021 to 2026.

The Company had bank guarantee issued by various financial institutions for use of electricity, gasoline and accepted purchase orders for goods and supplies.

## PART 4

### Certification of the Accuracy of Information

The Company has reviewed information provided in these annual registrations statement with cautiously, we hereby certify that such information is Accurate, complete, true, and has no misleading statement or omission of any material information which should be informed. Furthermore, we hereby certify that:

- (1) The Financial Statements and financial information summarized in the annual registration statement show accurate and complete material information on financial status, operational results and cash flow of the Company and the Subsidiary.
- (2) We are responsible for providing the Company with good information disclosure system to ensure that the Company has accurately and completely disclosed material information, both of the Company and the Subsidiary, including supervising to ensure compliance with such system.
- (3) We are responsible for providing the Company with good internal control system and supervising to ensure compliance with such system. We also reported the information on evaluation of the internal control system as of 26 November 2021 to auditor and the Audit Committee, including substantial faults and changes in the internal control system as well as improper act which may affect the preparation of the financial reports of the Company and the Subsidiary.

In this regard, as evidence that all documents is of exact documents certified by us are of the same set, we have assigned **Ms. Jirapat Janngam** to initial every pages of the documents. Any document bearing no signature of **Ms. Jirapat Janngam** shall not be treated as information certified by us.

	Name	Title	Signature
Authorizer	<b>Mr. Yoichi Muramoto</b>	Chairman/Authorized Director	
	<b>Mr. Ichiro Nishimura</b>	GM Admin/ Authorized Director	

	Name	Title	Signature
Grantee	<b>Ms. Jirapat Janngam</b>	Company Secretary	

**Attachment 1** Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary and the representative for contact and coordination in case of a foreign company



# ① MR. YOICHI MURAMOTO

Position : Chairman,  
Authorized Director



Nationality	Age	% Shareholding*	Resume
Japanese	64	0 (0.00%)	<p><b>Position</b> : Board of Directors (Chairman) Board of Executives Good Corporate Governance Committee (Chairman) Remuneration Committee (Chairman) SIMA Board of Directors</p> <p><b>Education</b> : Okayama University of Science, Japan</p> <p><b>Date of first appointment</b> : 24<sup>th</sup> February, 2010</p> <p><b>Number of years as the director</b> : 11 years 10 months (over 9 years)</p> <p><b>Number of terms as the director</b> : 4 Terms</p> <p><b>Experience</b>  <b>2010 - Present</b> : Chairman of Muramoto Electron (Thailand) Public Company Limited  <b>2010 - Present</b> : President of Muramoto Industry Co., Ltd  <b>2010 - 2018</b> : Chairman of Muramoto Audio - Visual Philippines, Inc. - Philippines  <b>2010 - Present</b> : Prokura of Muramoto Manufacturing Europe S.R.O. - Czech Republic  <b>2009 - Present</b> : Director of Muramoto USA, Inc. - United State of America</p> <p><b>Training Course</b>  <b>2020</b> : Director Accreditation Program (DAP) – IOD</p> <p><b>Number of shareholding as of 30<sup>th</sup> September 2021</b> : None (0.00%)  Including shareholding by spouse and/or non-adult child.</p> <p><b>Meeting attendance in 2021</b> :  Board of Directors Meeting 4 of 4 times (100%)  Board of Executives Meeting 12 of 12 times (100%)  Good Corporate Governance Committee Meeting 2 of 2 times (100%)  Remuneration Committee Meeting 2 of 2 times (100%)</p> <p><b>Take the position in other listed companies</b> : None</p> <p><b>Take the position in other non-listed companies</b> :  Director of Sima Technology Co., Ltd.  President of Muramoto Industry Company Limited (Japan)  Chairman of Muramoto Audio-Visual Philippines Inc.  President of Muramoto USA Inc.  President of Muramoto Asia Pte Ltd. (Singapore)  President of Muramoto Manufacturing De Mexico (Mexico) (Associated Company).</p> <p><b>Take the position as the director or management in other companies that could lead to potential conflict of interest or compete the business with the Company</b> : None</p>

