



**DRIVE THE CREATIVE
INNOVATION**

Form 56-1 One Report 2022

Inoue Rubber (Thailand) Public Company Limited



DRIVE THE CREATIVE

INNOVATION



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A woman with short dark hair, wearing a dark pinstriped suit over a light-colored collared shirt, stands outdoors with her arms crossed. She is smiling slightly. The background shows green trees and a clear blue sky.

Message from the Chairman

Dear Shareholders,

The year 2022 witnessed signs of significant economic recovery as the impact of the COVID-19 pandemic began to subside since the start of the outbreak in 2020, as well as the improved productivity in the supply chain of the industrial sector. This is particularly true for Inoue Rubber (Thailand) Public Company Limited (“the Company”), as evidenced by IRC’s performance that has grown significantly displaying a total income of 5,951.10 million baht. However, due to the global economy’s quick recovery, the demand throughout the supply chain has also increased rapidly to the point of creating a supply shortage in conjunction with the occurrence of the conflict between Ukraine and Russia. As a result, the price of crude oil has significantly increased, which is the primary production cost to produce raw materials for use in the Company’s production process, and combined with the shortage of raw materials and energy in the production chain, it has resulted in yielding a net profit of 109 million baht.

In the midst of such crises, the Company is still able to implement strategies according to its long-term business growth objectives to become a “sustainable leading Company, driven by the innovation of elastomer products, newly developed materials, and tires, that are trusted and quality assured, by aligning with environmental, social and governance (ESG) issues,” that is in accordance with the established Company’s vision.

Simultaneously, the Company continues to continuously focus on improving and increasing efficiency in its production processes and operations by applying technology, such as automation through the use of an automated transport system, or intelligent robotic arms in its production process. This has significantly helped in mitigating costs while increasing efficiency in the production process, as well as assisting to promote the ability to compete on a continuous basis.

Additionally, the Company has also placed great importance on sustainable business operations and aims to elevate such according to the ESG concept by focusing on compliance with corporate governance policies in all departments. The management has always been transparent and verifiable in all of its operations, and actively encourages participation and communication with all relevant stakeholders, while also caring for

society and the environment through important activities and projects, including setting long-term goals to become carbon neutral by 2050.

For the incoming 2023, we expect the automotive industry, both in Thailand and around the world, to witness continuous growth in both internal combustion engines (ICE) and electric vehicles (EV). This is expected to be a development period for domestic and international land transportation. Inoue Rubber (Thailand) Public Company Limited is ready to support research and development, especially its subsidiary, IRC (Asia) Research Co., Ltd., which has been involved in research and development for more than 27 years, and has the necessary experience and readiness in providing development support across all future automotive systems, and other industries which is in line with the current modern lifestyle.



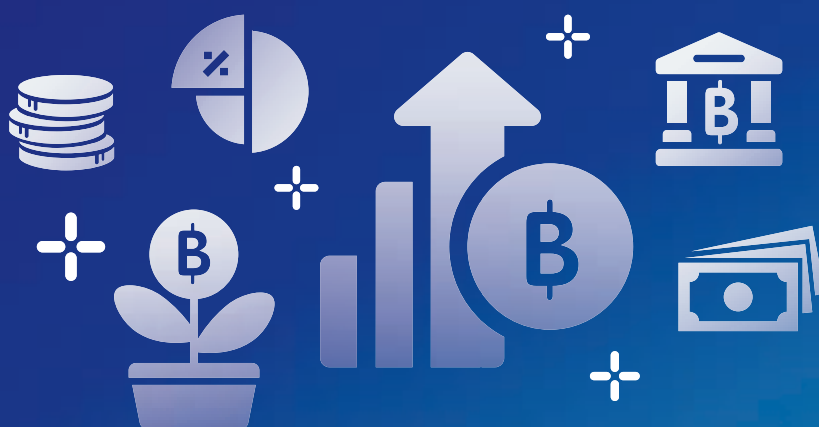
Finally, the Board of Directors would like to extend its appreciation to all shareholders, joint ventures, business partners, customers, and all related parties, who have always unfailingly supported our operations, including all employees who have devoted their energy to assisting the organization's mission to achieve its objectives that are acceptable to all sectors. The Company remains determined to develop the organization to progress towards a stable and sustainable international level that will stand side-by-side with its customers while enhancing the experience with ESG as the core of its business strength for a liveable society, quality people, and a sustainable world.

A handwritten signature in dark ink, appearing to be 'Pimjai', is positioned above the name of the signatory.

(Mrs. Pimjai Leeissaranukul)
Chairman/ Executive Chairman

Financial Highlight

Inoue Rubber (Thailand) Public Company Limited and its subsidiaries as of September 30th, 2022



As of 30 September 2022

Consolidated Financial Statement	2020	2021	2022
Statement of Comprehensive Income		Unit: Million Baht	
Sales and Services Income	4,364.11	5,297.38	5,883.17
Cost of Sales and Services	3,799.05	4,577.50	5,442.82
EBIT	264.32	421.07	122.38
Net Profit	219.06	340.03	109.94
Total Asset	4,588.57	5,295.38	5,272.35
Total Liabilities	1,039.57	1,400.91	1,440.32
Total Equity	3,549.00	3,894.47	3,832.03
Financial Ratio			
Net Profit Margin (%)	5.02	6.42	1.87
Return on Asset (ROA) (%)	4.77	6.42	2.09
Return on Equity (ROE) (%)	6.17	8.73	2.87
Debt to Equity (D/E)	0.29	0.36	0.38
Earnings per Share (THB)	1.12	1.77	0.57
Book Value Per Share (THB)	18.46	20.26	19.94

Key Performance in 2022



Corporate Governance

Certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) for 3 years since the approval date on 30 June 2020 and our membership will be expired on 30 June 2023



Corruption Incident (s)

0 Case

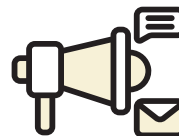


No Gift Policy

7 Year consecutively



Executives and Employees acknowledged and agreed to act in complied with the Handbook of Good Corporate Governance



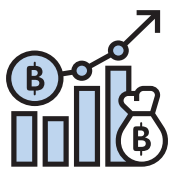
Complaint (s) made to Whistle Blowing Channel of the Company

0 Case





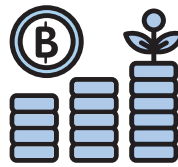
Economic Growth



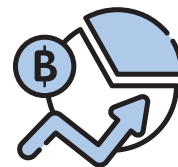
Total Revenues
5,951.10
 Million Baht



EBIT
122.37
 Million Baht

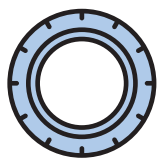


Net Profit
109.94
 Million Baht

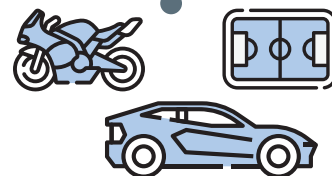
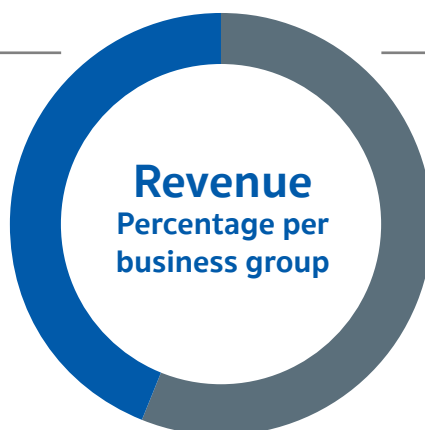


Dividend Payment
0.291
 Baht/ Share

Revenue Percentage per business group



Motorcycle Tire
 and Tube
43.96%

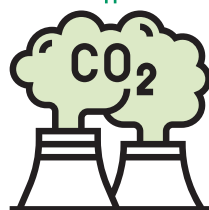


Automotive Parts
 and Other Industries
56.04%

Environmental Performance

Direct GHGs emissions
(Scope 1)

14,069 tCO₂e



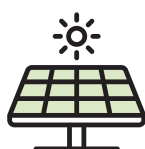
Direct GHGs emissions
(Scope 2)

21,666 tCO₂e



Total Energy Usage

321,371 gigajoules



Renewable Energy

7,884 gigajoules



Waste management
with 3Rs

2,777 ton



Chemical Spill (s)

0 Case



Water Usage

173,785 m³

Creating Value for Society

Safety

Total Hours of No Lost Time Accident



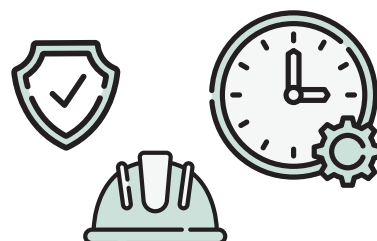
Rangsit

2,363,316 hrs.



Wangnoi

2,952,680 hrs.



Total number
of employees

1,319
person

Man

62.93%

830 person



Woman

37.07%

489 person



CSR Project
in 2022

8 Projects

Part 1



Business Operations and Performance

1. Structure and Business Operations

1.1 Policy and Overview of Business Operations



Background

Inoue Rubber (Thailand) Public Co., Ltd. “IRC” is a joint-venture company, established on December 15, 1969 with the aim to manufacture elastomer products for automotive and other industries, and motorcycle tires and tubes with high quality at the international standard. Those quality products are manufactured from Rangsit, Pathumthani and Wangnoi, Ayutthaya plants. The Company aims for continuous and sustainable growth, and value creation to the stakeholders on the basis of strategies and business plans prescribed according to the good corporate governance.



● Tires & Tubes Business unit

IRC Rangsit site

Established 15 Dec 1969



Products: Motorcycle tires and tubes



Address: 258 Soi Rangsit-Nakornnayok 49,
Prachathipat, Thanyaburi, Pathumtani 12130



Tel: 02-9960890



● IED business unit

IRC Wangnoi site

Established 18 Jan 1995



Products: Automotive and Industrial Elastomer



Address: 157 Moo 5, Phaholyothin Rd. Lamsai,
Wangnoi, Ayutthaya 13170



Tel: 02-9961471



The Company's farsightedness on the significance of research and development, variety and quality of products, the Company has established the subsidiaries which are IRC (Asia) Research Co., Ltd., and Kin No Hoshi Engineering Co., Ltd., in order to efficiently support the customer demand. At present, the subsidiaries of the Company are in total of two companies as follows.

Subsidiaries



99.99%

IRC (Asia) Research Co., Ltd.

It was founded on 18 July 1995

in order to support the operations of research and development design business for industrial elastomer parts product, and motorcycle tires-tubes product for Inoue Rubber (Thailand) PCL. both in tire and tubes motorcycle production, to be mostly consistent with the consumer demand. The investment promotion has been approved by the Office of the Board of Investment on 26 December 1996. The Company's shareholding proportion is 99.99%



99.99%

Kin No Hoshi Engineering Co., Ltd.

It was found on 9 November 2001

in order support the Company business operations in manufacturing metal molds for industrial elastomer parts. The Investment promotion has been approved by the Office of the Board of Investment on 30 November 2001. The Company's shareholding proportion is 99.99%



Throughout **53** years of
our business history, **"IRC"**

has managed to achieve sustainable growth with the commitment to create innovation together with production capacity enhancement in order to control product quality at reliable and trustful level as well as maximize customers' satisfaction both locally and internationally.

1.1.1 Vision Mission Goal and Strategy



Vision

“ To be a Leading Sustainable Company
Driven by the Innovation of Reliable
Quality Elastomer Products, Newly
Developed Materials and Rubber Tires
in comply with Environmental Social
and Governance (ESG) on the
ground of 7 policies ”



1 Sustainability in Safety
and Environment



2 Quality in Each Product
with International Quality
Systems

3 Best Satisfaction to Customers in 4 Product-Dimensions



Price/Cost
(C) At the Best Competitive Level
for Customers



Delivery
(D) At the Best Competitive Delivery
Rating by Customers



Quality
(Q) At the Best Competitive
Quality Rating by Customers



Services/ Solutions
(S to S) At the Best Service to
Solutions for Customers at All Time



4 Create the Opportunities
of Human Resource
Improvement to Achieve
Competencies in All Levels



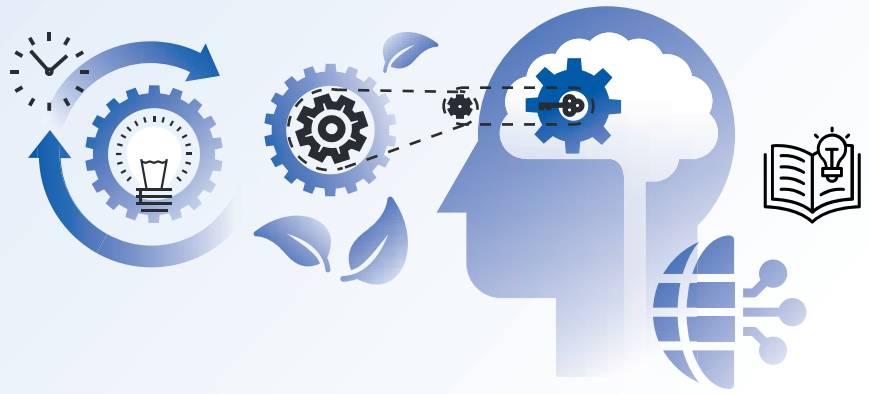
5 Continuous Research and
Development for New
Innovations, Products,
Processes and Market and
Keep Generating the
Outputs of Existing Business



6 Generating Strong Financial
Status and Attractive
Return to Shareholders



7 Supporting the Good
Corporate Governance and
Corporate Social Responsibility



Mission

1



Develop Innovation in Product, Production Process and Marketing.

2



Select all Appropriated Technology including Digital Technology and Enhance the Ability of use for Maximum benefit.

3



Strengthen Ability, Skill and Readiness of Personnel at all Levels.

5



Create Economic Sustainability

- Safety in Workplace
- Environmental and Energy Conservation, and Carbon Management

4



Enhance the Competitiveness by improving the efficiency of

- Reliable Quality Products and Services
- Usage of Production Resources (4M)
- Effective Communication
- Data Validity and Data Management
- Marketing and Service Team
- Procurement

6



Create Economic Sustainability in Compliance with BCG

7



Risk Management and Supply Chain Management together with Good Corporate Governance

Goal



Environmental



Social



Governance

The Company adheres to the operations that promotes the quality of life and safety of the customers who use the Company’s products and simultaneously maintain the environment, worthily use the resources, concerns good ethics in business operations, take care of all groups of stakeholders, in order to create value and good quality of life, as well as supply chain.

For the goal of the Company’s sustainable growth, the Company gives precedence to quality upgrade towards an international standard level, along with building growth and sustainability with promotion and development of innovation and technology, and operations under concern on the social and environmental impact, and good governance in order to bring the organization towards achievement of its vision in “aiming to be an Innovative Driven and Sustainable Leading Company for Highly Reliable and Quality Elastomer Products and Rubber Tires in compliance with Environmental, Social and Governance (ESG)”. The goal of business operations covers the business, society, and environment as follows.





Competitive business with good turnover



Ethically operate the business, respect the rights, and take the shareholder and stakeholder responsibilities.



Mitigate the environmental impact.

The goal of minimizing net carbon dioxide or greenhouse gas emission is defined in order to mitigate climate change impact by implementing the continuous improvement project for efficiency of energy and resource consumption, as well as investing in the Solar Panel Installation Project in consumption of renewable and alternative energies for electricity consumption that can mitigate the greenhouse gas emission.



Being beneficial for the society.

The Company operates its business along with continuously and equally taking care of all groups of stakeholders in order to create sustainability together with growth of its business. It performs CSR After-Process activities, and creates shared values among business, society, and environment through the process of CSR/CSV in-Process, for instance, Career and Life Provision Project, Khlong Pang Rubber Plantation Cooperative Project in Trang Province, etc.

In the COVID-19 pandemic period, the Company has supported and assisted the group of stakeholders, government agencies, and persons who were affected from the said situation, for example, provision of high flow nasal oxygen cannula to the hospitals in Ayutthaya, Pathum Thani, and Nonthaburi Province; provision of Permanent Installed Negative Pressure Room Preparation Unit to the Police General Hospital; donation of alcohol gels manufactured by the Company, and PPE to the staffs, communities, business partners, customers, and public interests (such as nationwide schools and hospitals); provision of discount coupons to the customers who have purchased the Company's motorcycle tires; and decrease in credit term for payment previously from the requirement for paying product cost to the business partners within 2 months to be payment within 1 month, etc.



Being adaptable under the changing factors.

The Company realizes on the continuous and ceaseless social and global changes. Therefore, it is always ready for coping with the changing situations, for example, management of the impacts from the COVID-19 pandemic situation both in terms of sales volume and manufacturing process. The said situation has currently resulted in the recovery of the Company's sales volume from the year 2020, no impact on manufacturing process up to the stage of manufacturing discontinuity, and the product development to fulfill New Normal Lifestyle – the changing consumer behavior, such as the change in travelling modes from bus into personal vehicle, the awareness on living sanitation affecting the opportunity of new innovation and business that covers both Upstream supply chains and new markets.

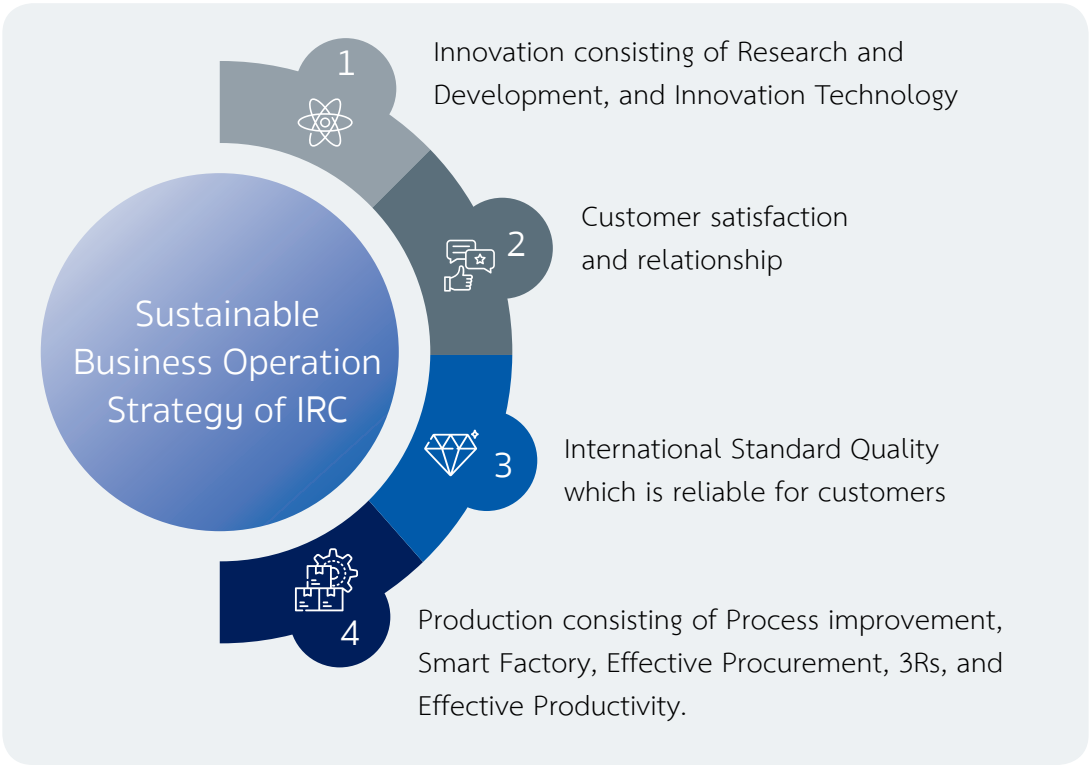
The National Electric Motor Vehicle Promotion Policy with the goal that Thailand is a Hub of electric motor vehicles in the future. This will be a positive effect in the increasing potentiality of the new electric automobile manufacturers (New Comers), and business opportunity in this field where the Company is potential in research and development of unique products for the demand of electric cars. Meanwhile, according to the policy information in 2030, there have still been automobiles in the group of Internal Combustion Engine (ICE), and Hybrid Electric Vehicle (HEV).



Sustainable Business Operation Strategy of IRC

The IRC's route toward the sustainability starts from the stable foundation on three basis of all IRC members, or called "IRC DNA", consisting of 1. Our company is our Home, 2. Corporate culture, and 3. Competency Development and Career Path along the road to firm sustainability, there must be the risk management and supply chain management supervised by the Risk Management Committee. On the other hand, supervision of Environmental Conservation and Good Corporate Governance supervised by the Good Corporate Governance and Social Responsibility Committee, and the Audit Committee.

Meanwhile, the journey toward sustainable goal is carried out via all of four significant schemes as follows.



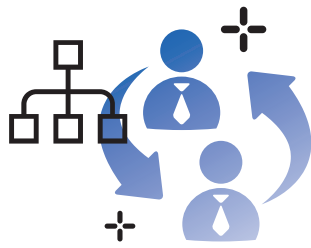
In each operating plan, it consists of the definite plan, goal, and indicator under the daily/monthly/quarterly monitoring and evaluation by the Executive Committee and the Board of Directors of the Company. The results from all of these four plans will lead to the competitiveness in price, quality, and trust of the products, and growth of revenue derived from three main channels, namely

1. Existing product
2. New product
3. New market

in order to attain IRC's sustainable goal.



1.1.2 Significant Changes and Developments



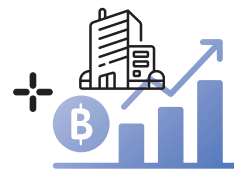
October 2021

Mr. Shigeki Yamada has been appointed as the President to replace Mr. Katsunori Ito who was resigned.



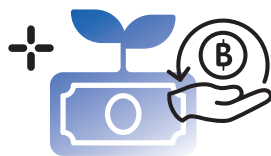
September and December 2020

The Company has been certified for Green Industry Level 4: Green Culture.



June 2020

The Treasury Stock Buyback Project for financial management has been ended, whereas the Company has bought back total of 7,792,300 shares or 3.9% of total sold treasury stock of the Company in total value of Baht 113,784,070.00.



November 2019

The Treasury Stock Buyback Project of the Company has been commenced for financial management within the maximum financial limit of not more than 118 million Baht, and the number of bought back treasury stocks has not been more than 4% of total sold treasury stocks. It is the entry to purchase in the SET, and buyback term for Treasury Stocks is not more than 6 months from 9 December 2019 to 5 June 2020.

1.1.3 Awards and Successes

2022

December 2021

Received Sustainability Disclosure Recognition Award 2021 from Thaipat Institute

Received Honourable Mention from the 10th NACC Integrity Awards organized by the office of National Anti-Corruption Commission

January 2022

Received an Automation Award for production process development by using robot from INOAC CORPORATION

Received an IT Award for contesting of “Tire Component Stock Intelligence Program” from INOAC CORPORATION

February 2022

Received “2021 BEST QUALITY AWARD” from Thai Yamaha Motor Co., LTD

September 2022

Received Zero Waste to Landfill Achievement Award from Department of Industrial Works

October 2022

Wang Noi Factory was awarded as the Eco Factory where has Social Value Impact (Silver Award)

November 2022

Received “ASEAN Regional Quality Award Finalist” from NISSAN MOTOR (THAILAND)

IRC was listed in Thailand Sustainability Investment (THSI) 2022 by SET for 6 consecutive years.

Rated as “Excellence” or 5 stars for Corporate Governance Report of Thai Listed Companies (CGR) in 2022 from Thai Institute of Directors (IOD)

2021

December 2020

Received the Automation Award for production process development by using robot from INOAC CORPORATION

Rangsit factory has been certified as Green Industry Level 4: Green Culture

Received 3Rs+ Award in the aspect of Economic Returns at Gold Medal Level, at the Waste Utilization Development Project 2020

Received 3Rs Award, at the Waste Utilization Development Project 2020

Received the Sustainability Disclosure Acknowledgement award 2020 in the category of honorary award (Sustainability Disclosure Recognition) organized by Thaipat Institute

January 2021

Received Supplier Quality Excellence Award 2020 from General Motors (Thailand) Ltd. The award is given to the automotive part supplier that has outstanding performance exceeding GM standards, present the best technology and manufacture the highest quality parts in the automotive industry

June 2021

Wangnoi factory has been certified the prevention and solving drug problems in the workplace standards from being able to prevent and solve drug problems in the workplace in accordance with the requirements set by Phra Nakhon Si Ayutthaya Province

November 2021

Listed in Thailand Sustainability Investment (THSI) 2021 awarded by the Stock Exchange of Thailand. The Company is one of 146 listed companies with outstanding performance on Environmental, Social and Governance for 5 years consecutively

Received SET Award 2021 in the category of “Sustainability Excellence” from the Stock Exchange of Thailand which honors the Company that conducts the business by concerns about the financial performance and the accountability to the stakeholders, as well as brings the Environmental, Social and Governance (ESG) issues as the main mechanism to efficiently develop the business towards the sustainability

Rated as “Very Good” or 4 stars for Corporate Governance Report of Thai Listed Companies (CGR) in 2021 from Thai Institute of Directors (IOD) for consecutive years

Received Thailand Corporate Excellence Awards 2021 in the category for organizations with less than 10 billion baht in annual revenue: Corporate Management Excellence from Thailand Management Association and Sasin Graduate Institute of Business Administration of Chulalongkorn University.

December, 2019

Received the Sustainability Disclosure Acknowledgement award 2019 in the category of honorary award (Sustainability Disclosure Recognition) organized by Thaipat Institute

March 2020

Received Environmental Award 2019 from the Supplier Conference event that organized by Thai Honda Manufacturing Co., Ltd. The Company was the Winner of Environmental aspect in the group of Thai Honda's suppliers by submitting the energy reduction project to the contest

June 2020

Received a declaration of honor: Bronze level Year 1 from the Zero Accident Campaign 2020 that organized by the Ministry of Labour

Certified as a member of the Thailand's Private Sector Collective Action against Corruption (CAC)

Received Supplier Quality Excellence Award 2019 from General Motors (Thailand) Ltd. The award is given to the automotive part supplier that has outstanding performance exceeding GM standards, present the best technology and manufacture the highest quality parts in the automotive industr

July 2020

Received the Honorable Mention from the 9th NACC Integrity Awards 2019 from the Office of National Anti-Corruption Commission

Ranked at the top 100 companies for outstanding performance in terms of

environment, social, and governance, "ESG 100 Certificate 2020" for 5 consecutive years

Received a certificate of the Combustion Optimization Project for Boiler that use Liquid as a Thermal Conductor from the Department of Industrial Works, Ministry of Industry

Received the Best in Quality Award 2019 from Thai Suzuki Motor Co., Ltd

The winner of FY2019 by submitting the project to the contest in Loss Reduction Project Group B from the Isuzu Supplier Group (ISG) of Isuzu Motor (Thailand) Co., Ltd

September 2020

Wangnoi factory has been certified as Green Industry Level 4: Green Culture

October 2020

Received Gold Award 2020 and certificate for the organization that passed the evaluation from "TOGETHER WE CAN, Create the Sustainable World with GSEE" event that organized by the Provincial Electricity Authority (PEA)

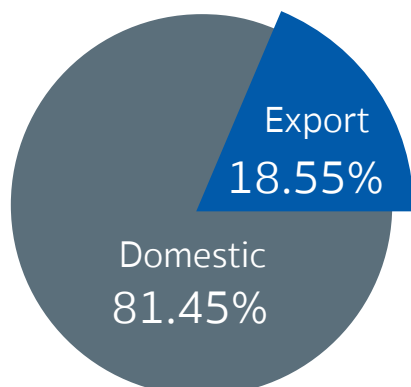
November 2020

Rated as 'Very Good' or 4 stars for Corporate Governance Report of Thai Listed Companies (CGR) in 2021 from Thai Institute of Directors (IOD) for 6 consecutive years

Listed in Thailand Sustainability Investment (THSI) 2020 awarded by the Stock Exchange of Thailand. The Company is one of 124 listed companies with outstanding performance on Environmental, Social and Governance for 4 years consecutively

1.2 Nature of Business

1.2.1 Revenue Structure



The Company's business is classified into 2 business lines consisting of Industrial Elastomer Parts Business Line and Motorcycle Tires and Tubes Business. In 2022, (October 2021 – September 2022), the Company has had the proportion of domestic sales at 81.45%, and export at 18.55%. As the revenues have been generated from sales volume of motorcycles' tires and tubes, and automobiles and motorcycles' elastomer parts. Therefore, turnover of the Company mainly depends on total domestic production and distribution of automobiles and motorcycles.