## ② MR. SHINICHIRO YAMAMOTO

Position : Director



Nationality	Age	% Shareholding*	Resume										
Japanese	59	0 (0.00%)	<p><b>Position</b> : Board of Director Board of Executives Good Corporate Governance Committee Remuneration Committee Risk management Committee (Chairman)</p> <p><b>Education</b> : Kanazawa Institute of Technology, Japan</p> <p><b>Date of first appointment</b> : 24<sup>th</sup> November 2019</p> <p><b>Number of years as the director</b> : 2 years 1 month</p> <p><b>Number of terms as the director</b> : 1 Term</p> <p><b>Experience</b> <b>2013 - Present</b> : President of P.T. Muramoto Elektronika Indonesia <b>2006 - 2017</b> : Director of Muramoto Electron (Thailand) Public Company Limited <b>2005 - Present</b> : Director of Muramoto Industry Company Limited (Japan)</p> <p><b>Training Course</b> : None</p> <p><b>Number of shareholding as of 30<sup>th</sup> September 2021</b> : None (0.00%) Including shareholding by spouse and/or non-adult child.</p> <p><b>Meeting attendance in 2021</b> :</p> <table><tr><td>Board of Directors</td><td>Meeting 4 of 4 times (100%)</td></tr><tr><td>Board of Executives</td><td>Meeting 12 of 12 times (100%)</td></tr><tr><td>Good Corporate Governance Committee</td><td>Meeting 2 of 2 times (100%)</td></tr><tr><td>Remuneration Committee</td><td>Meeting 2 of 2 times (100%)</td></tr><tr><td>Risk management Committee</td><td>Meeting 1 of 1 times (100%)</td></tr></table> <p><b>Take the position in other listed companies</b> : None</p> <p><b>Take the position in other non-listed companies</b> : None</p> <p><b>Take the position as the director or management in other companies that could lead to potential conflict of interest or compete the business with the Company</b> : None</p>	Board of Directors	Meeting 4 of 4 times (100%)	Board of Executives	Meeting 12 of 12 times (100%)	Good Corporate Governance Committee	Meeting 2 of 2 times (100%)	Remuneration Committee	Meeting 2 of 2 times (100%)	Risk management Committee	Meeting 1 of 1 times (100%)
Board of Directors	Meeting 4 of 4 times (100%)												
Board of Executives	Meeting 12 of 12 times (100%)												
Good Corporate Governance Committee	Meeting 2 of 2 times (100%)												
Remuneration Committee	Meeting 2 of 2 times (100%)												
Risk management Committee	Meeting 1 of 1 times (100%)												

### ③ MR. TATSUYA AWAZU

Position : Director,  
Authorized Director



Nationality	Age	% Shareholding*	Resume
Japanese	59	0 (0.00%)	<b>Position</b> : Board of Director Board of Executives Good Corporate Governance Committee Risk management Committee
			<b>Education</b> : Akashi Commercial Senior High School, Japan
			<b>Date of first appointment</b> : 24 <sup>th</sup> November 2017
			<b>Number of years as the director</b> : 4 years 1 month
			<b>Number of terms as the director</b> : 2 Terms
			<b>Experience</b>
			<b>2017 - Present</b> : Director of Muramoto Electron (Thailand) Public Company Limited
			<b>2015 - Present</b> : General Manager of Production 2,3 Muramoto Electron (Thailand) Public Company Limited
			<b>2001-2010</b> : Mecha Assembly Unit Leader, Muramoto Electron (Thailand) Public Company Limited
			<b>1999-2001</b> : Chief of Quality Control of In-house Deck Production, Muramoto Industry Co.,Ltd.
			<b>1998-1999</b> : Production control Section, Muramoto Industry Co.,Ltd.
			<b>1985-1998</b> : Mechanism Production Section, Muramoto Industry Co.,Ltd.
<b>Training Course</b> : None			
<b>Number of shareholding as of 30<sup>th</sup> September 2021</b> : None (0.00%) Including shareholding by spouse and/or non-adult child.			
<b>Meeting attendance in 2021</b> :			
Board of Directors	Meeting 4 of 4 times (100%)		
Board of Executives	Meeting 12 of 12 times (100%)		
Good Corporate Governance Committee	Meeting 2 of 2 times (100%)		
Risk management Committee	Meeting 1 of 1 times (100%)		
<b>Take the position in other listed companies</b>	: None		
<b>Take the position in other non-listed companies</b>	: None		
<b>Take the position as the director or management in other companies that could lead to potential conflict of interest or compete the business with the Company</b>	: None		