The Company's revenue structure for the past 3 fiscal years consists of;

Business Unit/ Product	Ended on 30 September					
	2020		2021		2022	
	Revenue (Million baht)	%	Revenue (Million baht)	%	Revenue (Million baht)	%
Industrial Elastomer Parts						
Domestic Sales	2,017.72	46.26	2,892.81	54.63	3,260.43	55.43
Export sales	265.05	6.08	34.08	0.64	35.40	0.60
Total	2,282.77	52.34	2,926.89	55.27	3,295.83	56.04
Motorcycle Tires and Tubes						
Domestic Sales	1,176.43	26.97	1,356.50	25.62	1,530.03	26.01
Export Sales	902.49	20.69	1,012.19	19.11	1,055.76	17.95
Total	2,078.92	47.66	2,368.69	44.73	2,585.79	43.96
Grand Total (million baht)	4,361.69	100.00	5,295.58	100.00	5,881.62	100.00

September 2020

Wangnoi factory has been certified as Green

Industry Level 4: Green Culture

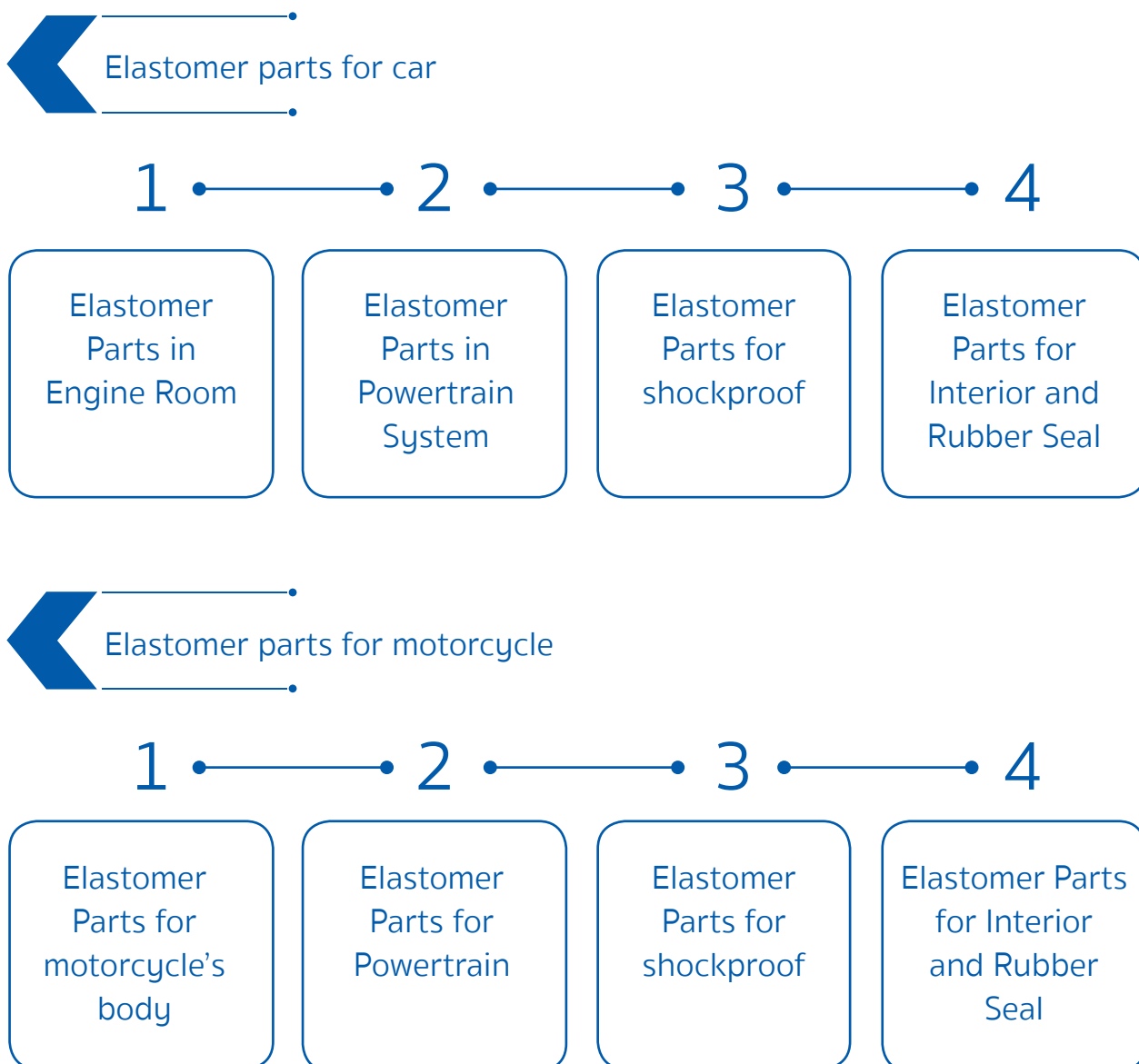
1.2.2 Products Information

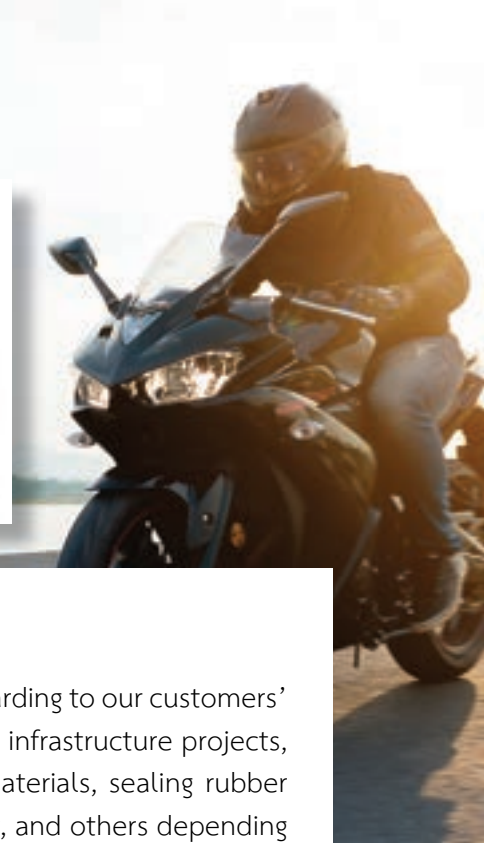
1. Industrial Elastomer Parts

(1) Nature of Products or Services

The Company has manufactured and developed industrial elastomer parts based on customer demands under various specification and different application. Our industrial elastomer parts can be divided into 2 main categories namely;

Group I. Elastomer Parts for Automotive Industry





Group II. Elastomer Parts for Other Industries

The Company has undertaken R&D to support usage in other industries regarding to our customers' specification and using in various aspects such as rubber parts used in the infrastructure projects, agricultural, construction machineries, cooling machines, construction materials, sealing rubber container, sealing rubber valve for the Metropolitan Waterworks Authority, and others depending on customers' needs

Elastomer parts for electrical appliances and air conditioners (Thermal System)



Elastomer parts for agricultural machinery (Agro-based)



Construction



Elastomer parts for construction industry



Elastomer parts for Rail System



Vi-pafe® Products





(2) Market and Competition Conditions

1. Policy on Promoting Competition and Production Distribution

The main customers of Industrial Elastomer Parts consist of cars and motorcycles manufacturers as well as other industries such as air-conditioners, agricultural machinery, construction industry and other aforesaid infrastructures. Our products are represented as original equipment manufacturers or OEMs thus our sales from this business line are vary to the economic and industry situation as well as overall domestic consumption.

Nevertheless, the Company defines the strategy focusing in the innovation development both in product and process by holding a competition within the Company for every employee to participate and enhance the thought. In addition, the Company enhances its research and development and product design in response to the customer's demand, which increase the competitive proficiency of the Company, the customer's confidence, and in the Company's quality and delivery punctuality. Moreover, there is the development of automation system in production process from the Company's team.

Accordingly, the Company believes in the way of market expansion on the existing customers, and the continuous expansion of customer base in new potential markets based on our strength and innovation.

Main Groups of Customers

1. Original Equipment Manufacturer: OEM

For the automobile manufacturers, the Company supplies to Mitsubishi, Toyota, Isuzu, Honda, Nissan, Mazda, Suzuki, Ford, Hino, Great Wall Motor, Mine Mobility, whereas for the motorcycle manufacturers, the Company supplies to Honda, Suzuki, Kawasaki, Yamaha, and Ducati. IRC's Quality elastomer products are generally assembled in built-up cars and motorcycles, and are exported to many countries globally.

Additionally, IRC's quality elastomer products are also exported to be assembled in other countries as well as are supplied to manufacturers as spare parts for both domestic and international service centers with the guarantee depending on the customers' specification.

2. Sub-Automobile and Sub-Motorcycle

This group is the part-manufactures which supply for OEMs including the first-tier suppliers - which directly supply parts for automotive and motorcycle OEMs - and the second-tier suppliers - which are sub-contract to supply parts to the first-tier suppliers; for example, IRC supplies our quality elastomer products to first-tier automotive glass manufacture to be assembled before delivering to OEMs later on.

3. Others Industries

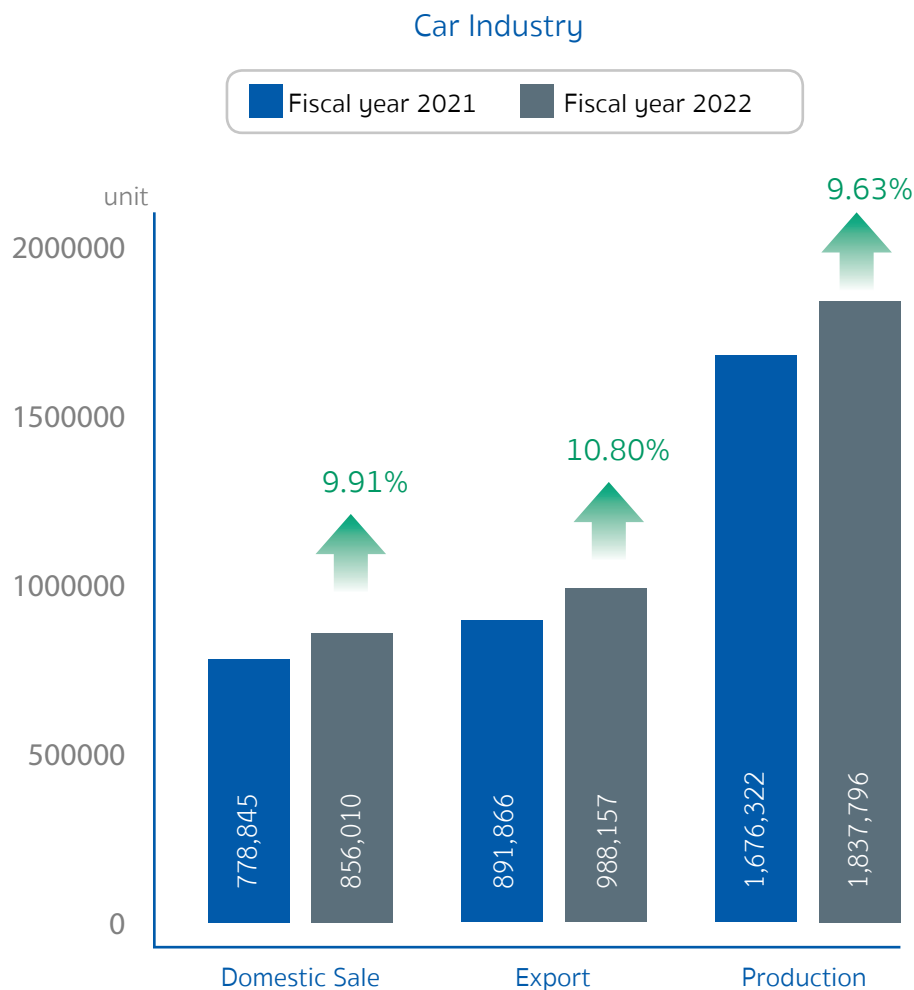
The group of customers are variety as product features such as

- Cooling machines e.g. Mitsubishi Electric, Daikin Industries, and Toshiba Carrier etc.
- Agricultural machines e.g. Kubota and Kobelco etc.
- Vi-Pafe; e.g. Running tracks, Futsal field, floor paving and Rubber Chip.

Other goods e.g. SCI Corporation Co., Ltd (a valve manufacturer supplies to the Metropolitan Waterworks Authority), Hitachi (a water pump and washing machine manufacturer), and Panasonic (a speaker manufacturer), etc.

2. Market Conditions

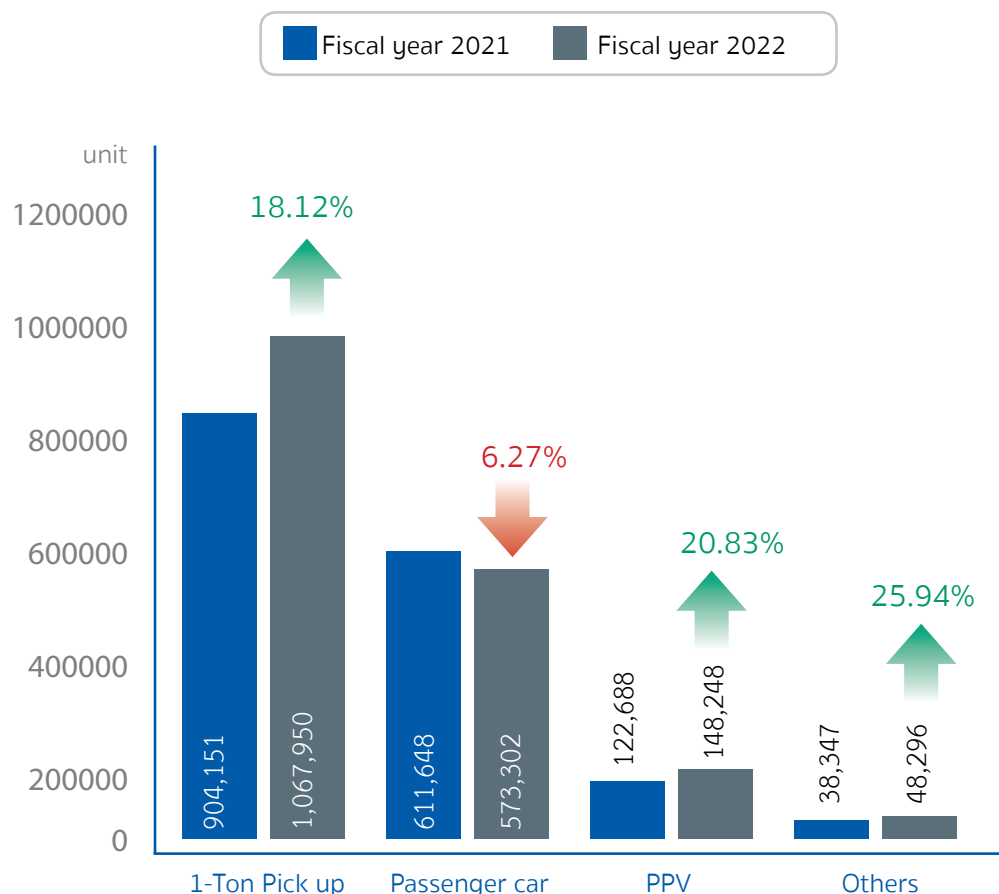
Overview of the Automobile Industry in 2021



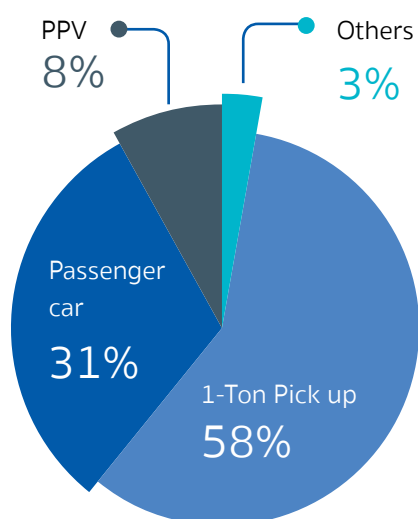
During the fiscal year of 2022 (1 October 2021 - 30 September 2022), the world economy has been recovering because of declining in COVID-19 cases worldwide as well as economic activities return to normal even though there was rising of energy prices due to the conflict between Russian and Ukraine and the global shortage of semiconductors. However, Thailand automotive production was 1.83 million unit in fiscal year 2022, increased 9.63% from previous year.

Total domestic car sales was 0.86 million unit, increased 9.91% from previous year and total export car was 0.99 million unit, increased 10.89%. The main market group includes Asia, Oceania, Middle East, Europe and North America.

Car Production per Type



Ratio of car production per type in Fiscal Year 2022



Considering the types of vehicle, the production ratio in the 2022 Fiscal Year can be described as follows:

- 1-ton pickup: Its production ratio is 58% of total car production in Thailand, increased 18.12% from previous year.
- Passenger car: Its production ratio is 31% of total car production in Thailand, decreased 6.27% from the previous year.
- Pick-Up Passenger Vehicle or PPV: Its production ratio is 8% of total car production in Thailand, an increase of 20.83% from the previous year.
- Others (Van, Bus and Truck) for Commerce: Its production ratio is 3% of total car production in Thailand, an increase of 25.94% from the previous year.

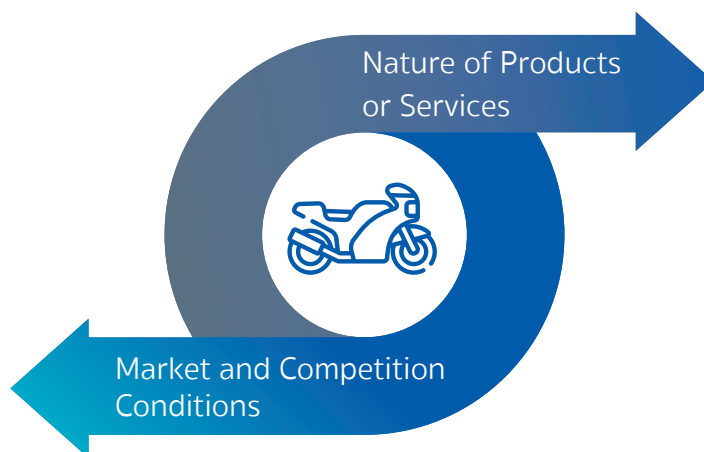
3. Competition

The size of industrial rubber parts product market in Thailand has been large, resulting in rather intense competition, availability of several players, and ability to manufacture products for various industries. This has caused this market interesting. However, the Company is experienced in manufacturing the industrial tire products for long time, and has the standard and modern manufacturing process, and reliable technologies, resulting in ability to consistently share the top market share.

In 2022 (October 2021 – September 2022), the company is standing in top 5 market share of industrial rubber parts products for using in automobiles has been at the fourth order or 12.80% for OEM market, whereas there are complete distribution channels from sales to the Manufacturer or Original Equipment Market (OEM) Market, and the Continuous Industrial Customer Group of Sub-Automobile and Sub-Motorcycle Manufacturers. In 2022, revenues have been at 35.98% from the OEM market.

If classifying by type of product, it indicated that in 2022, revenue from distribution of industrial products amounted to 3,295.82 Million Baht, being classified by sales via OEM 4W+ Market at 25.71%, OEM 2W Market at 6.51%, and other industrial markets, such as refrigerator, and agricultural mechanical machines at 23.82% of total sales volume of the Company. However, the OEM market of the Company includes the group of automobile assembly plant customers, such as Mitsubishi, Toyota, Isuzu, Honda, Nissan, Mazda, Suzuki, Ford, Great Wall Motor, and Mine Mobility and motorcycle assembly plant customers, such as Honda, Suzuki, Kawasaki, Yamaha, and Ducati, etc.

2. Motorcycle Tires and Tubes



(1) Nature of Products or Services

IRC offers variety of motorcycle tires and tubes products which are different in each type and usage, for instance, tire used for running on normal roads, tire used for obstacle race, tire for scooter, and tire for heavy usage. In part of products, the research and development is conducted to fulfill the demand of motorcycle manufacturers, and the group of customers who sell spare parts to the general motorcycle users, and home users both in domestic and foreign markets. The safety is a part of issues emphasized by us at a topmost level, and is a condition leading to all designs and developments of tires.

(2) Market and Competition Conditions

IRC is the leader in the motorcycle tire and tube markets in Thailand which has been relied and utilized in the quality of the product manufacturing and supply potential by motorcycle manufacturers in Thailand such as Honda, Yamaha, Suzuki, Kawasaki etc.

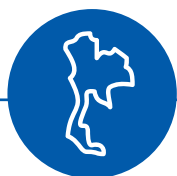
With the distinctive points in quality, manufacturing potential, and delivery, together with the after service, these bring about our success in achieving the number one market share in Original Equipment Manufacturer (OEM) market continuously. Additionally, the Company has strong commitments towards research and development of product and production process to continuously supply customers with accepted-quality products and deliver new innovation to meet the diverse customer demands and lifestyles whether in terms of pattern, size, specification and performance. Currently, the Company is able to manufacture tire and tube products for multi-purposes over than 600 models such as on-road tires, mini-cross tire, off-road tires, scooter tires, heavy-duty tires, snow tires, energy-saving tires, and tires for electric vehicle motorcycle etc.

In 2022, IRC had launched many new motorcycle tire model for example Off-Road and On/Off-Road Tire such as IRC VX-40 and GP-610 which has over 14 size for selection, Scooter Tire SCT-010, Cruiser Tire GS-23 and Tubeless Tire GP-5D, NF30F & NR35R for export markets.

1. Policy on Promoting Competition and Production Distribution

Main Groups of Customers

Main groups of motorcycle tire and tube customers are separated by domestic and export distribution namely;



1) Domestic market

- Direct supply to motorcycle Original Equipment Market: OEM, the main customers are Honda, Yamaha and Kawasaki
- The Sittipol 1919 Co., Ltd. as the distributor in the replacement market

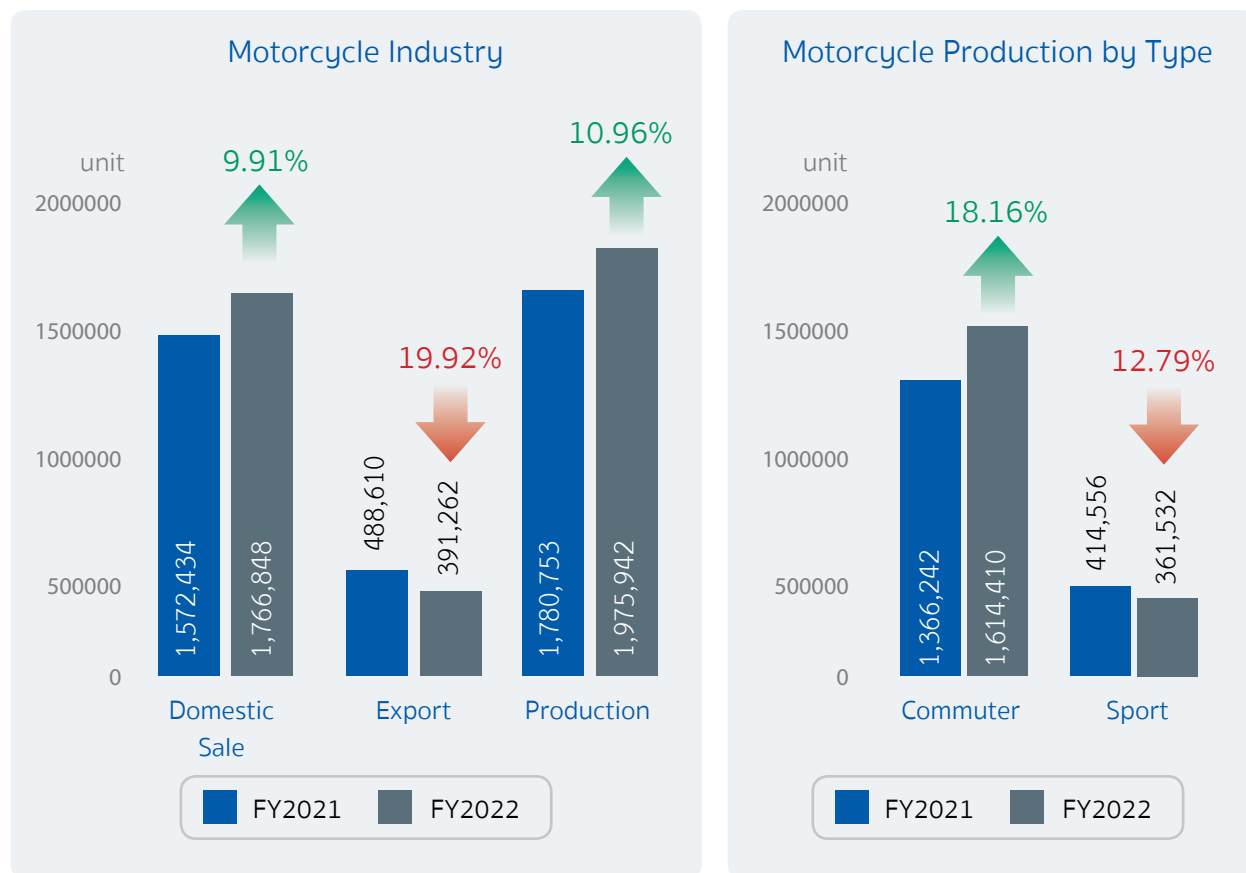


2) Export market

- Direct supply to motorcycle OEMs under IRC's global marketing activities
- All distribution channel under IRC business group

2. Market Conditions

Overview of the Motorcycle Industry in 2022



an overview of Thai motorcycle market in the accounting year of 2022, total production was 1.97 million automobiles, being classified into 1.61 million unit for family motorcycles, and 0.36 million unit for sport motorcycles. The overview was expanded by 10.96% from previous year. The family motorcycle group was expanded by 18.16% from previous year. In part of the market of sport motorcycle group, decreased by 35.27%

3. Competition

IRC is the first Thailand manufacturer of motorcycle tire-tube products under “IRC” brand. There are the complete distribution channels from sales to the Manufacturer or Original Equipment Market (OEM), and sales of spare parts to Replacement (REP) Market and Export Market.

In 2022, the revenue distribution of motorcycle tires-tubes amounted to Baht 2,585.79 million being classified into sales via OEM Market by 30.72%, REP Market by 28.45%, and Export Market by 40.83% of total sales volume of the Company.

1.2.3 Research and Development, and Innovation

IRC (Asia) Research Co., Ltd. (IAR) under the support of the Board of Investment of Thailand has taken the modern machines, equipment and software for participating in the research development with Thai and Japanese specialists.

In addition, the readiness in product development in collaboration with the customers has been a key factor in fulfilling the customer demand in order to bring about the product development and innovation that truly fulfills the demand. Moreover, there have been the research projects in collaboration with the government agencies, leading to the research results which are consistent with the government sector's requirements. Thus, IAR is one of the drivers of product and service development for increasing the sustainable competitiveness.

The Company has conducted research and development both in terms of product innovation and production process innovation in order to fulfill the customer demand, and to be ready for supporting the changes upon change into the use of EV motor vehicles, whereas the products in other industrial groups have been developed in replacement of the missing sales volume of rubber products in spare parts of combustion engine automobiles.

(1) Product Innovation and Development



The research and development is considered as one of IRC's strengths. We do not aim at the production growth of good and high quality products into the market only. However, we remain determining towards the new product creativities and innovations to fulfill the customer demand along with developing the production process towards Smart factory in order to control the product quality to be reliable, trustworthy, and build maximum satisfaction to both domestic and foreign customers by adhering to work rules, business ethics and code of conduct of the staffs by realizing on the significance of formula/product process development, as well as storage and protection of the

Company's confidential information, for instance, copyright, patent, research information, market information and customer information, whereas the Company has cultivated and built an awareness on the said matters to the staffs at all levels in order to lead to the sustainable growth and create a positive impact to be arisen in long term.

From 2020, IAR, Wangnoi Plant, has been accredited for testing laboratory capability according to TIS 17025-2561 Standards (ISO/IEC 17025:2017): General Requirements of Testing Laboratory and Calibration Capability

Natural Rubber in Landscape Architecture

With the determination to continuously develop rubber granules and synthetic flooring products, as well as initiating quality improvements to cover a wide range of applications under the concept of BCG through the use of Thai rubber, which is a natural resource that can be continuously re-planted, has contributed greatly towards adding value to rubber and creating income distribution to communities and Thai farmers, as well as the cost-effective use of resources in the production process, reducing the generation of waste and pollution to the environment by applying 3R principles; Reduce, Reuse, and Recycle.



In addition to using rubber granules and synthetic flooring products for floors, it can also be applied to produce local and domestic multi-purpose sports tracks and grounds. There are also colorful designs, patterns, and a wide variety of materials to make the products and prices much more attractive. It can be extensively used for landscape improvement works in various parks that can induce more safety to the general public, while at the same time enhancing the area's attractiveness.



(2) Innovation in Production Technology

Many areas are improved and developed for business growth under the commitment to create innovations in both products and production processes, focusing on the improvement of production process for high productivity using low production resources through the transition from manual to automated systems, by applying the concept of “Lean Automation” System to build confidence in the quality and reasonable price of the product, to make both domestic and international customers utmost satisfied. In addition, IRC has organized a competition to present innovations within the organization, both in terms of Product Innovation and Process Innovation, the winner and runner-up groups will be provided of special award with study tour for creative works, inventions and innovations abroad to inspire them and allow them to open to new knowledge and apply the knowledge they have found, seen, and touched by themselves into new innovations in IRC.

In terms of applying the “Internet of Things: IoT” to analyze the production efficiency for cost reduction, the Company has installed the analysis program at the main machine, this will allow the executives and employees in relevant departments to know the production efficiency, loss points from initial monitoring, they will know about the loss time and use this data to solve problems in production process and to enhance the overall efficiency of the machine (OEE - Overall Equipment Effectiveness). After collecting results, improving and developing until satisfaction, the results will be expanded and further installation will be done in other machines.



Performance

IRC provided and supported the employees by allowing them to enhance their ability to create and improve in all dimensions of production process in order to have competitiveness of the company such as create annually the contest for example Quality Control Circle, KAIZEN Activity as well as Innovation Day.