## ④ MR. ICHIRO NISHIMURA

Position : Director,  
Authorized Director, CFO



Nationality	Age	% Shareholding*	Resume
Japanese	60	0 (0.00%)	<div><div><div><div><div><div></div></div></div><div><div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><div><div><div></div></div></div><div><div></div></div></div></div></div><div><div><div><di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## ⑤ MR. WANCHAI UMPUNGART

Position : Independent Director



Nationality	Age	% Shareholding*	Resume								
Thai	74	0 (0.00%)	<p><b>Position</b> : Board of Directors (Independent) Audit Committee (Chairman) Good Corporate Governance Committee Nomination Committee (Chairman)</p> <p><b>Education</b> : Sasin Graduate Institute of Business Administration, Chulalongkorn University Faculty of Commerce and Accountancy, Chulalongkorn University</p> <p><b>Date of first appointment</b> : 13<sup>th</sup>September 2002</p> <p><b>Number of years as the director</b> : 19 years 3 months (over 9 years)</p> <p><b>Number of terms as the director</b> : 7 Terms</p> <p><b>Experience :</b></p> <p><b>2002-Present</b> : Independent Director and Chairman of Audit Committee of Muramoto Electron (Thailand) Public Company Limited</p> <p><b>Present</b> : Chairman of the Board , Independent Director and Chairman of the Audit Committee of Lohakit Metal Public Company Limited</p> <p><b>Present</b> : Independent Director and Audit Committee of O.C.C. Public Company Limited</p> <p><b>Training Course :</b></p> <p><b>2005</b> Director Accreditation Program (DAP-35)</p> <p><b>2008</b> Director Certification Program (DCP 102)</p> <p><b>Number of shareholding as of 30<sup>th</sup> September 2021</b> : None (0.00%) Including shareholding by spouse and/or non-adult child.</p> <p><b>Meeting attendance in 2021 :</b></p> <table><tr><td>Board of Directors</td><td>Meeting 4 of 4 times (100%)</td></tr><tr><td>Audit Committee</td><td>Meeting 4 of 4 times (100%)</td></tr><tr><td>Good Corporate Governance Committee</td><td>Meeting 2 of 2 times (100%)</td></tr><tr><td>Nomination Committee</td><td>Meeting 2 of 2 times (100%)</td></tr></table> <p><b>Take the position in other listed companies :</b></p> <ul style="list-style-type: none"><li>- Chairman of the Board, Independent Director and Chairman of the Audit Committee of Lohakit Metal Public Company Limited</li><li>- Independent Director and Audit Committee of O.C.C. Public Company Limited</li></ul> <p><b>Take the position in other non-listed companies</b> : None</p> <p><b>Take the position as the director or management in other companies that could lead to potential conflict of interest or compete the business with the Company</b> : None</p>	Board of Directors	Meeting 4 of 4 times (100%)	Audit Committee	Meeting 4 of 4 times (100%)	Good Corporate Governance Committee	Meeting 2 of 2 times (100%)	Nomination Committee	Meeting 2 of 2 times (100%)
Board of Directors	Meeting 4 of 4 times (100%)										
Audit Committee	Meeting 4 of 4 times (100%)										
Good Corporate Governance Committee	Meeting 2 of 2 times (100%)										
Nomination Committee	Meeting 2 of 2 times (100%)										