Tools/ Projects	Details	Employee Group
Quality Control Circle: QCC	Project for work-related improvement, encouraging the employee to demonstrate their performance, improve their proficiency, and learn through each other, creating self-esteem, teamwork, and good corporate culture in every employee of every level, for the best interest of the organization in terms of satisfying customer needs, cost reduction, and further performance efficiency enhancement	Whole Organization
Kaizen	The improvement of working process for cost reduction, efficiency enhancement, simple improvement of working environment of each individual	Whole Organization
Innovation Day	Innovation Project contest, including Process Innovation and Product Innovation, to encourage the employee to invent new innovation continuously	Whole Organization
Automation Projects	The innovation development for enhancing process efficacy and the Company's competitiveness potential which is continuously evolving	Engineering Department

In 2022, IRC has developed products and projects for the installation of in-line automation as well as a trial installation of Big Data and Smart Factory programs to analyze the overall performance of the machine, to improve production efficiency and product quality, and to reduce the waste from production process.

Awards and Achievement in Production Technology

The Company received awards from INOAC group for IT and Automation Awards from the U.S., Mexico, Vietnam, China Thailand, Indonesia and Sri Lanka which has over 130 participated projects.



1.2.4 Investment Privilege

The Company and its subsidiaries have been granted for taxation privilege according to the Investment Promotion ACT B.E. 2520 (1977) by the approval of the Board of Investment under the prescribed conditions. The essence of the taxation privilege is as follows.

Details	Inoue Rubber (Thailand) PCL.	Kin No Hoshi Engineering Co., LTD.	
1. BOI Certificated No.	64-0737-1-07-1-0	64-0736-1-07-1-0	63-0570-1-00-1-0
Dated	17 March 2021	17 March 2021	15 April 2020
2. Policies for Investment Promotion	Motorcycles Tires and Tubes Manufacturing	Elastomer parts for Vehicles and Compounded Rubber	Elastomer parts for Vehicles and Compounded Rubber
3. Privileges			
3.1 Being exempt of corporate income tax for net profit generated from operating the promoted and exempt business without requiring to include dividend from the promoted business which is exempt of corporate income tax to calculate for tax payment	3 Years	3 Years	5 Years
3.2 Being permitted for deducting loss for the year arisen during being exempt of income tax from net profit arisen after the exemption period of corporate income tax for 5 years period from the expiry date pursuant to Clause 3.1	Being permitted	Being permitted	Being permitted
3.3 Being exempt of reduction in important tax for machines as considered by the Board for approval	Being permitted	Being permitted	Being permitted

Details	Inoue Rubber (Thailand) PCL.		Kin No Hoshi Engineering Co., LTD.
3.4 Being exempt of import duty for raw materials and essential materials required for importing from foreign countries to be used in manufacturing for exporting from the first importing date	Not being exempt	Being exempt	Not being exempt
3.5 Being reduced of corporate income tax for net profit generated from operating the promoted business in the rate of 50% of normal rate for 5 years period from the expiry date pursuant to Clause 3.1	Not being reduced	Not being reduced	Not being reduced
4. Effective Date for Exercising the Right under BOI Certificate	24 July 2021	24 July 2021	3 May 2021

1.2.5 Policy of Investment in the Subsidiaries and Associated Company

The Company establishes the policy of investment in its subsidiaries for operating the business to support the Company's business lines, and enhance the competitiveness, facilitate the easiness in management line with investment value in both subsidiaries as at 30 September 2021 at 20.05 Million Baht and associate company at 174.60 Million Baht (the detail as per Note to Financial Statements 14)

For the policy of managing the subsidiaries and the associated company, the Company has appointed the executives to hold the director and executive office in the subsidiaries and the associated company in order to closely participate in management and formulation of significant policies.

1.2.6 Supply of Products

(1) Total Production Capacity

The production capacity is classified by production line of the following products

	Production Capacity/Year	
	2021	2022
Industrial Elastomer Parts	244 Million Units	329 Million Units
Motorcycle Tires and Tubes	19 Million Units	19 Million Units

(2) Supply of Raw Materials and Products used in Manufacturing

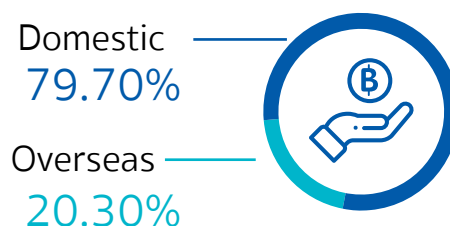
In supplying raw materials for using in manufacturing, the Company formulates the policy by mainly taking into account from quality, price, delivery ability, and source of production through inspection of property and test from standard laboratories. However, the ordering is carried out according to the general properties of the manufacturers and properties prescribed by the automobile manufacturing company's customers. Moreover, there have still been the policy of seeking for the source of production of alternative and various raw materials, ability to use in replacement, and fulfilling the future customer demand, and cost to ensure the competitiveness in the market in order to enhance the market competitiveness in all dimensions.

The main raw materials used in manufacturing include natural rubber, synthetic rubber, carbon black, steel parts, canvas, valve, wire, and other chemical which are the manufacturing mixtures in the supply proportion of main raw materials within the country and foreign countries as follows

Proportion of Main Raw Material Supply in 2022	Percentage
Domestic	79.70%
Oversea	20.30%

Note: Imported Raw Material purchased THB, Yen and USD

Proportion of Main Raw Material Supply in 2022



(3) Environmental Impact from Manufacturing Process and Disposal of Abundant Raw Materials

- None -

(4) Environmental Disputes or Litigations

- None -

(5) Undelivered Works

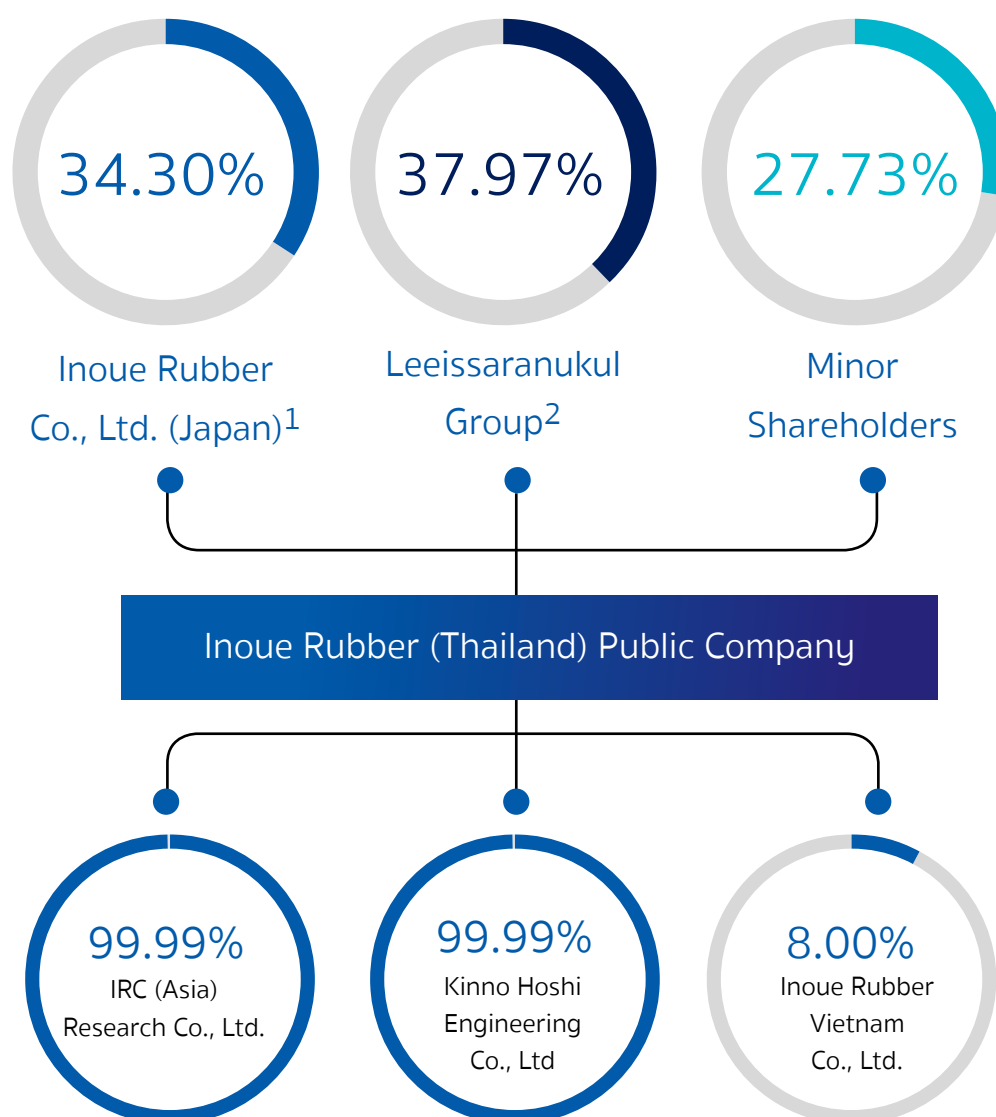
- None -

1.3 Shareholding Structure of the Company

1.3.1 Shareholding Structure of the Company

The Company had commenced its business operation in motorcycle tires-tubes manufacturer throughout the joint-venture of the group of Leeissaranukul Family and Inoue Rubber (Japan) Co.,Ltd. Which both are the current major shareholder since 1969, and continuously expanding its business. Currently, the Company has been operating its business in 2 business units which are 1) Motorcycle Tires and Tubes Business and 2) Industrial Elastomer Parts Business under the following shareholding structure.

As at September 30, 2022



Remark 1 Major shareholder group who participate in business operation by sending persons to be directors

2 Leeissaranukul Family including Sopa-Kanok International Co., Ltd, Mrs. Porndee Leeissaranukul, Mr. Thanong Leeissaranukul, Mrs. Pimjai Leeissaranukul, Mr. Apichart Leeissaranukul, Mrs. Porntip Sethiwan, Mrs. Kessara Leeissaranukul, Mr. Chokchai Sethiwan, Mr. Kanin Laochinda, and Ms. Sirinya Laochinda

1.3.2 Parties with Conflict of Interest

- None -

1.3.3 Relations with Major Shareholders

The groups of the Company's major shareholders are the group of Leeissaranukul Family and Inoue Rubber Japan Co., Ltd. Whereas both group had jointly established Inoue Rubber (Thailand) Co., Ltd. In 1969. Inoue Rubber (Japan) Co., Ltd. Is the supporter of the Manufacturing technology and distribution. The joint venture and operating collaboration agreement has been made. The Board of Directors and the management team are the group of person who has the appropriate knowledge, competence, and experience for the organizational management and mission to fulfill the market demand and the national level demand.

In 1993, the Company registered to transform as a Juristic Person according to the public law, and listed in the Stock Exchange of Thailand. The composition of the Board of Directors has been adjusted into more balance in business operations, consisting of directors, independent directors, and members of the Audit Committee.

The Company is managed by the join-management system of the experts both from Thailand and Japan, together with a clear norm of the operating power manual by mainly adhering to the Corporate Governance Code, Business Ethics, and Code of Conduct with all stakeholders.

However, the information of all types of connected transactions, values, conditions and rules has been disclosed in Topic Internal and Connected Transactions.

1.3.4 Shareholders

Major Shareholders

List of the top 10 shareholders as at ex-dividend date (XD) on February 9, 2022

Shareholders		Number of Shares	Shareholding Percentage
1)	Inoue Rubber (Japan) Co., Ltd.*	68,600,000	34.30
2)	Sopa-Kanok International Co., Ltd.**	50,666,000	25.33
3)	Inoue Rubber (Thailand) PCL.	7,792,300	3.90
4)	Dr. Vicharat Chawa-amphorn	7,599,999	3.80
5)	Mrs. Pimjai Leeissaranukul**	5,568,575	2.78
6)	Mrs. Porntip Sethiwan**	4,884,875	2.54
7)	Mr. Apichart Leeissaranukul**	4,697,700	2.35
8)	Mr. Thanong Leeissaranukul**	4,370,500	2.19
9)	Mrs. Porndee Leeissaranukul**	3,200,000	1.60
10)	Mr. Viriya Trangadisaiikul	3,053,900	1.59

Remark: * and ** are the major shareholders that participate in formulating the Company's management via Directors nominated to IRC's Board of Directors

** Leeissaranukul family Shareholding

The Securities holding report of Inoue Rubber (Thailand) Public Co., Ltd. 's directors and executives in 2022

Name	Position	Number of Shares		Trading during fiscal year 2022	Proportion (%)
		30 SEP 2021	30 SEP 2022		
Mrs. Pimjai Leeissaranukul ^{/1}	Chairman/ Executive Chairman/ Executive Director	5,568,575	5,568,575	-	2.78
Spouse and minor children					
Mr. Shigeki Yamada ^{/3}	President / Executive Director	-	-	-	-
Spouse and minor children					
Mr. Soichi Inoue ^{/2}	Director	-	-	-	-
Spouse and minor children					
Mr. Thanong Leeissaranukul ^{/1}	Director	4,370,500	4,370,500	-	2.19
Spouse and minor children					
Mr. Apichart Leeissaranukul ^{/1}	Director	4,697,700	4,697,700	-	2.35
Spouse and minor children					
Mrs. Porntip Sethiwan ^{/1}	Director	4,884,875	4,884,875	-	2.44
Spouse and minor children					
Mr. Kazuo Sato	Director	200,000	200,000	-	0.10
Spouse and minor children					
Mrs. Anchalee Chavanich	Independent Director	-	-	-	-
Spouse and minor children					
Assoc.Prof. Viyanant Jaruporn	Independent Director	-	-	-	-
Spouse and minor children					
Mr. Kittichai Raktakanit	Independent Director	-	-	-	-
Spouse and minor children					
Mr. Surong Bulakul	Independent Director	-	-	-	-
Spouse and minor children					
Mr. Takeshi Arakawa	Managing Director	-	-	-	-
Spouse and minor children					
Mrs. Witchuda Kupongsak	Executive Director of Administrative and Control Unit	15,000	-	15,000	-
Spouse and minor children					
Mr. Narongchai Rattanaekawin	Deputy Executive Director of IED Business Unit	10,000	10,000	-	0.005
Spouse and minor children					
Mr. Suchart Kootiratrakarn	Deputy Executive Director of Tire & Tube Business Unit	1,000	1,000	-	0.0005
Spouse and minor children					
Mr. Akira Tokoro ^{/4}	Executive Director of Motorcycle Tire and Tube Business Unit	5,000	5,000	-	0.0025
Spouse and minor children					
Mr. Akira Tokoro ^{/4}	Executive Director of Motorcycle Tire and Tube Business Unit	-	-	-	-
Spouse and minor children					
Ms. Praewphan Songhong	Finance Division Manager	-	-	-	-
Spouse and minor children					

Remark: /1 Major shareholder: Leeissaranukul family,

/2 Major shareholder: Inoue Rubber (Japan)

/3 Mr. Shigeki Yamada has been appointed since 23 October 2021 to replace Mr. Katsunori Ito who was resigned

/4 Mr. Akira Tokoro has been appointed to replace Mr. Tomohiro Shamoto

Mr. Mitsuhiro Ito, Executive Director of IED Business Unit resigned since 7 May 2022

1.4 Registered and Paid-up Capital

The Company's fully-paid registered capital is 200,000,000 Baht, being classified into 200,000,000 ordinary shares at par value of 1 Baht/share, whereas the shareholders have the voting right of 1 share per 1 vote

1.5 Issuance of Other Securities

- None -

1.6 Dividend Policy

- **Dividend Policy of the Company**

The Company's dividend payment policy is not paying more than 65 percent of net profit of consolidated financial statements after deducting corporate income tax and legal reserve by considering the fiscal year performance.

- **Dividend Policy of the Subsidiaries**

The subsidiaries dividend payment policy will be considered depend on each subsidiaries performance.

- **IRC Dividend Payment in the past 3 years**

Year	2020	2021	2022*
Earnings per share (THB/share)	1.14	1.77	0.57
Dividend per share (THB/share)	0.5699	0.8845	0.2910
• BOI	0.0739	0	0.2496
• NON-BOI	0.496	0.8845	0.0414
Dividend payout ratio (%)	50.00	50.00	50

*In case getting approval by 2023 AGM

2. Risk Management



2.1 Risk Management Policy and Plans

2.1.1 Risk Management Policy

The Company determines and realizes risk management as a part of good corporate governance in driving the organization growth stably regarding the impacts on the Company's objective, goal, reputation, and image. Thus, the enterprise risk management standard is established and communicated throughout all business units for inculcating the understanding of framework, procedure, and plan of risk management at an appetite level. This can be ensured that each business unit shall assess, control, monitor and report risk at the same standard level.

Therefore, the Risk Management Committee has established the policy framework, procedure and plan of risk management by emphasizing on;

1. The maximum efficiency of risk management at the minimum or appetite level;
2. Continuously monitoring, reviewing, examining and assessing current and upcoming risks in accordance with changing circumstances both from internal and external factors by establishing risk assessment criteria and managing risk assessments to cover business operations;
3. Encouraging employees at all level to acknowledge and prevent the risk that might occur;
4. Encouraging risk management and innovation as the Company's culture and driving to value enhancement of the Company".



2.1.2 Risk Management Culture and Tools

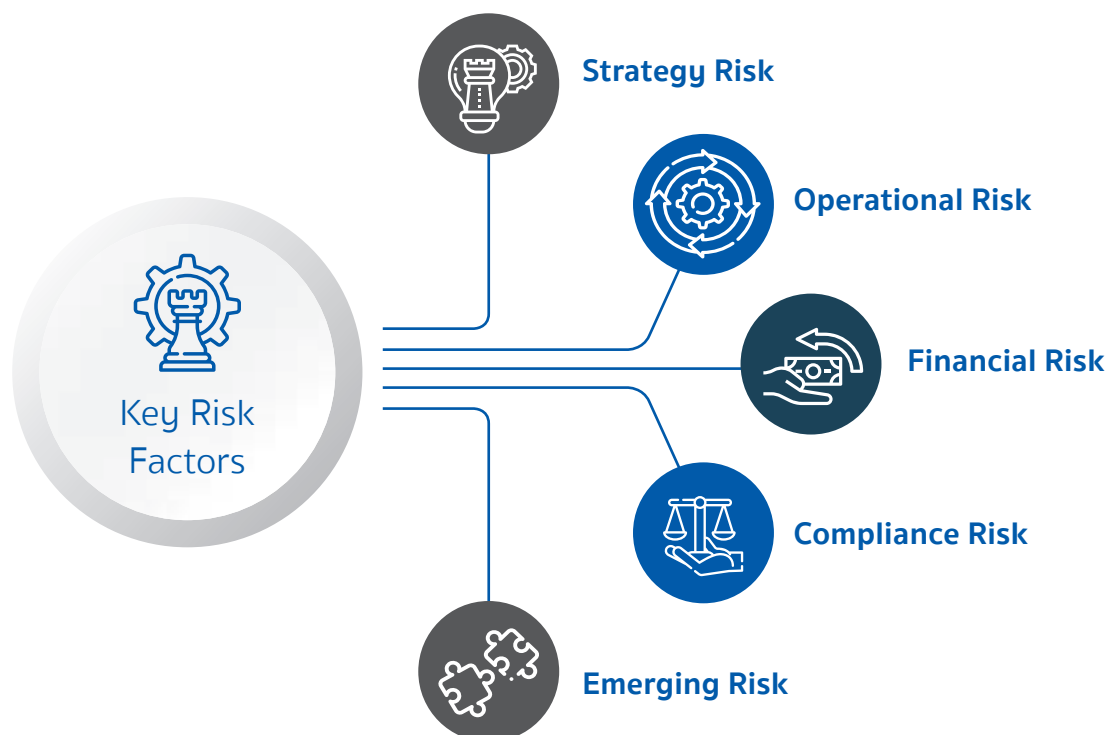
Nowadays, global economics and situations changes and moves forward abruptly, leading to a continued growth of business challenges. The Board of Directors saw that the Risk Management is a key process for business operation and to lead the business to achieve sustainable growth, in line with the Code of Good Corporate Governance FY2017. Thus, appointed the Risk Management Committee to manage the Company's risk with systematic, follow the law, good practice, and global standard which are Committee of Sponsoring Organizations of the Treadway Commission (COSO ERM) along with ISO14001:2015 and ISO9001:2015. Specifically focus in these 4 risk factors; Strategy, Operational, Financial, and Compliance, under the Risk Appetite, and including the risk control of the Company and its subsidiaries, leading to strategic and business plans that aligned with the Company's mission and vision both for short-term and long term.

To push the Company to make a better achievement of its objective and target, the Risk Management Committee has defined the roles and responsibilities of the Risk Management Committee, by emphasizing about the role that the risk owner must know and understand the risk of his/ her responsible job, together with promoting the contest and competition about innovation and management for internal organization, for every level of employee to recognize and participate in risk management, leading to a Systematic Report and maximize efficiency.

Moreover, the Risk Management Committee has revised the Key Risk Indicators (KRIs), which cover the Company's major businesses; Motorcycle Tires and Tubes Business Unit and Industrial Elastomer Parts (IED) Business Unit, for Key Risks evaluation and created and reviewed the Business Continuity Plan (BCP) as a preparation in case of emergency, in order to prevent the damage to business operation or the Company's stakeholders. Also, follow-up the performance of the Risk Management Committee, to conclude and report to the Board of Directors every quarter.

2.2 Risk Factors for the Company's Business Operations

Overview of key risk factors affecting the Company's operations are as follows;



2.2.1 Strategy Risk

Risk from Automotive Industry Conditions, Domestic Economy, and World Economy

COVID-19 outbreak impacted Thailand's automotive and motorcycle industries in 2020-2021, causing disruptions in both domestic and international supply chains. Furthermore, the economic upheaval has reduced the purchasing power of public sector. The Company has issued measures and established a strategic plan in order to quickly adapt to diverse changes. To be able to respond to changes quickly, the Company has issued measures and developed a strategic plan. In 2022, COVID-19 epidemic situation has improved and measures have been eased. However, the global economy remains uncertain as a result of Russia-Ukraine conflict, which affects many sectors, such as a shortage of raw materials in the supply chain or rising oil prices, which affect the cost of raw materials prices or, etc.

Motorcycle Tires and Tubes Business Unit:

Motorcycles are another indicator that can be used to assess consumer purchasing power, consumers, particularly among lower-income and middle-class consumers. Domestic motorcycle sales in 2022 are expected to increase over the previous year. In order to mitigate the effects and diversify the risks that may occur, the Company maintains a strategy based on three major market classifications, which are as follows:



Industrial Elastomer Part Business Unit:

The conflict between Russia and Ukraine, one of the countries that possessed important resources for the manufacturing of automotive parts such as semiconductors, has caused the value of various metals to reach an all-time high. Furthermore, the constraint has existed since the COVID-19 situation. This caused shortages in supply chains of various manufacturer, including the automotive industry.

The shortage of semiconductor is expected to improve. However, it still has an impact, causing delays in the automobile production and delivery. The automobile manufacturers have solved the problem by using the model switch method, which prioritizes the production of models that use existing semiconductors or a smaller number of semiconductor-based cars.

Risk from transitioning to Electric Vehicle (EV)

Currently, the direction and trend of the automotive industry is in the transition from internal combustion engine (ICE) vehicles to electric vehicles (EVs). This transition will also have a significant impact on the automotive parts industry. Because electric vehicle technology needs parts and components that differ greatly from those used in gasoline vehicles. Especially in the OEM market such as Powertrain, Engine, will be replaced by an electric motor (E-Motor). However, some types of parts can still be shared between electric vehicles and gasoline-powered vehicles, such as the body and suspension system.

According to the government policy, electric vehicles are expected to account for 30% of total car production by 2030. This includes production of hybrid electric vehicles (HEV/PHEV). As a result, the Company's ICE-related products can still enter the hybrid car market. Meanwhile, with current technological advancements, the Company is able to develop products for electric vehicles and is currently working on product design with customers. Furthermore, the Company is developing electric motorcycle tires specifically. As a result, the Company has a significant opportunity to enter the electric vehicle market.

In order to prevent the risk of variation during the transition period, the Company has developed new products in new markets, including various innovations and expedited the development of its potential in new product development of such as Weather Strip, Glass Run, Anti-vibration Rubber, Chargers product. As well as expanding into the other industrial products such as floor paving rubber made from recycled rejected rubber in the manufacturing process, development of rubber parts used for sealing glass grooves and floors in buildings or tall buildings, or rubber parts used in the construction industry, and so on. We will develop a variety of products to fulfill a wide range of customers' demands in order to increase market expansion opportunities. Additionally, the products will be designed to have improved functionality and features. Furthermore, the Company is researching the design of rubber parts used in car assembly in order to accommodate and respond to customer requests more quickly and correctly. This is also part of our strategy for retaining market share in the automobile segment.

Risk of Climate Change

Climate change is a major concern for all sectors, so guidelines to reduce greenhouse gas emissions (GHGs) have been developed, including regulations to reduce current greenhouse gas emissions as well as legislation and regulations to limit future greenhouse gas emissions.

The importance of resolving such issues is recognized by the Company. In 2022, the Company established the Carbon Management Committee to determine the Company's path toward carbon neutrality, carbon credit trading, and zero greenhouse gas emissions (Net Zero). In addition, the Company has set goals and processes that will lead to such goals in accordance with the missions of the Thai government, as well as to prepare for future changes in regulations and policies, such as carbon taxation, trade barriers related to GHG emissions, and so on.

Risk of relying on the major customers

In this year, the Company distributed motorcycle tire and tube products and Industrial Elastomer parts products to 14 major customers.

The Company has always had a good relationship with such customers. However, there are many operators who are direct competitors to the Company. So, there is a potential that customers will not renew their contracts with the Company and will instead purchase products from competitors. If the Company has to lose such customers, it would have a significantly impact on revenue. If the Company is unable to find a replacement customer, the Company's long-term survival may be jeopardized.

However, in order to remain competitive, the Company has consistently controlled its risks by improving the quality of its products and services. Furthermore, keep maintain current customers as best as possible. In addition, to continuously follow the progress with customers, acquiring more new customers and new markets such as automobile and electric motorcycle manufacturers, as well as customers in other industries to maintain strong sales.

2.2.2 Operational Risk

Risk of Technology and Innovation in the production process

The Company have brought lean concept, improving the manufacturing process to be a smart factory, Business Intelligence (BI) system, supplemented with the Total Productive Management (TPM) to co-develop with intelligent technologies, to enhance the efficiency, reduce cost, and losses in production management. The Company have also been encouraged to promote the Company's

innovation deemed as part of the Company's corporate culture conforming to the Company's organizational vision and missions and the Thailand 4.0 model progressed by the government. These well-developed strategies will lead to greater competitiveness and success, while creating potential values for the Company's products and services in a sustainable manner. Moreover, to maintain the quality standard of the Company's productions, the Company have also determined to focus on controlling, developing, and maintaining machinery and equipment to ensure effective production process at all times.

Risk of Occupational Health and Safety and the Quality of Employees

The Company have never abandoned the importance of developing a concrete foundation of the organization by fostering knowledge promotion to create good and consistent consciousness among employees in order to work according to the expected goals and objectives. The Company are also aware of the highest safety in the workplace as it helps reduce all possible risks that may take place during the employees' daily operations. The Company aim to become a "zero-accident" workplace through the instillation and implementation of safety principles among employees. All employees in the Company are encouraged to pursue the Safety Culture, being committed to doing good things and refraining from being involved in improper practices. A safety training program is featured in the Safety Day, a corporate activity launched to ensure sufficient knowledge on occupational health and safety for employees. In 2022, the Occupational Health and Safety Committee has performed in accordance with the Company's target excellently. Moreover, the responsible departments in the Company monitor flood problems closely, while submit significant reports on flood-related incidents to the top executives for acknowledgement on a weekly basis. Aside from an overwhelming risk of flood, the Company also holds its fire evacuation drill regularly.

Risks of information systems and cyber threats

The Company is well aware of the cyber threats that have had a significant impact on the digital world. Maintaining security against cyber threats is thus critical to the business and the organization. As a result, the Company has established an information system security policy to mitigate the risk of business interruption caused by such events, and the Company also requires regular risk assessment concurrently.

2.2.3 Financial Risk

Risk from fluctuations in foreign exchange rates

The Company had transactions in both Japanese Yen (JPY), US Dollar (USD), and Euro (EUR). In 2022, Thai Baht was weakest in the period of 16 years as a result of the US Federal Reserve's (FED) monetary policy, which affected raw material import prices, resulting in higher import costs.

However, the Thai Baht's depreciation is still a factor favoring exports. As a result, the Company focused more on the export market to compensate for the sluggish domestic sales caused by the economic circumstance.

The movement of exchange rates and raw material prices is regularly monitored by the Company. In addition, the Company defined a Forward Contract policy and developed methods to mitigate this transactional risk involving foreign currency. A report also made on a regular basis for Management to acknowledge and reported to the Risk Management Committee every quarter.

Risk from High Liquidity

The Company has guidelines for cash management to manage high financial liquidity by paying a dividend at a rate higher than the interest rate received from short-term investments. As well as planning additional investments in other channels, such as investing in mutual funds from leading financial institutions in the country. During the situation of the COVID-19 outbreak, the Company has closely monitored the situation and consulted investment supervisors for investment in innovative research and new product development to respond to Climate Change and Electric Vehicle. As well as investments to develop into a Smart Factory, such as the application of robots and automation in the production process. In addition to being worthwhile cash management and benefiting the Company in the long term, the investment is also supported by the Board of Investment (BOI).