## ⑥ MR. NOP ROJANAVANICH

Position : Independent Director



Nationality	Age	% Shareholding*	Resume								
Thai	66	7,000 (0.0335%)	<p><b>Position</b> : Board of Directors (Independent) Audit Committee Good Corporate Governance Committee Nomination Committee</p> <p><b>Education</b> :</p> <ul style="list-style-type: none"><li>- Master of Engineering,(Structural Engineering) West Virginia University ,United State of America</li><li>- Master in Business Administration (Executive MBA), Kasetsart University</li><li>- Bachelor of Engineering (Civil Engineering) Chulalongkorn University</li></ul> <p><b>Date of first appointment</b> : 25<sup>th</sup>November 2005</p> <p><b>Number of years as the director</b> : 16 years 1 month (over 9 years)</p> <p><b>Number of terms as the director</b> : 6 Terms</p> <p><b>Experience</b> :</p> <p><b>2005-Present</b> : Independent Director of Muramoto Electron (Thailand) Public Company Limited (METCO)</p> <p><b>1997-Present</b> : Executive Director, Chaophaya Terminal International Company Limited</p> <p><b>2015-Present</b> : Advisor at Ministry of Foreign Affairs Kingdom of Thailand</p> <p><b>2016-2017</b> : Advisor to Chulalongkorn Hospital</p> <p><b>Training Course</b> : None</p> <p><b>Number of shareholding as of 30<sup>th</sup> September 2021</b> : 7,000 (0.0335%) Excluding shareholding by spouse and/or non-adult child which is none.</p> <p><b>Meeting attendance in 2021</b> :</p> <table><tr><td>Board of Directors</td><td>Meeting 4 of 4 times (100%)</td></tr><tr><td>Audit Committee</td><td>Meeting 4 of 4 times (100%)</td></tr><tr><td>Good Corporate Governance Committee</td><td>Meeting 2 of 2 times (100%)</td></tr><tr><td>Nomination Committee</td><td>Meeting 2 of 2 times (100%)</td></tr></table> <p><b>Take the position in other listed companies</b> : None</p> <p><b>Take the position in other non-listed companies</b> :</p> <ul style="list-style-type: none"><li>- Executive Director, Chaophaya Terminal International Company Limited</li></ul> <p><b>Take the position as the director or management in other companies that could lead to potential conflict of interest or compete the business with the Company</b> : None</p>	Board of Directors	Meeting 4 of 4 times (100%)	Audit Committee	Meeting 4 of 4 times (100%)	Good Corporate Governance Committee	Meeting 2 of 2 times (100%)	Nomination Committee	Meeting 2 of 2 times (100%)
Board of Directors	Meeting 4 of 4 times (100%)										
Audit Committee	Meeting 4 of 4 times (100%)										
Good Corporate Governance Committee	Meeting 2 of 2 times (100%)										
Nomination Committee	Meeting 2 of 2 times (100%)										



## ⑦ MRS. WONGTIPA BUNNAG

Position : Independent Director



Nationality	Age	% Shareholding*	Resume
Thai	38	0 (0.00%)	<p><b>Position</b> : Board of Directors (Independent) Audit Committee and Secretary of Audit Committee Good Corporate Governance Committee Nomination Committee</p> <p><b>Education</b> : - LL.M. in International Commercial Law University College London London, the United Kingdom - LL.B. (Second-Class Honours) Thammasat University</p> <p><b>Date of first appointment</b> : 23<sup>th</sup> November 2018  <b>Number of years as the director</b> : 3 years 1 month  <b>Number of terms as the director</b> : 2 Terms</p> <p><b>Experience</b> :  <b>2018 - Present</b> : Independent Director of Muramoto Electron (Thailand) Public Company Limited  <b>2016 - Present</b> : Secretary, Audit Committee of Muramoto Electron (Thailand) Public Company Limited  <b>2021 - Present</b> : VP Legal Padaeng Industry Public Company Limited  <b>2021 - Present</b> : VP Legal Country Group Holdings Public Company Limited and Country Group Securities Public Company Limited  <b>2020 - 2021</b> : General Counsel Fujifilm (Thailand) Ltd.  <b>2019 - Present</b> : Board of Director of Than Tao Mahaprom Erawan Hotel  <b>2014 - 2020</b> : Legal Director Dusit Thani Public Company Limited  <b>2012 - 2014</b> : Lawyer - Baker &amp; McKenzie Ltd.  <b>2011 - 2012</b> : Legal Consultant - Pricewaterhouse Coopers Tax and Legal Consultant Ltd.  <b>2008 - 2011</b> : Legal Consultant - Kelvin Chia (Thailand) Co., Ltd.</p> <p><b>Training Course</b> :  <b>2021 IOD</b> : DCP 293 : PDPA Training</p> <p><b>Number of shareholding as of 30<sup>th</sup> September 2021</b> : None (0.00%) Including shareholding by spouse and/or non-adult child.</p> <p><b>Meeting attendance in 2021</b> :  Board of Directors Meeting 4 of 4 times (100%)  Audit Committee Meeting 4 of 4 times (100%)  Good Corporate Governance Committee Meeting 2 of 2 times (100%)  Nomination Committee Meeting 2 of 2 times (100%)</p> <p><b>Take the position in other listed companies</b> : None  <b>Take the position in other non-listed companies</b> : None  <b>Take the position as the director or management in other companies that could lead to potential conflict of interest or compete the business with the Company</b> : None</p>