Risk of Customer's Credit

For a customer's credit risk, there is a report about the terms of an account receivables to the Management regularly; in order to make a follow-up action whenever potential risky transactions are found; and such data are shown in the Financial Statement report every quarter. However, most of the Company's account receivables do not reach the maturity; thus, they do not affect the liquidity and the financial status of the Company.

2.2.4 Compliance Risk

Risk of Compliance and Regulations related to the Company

The Company is fully aware and committed to perform in complied with the laws, rules and regulations both production, business operation, accounting, occupational health and safety, labour, information disclosure, anti-corruption altogether with other global standards that deemed necessary and concerned the Company's business such as ISO Standard. Thus, the Company's had performed follows such rules and standards excellently.

In 2022, there is a review of Risk Management policy, Risk Management Committee's charter, as well as Roles, Duties and Responsibilities of the Board of Directors, Corporate Governance Policy to be aligned with the Corporate Governance Code 2017 (CG Code), and the rule and regulation prescribed by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC). One of the guarantee that the Company has performed follow the law, rule, regulation in the aspect of environmental, social, and governance is being selected by Thaipat Institute to be one of the Company with outstanding performance in the area of Environmental, Social, and Governance (ESG: ESG100), or rather called as ESG100 Securities group as of 2022 for 6 years consecutively.

Risk of Social and Environment

Moreover, the Company is fully aware that in order to be the "Corporate Citizenship", is not only performed follow the laws, rules, and regulations, it also include the listening and responding to the need and expectation of the stakeholders with fairness. The Company has established the Environmental Committee and Social Responsibility Committee to communicate between the Company and the Stakeholders, to ensure that the Company can operate the business in the society sustainably.

Risk of Corruptions

For Anti-Corruption, the Company has declared their intention to be part of the Private Sector Collective Action Coalition Against Corruption (CAC). The certification will be valid for 3 years from the date of approval on June 30, 2020, and the expiration date will be on June 30, 2023, to ensure that the Company has an appropriate internal control and risk assessment system. The Company also defined the Anti-Corruption policy which is publicized on the website and communicated to director, executives and employees through the Handbook of Good Corporate Governance.

2.2.5 Emerging Risk

Risk of Personal Data Protection Act (PDPA)

Personal data protection is important to the Company because it is a risk that must be managed properly. In order to prevent the problem of information misuse, which causes the organization to lose credibility, and to comply with the Personal Data Protection Act B.E. 2562 (2019), effective on June 1, 2022, the Personal Data Protection Policy has been announced, and it can be studied more on the Company's website.

Risk from the conflict between Russia and Ukraine

Conflict between Russia and Ukraine, the world's leading producer, has caused a global shortage of raw materials such as oil and natural gas, as well as important minerals such as nickel, which is used in the production of electric vehicles batteries, and palladium, which is used in semiconductor manufacturing, and so on. Higher production costs are passed on to consumers by raising product prices, potentially reducing consumers' purchasing power.

In this regard, the Company has kept costs competitive by researching and developing substitute materials for high-priced raw materials, as well as supply chain management, including futures contracts.

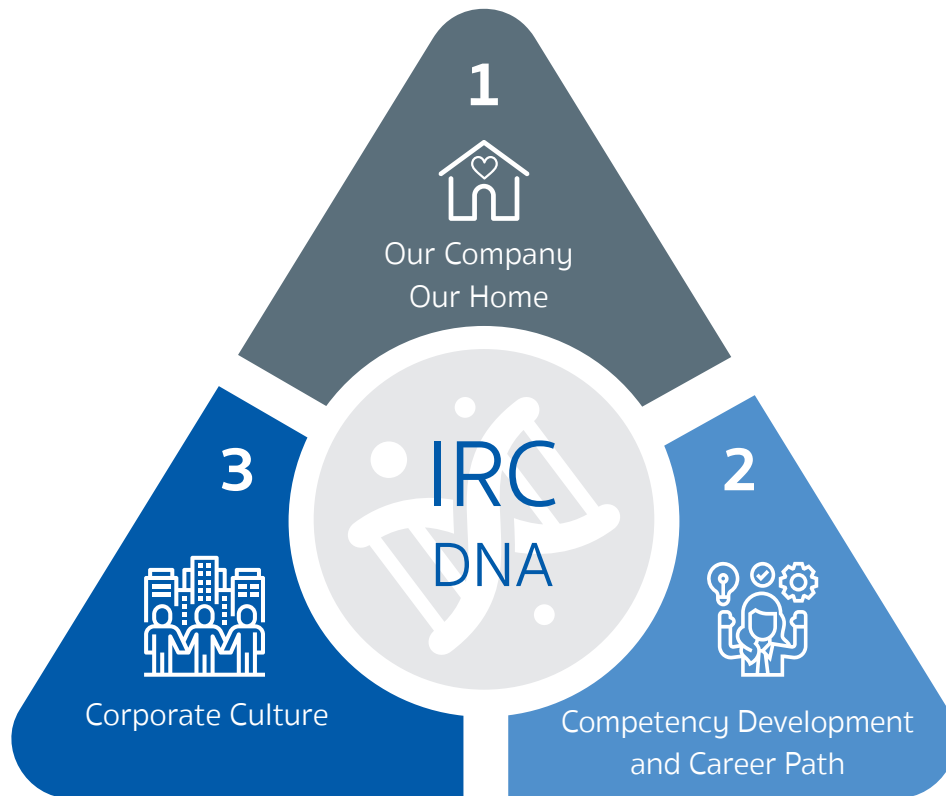
Risk from inflation

Increases in product prices have a direct impact on consumer decision-making. If energy and transportation costs are high, all consumer goods prices may rise at the same time. This will undoubtedly have an immediate impact on consumers. Rising product prices cause problems such as decreased purchasing power, which may lead to people reducing their consumption. As a result, domestic consumption grows at a slower rate than expected. However, the situation and customer orders are being closely monitored by the Company.

3. Driving business for sustainability

3.1 Sustainability Management Policy and Target

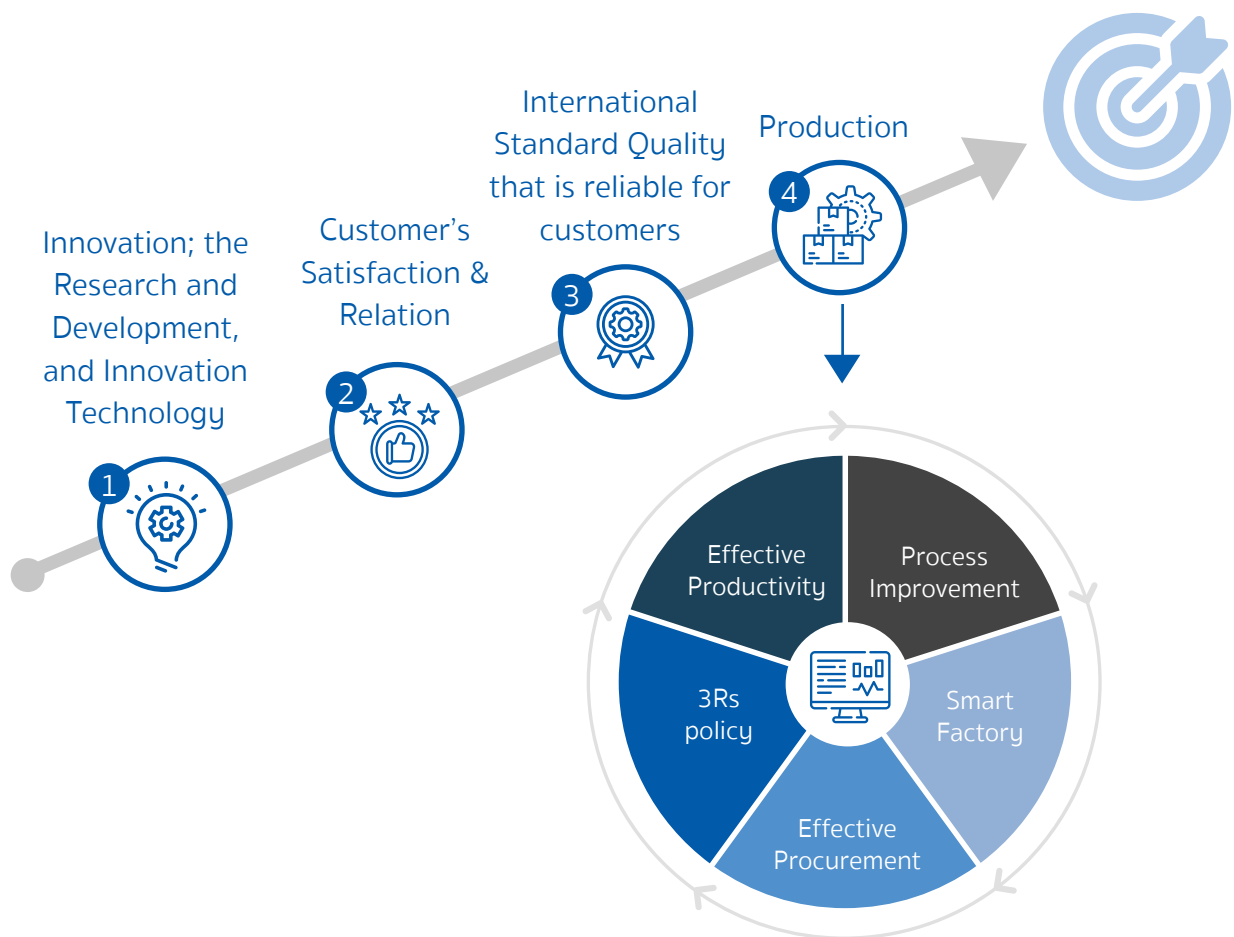
IRC is resolute to propel the organization to sustainability as per the sustainability strategy of the Company. It begins with the concrete base of everybody in IRC called IRC DNA, which consists of 1. Our Company Our Home 2. Corporate Culture and 3. Competency Development and Career Path.



Along the road to firm sustainability, there must be the risk management and supply chain management conducted by Risk Management Committee. On the other hand, Good Corporate Governance and Code of Conduct are conducted by Good Corporate Governance and Social Responsibility Committee. In addition, transparency and accountability are conducted by Audit Committee.

The roadmap for sustainability goal requires 4 key plans as follows.

1. Innovation; the Research and Development, and Innovation Technology
2. Customer's Satisfaction & Relation
3. International Standard Quality that is reliable for customers
4. Production:
 1. Process Improvement
 2. Smart Factory
 3. Effective Procurement
 4. 3Rs policy
 5. Effective Productivity



Each department consists of a plan, a target, and an indicator, which are monitored and evaluated daily, monthly, and quarterly by the Executive Committee and the Board of Directors.

These key plans bring about the competitiveness in cost, quality and product reliability, as well as revenue growth responsible by 3 main channels which are

- 1 Existing Products
- 2 New Products
- 3 New Markets that all lead to IRC's sustainability goal.

In 2022, the Company reviewed its strategy and sustainability goals without any change in the main contents. Given its sustainability goals, IRC has formulated sustainability management policies and plans in line with its business operations and corporate strategies to reflect its commitment to develop a business with the focus of environmental, social and governance (ESG) issues, following the Company's vision. Additionally, the Company has developed its policies to be in line with the sustainable development goals (SDGs) of the United Nations and has reported activities that aim to achieve global sustainability in this report.

3.2 Impact Management to Stakeholders in the Business Value Chain

3.2.1 VALUE CHAIN

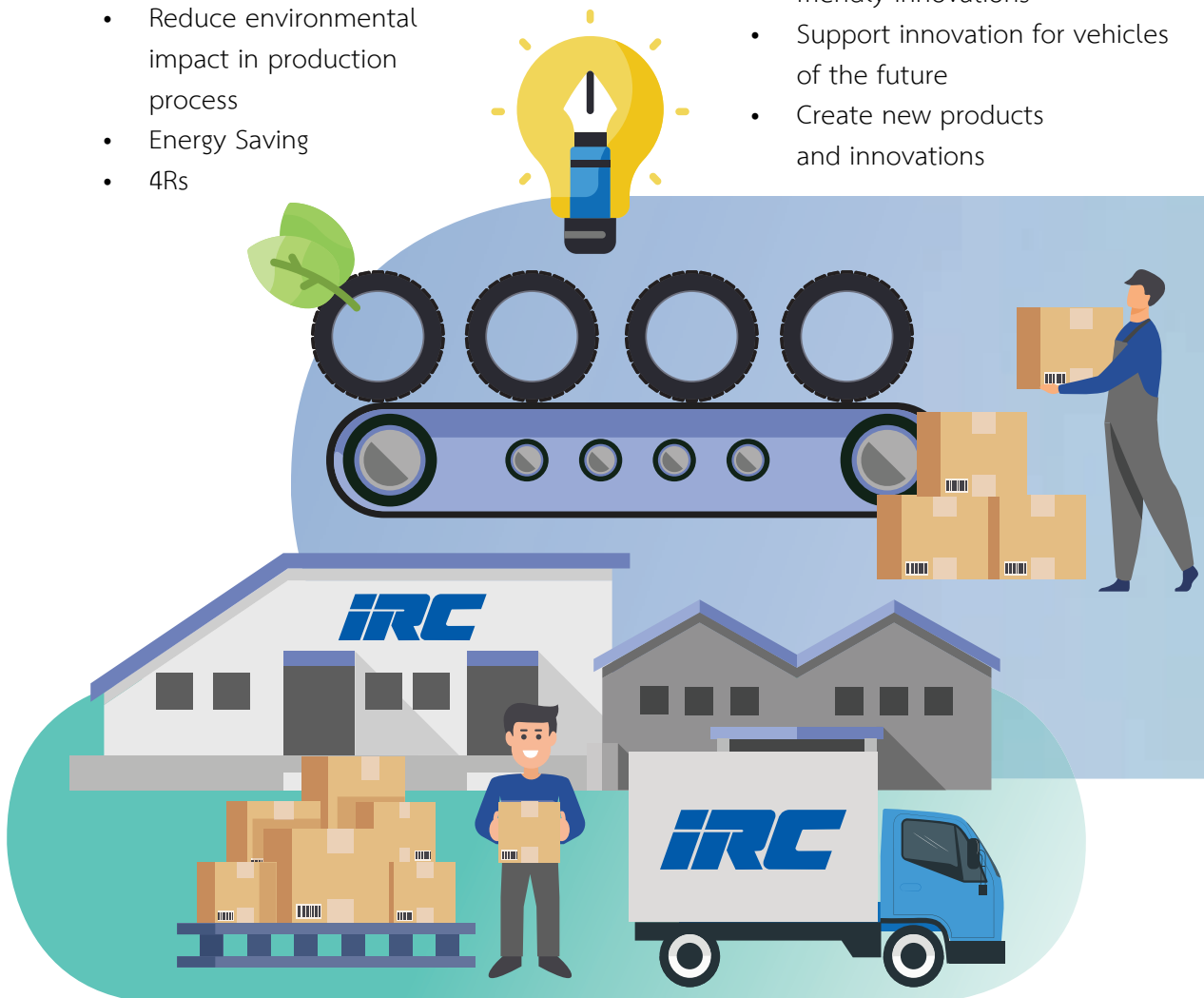
There are processes to connect with stakeholders at all stages throughout the organization's value chain. The company has created value for the society and environment through its products and services following the organization's vision on corporate governance and the BCG model, which focuses on economic development in three main areas including bio economy, circular economy, and green economy to boost the country's competitiveness.

3 Excellent Technology

- Increase efficiency and effectiveness of the production process
- Reduce environmental impact in production process
- Energy Saving
- 4Rs

2 Product Design

- Quality Control
- Create environmentally friendly innovations
- Support innovation for vehicles of the future
- Create new products and innovations

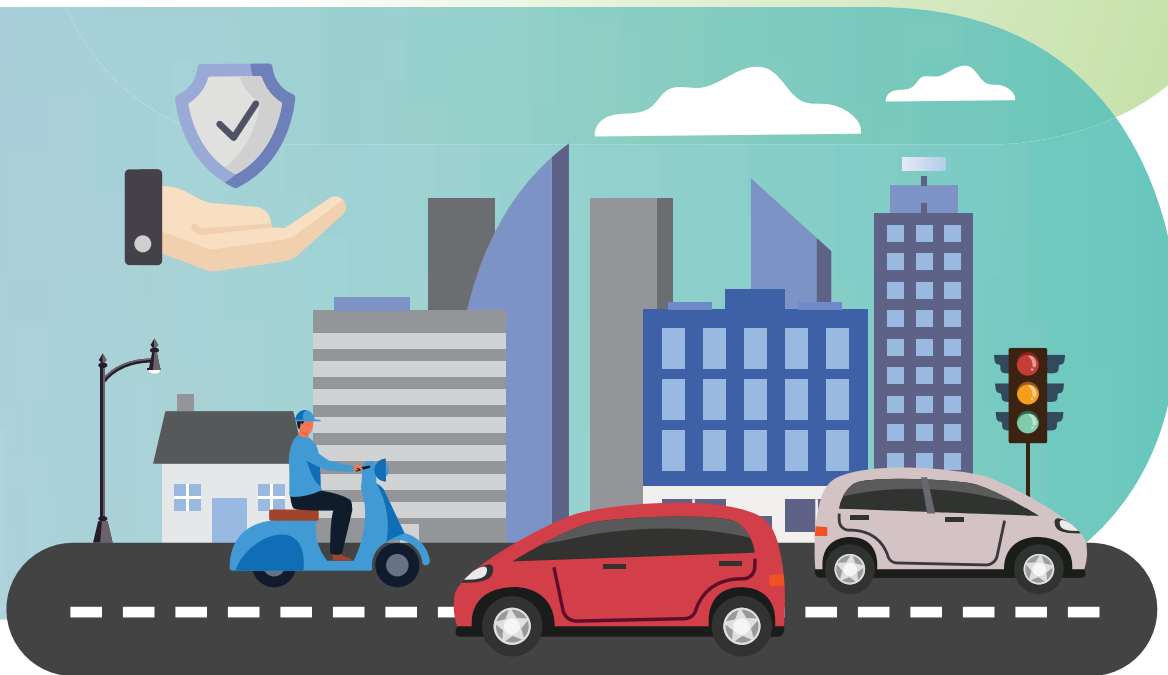


4 Delivery Quality Product

- Delivery Quality & Safety Product to Customer
- Environmental friendly products

1 Explored

- Good quality and competitive price from manufacturers with international standards, technology and sustainability





5 Quality life

- Encourage safe driving
- Improve the quality of life of consumers

3.2.2 Analyzed the stakeholders in value chain

The Company has analyzed the organization's value chain that directly and indirectly involves stakeholders from upstream to downstream. The stakeholders are divided into seven groups consisting of employees, customers, suppliers, society/community/environment, shareholders, competitors, and government agencies. The Company continues to listen to stakeholders' opinions at least once a year and is truly determined to engage with stakeholders to effectively meet their needs and expectations and to improve sustainability management processes.

Stakeholder	Expectation of stakeholder	Response to stakeholder
Employees 	<ul style="list-style-type: none"> Fair employee benefits and compensation Health and sanitation at work and job security Happy working environment Professional skill development to keep up with the changes Complaint channel for fair hearings 	<ul style="list-style-type: none"> Establish policies and employee treatment practices. Establish policies on employee conduct and treatment of other employees. Establish IRC's safety, occupational health, and working environment policies. Provide personal protective equipment (PPE) for employees. Have a plan to develop skills for employees at all levels in the organization (reskilling and upskilling). Create a channel for fair hearings for employees such as an HR Clinic.
Customers 	<ul style="list-style-type: none"> Reliable quality Reasonable quality and price Supply chain management, On-time delivery 	<ul style="list-style-type: none"> Recognize and adhere to 'The spirit of quality' that represents the 'Quality is priority. On-time delivery. Satisfied customers.' Motto. Comply with the rules and standards at all times. Promote internal quality control in each production unit. Receive support from Chief Executive Officer and Managing Director for the Quality Assurance Unit's decisions. Continuously participate in marketing activities with customers.



Performance on stakeholder engagement	SDGs
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- No accident at work that leads to death.
- Average number of training hours of 35 hours/person/year.
- No complaint related to human rights principles.
- No labour dispute.



- Awards, certificates, plaques, and accolades received from customers and other organizations.



Stakeholder	Expectation of stakeholder	Response to stakeholder
Suppliers 	<ul style="list-style-type: none"> Fair and equal treatment of suppliers Efficient supply chain Assistance Encourage environmentally friendly purchasing (Green Procurement). Potential joint development Timely payment management 	<ul style="list-style-type: none"> Establish policies and practices on supplier and/or creditor treatment. Support potential development of sub-contractors (SMEs). Provide support to improve the quality of rubber from Khlong Pang Cooperative, Trang province to achieve international certification such as PEFC's ISO19001:2015 sustainable rubber plantation standard. Accurate, complete and timely payment schedule.
Society/ community/ environment 	<ul style="list-style-type: none"> Pollution and environmental management Environmentally friendly products Climate change Efficient resource management Ecological conservation 	<ul style="list-style-type: none"> Establish social and environmental responsibility policies. Establish environmental policy. Establish a monitoring and surveillance agency for environmental complaints. Conduct environmental monitoring and evaluation on a regular basis to improve and develop an efficient environmental management system. Help the society and communities during the Covid-19 pandemic by providing personal protective equipment (PPE) such as face masks, 75% alcohol gel, high flow oxygen therapy, and negative pressure room setup to hospitals. <p>Additionally, the company provides rice and water to help the communities and villagers in need.</p>




Performance on stakeholder engagement	SDGs
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- Selected suppliers were able to deliver quality products and services to the company in a timely manner.
- Small and medium enterprises (SMEs) are able to increase their competitiveness, strengthening the country's economy.



- Built strong relationships with neighbors in the Rangsit and Wang Noi areas.
- Participated in social development (CSR) activities to create shared values between the organization and the society (Creating Shared Value or CSV).



Stakeholder	Expectation of stakeholder	Response to stakeholder
Shareholders 	<ul style="list-style-type: none"> • Corporate governance • Transparency in business management • Effective risk management 	<p>The board of directors, as representatives of all shareholders, has the following duties:</p> <ul style="list-style-type: none"> • Create policies and manuals on corporate governance and business ethics. • Promote continuous development of corporate governance. • Support the preparation of sustainability report. • Appoint the Corporate Governance and Social Responsibility Committee and the Risk Management Committee. • Develop a risk management plan.
Competitors 	<ul style="list-style-type: none"> • Business operations that are transparent and compete fairly • Assistance and exchange of information that is beneficial to business operations. 	<ul style="list-style-type: none"> • Develop a competitor treatment policy. • Disclose the Company's information in the annual report and sustainability report.
Government Agency 	<ul style="list-style-type: none"> • Certification • Comply with concerned • Law and Regulation • Control environment inside the Company at required standard • Acknowledged the new regulation. 	<ul style="list-style-type: none"> • The Company asks permission and certification from related parties before starting the operation. • The Company follows concerned law and regulation. • Be responsible for society, as well as control, maintain, preserve and promote environment. • Monitoring the new regulation

Performance on stakeholder engagement	SDGs
<ul style="list-style-type: none"> Received the ‘Excellent’ CGR rating from the Thai Institute of Directors Association. Selected to be on the 2022 Thailand Sustainability Investment (THSI) list of the Stock Exchange of Thailand. 	 
<ul style="list-style-type: none"> Developed processes that can increase efficiency, reduce costs, preserve the environment, and allow for innovations, leading to business advancement and the development of the industry as a whole. Create a network of good business partners. 	 
<ul style="list-style-type: none"> The Company and its subsidiaries do not have legal dispute or lawsuit where the directors, executives, or related person are being involved. Received the 10th NACC Integrity Awards from Office of the National Anti-Corruption Commission. 	 

3.2.3 Assessment of the Materiality Issues and the stakeholders

Procedure to Assess Key Issues for Sustainability

1. Identification of key issues

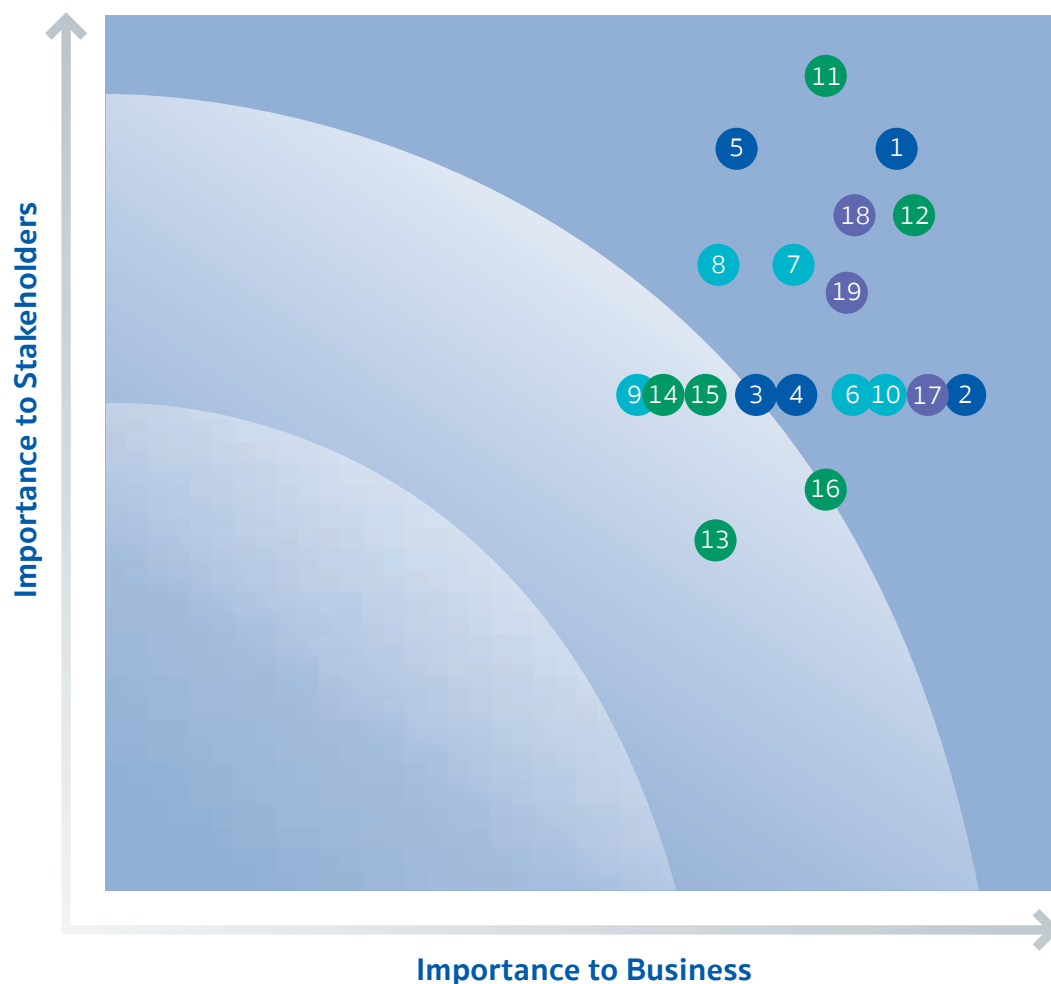
The Company has established the scope of analysis on key issues for sustainability as follows:

Internal factors: Analyze the sustainability issues affecting the value chain for short-term and long-term sustainability, covering from raw material selection activities until delivery to consumers, including key factors affecting the Company's Vision, Mission and Sustainability Strategies.

External factors: Analyze issues under the attention of stakeholders, tendency of Thailand and the world, and the UN Sustainable Development Goals (SDGs).

2. Prioritization

Considered the interesting internal factors and external factors and prioritized issue by stakeholders and executive committee as showed below.





Economic

- 1 Quality and Cost Competitiveness
- 2 Risk management
- 3 Supply chain management
- 4 Business and Social Innovation
- 5 Quality Reliability

Social

- 6 Human Rights
- 7 Occupational Health and Safety
- 8 Customer relationship Management
- 9 Human Resource Improvement
- 10 COVID-19

Environmental

- 11 Environmental Management
- 12 Energy Conservation and Global Warming
- 13 Ecosystem Conservation
- 14 Climate Change
- 15 Environmental Friendly Products
- 16 Efficient Resources Management

Governance

- 17 Anti-Corruption
- 18 Good Corporate Governance
- 19 Corporate Social Responsibility

*Remark: Vertical is key issues to stakeholders, analyzed from collecting primary and secondary data such as interviews, evaluations, data from the shareholders' meeting minutes and other news sources from stakeholders, etc.

Horizon is key issues to the organization, analyzed from the evaluation of impacts on the organization by executives, and long-term risks.

3. Validation

In 2022, the Good Corporate Governance and Social Responsibility Committee reviewed the materiality issues by considering Thailand's Roadmap, the development to Thailand Industry 4.0, the economic direction both domestic and international levels, and the United Nation's Sustainable Development Goals or SDGs, then presented to the Executive Committee for consideration as a practitioner. Lastly, the materiality issues were proposed to the Board of Directors to consider whether they comply with the overall enterprise direction and appropriateness. This is to ensure that the materiality issues are selected, reviewed, and assessed comprehensively and up-to-date.

4. Establishment of guidelines to respond to stakeholders

Key issue on sustainability considered and approved by the Board of Directors will determine the operational direction at the plan/project level and use it as a strategy to drive the business to meet the needs of stakeholders, and suitable for business operations in the current business ecosystem

3.3 Sustainability Management in Environmental Dimension

3.3.1 Environmental Policies and Practices

IRC has defined “Environmental Policy” to be upheld by all members within the organization in order to drive sustainable development in the aspects of environmental conservation and maintenance of balanced ecosystem.

1

Improve and develop environmental management system which consistent with laws and other requirements concerning with organization’s procedures

2

Efficiently and effectiveness utilize of electrical power, water, and all others resources

3

Develop management process according to 4Rs (Reduce, Reuse, Recycle, Refuse) principle for zero waste and zero pollution from production process and other activities. including prevention of potential pollution.

4

Promote and develop staff to have a green spirit for creating a culture and environmental awareness by impacts from ctivities that affect the environment, save for better environment to the Company and community

5

Communicate Environmental policy to public

Carbon Neutrality



Vision and Mission towards Carbon neutrality

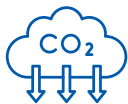
Vision

IRCT Group will achieve organizational Carbon Neutrality and business sustainability by 2050 through collaborative creation with its stakeholders

Mission

- Promoting and supporting activities for carbon emissions control and reduction
- Implementing the 4Rs (Reduce, Reuse, Recycle, and Refuse) principles in the organization
- Conservation of energy, water and other natural resources
- Commitment to purchasing, selling, and utilizing low-carbon and Eco-friendly products
- Educating employees, customers and other stakeholders
- Bridging between product price and carbon footprint along with carbon trading costs for future business competition

Strategies towards Carbon neutrality



REDUCE

- Carbon Emissions - Reduce carbon emissions from operating 30% by 2030 through productivity improvement and efficient use of energy and resources
- Waste Management - Reduce pollution emissions through waste reduction, efficient use of resources and effective waste treatment (4Rs) leading to Zero Waste to Landfill



PROMOTE

- Renewable Energy - Introduce renewable energy sources into the organization
- Sustainable Transportation - Use Appropriate Energy Efficient Vehicle with Low Emissions rate
- Support Carbon Footprint-certified products/raw materials
- Consider Green Investment



OFFSET

- Forests - Store carbon by planting trees and protecting existing forests
- Energy Conservation Project - Carbon credits can be used to offset corporate greenhouse gas emissions or traded in the carbon credit market

Management Approach

To play a part in fostering a good environment within the Company and pass on to nearby communities, the society, the nation and the world community. The Company seeks to fasten its response to climate change threats by sticking to the Sustainable Development Goals (SDGs) in 6 of its main goals in which the Company can participate in tackling the climate change. The currently emerging issues surrounding climate change include

	Protecting the environment to promote employees and surrounding communities' health and well-being
	Managing the efficient use of natural resources and the elimination of toxic waste and pollution
	Water quality enhancement and increase recycling
	Reducing greenhouse gas emissions (GHGs)
	Reducing the amount of resources used and increasing the use of alternative energy
	Protecting the environment and ecosystems

Environmental Good Governance



The Company adhere to the method of environmental management as Environmental Good Governance principle, which is an international standard.

Moreover, we comply with the 6 important principles that is transparency, fairness, and people participation toward environmental management. This lead to the suitable judgment for both policy and good operation towards sustainable environmental.









Green Industry



The Company has developed into a green industry as guided by the project of the Ministry of Industry. The framework helps promote continuous environmental improvements, and demonstrate social and environmental responsibility both inside and outside the organization; as well as the supply chain. At present, the Company has been awarded with the Green Industry Certification Level 3: Green System. Our aim is to reach the level 4, green culture (Green Industry Level 4: Green Culture) and later on, level 5 green industry (Green Industry Level 5: Green Network).

3.3.2 Environmental Performance

Key Environmental Performance in 2022

 <p>Certified ISO 14001 Standard for the 7th consecutive year</p>	 <p>Certified Carbon Footprint for Organization: CFO from Thailand Greenhouse Gas Management Organization (Public Organization) as two consecutive year</p>
 <p>Certified Waste Management in Factory according to 3Rs principle from Ministry of Industry</p>	<div><p>The quality of air measured by an external agency is in the standard range</p></div> <div><p>The quality of water discharge by an external agency is in the standard range</p></div>
	<div><p>NO environmental complaints from nearby communities</p></div> <div><p>NO significant violations of environmental laws and regulations</p></div>

The Company has been certified by the environmental management system ISO 14001, an international standard economically and socially recognized as a result of the promotion and implementation of environmental policies and sustainability strategies, as well as established the environmental and energy culture, so that all employees work together in an environmentally friendly way for business operations of all areas, until becoming part of the corporate culture, leading to continuous and sustainable development, which can bring about good results in various aspects as follows

- Increase business opportunities and build trust for customers
- Reduce production costs from efficient use of energy and resources
- Provide a standard water treatment system which is able to recycle water for the use in a green area and cooling tower system
- Being accepted by stakeholder groups such as communities, government agencies, customers, shareholders, etc.

Environmental awards and achievements in 2022

Green Industry Level 4

Green Industry

The Company received the “Green Industry” Level 4: Green Culture from the Ministry of Industry on November 29, 2021 at the Green Industry Awards and the Green Industry Forum seminar, which presented the environmentally friendly operating activities as well as adhering to business operations with social responsibility both inside and outside the organization, including aiming for sustainable industry development.



3Rs Award & Zero Waste to Landfill Achievement Award

Rangsit Factory received 2 awards; 3Rs Award and Zero Waste to Landfill Achievement Award, from participating the project about industrial wastes management by using 3Rs and KAIZEN in 2022 from Department of Industrial Works, Ministry of Industry on September 8, 2022.



Eco Factory +SV Awards

Wang Noi Factory was granted as Eco Factory plus Social Value: Eco Factory +SV (Silver Awards Level) from Department of Industrial works, Ministry of Industry on October 4, 2022.



Environment networking

with government agencies and organizations



Mr. Kanin Laochinda, Manager of Business Development Department, participated in the signing of the Memorandum of Understanding (MOU) of “Production, Consumption, Services, Energy Reduction, Waste Reduction, Greenhouse Gas Reduction, Green Area Expansion to Promote Health and Environmental Health Management and Waste Management in the Community” on June 24, 2022 at Rangsit City Municipality Office.

2023 Target



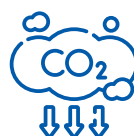
- NO environmental complaints from nearby communities
- NO significant violations of environmental laws and regulations
- Certified Carbon Footprint for Organization : CFO for three consecutive year
- Participate in the T-VER program to earn carbon credits for reporting or offsetting carbon emissions

1. Energy Management and Climate Change Strategy

Key Performance in Energy Management in 2022



Reduce electric energy expenses from continuously implementing the Energy Conservation Project for increasing the efficiency of energy consumption and reduction of greenhouse glass emission, which is estimated to the approximate amount of Baht **2,077,542** million/year.



Greenhouse gas emission volume (Boundary 1) of **14,069** tonnes of equivalent carbon dioxide



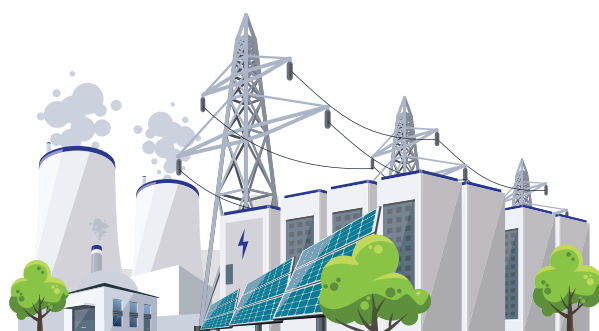
Greenhouse gas emission volume (Boundary 2) of **21,666** tonnes of equivalent carbon dioxide



↑ Solar power consumption of **7,884** GJ increasing from 2021 by **4.16** % from the additional installation of Solar Rooftop



Cancel the use of boiler in manufacturing process in Wangnoi Plant, resulting in a decrease in fossil fuel consumption volume and electricity cost saving



The Company is aware of the climate change problem, problem of severe natural disasters that damage life, property and natural resources, therefore has established a responsible business plan, promoted sustainable and valuable energy consumption, planned the development of systematic production process and operations, promoted the supply and consumed environmentally sensitive energy, and promoted clean energy development project to reduce the impact on the environment and community, alleviated the problem of global warming, and respond to the Paris Agreement under the United Nations Framework Convention on Climate Change.

Energy Saving Policy

- The Company will operate and develop appropriated energy management system which is a part of the Company's business operations and it has to be implemented in accordance with relevant laws and regulation.
- The Company will continuously improve the energy efficiency in order to meet the nature of business, production technology and internationally best practices.
- The Company will set annual plan and goal for the energy conservation and communicate with all employees for accurate understanding and compliance.
- The Company regards that the energy conservation is the duty and responsibility of all executives and employees at all levels and they are required to deliver their cooperation to comply with the energy saving measures, to monitor and report relevant issue to the energy saving committee.
- The Company will support the necessary resources, including personnel, budget, time as well as training courses and encourage all employees' participation through presenting their suggestions that are beneficial to energy saving of the Company.
- The Company by energy saving committee will revise the energy saving policy, goal, and plan on annual basis.

Management Approach

- Economical and cost-effective energy use by cultivating values and awareness of energy use.
- Plan and control energy efficiency and maximize benefits. Reduce energy loss in all steps engaged. Regular monitoring and supervision of electrical appliances is done to lessen energy leakage.
- Use of renewable energy especially one from natural sources such as solar energy.
- Use of renewable energy especially one from natural sources such as solar energy.
- Devise products with lower environmental impacts, and use green technology as part of consideration for future investment projects.
- Reduce fossil fuel consumption by changing into renewable energy, and planning the worthwhile energy consumption by creating value and awareness on energy consumption.

Business Value Addition through the Greenhouse Gas Emission Reduction Project

Promotion Project for Preparing Carbon Footprint for Organization (CFO) in collaboration with Thailand Greenhouse Gas Management Organization (Public Organization)



The Company has participated in the Promotion Project for Preparing Carbon Footprint for Organization (CFO), Phase 8, which is a key tool supporting the preparation of information and report of greenhouse gas volume in the organizational level for enhancing the capacity in managing and reducing greenhouse gas emission, and for mutually reducing and controlling carbon dioxide emission, resulting in global warming.

Energy Conservative Project



Install Solar Rooftop sized 603.68 kWp



3,511,057 Baht/year

The power generation system from solar cell provides clean energy that does not causes pollution and helps reduce global warming, the Company is aware of environmental problems, therefore, has installed a 603.68 kWp Solar Rooftop for the whole rooftop area of the plant where solar cells can be installed, it could generate electricity for 923,962 kWh/year, saving electricity cost for 3,511,057 baht/year, reducing GHG emissions by 553 tons of CO₂/year.

Cancellation on the use of boiler in manufacturing process



718,956 Baht/year

Wangnoi Plant cancelled the use of boiler in manufacturing process, resulting in ability to save electric energy cost by 718,956 Baht/year comparing to last year.

Install Solar Rooftop sized 997.92 kWp

The Company installed a solar rooftop sized 997.92 kWp on the whole rooftop area of the plant, the renewable electricity was generated in replacement of external energy for 1,403,981 kWh/year, saving electricity cost of 5,858,535 baht/year, reducing carbon dioxide emissions of 817 tons of carbon dioxide/year



5,858,535 Baht/year



Operating Plan



- Continuously implement the Energy Conservation Project in order to enhance the efficiency of energy consumption and greenhouse gas emission.
- Operate according to the strategic plan in management of greenhouse gas emission in long term to be consistent with the requirements and commitments determined both in the national level and global level.

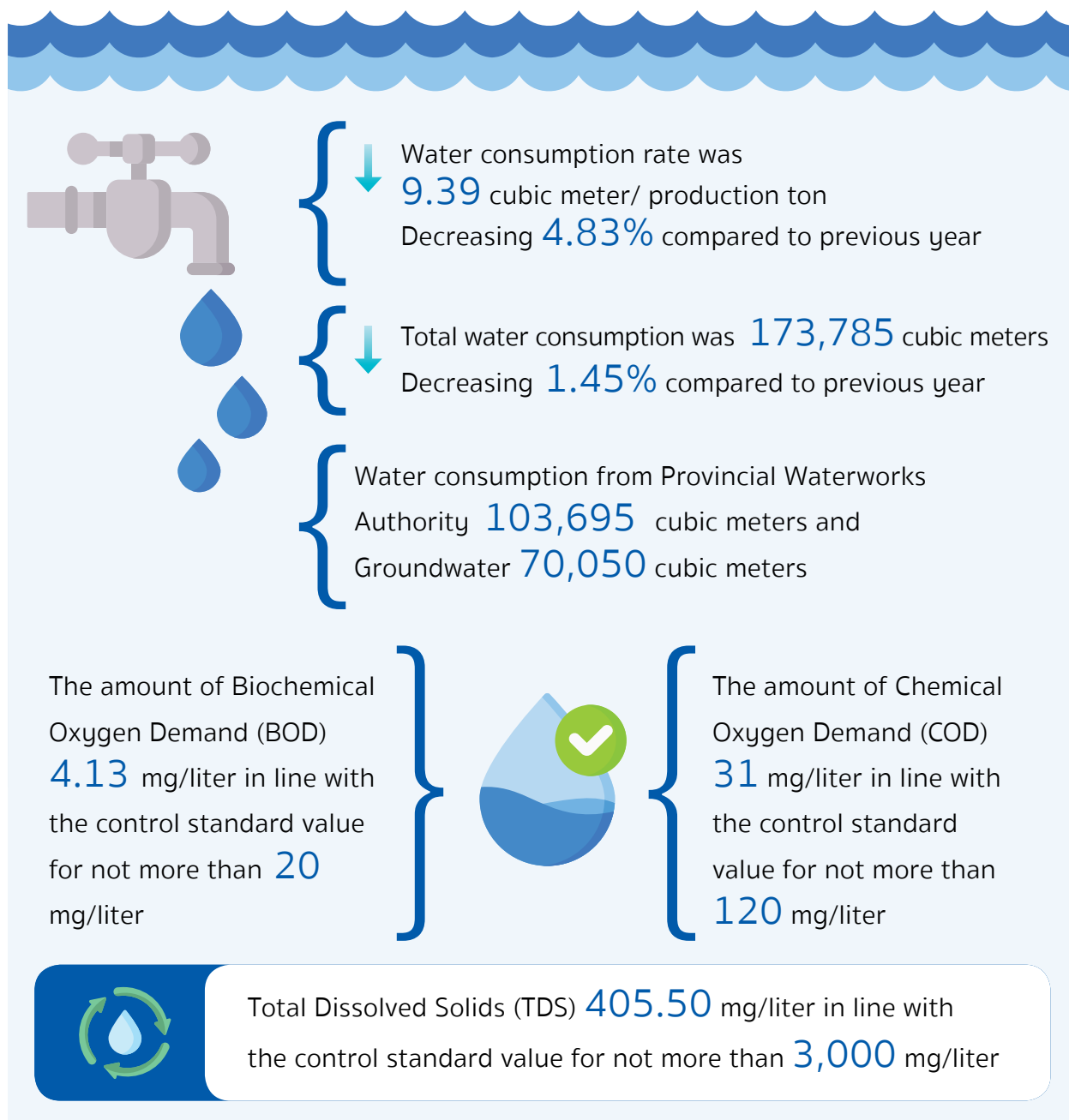
Energy Management Goals



- Reduce GHG emissions of not less than 2% every year.
- Expand the Solar Rooftop installation to reduce electricity consumption within the factory as well as lowering GHG emissions.

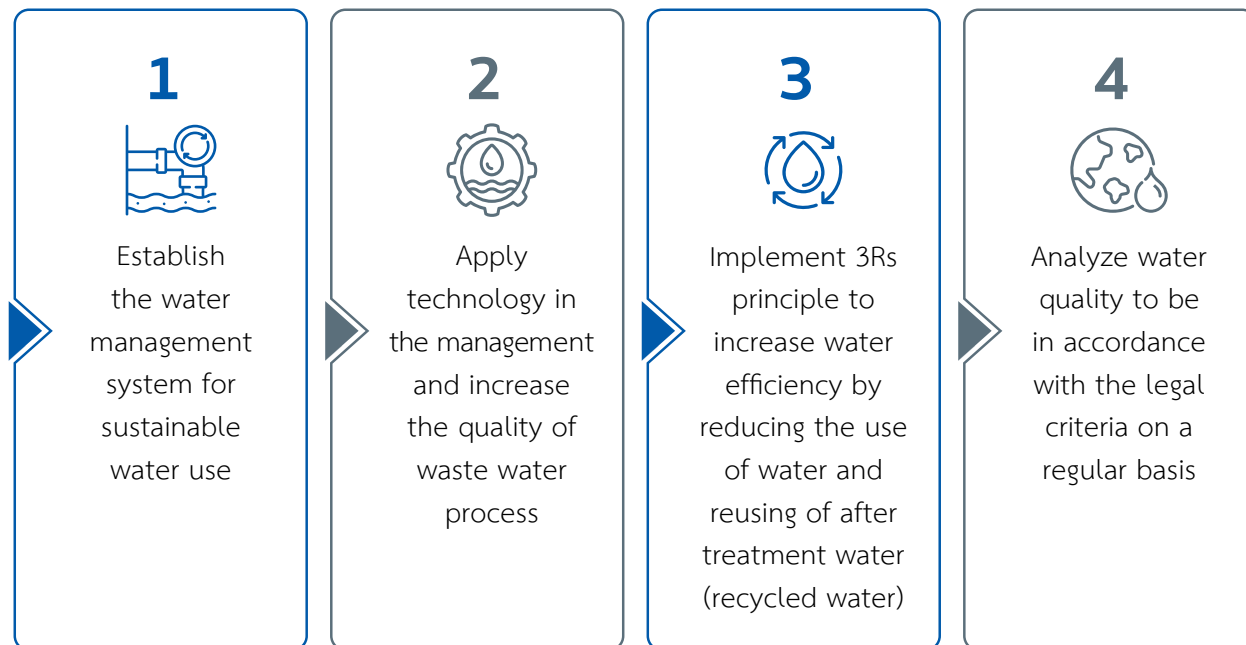
2. Water Management

Key Performance of Water Management in 2022





Population growth and economic growth are the driving forces for increasing water consumption in all sectors. These factors result in the possibility of a water crisis in the future. In addition, global warming and climate change are still the causes that affect the water cycle on the earth and lead to various disasters such as rainfall fluctuation and drought or flooding. In order to prepare and to deal with the effects of such phenomena, the Company therefore assigns a working team to continuously monitor the water situation in the main dams and nearby dams in the Company's working areas. The objective is to be able to manage the water resources efficiently as well as to ensure that the Company's water resources are adequate for its business operations as well as consumption in all relevant sectors

Management Approach



Water Management Project

Plan for 2022	Performance
<p>Energy Efficiency Improvement Project by Reusing Condensate Waste in the Production Process instead of using an electric heater system to reduce energy consumption.</p> 	<ul style="list-style-type: none"> • Reusing of condensate waste. • Energy savings of 79,488 units/year. • Cost saving 321,132 baht/year • Reduce GHG emissions by 47.58 tons of carbon dioxide equivalent. • Equivalent to turning off 258 36-watt bulbs or planting 4,510 trees.
<p>Install a Glass Fiber System Project for water filtration in the automatic water immersion machine of the QC Tube department to increase efficiency and the ability to circulate water for reuse in the system.</p> 	<ul style="list-style-type: none"> • Reduce the amount of water used in the tire leak testing machine by 696 cubic meters per year, or 56%. • Cost saving 22,622 baht/year.

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Water Recycle Project for Cooling System. The Company has applied the 3Rs principle to enhance the efficiency of water consumption by reducing water consumption (Reduce) and reusing the post-treated water (Recycle) with Electrocoagulation method which uses the reaction of electric current to create a concentrated magnetic field for separating substances such as bacteria, oils, heavy metals from water without using chemicals, this method is not harmful to the environment, reduces the amount of sludge from the treatment system and increase the efficiency of wastewater treatment in recycling water for cooling system

Reduce the consumption of tap water in the cooling system and green areas for 14,164 cubic meters/year or 4% of total recycled water.



Installing an automatic faucet sensor system in the restroom to reduce the amount of water that is wasted.

Proceed to install automatic faucets for 4 units at Production office building.



Campaign to reduce water and energy consumption on World Environment Day. Promote and raise awareness of resource efficiency and benefit maximization.



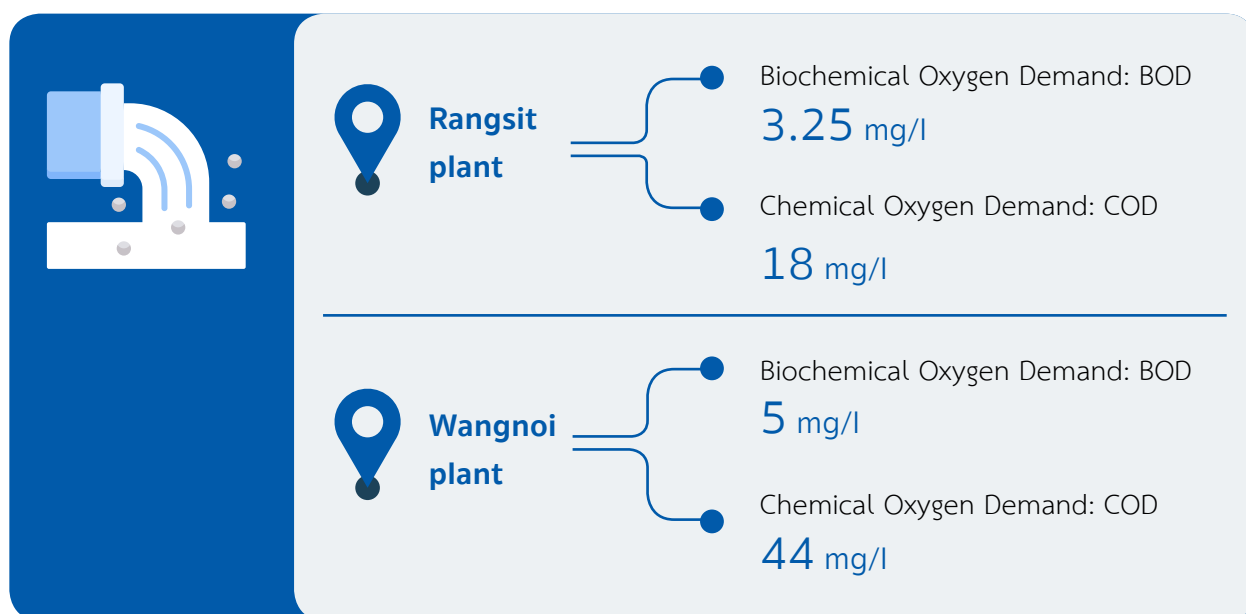
Wastewater Management

The Company applies “Electrocoagulation” technology in wastewater treatment relying on the reaction of very high voltage electric current in generating magnetic field with intensity until enabling to separate substances, for instance, bacteria, water, heavy metals, out of water, without use of chemicals, and without environmental hazard.

In addition, the Company manages effluent with the 3Rs Principle in order to reduce effluent volume which will be discharged down into the Company’s reservoir, whereas there is Wastewater Recycle System for recycling water in the production process.

In 2022, the responsible work unit of the Company measured and monitored the organic content in the treated water as shown below

The results of measurement and monitoring of organic matter content in the treated water



the Company’s ability to maintain effluent standards to be in the level of not more than 20 milligram/liter according to the criteria for determining effluent quality of the Ministry of Industry. The Company recycles the clean water which is completely treated, for instance, watering, cooling system, for emergency backup, such as fire, etc.

Operational Plan



For the wastewater reduction within the organization, the Company has efficiently controlled and managed the water before discharging by using 3Rs principle with the following actions

- Carry out various project to reduce the amount of waste water, such as reducing water utilization, reusing of wastewater and recycling waste water, etc.
- Monitor and investigate the wastewater quality by having certification from the external organization to ensure that the water quality released in the Company's pond is in accordance with the standards set by law. Together with improve the efficiency of the wastewater treatment system to be able to generate quality recycled water for using in various activities in the factory to replace the purchase of tap water from the Provincial Waterworks Authority.
- For the water management in the Company, there is the control of water usage in various activities of the Company appropriately. The amounts of the water used in the special activities such as Big cleaning day and Wet scrubber cleaning are recorded. Moreover, there are checklist to monitor the leaks in various areas in the Company that may cause water extravagant. There is also a campaign to raise awareness among employees about the importance of water resources and to reduce the use of water
- Install a photovoltaic water turbine at the water storage pond, Rangsit plant.

Goals

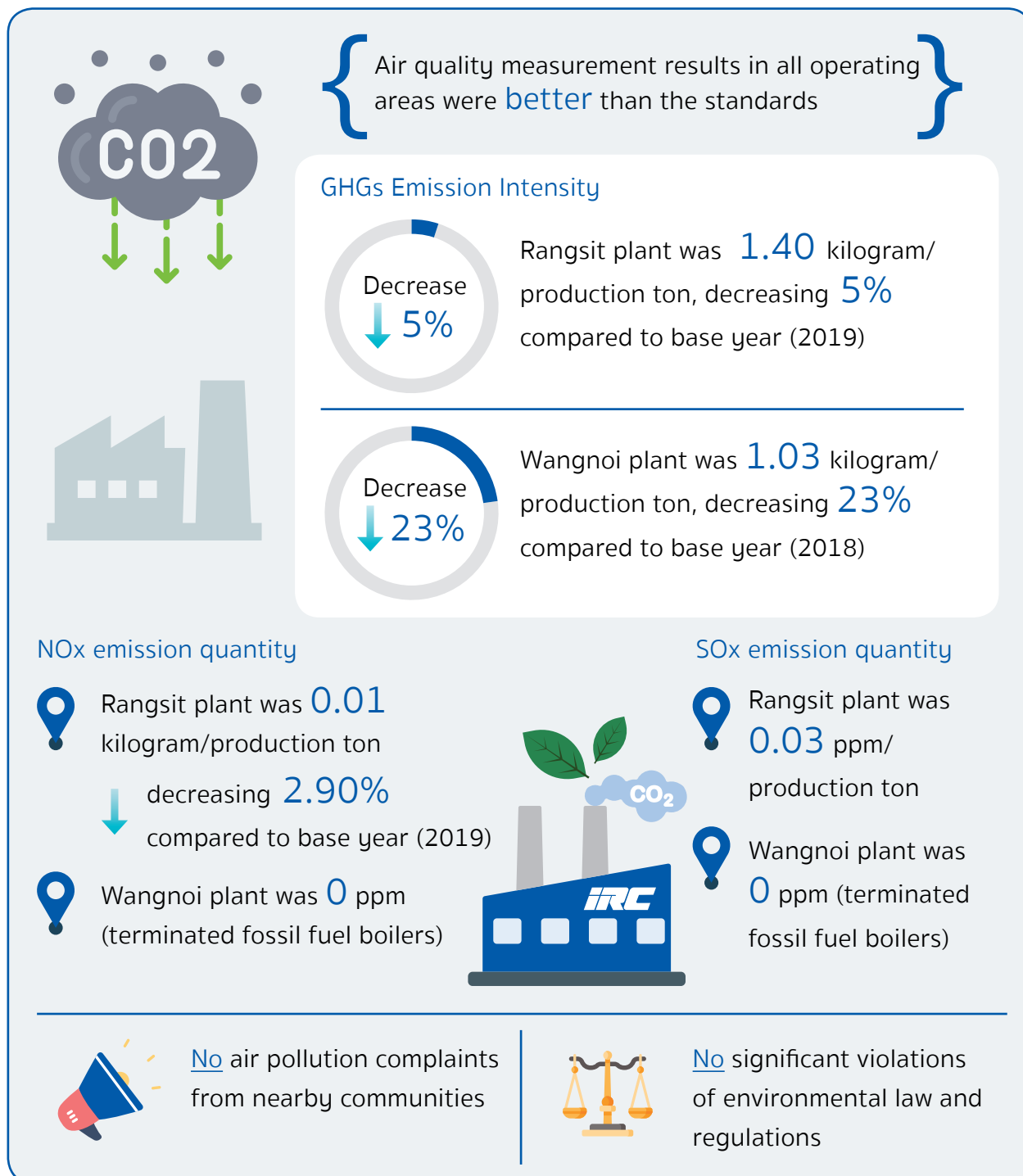


- To make the results of environmental pollution measurement within the standard range and continuously improve the Company's waste water quality control system.
- To implement various programs to reduce the amount of waste water such as reducing water consumption, waste water recycling.
- To develop a recycling water production system to be more efficient and to reuse waste water for other benefits, such as watering plants, flushing water in toilets; and to reuse waste water in Wet scrubber system.
- To reduce water usage 3% comparing to 2022.

3. Pollution and Waste Management

3.1 Air Quality Control

Key Performance of Air Quality Control in 2022



The Company develops its business together with the control of air pollution emission not just complying with the legal requirements, but it also takes into account the impact on the surrounding communities and societies, as well as invests for continuously reducing the complaints on dust, smell, and noise affecting the surrounding communities, for instance, the use of efficient pollution treatment system, the improvement of manufacturing process at some points for creating the confidence and reducing the community concerns.