## ⑧ MS. PANURAT SUWUNWEJ

Position : Account and Finance manager  
(supervising accounting)



Nationality	Age	% Shareholding*	Resume
Thai	54	100 (0.0005%)	<p><b>Position</b> : Account and Finance manager (supervising accounting)</p> <p><b>Education</b> : BA. in Accounting, The University of the Thai Chamber of Commerce</p> <p><b>Date of first appointment</b> : 14<sup>th</sup> May 2021</p> <p><b>Number of years</b> : 7 months</p> <p><b>Experience</b> :</p> <p>1989-Present : Muramoto Electron (Thailand) Public Company Limited</p> <p><b>Training Course</b> :</p> <p>2020 : - Closing Techniques and Preparing Information for Account Closing - TFRS 9 Financial Instrument &amp; TFRS 16 Leases - New Land and Building Tax Act</p> <p><b>Number of shareholding as of 30<sup>th</sup> September 2021</b> : 100 (0.0005%) Excluding shareholding by spouse and/or non-adult child which is none.</p>

⑨ MS. JIRAPAT  
JANNGAM

Position : Company Secretary



Nationality	Age	% Shareholding*	Resume
Thai	42	0 (0.00%)	<p><b>Position</b> : Company Secretary</p> <p><b>Education</b> : BA. in Accounting, Rattana Bundit University</p> <p><b>Date of first appointment</b> : 1<sup>st</sup> March 2021</p> <p><b>Number of years</b> : 10 months</p> <p><b>Experience</b> :</p> <p><b>2020-Present</b> : Company Secretary of <b>Muramoto Electron (Thailand) Public Company Limited</b></p> <p><b>2020</b> : Sissons Paint (Thailand) Co., Ltd</p> <p><b>2002-2020</b> : Amway Thailand Co., Ltd</p> <p><b>2001-2002</b> : Signage Co., Ltd.</p> <p><b>Training Course</b> :</p> <p><b>2020</b> : Company Secretary Program class 113/2020 (IOD)</p> <p><b>Number of shareholding as of 30<sup>th</sup> September 2021</b> : 0 (0.00%) Including shareholding by spouse and/or non-adult child.</p>



**Attachment 2 Details of the Directors of Subsidiary**

The detail of Directors of **Sima Technology Co., Ltd.**, as the only Subsidiary Company of **Muramoto Electron (Thailand) Public Company Limited**, as of 30<sup>th</sup> September 2021.

No.	Directors of subsidiary	Position
1.	Mr. Kazunobu Kawabe	President, Authorized Director
2.	Mr. Yoichi Muramoto	Director, Authorized Director

# ① MR. KAZUNOBU KAWABE

Position : President, Authorized Director



Nationality	Age	% Shareholding*	Resume
Japanese	57	0 (0.00%)	<p><b>Position</b> : Board of Director</p> <p><b>Education</b> : Bachelor of Physical Sciences, Chuo University, Japan</p> <p><b>Date of first appointment</b> : 1<sup>st</sup> October, 2012</p> <p><b>Number of years as the director</b> : 9 years and 0 month</p> <p><b>Number of terms as the director</b> : 4 Terms</p> <p><b>Experience</b> :</p> <p><b>2019–Present</b> President, Sima Technology Co., Ltd.</p> <p><b>2014–2019</b> Vice President, Sima Technology Co., Ltd.</p> <p><b>2011–2014</b> Factory Manager, Sima Technology Co., Ltd.</p> <p><b>2002–2011</b> General Manager in Mechanical Division, Sima Technology Co., Ltd.</p> <p><b>1998–2002</b> Production Department Manager, Sima Technology Co., Ltd.</p> <p><b>1994–1998</b> Supervisor, Daiei Builders Office Co., Ltd.</p> <p><b>1990–1994</b> R&amp;D Department, Seikosha Co., Ltd.</p> <p><b>Training Course</b> : None</p> <p><b>Number of shareholding as of 30<sup>th</sup> September 2021</b> : None (0.00%)</p> <p><b>Meeting attendance in 2021</b> : Board of Directors Meeting 1 of 1 times (100%)</p> <p><b>Take the position in other listed companies</b> : None</p> <p><b>Take the position in other non-listed companies</b> : None</p> <p><b>Take the position as the director or management in other companies that could lead to potential conflict of interest or compete the business with the Company</b> : None</p>

② \* Mr. Yoichi Muramoto Director : Refer to Attachment 1

Attachment 3 Details of the Heads of the Internal Audit and Compliance Units

**MRS. DARUNEE  
CHANG**

Position : Internal Audit Manager



Nationality	Age	% Shareholding*	Resume
Thai	41	0 (0.00%)	<p><b>Position</b> : Internal Audit Manager</p> <p><b>Education</b> :</p> <ul style="list-style-type: none"> <li>- Master of Business Administration Program in Accounting, Ramkhamhaeng University</li> <li>- Bachelor of Business Administration in Accounting, Ramkhamhaeng University</li> </ul> <p><b>Date of first appointment</b> : 4<sup>th</sup> January, 2013</p> <p><b>Number of years</b> : 9 years</p> <p><b>Experience</b> :</p> <p><b>2013 - Present</b> : Internal Audit Manager of Muramoto Electron (Thailand) Public Company Limited</p> <p><b>2011 - 2012</b> : Internal Audit Manager of Central Watsons Company Limited</p> <p><b>2005 - 2011</b> : Audit Manager of Karin Audit Company Limited</p> <p><b>2004 - 2005</b> : Staffs Audit of Pipat &amp; Associates Company Limited</p> <p><b>Training Course</b> :</p> <ul style="list-style-type: none"> <li>- Certification Program – CPIAT (CPIAT: Certified Professional Internal Audit of Thailand)</li> <li>- Personal Data Protection Act For IA</li> <li>- Consulting Activities, Skill, Attitudes</li> <li>- Creative Problem-Solving Techniques for Auditors</li> <li>- Tools and Techniques for the Audit Manager</li> <li>- Fraud Audit program</li> <li>- The auditing of Corporate Governance</li> <li>- J-SOX Internal Control Framework (J-SOX: Japanese Sarbanes Oxley)</li> <li>- Financial Statements Review for Internal Auditors</li> <li>- Risk assessment of internal audit planning</li> <li>- The auditing of COSO ERM framework</li> <li>- The auditing account multiple cycle – High level</li> <li>- The auditing account multiple cycle – Medium level</li> <li>- Writing an audit report</li> <li>- Etc.</li> </ul> <p><b>Number of shareholding as of 30<sup>th</sup> September 2021</b> : None (0.00%) Including shareholding by spouse and/or non-adult child.</p>



**Attachment 4 Assets for business undertaking and details of asset appraisal**

Details of Assets for business undertaking and details of asset appraisal are shown in 56-1 One Report in Business Operation and Performance on Assets used in Business Operation (Page 27)

**Attachment 5 Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company**

Good Corporate Governance Policy and Guidelines and Code of Conduct (Full version) Revealing on Company's website [www.metco.co.th](http://www.metco.co.th) under CG Page

**Attachment 6 Report of the Audit Committee**

The company has disclosed report of Audit Committee in 56-1 One Report Page 6-7



# CERTIFICATE



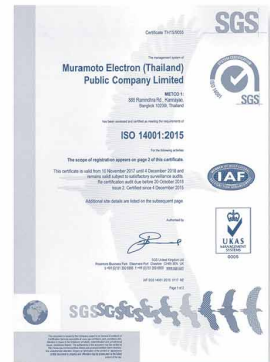
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Certificate SGS TH06/2775



ISO 9001:2015  
Certificate SGS TH15/8445



ISO 9001:2015  
Certificate SGS TH15/8458



ISO 14001:2015  
Certificate SGS TH15/9055



IATF 16949:2016  
Certificate SGS TH06/2833.01



IATF 16949:2016  
Certificate SGS TH06/2833.02



IATF 16949:2016  
Certificate SGS TH06/2833.03



ISO 45001:2018  
Certificate SGS TH20/13558



Certificate of Green Culture Level 4



3Rs Award



Certificate of CSR-DIW/  
Continuous Award 2021

56-1 ONE  
REPORT

2021



MURAMOTO ELECTRON (THAILAND)  
PUBLIC COMPANY LIMITED

WEBSITE MURAMOTO : <https://www.metco.co.th>



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