Management Approach

Air Quality Management Projects



Rangsit Plant

The Solar Energy Paddle Wheel Aerator Installation Project



Installation of Solar Energy Paddle Wheel Aerator in the reservoir area for 4 sets, Solar Cell Panel in capacity of 300 Watt in total of 1,200 Watt for contributing to enhance the efficiency of treatment and mitigation of aquatic smell problems, and maintenance of environmental quality

Performance

- No complaints the complaints on bad smell from the water in reservoir.
- Reduce the electric energy consumption volume of 3,066 units/year.
- Mitigate the greenhouse gas emission volume of the 1.53 tonnes of equivalent carbon dioxide.
- Being equivalent to tree planting of 145 plants

Smart IT Application Project for Environmental Management



Installation of Supervisory Control and Data Acquisition (SCADA) System for monitoring the working status and control of Air Pollution Treatment System in type of Wet Scrubber, and Real-Time Wastewater Treatment System

Performance

- Install SCADA System in 2 Environmental Pollution Treatment Systems, for instance, Wet Scrubber and Wastewater Treatment System.
- Able to use information for continuously planning, developing and improving the system efficiency.

Study and develop renewable energy technology to reduce greenhouse gas emissions



On September 27, 2022, the Company organized a site visit for the biomass energy plant's steam production in order to consider future planning and development projects to promote energy conservation and reduce greenhouse gas emissions.

Performance

- Undergoing feasibility studies and project development

Air Pollution Treatment System Efficiency Improvement Project



Improving the Dust Collector's ventilation chimney in order to control the air quality emitted from the chimney in accordance with the law.

Performance

- The measurement results are under the control criteria, better than the standard values prescribed by relevant laws.

Wangnoi Plant

Install Dust monitoring system at Mixing Department



Filter bag performance monitoring system which originally used the method of daily inspection from Diff pressure gauge was replaced by software displaying the analysis data and traceability, and also measuring the total amount of dust released from dust collector's chute in real-time manner, we also have a plan to expand the use of this system to other Dust Collectors.

Performance

- We can monitor and detect possible malfunctions to the air treatment system of the Dust Collector in real-time manner.

Installation of Electrostatic Precipitator (ESP)

The Air Treatment System applies Electrostatic Particle Separation Method, and uses a high voltage in order to ensure the cationic particles in air or smoke which are suctioned into the machine. After that, the air passes through the plate with various anions. The cationic particles are adhered at the anionic plates, and the oil portion is droppe down into oil receiving tank, causing non-wastefulness of filters, and ability to eliminate aerosol in the smaller size than 0.3 nanometers

Performance

Efficiency can dispose the following.

- More dust volume of 87.9%
- More Total Volatile Organic Compounds (TVOCs) of 91%
- More Oil Mist Volume of 80%

Evaluation results of environmental satisfaction of communities surrounding the Company (%)

Villages	2020	2021	2022
Rangsit	91.48	-*	96
Wangnoi	-	-*	97
Average			96.5

*Note: In 2022, there was no satisfaction survey of surrounding communities due to the COVID-19 situation

Operating Plan



- Develop the efficiency of Air Pollution Treatment System.
- Expand the installation of Solar Rooftop for reducing the electric energy consumption inside the plant.

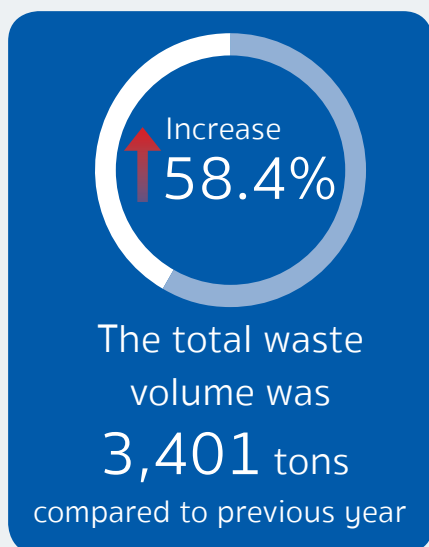
Goals



- Environmental pollution value measurement result is within the standard criteria, and the Air Quality Control System of the Company is developed for the continuous improvement.
- There are no complaints on environmental issues.

3.2 Waste Management

Key Performance of Waste Management in 2022



The total amount of hazardous waste was 631 tons



Hazardous waste that could not be disposed and sold was **564** tons

Hazardous waste that was sent for disposal and for sale was **67** tons

Income from selling hazardous waste was **323,700** Baht

The total amount of non-hazardous waste



The total amount of recycled waste was **2,777** tons

Income from selling recycled waste **878,301** Baht



The distribution of plastic bags at the Company's canteen was cancelled



The consumption of disposable plastic cups was decreased by 90% compared to previous year

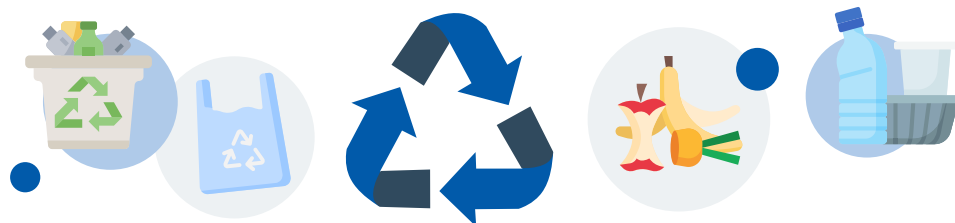


Certified Waste Management in Factory according to 3Rs principle from Ministry of Industry

The Company is committed to managing waste inside the Company on an efficient manner to wisely harness resources and mitigate global warming. Similarly, the Company ensures compliance with relevant laws regarded as an important part of the business and responsible to the community, the society and the environment.

Management Approach

The Company has applied the 3Rs principles in waste management. It includes production planning, machine improvement, work methods development, and desirable employee characteristic promotion to emit the least amount of waste. The Company manages each type of waste legally as per utilization by using the 3Rs principles --- Reduce, Reuse and Recycle. The notion also covers the use of renewable resources and the rejection of non-environmentally friendly products. Thirdly, the development of technology is put in place to help cope with waste during the process, such as automation that combats waste in the production process and the introduction of several initiatives to cut reliance on paper and shorten work processes.



1. Merit from Waste Project

Project Details:

1. Place recycling bins around the Plant area;
2. Sell recycled wastes to recycling businesses;
3. Donate money from selling wastes to 4 organizations as follows:
 - Rangsit Babies' Home Foundation, Khlong 5, Pathumthani
 - Old Age Home, Khlong 6, Pathumthani
 - Rajavithi Hospital
 - Lamsai Subdistrict Administrative Organization

However, in 2022, the Company has temporarily suspended the implementation of the Merit Waste Project due to the COVID-19 pandemic situation.

2. Sell food waste from the Company's cafeteria as animal food.

3. Stop giving out plastic bags at the Company's cafeteria and campaign to encourage the use of cloth bags to reduce the amount of plastic waste.

4. rubber scraps from the production process

The Company sells rubber scraps as part of the production process to turn into alternative fuels to reduce reliance on fossil fuels as much as possible. Likewise, some rubber scraps produce flooring rubber tiles (Vi-Pafe) under the brand IRC and are sold to rubber scrap-processing plants to manufacture recyclable rubber. It is regarded as one of the 3Rs process of the Company.

5. Sewage disposal and unused materials

To combat sewage disposal and unused materials, the Company has long run a campaign to separate waste before throwing away. This is to ensure that unwanted materials are properly used and management can be appropriately and systematically completed.

- Hazardous waste, the Company has selected agencies/companies with working standards and licenses to perform waste management as a service provider for treatment/disposal of waste or unused materials.
- Recyclable waste is sold to buying agencies/companies for recycling purposes.
- General waste is managed by hiring the municipality to be responsible for the matter.

The Company formulates a guideline for managing infectious wastes in the COVID-19 pandemic situation, for instance, medical mask, and Antigen Test Kit (ATK). Due to the necessity of proper and efficient management of these wastes for preventing the disease contagion, as well as for safety of the related operators, therefore, the Company has defined the specific waste discarding point for the said infectious wastes.

Future Operating Plan



- A campaign of discarding wastes in proper types both of general waste and recycle waste so that the acquired recycle wastes are taken for participating in the Merit Waste Project.

Goals



- Cancel all types of disposable plastics.
- Reduce consumption volume $\leq 1\%$.
- Reuse by $\leq 0.5\%$.
- Recycle by $\leq 92\%$.
- Landfill of waste = 0



4. Leakage & Spill Prevention and Management

Operational Results of Leakage & Spill Prevention and Management in 2022

The Company determine to develop the operations to prevent significant spills that may affect the environment and the surrounding community, as well as to enhance the business trust. More importantly, this is aimed to prepare for the case of chemical spills so that the employees have knowledge about the control of chemical spills and are able to solve the immediate situation.

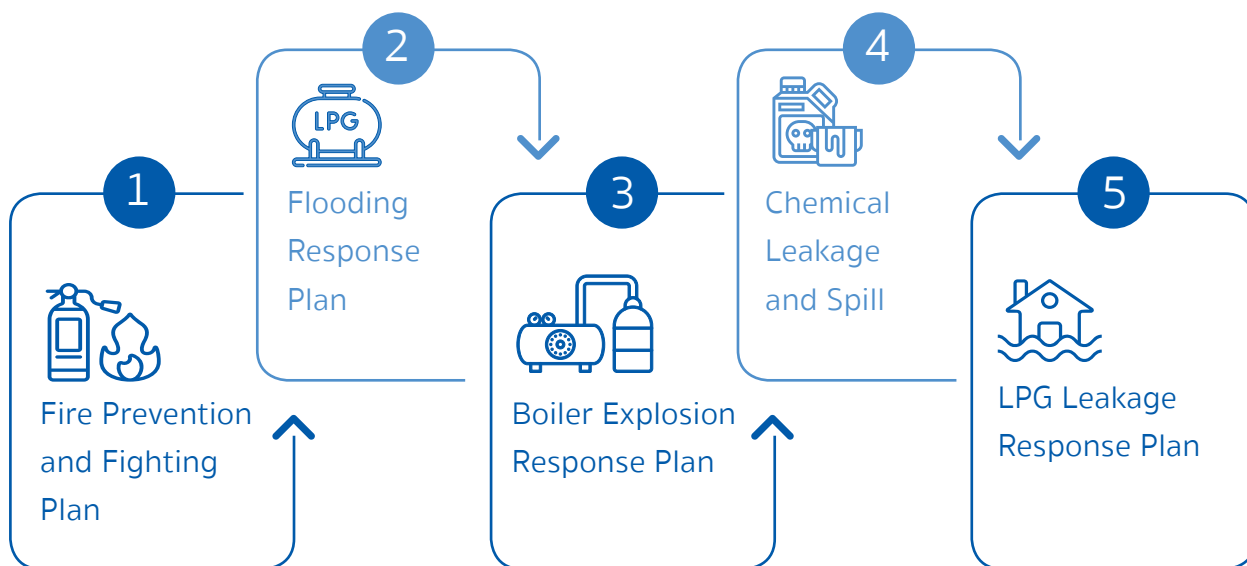


NO

significant spillage of chemical or LPG for 6 consecutive years

Management Approach

The Company has an annual emergency drills to review and prepare our employees to promptly solve and suspend if any emergency occurs, all 5 emergency response plans are as follows:



The Company holds the training for reviewing the knowledge regarding the operations with chemicals, the operations inside chemical storage room, as well as the primary self-conduct in case where the event of chemical spillover and leakage is detected.



The chemical storage area inside the Company is improved in order to prevent the event of chemical spillover and leakage to the outside of separating boundary in conformity to the determined standards.



Future Operating Plan

- The drill of evacuation plan and staff training are carried out once a year.
- Any new activity or production process will be assessed of risks to review and add necessary measures if any leakage or spill occurs into drains and natural water source, as well as the extended area or container as 2nd step in the event of an emergency.

Goals



No significant leakage of oil and chemicals throughout the operation period.

3.4 Management of social dimension

3.4.1 Social policy and practices

Social policy and practices

IRC is confident that every employee who has joined IRC was selected through a fair and transparent process based on the principles of good governance and business ethics without discrimination against race, religion, gender, age, or physical disabilities. The Company considers each person's qualifications, knowledge, abilities, skills, relevant work experience, and potential that can be developed along with the organization's growth. The guidelines and policies have been developed as follows:

1. Human rights

IRC employees at all levels are treated fairly, equitably, and respectfully based on the fundamental human rights in line with the international principles to achieve the sustainability development goals (SDGs) as well as related laws and regulations in recruitment, performance appraisal, employee potential development, and skill and knowledge training necessary for performing the duties of each job position in order to enhance their potential and support their career advancement through training activities, seminars, and on-site visits with speakers from inside and outside the organization.

IRC has established policies and procedures for employees including employee conduct and other employee treatment practices based on its corporate governance policy that is in line with national and international human rights principles such as the UN Guideline Principles on Business and Human Rights (UNGPs). IRC has signed the UN Women's Empowerment Principles (WEPs) to recognize gender equality, unleash the potential of all genders, and equally empower all employees to reach their potential, including encourage business partners and suppliers to operate in all aspects of human rights.

2. Employee treatment

To motivate and reward IRC employees, the company provides compensation and benefits to employees at all levels with fairness. All employees are treated and must treat other employees on the basis of equality and fairness that is in line with the human rights principles such as non-discrimination, no forced or child labor, no involvement with human trafficking, and gender equality. Under fair treatment, employees will be appointed, relocated, awarded, or punished based on good-faith considerations that take into account knowledge, abilities and suitability of the employees with comparison with the labor market and taking into consideration the changing living conditions. Moreover, employees will receive special compensation that matches the company's performance in both short and long terms. Additionally, the company provides opportunities and supports employees in being promoted and developing their abilities by assessing the scope of their positions and responsibilities

Aside from that, recognizing the importance of mental health care for employees, the company has set up a counseling unit as a channel for listening to employees' problems, expanding employees' perspective, and creating understanding of various issues. The company provides a service corner for counseling or HR CLINIC to resolve issues that can affect employees' quality of life.

3. Employee development

IRC focuses on both employees' and the company's success. It is, therefore, the company's core mission to focus on developing not only employees' knowledge and skills, but also their attributes so that all employees are a fit to the company's culture. This begins on the first day that a person becomes a member of IRC, which is the orientation day. New members will experience learning at the Productivity Training and Education Center, covering important aspects of the organization such as safety issues. Given the company's priority in people, new members must learn about safety through a simulation-based training. New members must be aware of and understand the basic system of machinery as well as avoid any possible hazard at work. The Human Resources Development will follow up and evaluate employee performance (on-the-job training) to assess the readiness of work at the production level and the employee's performance and ability to adapt to the organization at all levels.

Benefit for the organization: Human resource development will increase productivity and reduce costs as employees become more proficient in the work they do, reducing errors that might occur. As a result, human resource development is one way that enables an organization to keep up with changes and proudly compete with other businesses.

Benefit for employees: When employees are highly productive, more doors of opportunities will be opened for career advancement. Continuous employee development will also reduce the turnover rate of skilled personnel by strengthening the relationship between employees and the organization. As a result, employees are committed and dedicated to achieving the organization's success.




4. Occupational safety and health

Determined to operate its business with employee safety as a priority, IRC has established the Occupational Safety, Health and Environment Committee following the Ministerial Regulations on the Standard for Administration and Management of Occupational Safety, Health and Environment B.E.2549 (2006). The company has established policies for occupational safety, health, and work environment as a guideline for welfare, safety, and environment by promoting hygiene, safe working environment, and accident prevention, starting from training to educate new employees on workplace safety and supporting activities to raise such awareness among employees.

5. Customer management

As per the 'Good Corporate Governance' manual, IRC strictly ensures compliance to regulations and practical guidelines. The focus is placed on quality and punctual product delivery, including better than-expected products with fair conditions. The Company provides correct, adequate and timely information about products and service so that clients are equipped with information for making a decision. No exaggeration is given to advertisement and other communication methods as this may result in misunderstanding over quality, quantity and conditions of products or service. Likewise, another key matter is the confidentiality of customers. The Company does not unlawfully use any information for own benefit or related parties. Moreover, the Company caters to the needs of customers rapidly and offers systems and channels in order for customers to effectively complain quality of products and services, survey clients' satisfaction and conclude information for the purpose of analysis and quality revision and development.

The highest level of customer satisfaction in 4 dimensions of products and services is 1 out of the 7 policies under the vision and mission regulated by the Board of Directors and the Executives. The framework will propel the Company to the designated targets as listed below:

<div>  </div> <div>Price/ Cost</div>	<div>  </div> <div>Quality</div>	<div>  </div> <div>Delivery</div>	<div>  </div> <div>Services to Solutions</div>
at the most competitive step for customers.	to be the greatest extent when compared to the quality criteria in the customers' viewpoint.	at the best competitive delivery rating by customers.	Solving the most effective service for customers regardless of timecondition

6. Communities

IRC determined the goal and operated the CSR activities according to sustainable business strategy, andSocial Responsibility and Environment Policy. IRC has focused on environmental responsibility and ecosystem conservation, and creating shared value between social and business together. IRC also developed social living by corporate social responsibility activities (Corporate Social Responsibility: CSR).

The Board of Director, Executive Committee, and Good Corporate Governance Social Responsibility Committee collaborated to determine the Company’s CSR activities strategy as followed;



‘**IRC**’ develops work-related knowledge and skills, ensures a good quality of life and well-being, and promotes green culture within the organization.

‘**Activity with the Communities**’ to secure a good relationship and to perform environmental activities with stakeholders.

‘**Nation/ Community**’ to spur development and help solve the country’s problems through the Company’s strengths. Encourage sharing value for the society and social enterprise.

‘**Global**’ the Company deploys an economic, social and environmental framework that responds to sustainable development goals (SDGs) such as global warming fight, a greenhouse gas emission campaign, etc.

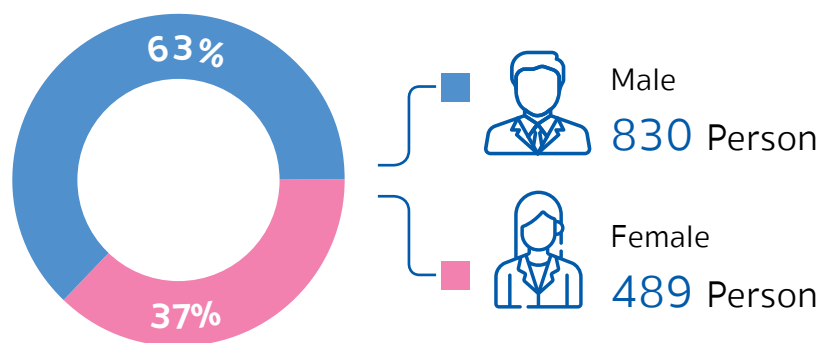
3.4.1 Performance on social aspect

With its vision to become a leader in innovation and smart factory, the company has been recruiting new generations of personnel for operational and support departments to modernize its production process and deliver highest quality products to customers. Accordingly, the number of new employees has been decreasing. As modern machineries are utilized and operations are more accurate, machineries have increasingly been used in operations to replace operational staff.

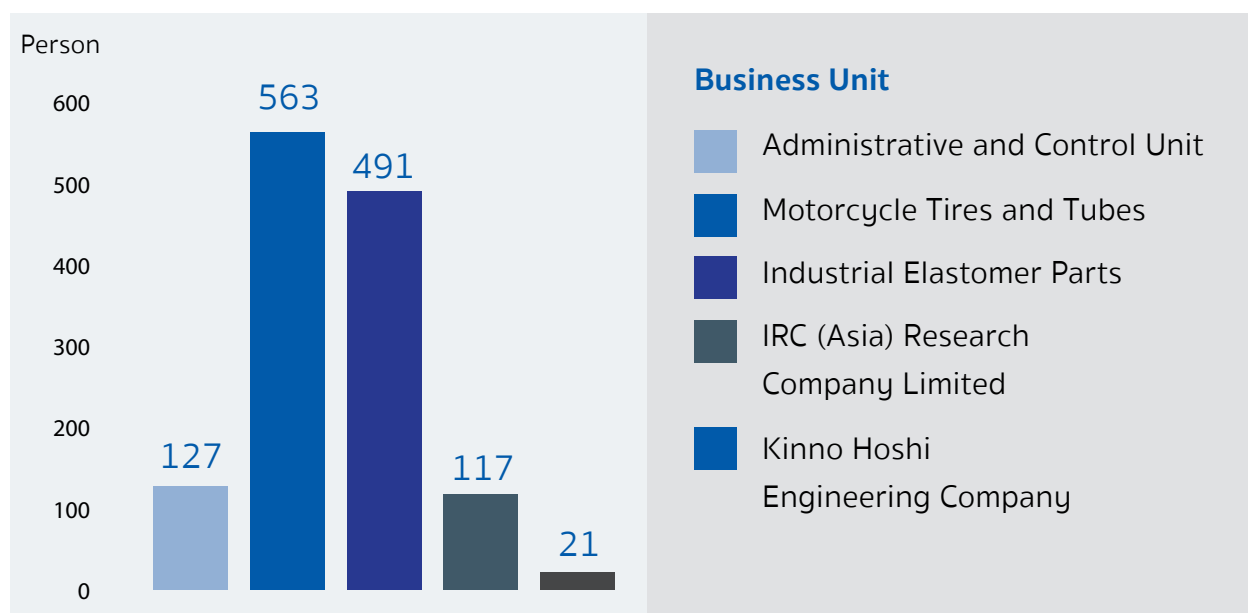
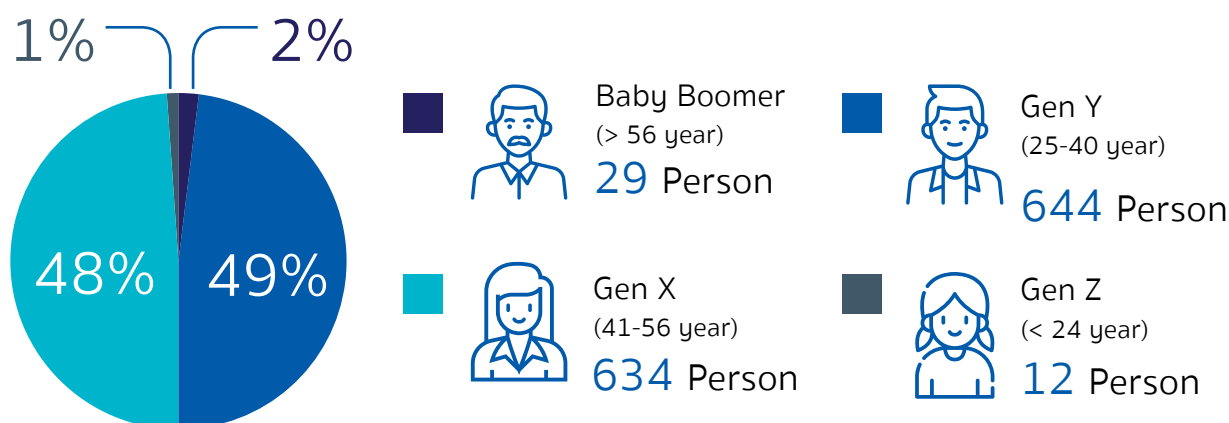


As of September 30, 2022,
The Company and its
subsidiaries have
1,319
employees

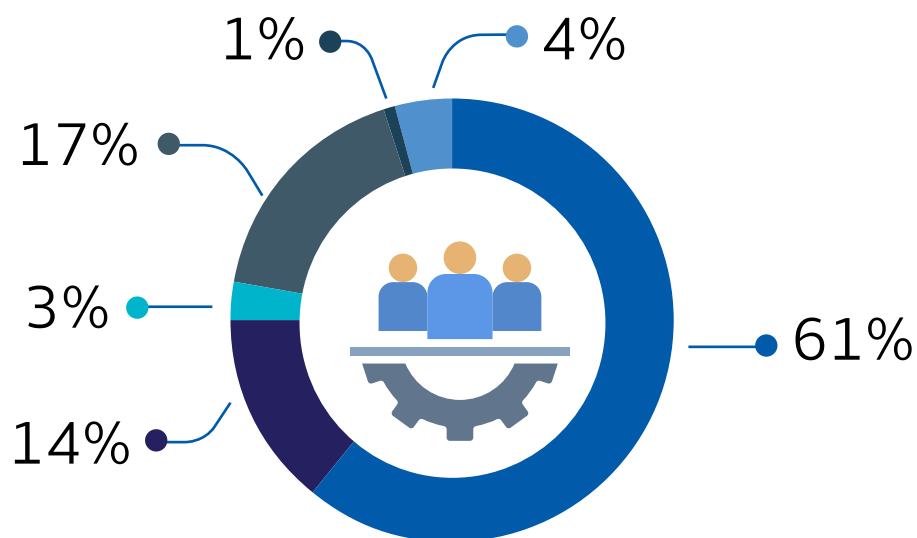
The proportion of employee number in 2022 (Person)



Employee age range



The proportion of employee number in 2022 (as level)



Workers 802 Person	Staffs 35 Person	Specialists 9 Person	Executives 4 Person
Foreman 190 Person	Chiefs 230 Person	Managers 49 Person	

Remark: The Company hired 5 disabled employees out of 1,314 total employees and provide vocational advancement under Section 35, Empowerment of Persons with Disabilities Act, B.E.2550 as required by law.



New employee rate

2020
4.1%

2021
2.8%

2022
6.1%

1. Employee treatment and Human Rights

Human Rights

There were no complaints or lawsuit regarding human rights violations in the past year.

Labor Rights

IRC therefore encourages our employees to form ‘LaborUnion’, which is a group legally established to represent the overall employees in overseeing the employment conditions as well as employee benefits and welfares and at the same time collaborate with the Company in providing good and healthy working conditions through holding regular consultancy meetings between the executives and the Labor Union. The Company has also appointed Employees Committee to act as employee representative and of which its members consist of directors appointed by the Labor Union and election to consult with representatives who are senior management in ensuring that appropriate welfare and benefits are provided to IRC employees.

Monetary Welfare

Apart from the benefits which all employees are directly entitled to, IRC also cares for the family members of its employees by providing monetary benefits for various occasions such as the death of father, mother, spouse or children of the employees, including maternity and marriage allowances.

- Provident Fund Program under which the employees are allowed to make their own savings plan. The savings rate and money contributed by the employer shall start from 3-6% and continually increase according to the employment period specified by the Company.
- Medical allowance for employees, including spouse and children.
- Death, maternity and marriage allowances to aid employees and their families.
- Life insurance

Healthcare Welfare

IRC recognizes the importance of having good physical and mental health and have therefore arranged the following health-related welfares including:



Annual health check



Health and Medical Center with specialized physicians to give medical service and advice to employees



Sport Day activity



Clean and hygienic cafeteria that serves foods at affordable price



Gym and fitness center

Other Employee Welfares

- IRC offers uniforms and safety shoes for staff every year
- Transportation service
- Recreational and Internet Centers
- Special privilege in buying IRC products
- Special activities such as Thank you party

Employee Care

IRC emphasizes personnel along with promoting activities and taking care of good welfare all the time, for 2022 Target, the Company focuses on the importance of supervising, advising and listening to employees about work and life to create happiness in living together in IRC society.

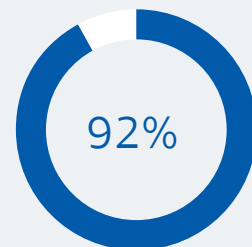
Employee Satisfaction Evaluation

The Company conducts an employee satisfaction survey annually. The goal is to assess employee satisfaction towards their work as well as their engagement with the organization. In addition, use the evaluation results to help the organization to develop its employee management system, learning and motivating, as well as creating employee satisfaction and well-being.



Satisfaction Evaluation Results and Employee Turnover Rate in 2022

Employee Satisfaction Assessment Results for the Overall picture



Action Plan to Increase Employee Engagement and Satisfaction

The Company focuses on creating the inclusion and engagement of personnel to the organization (Employees Engagement) so that they can feel a part of organization. The Company cares employees well through many projects such as:

- 1) Add channels to listen to and discuss problems. Through the service of HR CLINIC Room in Head Office area and Wang Noi Plant as another channel for listening the problems or consultation to increase the perspectives and understanding of many areas. Therefore, we provided a corner of consultation and listening to employees about their problems or HR CLINIC for taking care and serving personnel.
- 2) Allocate monetary and non-monetary compensation and welfares to employees.
- 3) Build a collaborative environment through various activities.

Employee Development

As for employee potential promotion, IRC offers training courses to refresh knowledge and work skills twice a year, to ensure that employees at all levels are knowledgeable, capable and consistent with working standards. Other offers include the Individual Development Plan by looking into the strengths and weaknesses of staff. It deals with the functional competency by own and supervisors to identify areas of improvements and development. This process enables employees to get to the point when developing themselves and more obviously see changes in behavior after the sessions. The data obtained through the analysis will be used to select additional training courses for individual development. It is offered as an in-house training program with the focus on the basic course of work and promotion. Also, off-house trainings center on the development of potential in specific titles. As for on-the-job training, trainers lead a close coaching program from the first day until a probation is completed. IRC also observes skilled employees and on-site performance and ensures that employees possess skills as specified in accordance with the requirements of the international standard quality system (ISO 9001: 2015).

At present, digital transformations have been accelerated in many organizations to enhance personnel development, increase digital knowledge and skills, and develop new skills for employees through reskilling and upskilling to improve employees' knowledge and skills.

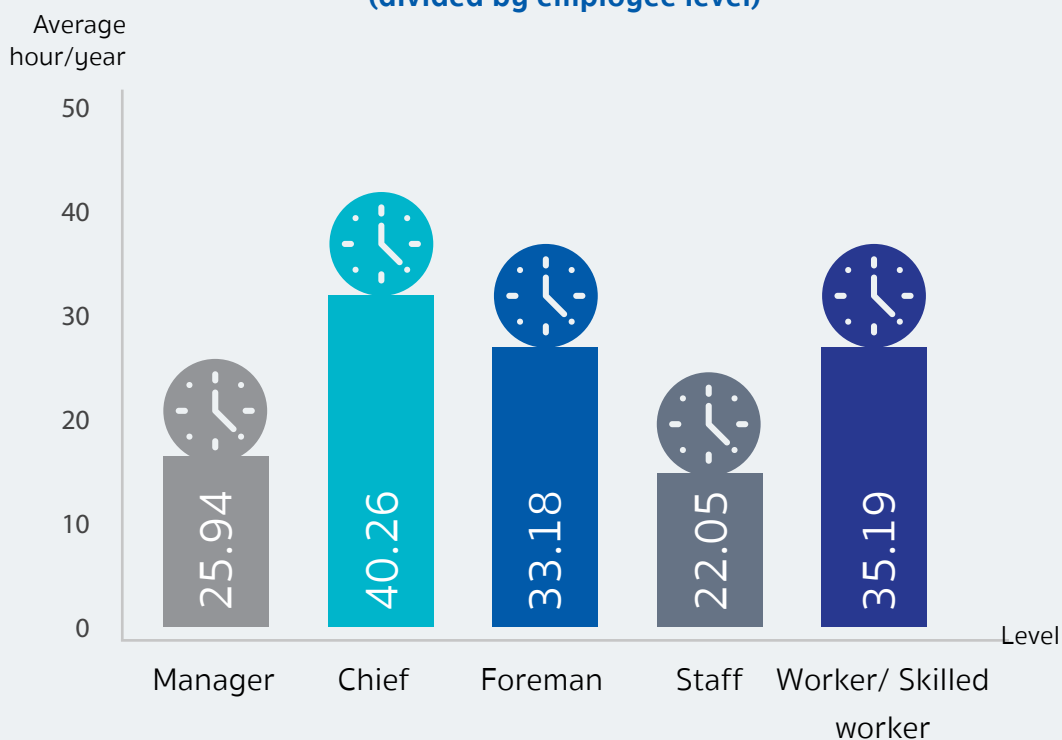
In 2022, the Company has implemented a strategy for enhancing the competency of its employees which in line with the Company's business direction, including the development of employees with high potential, leadership skills and other skills. The Company organizes various types of training such as workshops, online classrooms, and practical learning, etc. The average training hours for employees are 35.13 hours/person/year and the number of trained employees is 1,373 people.



Employees Training in 2022

Training Courses	number of employees participating
EV Ecosystem	33 person
ISO 9001-2015 Requirement & 9001-2015 Internal Auditor	26 person
Creating awareness of energy conservation through the Microsoft Team Online Live-streaming program	48 person
Forklift and stacker safe driving	18 person
Development of Autonomous Maintenance Auditors	11 person
Corporate Governance	470 person
PDPA	1622 person
Creating awareness of energy conservation	53 person
ISO 9001 : 2015 & IATF 16949 : 2016 Requirement & Internal Audit & Core Tools	33 person
5S Basic Knowledge and Audit	28 person
TPS Spet for Simulation Practice	20 person
Total Productive Maintanance : TPM	40 person

**Average number of training hours per year of employees
(divided by employee level)**



Employee Development Target in 2023

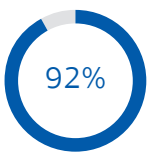
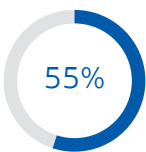

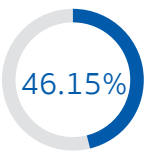

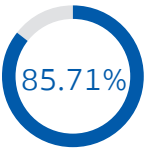


The Company will focus on the development of personnel to have work potentials together with the development of desirable behaviors according to the core values of organization for supporting the mission of empowering personnel at all levels with following targets:

- 1) Personnel at all levels are developed in knowledge and competence, skills and attitudes based on the established individual competency framework.
- 2) Personnel at all levels develop their behaviors consistent with the core values of the Company.
- 3) Create an organization to become a learning organization.

In FY2022, IRC and its subsidiaries paid employee compensations in a form of salary, bonus, provident fund, social security and other employee welfares totaling 814.29 million baht. The proportion of employee remuneration, participating in a provident fund and savings cooperatives of the Company's employees as follows:

The ratio of remuneration for male to female employees, and the proportion of employees participating in the provident fund and savings cooperatives compared to the total number of employees, are as follows:

Company	The ratio of remuneration for male to female employees	Number and proportion of employees participating in the Provident Fund (Persons, Percentage)	Number and proportion of employees participating in the savings cooperatives for employees (Persons, Percentage)
Inoue Rubber (Thailand) PCL.	1.12 : 1	1,151 person 	686 person 
IRC (Asia) Research Co., Ltd.	-	113 person 	54 person 
Kinno Hoshi Engineering Co., Ltd.	-	21 person 	18 person 

Occupational Health and Safety

Safety Campaign Activities

In terms of safety, the 2022 operational plans were difficult to be fully implemented due to the COVID-19 pandemic. Therefore, to achieve the set objectives, working processes have been improved through the use of technology and online communications, such as conducting safety review training via scanning a QR code, organizing Safety Talk activities in the form of video broadcasts through screens installed at the canteen and the employees' rest area, including communication through the Line@IRCgogreen channel, etc.

1. Safety Day

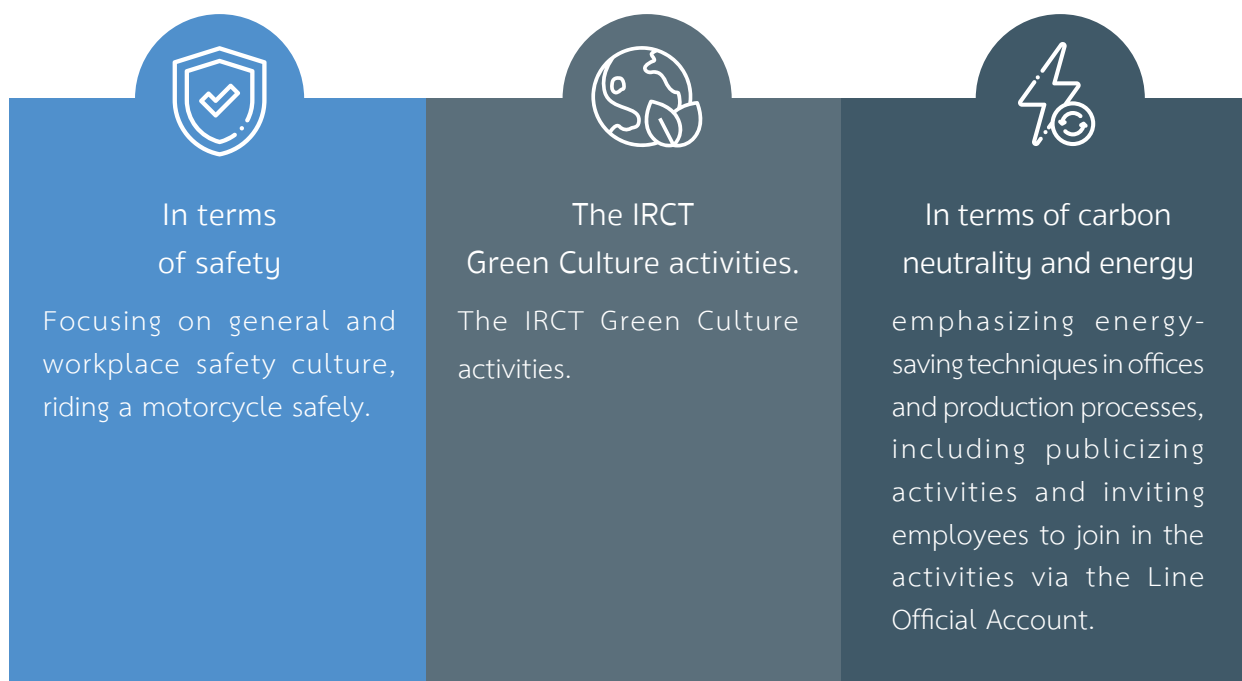
To make employees aware of work safety, with activities in both the formats according to the new normal measures, as well as online activities, as follows;

- Organizing contests to create security-related catchwords
- Organizing contests to create safety bulletin boards
- Attending online exhibitions and answering questions to win prizes



2. Safety and Environment Activity week

Held to create knowledge, understanding and awareness of safety and the environment, so that employees can implement it correctly. This year, the Company publicized the activity through online communications to all employees, and it is divided into three areas:



3. Safety Talk (Monthly)

Organized to communicate information, as well as raising awareness of safety and the environment, starting from notifying employees of the number of injury-free working hours that did not cause work stoppages, followed by the monthly “Message from the Management” communications that emphasizes employee safety, and monthly news from the Safety and Environment Agency.



4. Audit on work safety

The objective is to verify the machinery’s safety prior to allowing employees to work on them, which consists of the establishment of a machinery risk assessment team, to suggest improvements, tag the results of the changes, and thereafter allow the use of the machine.

High-level executives also place great importance on inspecting the safety operations of each department through Top Management Patrol activities, with monthly inspections being conducted throughout the factory.



5. Preparing for Emergency Incidents

IRC also places great importance on preparing for emergencies and crises on a regular basis, such as checking and maintaining fire suppression equipment, as well as conducting long-distance safety patrols (Live Safety Patrol) to inspect and increase confidence in the Company’s emergency response management system.

Annual Fire Evacuation Drills



Organizing Firefighting Team Competitions

To prepare the firefighting teams to handle emergency situations that may occur, as well as boosting the morale of the firefighting team, by



Organizing chemical spill response drills



6. Safety culture activities

to instill a culture of safety among the organization's employees, as well as for other people entering the factory premises, by educating, providing practice guidelines, creating public relations campaign signs for employees to acknowledge, and stating their commitment to adhere to the safety culture, along with conducting a monthly evaluation of the compliance safety culture.



7. Risk Management activities

By conducting activities and creating a business continuity plan, as well as planning and reviewing drills on an annual basis, to build confidence among customers with regard to responses in the event of an emergency to prevent disruptions to the business operations. This year's activities focus on responses to logistic breakdowns.

BCP Rehearsals and Review of the Annual Plan



8. Safety Shop Floor Management (S-SFM) activities



A work site safety management activity that is intended to manage and control safety within the work area. It consists of a total of 22 requirements that must be met, as well as the creation of Safety Expertise Levels 1, 2, 3, and 4 for each department so that they may gain the necessary knowledge and understanding with regard to Safety Shop Floor Management (S-SFM) activities and be able to implement it correctly.

9. TCC (Toyota Co-Operation Club) Safety Activity

Participation in safety-related activities and assume the role of an Assistant Task Force, with the objective to be a part of promoting safe operations in TOYOTA's supplier group. Its main responsibilities are to manage, educate, advise monitor, and follow up on changes, with four-member companies, and assess the results under the Zero Accident objectives.

10. Organizing activities to campaign for “Safe driving, and stay far away from COVID-19” during the Company’s long holidays.



11. Safe Driving Campaign

in collaboration with Honda, by sending employees to participate in safe motorcycle riding techniques training.



12. Implementing health safety measures to prevent the spread of COVID-19



IRC recognizes the importance of taking care of employees' health especially during the COVID-19 pandemic. Therefore, various public relations activities have been carried out to educate employees, as well as controlling and preventing the spread of the epidemic with the following activities:

1. Publicizing healthcare news and recommended practices for employees in the New Normal era.
2. Spraying disinfectants in epidemic-prone areas.
3. Utilizing an ozone generator to disinfect the workplace.

13. Organize training in the Safety Simulation Room

Focusing on activities to promote safety and good hygiene in the workplace, as well as controlling the impact on surrounding communities, such as training in the Safety Simulation Room by simulating the Company's operations which allows the employees to experience real practices together in conjunction with the simulation in order to create awareness of the dangers that may occur, know how to anticipate hazards in advance (KY Ability), and the precautions that are needed when working in such a situation. The training is classified for managers, section heads and supervisors, and employees, and focuses on learning with a student-centered approach.



Accident Statistic



Wangnoi

2,952,680 hours



Rangsit

2,363,316 hours

Of working hours of employees without any serious injuries as of 30 September 2022

Company	Occupational illness statistics	Non-fatal accident statistics	Fatal Accident Statistics
Inoue Rubber (Thailand) PCL.	0	9	0
IRC (Asia) Research Co., Ltd.	0	0	0
Kinno Hoshi Engineering Co., Ltd.	0	0	0

Target in 2023



For safety management – The Company aims to reduce work-related accidents by setting a goal of no work-related accident that leads to discontinuity in 2022.

Customer Relationship Management

IRC gives great importance to customer relationship management as part of pushing the Company to operate the business in a sustainable manner. IRC focuses on the importance of its customers, as well as the quality of products and services that are being delivered to customers, which must possess the required standards, with punctuality and customer satisfaction, which are all in accordance with the Company's quality policy.

Reliable quality is one of the strategies that IRC adheres to, to build customer confidence as IRC's business involves mass production and a race against time. As our customers are corporate customers (Business to Business: B2B) who expect confidence in the Company's operational standards and product quality control, IRC therefore places great importance on and supports quality assurance units.



“ Highest quality,
delivered on time,
resulting in customer
satisfaction ”

Customer relations

During the Covid-19 outbreak, the Company provided medical masks and alcohol gel to customers as well as personal protective equipment such as gloves and plastic caps to motorcycle-taxi drivers in areas with a large number of commuters to help prevent the spread of Covid-19 and build confidence in using motorcycle-taxi service.



In addition, other activities to benefit society includes sponsored the 2th Honda Safety Driving Skills Competition to Northern Vocational Education., etc.



The identification of essential issues and concerns

IRC has done research and prepared to support the manufacture of rubber parts for electric vehicles (EV car) in the future. As well, IRC executes new product innovation development to meet the needs of other booming industrial markets.

The Company has set a zero claim target and operated a follow-up report on claimed products on a monthly basis. Furthermore, the Company is certified by institutions such as ISO 9001: 2015, ISO 14001: 2015 and ISO/IEC 17025, and these build customers' trust. IRC has formulated the regulations on the restriction of hazardous substances 2: RoHS2 *, which came into effect in 2019. And the IRC now manages to fulfill the control standard.

Giving great importance to the safety and health of customers

The Company gives great attention to the safety and health of consumers, and therefore, focuses on developing quality products on a continuous basis, from the product design process, procurement of raw materials, transportation, and after-sales services, as it believes that quality products will contribute towards the consumers' well-being.

Customer Confidentiality

The Company is fully aware of the importance of protecting customers' personal information that has been collected, consolidated, used, disclosed, and the transfer of information for use in receiving services and purchasing products. The Company is committed to being responsible and providing full protection of the personal information of all stakeholders, namely shareholders, employees, customers, business partners, by stating the personal information protection policy on the Company's website in order to ensure that the Company operates in accordance with the law for the best interests of its stakeholders.

Development of products and services that are considered as safe for the product users' health and safety

The Company pays great attention to the health of its customers and consumers, starting from product design, procurement of raw materials, production, and services, in order to deliver quality products that are considered safe for users, as well as products that are environmentally friendly.

Customer Satisfaction Survey

IRC conducts customer satisfaction surveys on an annual basis in the 3 key categories: product quality, logistics and service. The survey can be classified into 5 chief items as shown below:

1. Satisfaction in quality level and product quality development.
2. Satisfaction in product.
3. Satisfaction in product design and product level as opposed to competitors.
4. Satisfaction in delivering products, punctuality, accurate product's amount and shipping documents, packaging standard and staff coordination.
5. Satisfaction in service and communication, completeness and accuracy of product order, coordination and after-sale service.

Customer Satisfaction Development



Social/Community

IRC has confidence in sustainability of happiness, that comes from sharing and living together within the community by operates business together with develops society. Evidently, IRC does not only develop within the company, but develop outside the company, Society and Community for the balance in growth and sustainability.

In 2022, we operate in many projects following the sustainability target, to respond the customer requirements, raise value for shareholders, as well as develop society and community. We consider problem issues of society, expectation/requirement of stakeholders, world changes trend, political situation, and disaster for creating framework as showed by 6 projects as followed;

1. Supply Chain Development Project

It is a project that is aimed at developing 15 rubber drying subcontractors and steel component production makers, and in which they can apply knowledge, understanding, and new concepts to improve the efficiency of their work process. The SUPPLY CHAIN DEVELOPMENT project was kicked off in 2022 after suffering a delay due to the COVID pandemic.

2023 Target



Fifteen supply chain companies participate in the Supply Chain Development project, or 100% of the targeted companies.

2023 Action Plan



Develop competitive capabilities through the use of basic tools for the operations, assessment, and continuously make improvements based on the PDCA wheel concept.

2. HAI ARCHEEP – HAI CHEEVIT Project

From the intention to become a part to create Thai society, HAI ARCHEEP – HAI CHEEVIT then was created with the aim to train the female prisoners for starting the career after being acquitted so that they can earn their living and take care of their families without turning back to illegal activities.



“Create good people to society”

IRC, led by Mrs. Pimjai Leeissaranukul, the Chairman, organized the training session about the moral, good attitude in living and vocational training as well as provide the facilities for the female prisoner development at the Klong 5 Women’s Correctional Institution, Klong lhuang, Pathumthani, to be skilled labor under the cooperation of the Department of Corrections for 9 years consecutively.

During the Covid-19 pandemic in 2022, employees were unable to receive on-the-job training at the company due to the Department of Corrections’ strict measures. As a result, the company coordinated with the Department’s guards through an online channel and conducted an assessment using a documentation system to monitor operations such as safety at work, Five S’s, quality mindset, and operational standards.

The Company provided air conditioners to the female correctional facility, Khlong 5, to support the staff’s operation and the inmates’ training in Factory 6.

2023 Target



The total number of completed trainees is 6 prison officers.

2023 Action Plan



Organize training courses on the “Give Career Give Life” Project for inmates to learn how to work in practice and work theory on safety, 5S, quality awareness, work instruction, and Kaizen, along with learning moral principle to have sense of right or wrong, sense of shame and shame of sins as the principle to remind their minds, so that they will be released and be a qualified personnel who will not commit offenses any more.

3. KLONG PANG MODEL (Klong Pang Cooperative at Trang province)

IRC has developed the ISO 9001 system for the production of ribbed smoked sheets that meet international standard, reduce the variability of the properties of the ribbed smoked sheets, and is traceable according to the ISO 9001 standard. The project began in 2016 and continues to develop operational systems and related standards. In 2020, the company support the launch of the Sustainable Rubber Plantation under PEFC Standards project in order to promote environmental sustainability and help businesses in the wood and related industries to achieve world-class standards.

For 2022, the co-operative created a plan to achieve the standards and prepared a guide on sustainable forest parks to ensure practical and concrete operations. The cooperative applied for a certification of TIS 14061 sustainable rubber plantation from the Management System Certification Institute (Thailand), the standard for forest management for sustainability in response to the United Nations Framework Convention on Climate Change (UNFCCC) and climate change mitigation measures that can be transferred from sustainable forest plantations to the supply chain of wood products.



In addition, the co-operative has automated its production processes to increase production capacity and improve the quality of the ribbed smoked sheet to meet the quality standards as required by customers and modernized its rubber smoke machine by collaborating with the Rubber Authority of Thailand and Fah Thai Agricultural Processing Industry Company Limited, demonstrating the co-operative's commitment in raising its operational standard.

2023 Target



1. The source of latex can be traceable > 90%;
2. Number of cooperative members > 270 people (as of 30 September 2022, there are 280 members).

2023 Action Plan



1. Follow up the ISO 9001 system;
2. Enhance the efficiency of latex production;
3. Visit the site to keep relationships with members of the Klong Pang Cooperative.

4. SAFE RIDE (IRC CARE)

SAFE RID (IRC CARE) Project enhances the knowledge and understanding in traffic laws and the safe use of motorcycles, as well as preliminary inspection and maintenance of motorcycles for youth in schools in 4 regions across Thailand. Due to travel restrictions in 2022, the Company was able to travel to the Pathumthani Technical College, Pathumthani province to promote knowledge among young students.



2023 Target



Participate in youth educational programs in 4 provinces.

2023 Action Plan



Impart knowledge surrounding traffic laws, safe motorcycle ride and vehicle checking and basic motorcycle maintenance for teenagers across schools.

5. Safety Driving Campaign during Long Holiday Project

It is the project to promote safe driving during New Year and Songkran festivals, we established a car rest place for convenience and service to people in collaboration with Ayutthaya Provincial Government, and provided drinking water to drivers who travelled through Wang Noi Highway and supported food and beverage for officers at public service point. In 2022, the Company organized a campaign for safe driving during New Year festival at the city hall of Ayutthaya province, under the cooperation with the Disaster Prevention and Mitigation Center, Ayutthaya Province, and the Highway Police. We also posted signs to promote safe driving, provided drinking water to travelers.

New Year festivals



Songkran festivals



6. ENVIRONMENT

The ENVIRONMENT project is an environmental management promotion project that is aimed to respond to the Company's vision and mission, with the objective of attaining the Level 5 Green Network rating. This relates to expanding the boundaries of being a green industry from within the organization to the outside throughout the supply chain by encouraging partners and allies in becoming a green industry based on the Ministry of Industry's criteria.

2023 Target



Participate in Safe Drive in Festival Periods Project twice a year during New Year and Songkran festival

2023 Action Plan



Promote safe driving during New Year and Songkran festivals during 7 dangerous days.



Mr. Kanin Laochinda joined in the signing of the MOU with regard to the “Production, consumption, service, energy reduction, waste reduction, greenhouse gas reduction, and the addition of green spaces, to promote health and environmental health management and waste management in the community,” in collaboration with the Rangsit City Municipality.



Campaign to create awareness of energy conservation through Safety Talk activities, public relations announcements, communicating via the canteen’s computer screen, and through the Line@ IRCGoGreen channel, etc.



Encourage environmental-related personnel to attend seminars.

- Preparing for post-COP26 carbon credits, and driving to improve greenhouse gas reduction in Thailand.
- Business strategies towards Carbon Neutrality/Net Zero: Opportunities and challenges with Carbon Footprint labeling of Circular Economy Products.

2023 Target



1. Be awarded the 3Rs Awards (from the Department of Industrial Works).
2. Reduce electricity consumption by 3%, when compared to the base year (2019).
3. Receive the Carbon Footprint for Organization (CFO) Certificate.

2023 Action Plan



1. Invest in electricity-saving and greenhouse gas emission, as well as Carbon Footprint reduction projects.
2. Promotion of carbon footprint management to apply for registration with the Thailand Greenhouse Gas Management Organization (TGO).
3. Promotion of green industries to create environmental awareness.
4. Promote the 3Rs and zero waste to landfill principles.
5. Organize environmental-related training courses.

7. Activity with communities

This activity is charity and merit making on important occasions and religious holidays such as donating money and items to governmental agencies, schools, temples and surrounding communities, including merit making activities.



Supporting gifts of 2022 Children's Day for communities, and schools.



- Donated scholarships to Wat Khian Khet, Thanyaburi District, Pathum Thani Province.
- Contributed to the construction of a toilet for Saeng San Temple, Thanyaburi District, Pathum Thani Province.
- Donated necessities to the treasury of Wat Sivaram, Wang Noi District, Ayutthaya Province on the Company's merit-making day.



Gave motorcycle tires to Thanyaburi and Pratumthani Provincial Police Station.



Gave presents to communities nearby the factories for special occasions.



Gave spare parts machinery and computer equipment to Saraburi Technical College to use as a public utility for student's learning.

8. IRC's 50th Anniversary Project

Inoue Rubber (Thailand) Pcl. or IRC was established in December 1969 as a collaboration between Leeissaranukul Family, Thai automotive experts and Inoue Rubber Co., Ltd., a Japanese leading motorcycle tires-tubes manufacturer. Both experts have been working together to create world-class products well until completing 50th Anniversary, we aim to become a sustainably growing organization realizing the balance of economy, society and environment under the Company's Vision and Mission.

2022 is the third year that the company gave a multi-purpose field made from Vi-Pafe rubber flooring products to the public. Vi-Pafe product or multi-purpose rubber flooring product is a Bio-Circular-Green (BCG) product on the innovation list that contains natural rubber latex and recycled rubber from the manufacturing process that has been researched and developed into a value-added quality product that is safe for users.

The project has been operating since 2020 and has given 25 fields in total.



Playground of

- Naval Nursery School 10, Krom Luang Chumphon Khet Udomsak, Sattahip district, Chonburi
- Child Development Center of Tambon Suthep, Mueang Chiang Mai

Target in 2023



Communities' satisfaction is 90%

Action Plan in 2023



Keep in touch with the communities near the factory and the government agencies sustainably.

Target in 2023



15 public places

Action Plan in 2023



Give the Vi-pafe rubber to
15 public places

4. Management Discussion and Analysis: MD&A)

(Unit: million Baht)	FY2022	FY2021	Change	%YoY
Total Revenues	5,951.10	5,371.10	580.00	+10.80%
Cost of Sales and Services	5,442.82	4,577.50	865.32	+18.90%
• Selling and Administration	385.90	372.54	13.36	+3.59%
• EBIT	122.38	421.07	(298.69)	-70.94%
Net Profit	109.94	340.03	(230.09)	-67.67%
Basic Earnings per Share	0.57	1.77	(1.20)	-67.68%

Performance Report

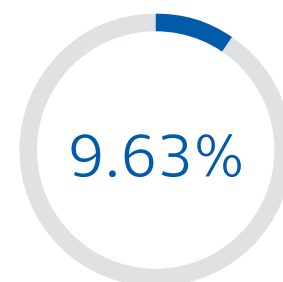
With the relief of the COVID-19 epidemic situation, the Thai and global economies tend to improve. Otherwise, the protracted war between Russia and Ukraine that began in February 2022 and has continued to the present and the impact of geopolitical conflicts would affect the global energy situation, with the shortage of oil and the price of crude oil rising rapidly. Moreover, it was the interruption of the production of upstream raw materials and the shortage of electronic circuit boards. As a result, raw material prices rise quickly and dramatically. It also affects the production of electronic products around the world. In comparison to the prior year, Thailand's automobile production increased by 9.63 percent, and motorcycle production increased by 10.96 percent. These factors have the following impact on the company's and subsidiaries' sales and production costs during the fiscal year 2022 (October 1, 2021 to September 30, 2022);

1. The company's total revenue increased by 580 million baht or 10.80% from last year.
2. The cost of sales and services increased by 865.32 million baht, or 18.90%, from last year, mainly due to the increase in raw material costs according to demand and supply. This includes the global increase in oil prices.
3. Selling and administrative expenses decreased by 13.36 million baht or 3.59% from last year.
4. The Company received dividend income from the affiliate amounted to 13.18 million baht.

Thailand Production Car



↑ Automobile production increased



↑ Motorcycle production increased



Overall, in FY2022, the Company had net gain around 109.94 million baht, decreased around 230.09 million baht or 67.67% compared to last year, mainly from the higher raw material prices. The Company recorded earning per share at 0.57 baht.

Moreover, in FY2022, the Company had technology and innovation research and development expenditure following the suggestion, or additional explanation on technology and innovation research and development expenditure around 40.01 million baht.

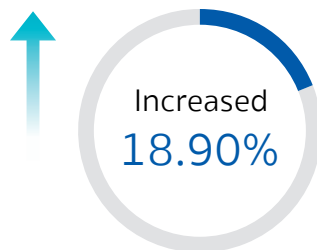
Overview of the company performance FY2022



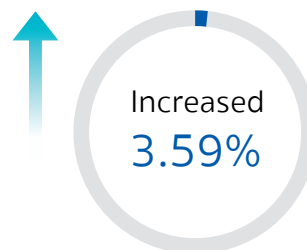
Total Revenues
Increased **580**
million baht



Cost of good sold
Increased **865.32**
million baht



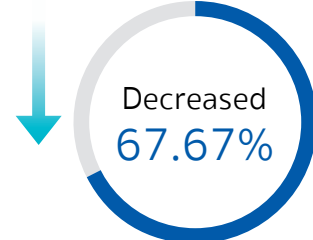
Selling and
administrative expenses
Increased **13.36** million baht



Dividend income
from the affiliate
13.18
million baht



Net Profit
109.94 million baht
Decreased **230.09**
million baht



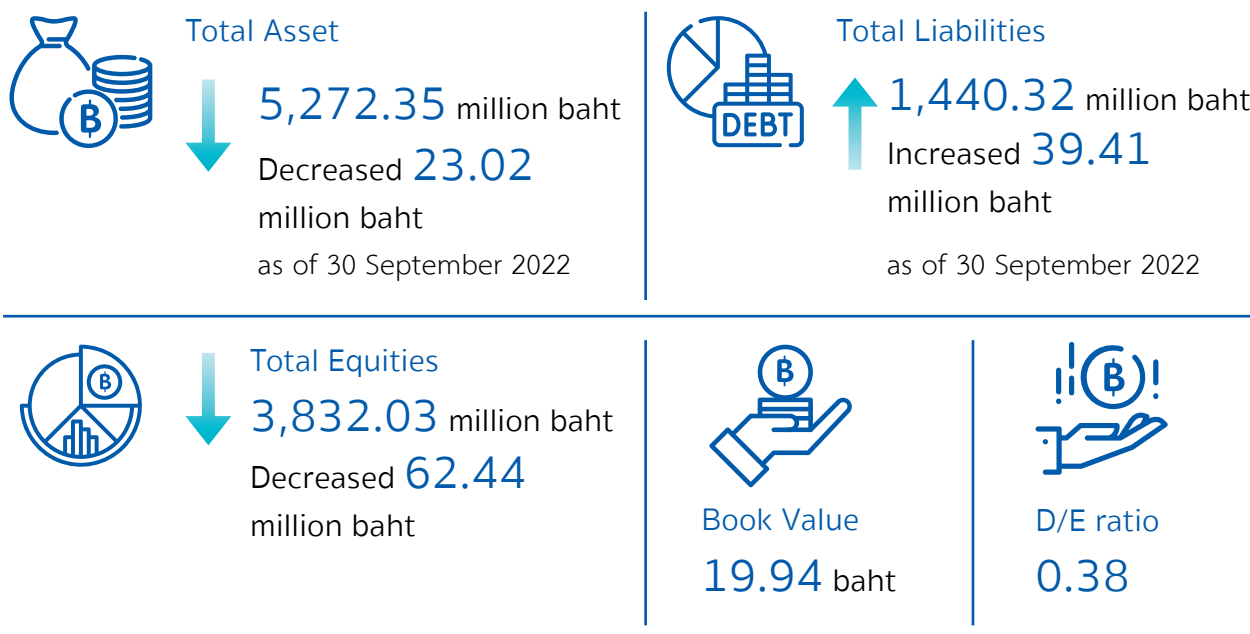
Technology and innovation research and development expenditure
following the suggestion, or additional explanation on technology
and innovation research ad development expenditure around
40.01 million baht

Financial Status

As of September 30, 2022, the company had total assets of 5,272.35 million baht, decreased by 23.02 million baht compared to September 30, 2021. The main reason is the decrease of value of equity instrument which is resulted from the review of cash flow projection in relation to dividend income. The Company has delayed receiving cash inflow from dividends during the period that the investee builds a new manufacturing plant.

The total liabilities of the company were 1,440.32 million baht, increased by 39.41 million baht compared to September 30, 2021 mainly due to the decrease of trade and other payables.

In this regard, the Company has shareholders' equity of 3,832.03 million baht, decreased by 62.44 million baht from unappropriated retained earnings result from dividend payment and also from other components of equity related to measurement of equity instruments which decreases from the review of cash flow projection in relation to dividend income and the Company has delayed receiving cash inflow from dividends during the period that the investee builds a new manufacturing plants. This results in the book value per share of the company at 19.94 baht and the debt to equity ratio (D/E ratio) at 0.38.



Cash Flow

In FY2022, the Company had net cash generated from operating activities around 340.46 million baht, decreased about 269.46 million baht compared to the same period last year. The net cash used in investing activities was around 276.34 million baht, decreased about 125.62 million baht compared to the same period last year, mainly from investment in debt instruments. The net cash paid for financing activities around 170.17 million baht, increased about 60.43 million baht compared to the same period last year, mainly from dividend payment.

As of September 30, 2022, the Company had cash and cash equivalents around 897.27 million baht, decreased around 106.05 million baht compared to September 30, 2021.



Cash flows
from operating
activities

340.46
million baht

↓ Decreased
269.46
million baht



Cash flow
from investing
activities

276.34
million baht

↓ Decreased
125.62
million baht



Cash flow from
financing activities

170.17
million baht

↑ Increased
60.43
million baht



Cash and cash
equivalents

897.27
million baht

↓ Decreased
106.05
million baht

The Possible Impacts on Financial Position and Performance in the Future

The overview of Thailand's economic situation from the end of 2022 until the beginning of 2023 is likely to continue to improve. Since the COVID-19 epidemic has subsided, domestic consumption has increased, and the tourism industry has recovered due to the opening of the country and the increasing easing of cross-border travel measures. As a result of these factors, various economic activities gradually return to normal.









The global economy and export activities are continuing to be under pressure from inflation that is caused by high energy and food prices. Foreign countries are tightening their monetary policies by raising the interest rate in order to control inflation. In addition, the Chinese economy has recovered slowly, which has led to an increase in exports at a slower rate than the rest of the world. Unless there is a chance for a recession in export markets such as the United States or the European region.












Despite the decline in energy prices compared to the beginning of 2022, global energy prices remain high due to the ongoing conflict in Europe between Ukraine and Russia and the resulting shortage of parts, including raw materials. The disruption of the supply chain and the demand for goods persisted as China's COVID-Zero policy persisted. However, the Federation of Thai Industries report for the third quarter of 2022 states that the semiconductor shortage of auto parts has improved and the majority of export markets are increasing as well.

For the year 2023, the expectations of the automotive industry in Thailand and throughout the world will continue to grow for both internal combustion vehicles (ICE) and electric vehicles (EV), which will be the development period of the land transportation system both domestically and internationally. The company and its subsidiaries have experience and are ready to develop support for all vehicle systems in order to keep up with and adapt to future changes.

5. General Information and Other Important Information

5.1 General Information

Company Name	Inoue Rubber (Thailand) Public Company Limited
Abbreviation	IRC
Company Registration Number	0107536001737
Type of Business	Manufacturer of Industrial Elastomer Part and Motorcycle Tires and Tubes
Website	www.ircthailand.com
Site (Head Office)	258 Soi. Rangsit – Nakornnayok 49, Prachatipat, Thanyaburi, Pathumthani 12130
Tel	02-996-0890
Fax	02-996-1439
Registered Capital/ Paid-up Capital	200,000,000 Baht (fully paid-up)
Number of Share	200,000,000 ordinary shares
Par Value	1 Baht
ส่วนงานนักลงทุนสัมพันธ์	ir@ircthailand.com
Company that IRC held more than 10% share	<p>1. IRC (Asia) Research Company Limited</p> <p> 258 Soi. Rangsit – Nakornnayok 49, Prachatipat, Thanyaburi, Pathumthanee 12130</p> <p> Tel: (66) 2 996 0890  Fax: (66) 2 996 1439</p> <p> 157 Moo 5, Phaholyothin Rd., Lamsai, Wangnoi, Ayutthaya 13170</p> <p> Tel: (66) 2 996 1471-3  Fax: (66) 2 996 1574</p> <p> Type of Business: Conducts mainly researches and development for the Company's raw materials and products</p> <p> Registered Capital: 30 million baht, paid-up capital 10.05 million baht, share portion 99.99%</p>

	<p>2. Kinno Hoshi Engineering Co., Ltd</p> <p> 157 Moo 5, Phaholyothin Rd., Lamsai, Wangnoi, Ayutthaya 13170</p> <p> Tel: (66) 35 272 206-7  Fax: (66) 35 214 896</p> <p> Type of Business: Manufactures metal molds for motorcycle and automotive elastomer parts. Currently, mainly manufactures various types of mold for the Company.</p> <p> Registered Capital: 10 million baht, paid-up capital 10 million baht, share portion 99.99%</p>
Reference Persons	<p>Security Registrar</p> <p>Thailand Securities Depository Company Limited</p> <p> 93 Ratchadaphisek Road, Dindaeng, Bangkok, 10400</p> <p> Tel: (66) 2 009 9000  Fax: (66) 2 009 9991</p> <p>Auditor</p> <p>Ms. Sanicha Akarakittilap</p> <p>Certified Public Accountant (Thailand) 8470</p> <p>Pricewaterhouse Coopers ABAS Ltd.</p> <p> Bangkok City Tower 15th Floor</p> <p>179/74-80 South Sathorn Road, Bangkok, 10120</p> <p> Tel: (66) 2 844 1000  Fax: (66) 2 286 5050</p>

5.2 Important Information

- None -

5.3 Legal Disputes

There is no legal disputes in the following events were raised by the Company or its subsidiaries, whereas the Company or its subsidiaries are the litigants or disputants and the cases or disputes have not yet been terminated.

- (1) The case which may negatively affect the assets of the Company or its subsidiaries with the amount higher than 5% of shareholders' equity as at 30 September 2022;
- (2) The case which has significant impact on the business operations of the Company and its subsidiaries but the numeral impact is not assessable;
- (3) The case which is not derived from the normal business operations of the Company and its subsidiaries;

In addition, the cases where the directors, executives, or related parties are the litigants of the Company were unavailable.

5.4 Secondary Market

- None -

PART 2



CORPORATE GOVERNANCE

6. Corporate Governance Policy

6.1 Overall of Corporate Governance Policy

Inoue Rubber (Thailand) Public Co., Ltd., has established the Corporate Governance Policy (herein called CG Policy) by applying principles and guidelines of the Corporate Governance Code for Listed Companies 2017 of the Securities and Exchange Commission (known as CG Code), Thailand, aligning with the Principles of Good Corporate Governance for Listed Companies 2012 of the Stock Exchange of Thailand (known as CG Principles), also in line with the assessment guideline for the Corporate Governance Report of Thai Listed Companies (known as CGR) of the Thai Institute of Directors (known as IOD). The Board of Directors has reviewed the CG Policy on a yearly basis in order to ensure that the Policy is suitable with current business circumstances. The Company published a manual to facilitate good communication with management and employees and to ensure continuing compliance. The Company monitors compliance of the Code of Conduct through channels for whistleblowing and complaint and reports the result to the Audit Committee on a quarterly basis.

6.1.1 Policies and Practices Relating to Board of Directors

The Company has the Board of Directors and 4 Sub-committees which are Audit Committee, Executive Committee, Risk Management Committee and Good Corporate Governance and Social Responsibility Committee. They are to scrutinize and recommend guidelines on corporate governance and on management of the Company. All directors have freedom to express their opinions on the Company's operations to ensure that business is efficiently, accurately and transparently administered by the management.

Director Selection and Succession Plan

For the director selection, the Board of Directors defines the qualification of director candidates to harmonize with the Company's strategy in business operation by considering the Board Skill Matrix together with the composition based on the Board diversity, including knowledge, skills, experiences, ages, and genders of directors. Additionally, the Company shall adopt the director pool database prepared by the Thai Institute of Directors Association in the director selection process to ensure that a candidate for a director or an executive is qualified and independent as well as has proper experience before proposing the Board of Directors or shareholders to consider to appoint. Anyhow, the Board of Directors shall consider the appointment of a director in replacement of the resigned director with the remaining term in office. For a new director and/or a director who completes his/her term in office shall be appointed by shareholders.

Besides, the Company has the succession plan under the selection and evaluation on skills and qualifications in the Company's key positions to ensure that the Company will have qualified executives to carry on the Company's achievement onwards.

Remuneration

The Board of directors and sub-committee's remuneration is considered and approved by from the shareholders meeting annually (excepting for the Executive Committee). The remuneration considered based on the Company's performance and the director's responsibility, and compared with the other listed companies in SET that have similar market capitalization as well as other listed companies

in the same industry. This shall support the remuneration structure to be appropriate for the perseverance, responsibilities, and experiences of directors that shall lead the Company to be achieve in both short-term and long-term goals. In addition, the remuneration will be disclosed in the Company's annual report.

Board and Management Training

The Company regularly and continuously encourages and supports directors, executives and Company Secretary to get training and enhance knowledge in order to gain more information in performing duty in different courses and seminars such as of Thai Institute of Directors Association, The Stock Exchange of Thailand. Besides, there have the evaluation of directors and sub-committee annually.

Investment and Management in Subsidiaries Policy

The Company has the Investment and Management in Subsidiaries policy that shall invest in the businesses that make benefits and encourage the Company's operation in order to strengthen the stability and performance of the Company. Moreover, in the case that the Company invests in other companies for more than 50% of such company's shareholding, the Board of Directors shall assign the Executive Committee to appoint the representatives who are the Company's directors or executives to be directors or controlling persons of such subsidiaries, to have the transparent and effective governance and internal control.

6.1.2 Policies and Practices Relating to Shareholders

Section 1	Right of Shareholders
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The Company emphasizes the rights of shareholders as the owners of the Company; therefore, this policy was announced to be the practice guideline. All groups of shareholders, either retail investors or institutional investors are encouraged to exercise their fundamental rights, e.g. receipt of adequate and in a timely manner information either via the SET's or the Company's website or other channels, attendance at shareholders' meetings to acknowledge the Company's annual business performance and voting rights at the shareholders' meetings to approve important issues as determined by law such as directors' remuneration e.g. the appointment of the auditor and determination of the auditor's fee, dividend payment or suspension of dividend payment and making enquiries or comments on the issues that the Board of Directors presents or requests for approval at the shareholders' meeting, etc.

Shareholders' Meetings

The Company will conduct an annual general meeting of shareholders within 4 months since the last day of the Company's fiscal year. The Company might hold more meetings if it is necessary and appropriate. The Company Secretary performs its duty of policy compliance of which shareholders' meetings are called and conducted as required by law and in accordance with the guidelines for shareholders' meetings as specified by the SET. The Company's auditor and a legal consultant who act as independent parties are allowed to attend the shareholders' meeting to count and inspect the vote. To encourage the rights of shareholders, the Company opens the channel for qualified shareholders to propose an agenda/agendas, director candidates, and questions in advance for inclusion in the annual general meeting of shareholders during 1-31 October of each year so that the Company shall gathered and proposed to the Board of Directors for consideration through the Company's website and email: ir@ircthailand.com.

Determining the date, time, and venue, of the shareholders' meeting

The Company's Board of Directors organizes an annual general meeting of shareholders once a year within 4 months counting from the end of the Company's fiscal year. In addition, it may also call for an extraordinary general meeting of shareholders on a case-by-case basis if the Board determines that there is an urgent need to propose a special agenda that may have an effect on the interests of its shareholders. In 2022, the Company organized the Annual General Meeting of Shareholders on January 28, 2022 at 14.00. The meeting was conducted online to facilitate shareholders' attendance to ensure safety amidst the COVID-19 pandemic.

Sending Invitation Letters and Shareholders Facilitation

The Company assigns Thailand Securities Depository Company Limited which acts as a securities registrar to deliver the invitation letter at least 21 days prior to the meeting date, including publish on the Company's website at least 30 days in advance. Therefore, the invitation letter will need to state the place, date, time, and agenda of the meeting with enough supporting information for each agenda to shareholders in order to allow shareholders enough time to study the information. The information includes objectives and reasons for each proposed agenda with comments of the Board of Directors on each agenda. There shall be no hidden agenda or other agendas not stated in the invitation letter to the shareholders' meeting for the consideration and approval of the shareholders, except for urgent matters that are known after the invitation letter is sent. The Company will send an English version of the invitation letter and supporting documents to foreign shareholders. The Company also publishes the invitation letter together with supporting documents on the website prior to the meeting date. The invitation letter shall be announced via a Thai newspaper for 3 consecutive days before the meeting date.

To preserve the rights of shareholders who are inconvenient to attend the meeting in person, the Company sends the proxy form together with the invitation letter and clearly specifies the list of documents and evidences required for the appointment of a proxy. The shareholders can assign representatives or independent directors to attend the meeting and cast the vote on their behalves. The Company will state in the invitation letter the name of at least 1 independent director, whom a shareholder can give proxy to.

In addition, the Company uses the barcode system for registration and vote counting in order to increase shareholders' transparency and facilitation. The Company allows shareholders to register 2 hours before the meeting and extends registration time before final agenda consideration. There are the Company's staff to welcome and facilitate shareholders and prepare revenue stamps for those who appoint their proxies.

During and After Shareholders' Meeting

Before open the meeting, the Chairman of the meeting will introduce the Board of Directors, the Company Secretary, the external auditor and the legal consultant who act as the moderator to the meeting. The Company Secretary will inform the meeting about the voting procedures and vote counting in the meeting. After the information has been provided for each agenda, the Chairman of the meeting will give floor to all attendants to express opinions or enquiries relevant to the agenda equally. The enquiries will be answered clearly and precisely and given adequate time for debate. For the agenda on the appointment of directors, the shareholders will vote for each director individually and separately.

The Company arranges for use of ballots to support the barcode system on every agenda item which requires vote casting for transparency and inspection can be made.

The minute of the shareholders' meeting will be completely recorded and can be reviewed by shareholders. The resolutions of the meeting are also to be clearly recorded with details of approved, non-approved, and abstention votes for all agenda items which require a vote, as well as recording opinions, questions and answers to the material questions relating to each agenda item. The Company will summarize the resolutions and disclose on the SET's website within 9.00 a.m. of the following business day. The minutes of the shareholders' meeting will be submitted to the SET within 14 days, as well as published on the Company's website.

Section 2 | Equitable Treatment of Shareholders

The Use of Inside Information

The Company realizes the importance of the protection of inside information usage for their own or the other's benefits of directors, executives, and employees. Therefore, the Company has provided the guideline of the use of insider information and monitored feedback regularly which includes in a handbook of business morality and employee's code of conduct. The Board of Directors, executives and employees shall practice rules and regulations of the Office of the Securities and Exchange Commission and principles of good corporate governance. Important issues are summarized as follow;

1. Directors executives and related person as stated in Section 89-1, the Securities and Exchange Act B.E. 2535, must report changes in securities holding of the Company to the SEC according to Section 59 of the Securities and Exchange Act B.E. 2535 within 3 business days from the first day that securities holding changes. They must also provide a copy of such report to the Company Secretary in order to gather, submit a summary and propose to the Board of Directors' meeting quarterly.
2. Directors, executives and employees cannot use inside information in securities trading of the Company and cannot disclose inside information to outsiders or people who are not related before thoroughly reveal to the public via the SET. The Company has the prevention of the improper use of inside information policy as follow;
 - Periodically Financial Statement Disclosure: Insiders are not permitted to sell/ buy/ transfer the Company's securities one month before releasing the financial statement and 24 hours after released.
 - Confidentiality and impact information concerning securities price such as capital Increasing-decreasing, business merging, joint-investment: Abstain from selling/ buying/ transferring the Company's securities during, before, and after the information disclosure to the public at least 24 hours so that shareholders shall have proper time to analyze such disclosed information.

Protection of Minor Shareholders' Rights

The Company will deliver the invitation letter and define agendas of the meeting approved by the Board of Directors in advance. The Company will not include additional agendas of the meeting which are unnecessary, particularly important agendas that the shareholders need time to study information before making a decision. In election of director agenda, shareholders can exercise right to appoint directors individually.

Conflict of Interest

The Board of Directors sets the written policy and guidance of conflict of interest and include in the handbook of business morality and employee's code of conduct. The Company has the policy to follow the guideline of the SET and Securities and Exchange Act for the highest benefit. Employees at all levels have duty to consider and resolve conflict of interest cautiously and follow the principle of honesty, integrity and rationality. Employees are also independent within good morality and disclose complete information for the Company's benefit as a whole mainly.

Report on Interests of Directors and Executives

The Company requires that directors and executives shall report to the Company their own interests or those of their related parties following the criteria, conditions and procedures regulated by the Capital Market Supervisory Board as follows;

- 1) In case the directors and management are appointed to be new directors, submit the report of interest of such director and executive to the Company Secretary within 15 working days from the date of his / her appointment.
- 2) If there is any change in the information in the report of interest related to the management of the Company or subsidiaries of directors and management, the directors and executives shall inform and submit the report on their interest or related party changes to the Company Secretary within 15 working days from the date of the change of information on such interest.
- 3) The Company Secretary must send a copy of the Report of Interests to the Chairman and the Chairman of the Audit Committee within 7 working days from the date of receipt of the report.

Meeting attendance of interests' directors

Directors and executives who are connected persons or having interest in matters to be considered shall not attend the meeting or voting for the consideration of the agenda.

Section 3 | Role of Stakeholders

The Company is aware of the role of stakeholders and emphasizes the rights of all groups of stakeholders, i.e. shareholders, employees, customers, suppliers and/or creditors, competitors, social/community/environment, and Government sector, by ensuring that they are treated properly, equitably and fairly. The Company believes that the good relationship with all groups of stakeholders is significant for long-term achievement and sustainable growth of the Company's group. Therefore, the Company has set the written policy in the Handbook of Business Conduct and Code of Conduct for Directors and Employees.

In addition, the Company has provided a communication channel for stakeholders and related groups to express opinion and complaint on issues that cause damage to the Company and are related to external environment. The Company will improve, fix and find the solution for the complaint in order to incite stakeholders and all related parties to get along sustainably. The Company's Environment Management System Steering Committee will propose opinions and complaints of stakeholders to the Risk Management Committee's meeting before further proposed the Board of Directors.

Corporate Social Responsibilities: CSR

The Company defines vision and appoints Good Corporate Governance and Social Responsibility Committee to concentrate on being responsible for society which affects development and publicity of quality products, sustainable maintenance of standard system, and continuous and systematic conservation of energy for suitable benefit to society.

Complaint Report

The Company has provided a special or confidential channel (Whistle Blowing Channel) has been arranged for all groups of stakeholders to send the information or clues about offense, embezzlement, corruptions/ fraud, or violation of rights has been informed, as well as a protocol for complainers to choose whether they want or do not want to reveal themselves as stated in the Whistleblowing Policy.

Section 4 | Disclosure and Transparency

The Management has to report the Board of Directors immediately, if there is doubt or if there is serious corruption/ fraud, illegal actions or other unusual practices which may affect the Company's reputation or financial position significantly. The Management also presents significant deficiencies with solutions and problem solving progress to the Board of Directors/ Audit Committee for consideration within proper period.

The Company has duty to fully, sufficiently, reliably and on a timely basis disclose financial and non-financial information to all shareholders and stakeholders to ensure equal treatment as stated in the Market-Sensitive Information Handling and Disclosure Policy.

The Company has the policy to disclose significant both financial and non-financial information to the public, namely financial status and business performance and major shareholders. The Company also reveals information in the annual report such as the number of the Board of Directors' meeting, profiles of the Board of Directors and executives, and the criteria for determining the remuneration of the directors as well as the Company's operation in social and environment together with related activities. Therefore, investors and stakeholders can acknowledge and consider information via the SET's publicity channels and the Company's website.

Additionally, there are channels for shareholders, institutional investors, retail investors, analysts and related sectors to contact Investor Relations Department as follows: Tel: 02-996-0890, and email: ir@irc thailand.com.

Section 5 | Responsibilities of the Board

The Company has the Board of Directors, Audit Committee, Executive Committee, Good Corporate Governance and Social Responsibility Committee, and Risk Management Committee to scrutinize and study guidelines on supervision and management of the Company. All directors have independence to express opinions on the Company's operations to ensure that business is efficiently, accurately and transparently administered by the management.

6.2 Business Conduct

The Board of Directors has established a business conduct that focuses on treating the company's stakeholders in a balanced way which the Company's directors, executives and employees at all levels are required to follow. Its details include;

- 1) Shareholder Responsibility Policy
- 2) Customer Practice and Product Quality Policy
- 3) Suppliers/ Creditors Policy
- 4) Employee Policy
- 5) Employee Practice Policy
- 6) Rivals Policy
- 7) Social Responsibility and Environment Policy
- 8) Anti-Corruption Policy
- 9) Market-Sensitive Information Handling and Disclosure Policy
- 10) Investment and Management in Subsidiaries Policy

The Company is determined to operate its business with honesty, integrity, transparency, and corporate governance and to encourage personnel at all levels to have awareness of anti-corruption in all forms. The board of directors has therefore included an anti-corruption and anti-bribery policy in the corporate governance guideline. Additionally, the Company has been certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC), which shows that the company adheres to that principle in operating its business and its directors, executives, and employees must comply with the policy.

If a whistleblower finds any doubtful act to violate the law, the regulations, business morality, directors and employees' code of conduct of the Company, a whistleblower shall directly report via the following channels;



Filing your report to the Chairman by Post mail to the Chairman and/or Company Secretary

 258 Soi Rangsit - Nakornnayok 49, Prachathipat, Thanyaburi,
Pathumthani 12130

 **email:** listen@ircthailand.com

 **website:** www.ircthailand.com/th/investor/corporate/whistleblowing

The Company will keep the informant's information confidential and will use the information strictly for the company's management and internal operations. The whistleblower or complainer will receive a response under the whistleblowing procedure and be protected without fear of abuse of command or unfair treatment in response to the action of the whistleblower or complainer.

Penalty Directors, Executives, and Employees, who does not comply with Good Corporate Governance and Code of Conduct for Directors and Employees, they will be penalized in line with the Company's regulation. It also affects the annual performance assessment of directors, executives and employees.

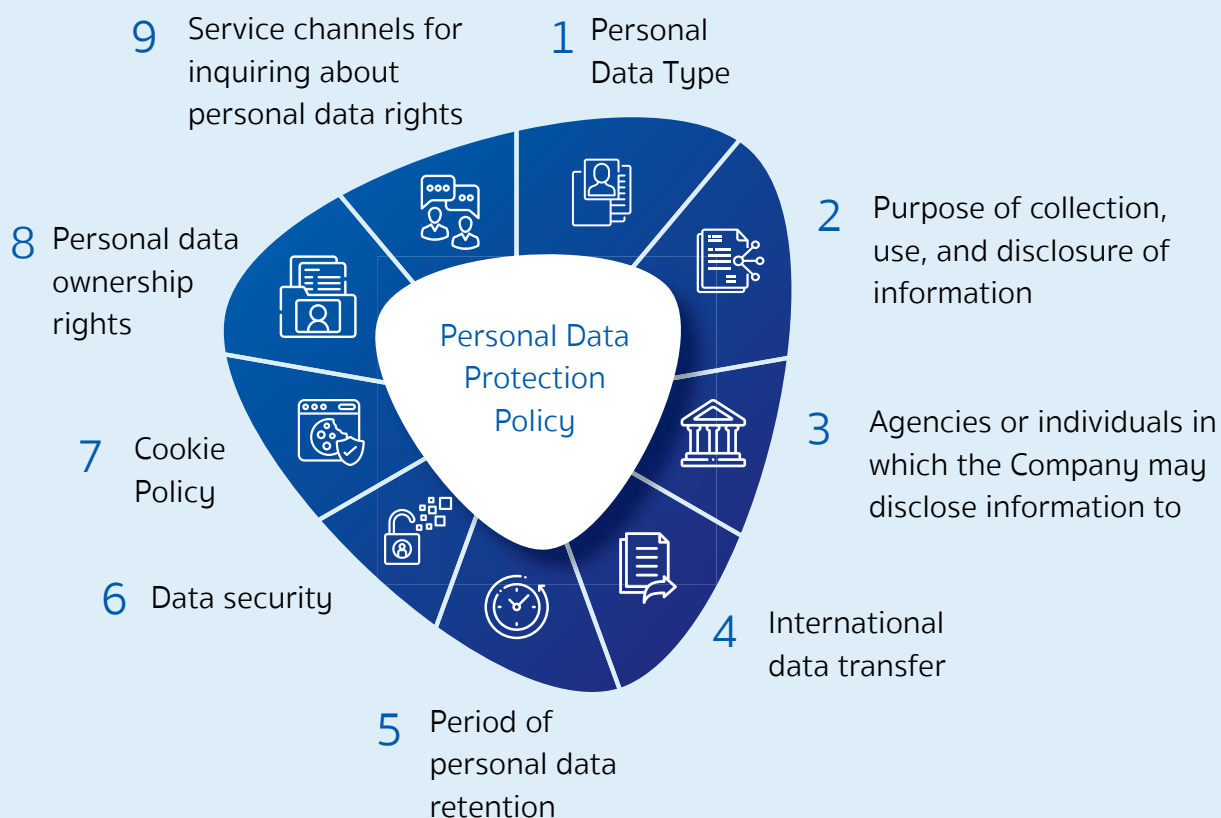
In addition, code of conduct for directors and employees is a fundamental principle for performing the duties of directors and employees. The Company believes that for good business practices and sustainably successful business, all directors and employees must maintain their duties and responsibilities which will lead to self-esteem. The topics stated in the code of conduct for directors and employees include:

- 1) Self-Conduct and Reaction to Colleagues
- 2) Conflict of Interest
- 3) Maintenance and Use of Properties of the Company
- 4) Acceptance or Giveaway of Gift or Entertainment
- 5) Buying/ Selling/ Transferring of Securities of the Company and Insider Information
- 6) Controls and Internal Audit and Financial Reports
- 7) Anti-Corruption Measures

Personal Data Protection Policy

The Company is aware of the importance of protecting customers' personal data which have been collected, disclosed, and transferred, for use in procuring services and products. The Company manages the use of personal data with the aim of providing products and services to meet the needs and suitability.

It also aims to be responsible and protect the personal data of all stakeholders, namely shareholders, employees, customers/partners, and has therefore announced the Company's personal data privacy policy on its website, which covers the following details;



6.3 Milestone Development on the CG Policy, Guidelines and System During the Year

In 2022, the Company continuously adhered to corporate governance by creating awareness through various channels and documents and by organizing a training on how to use the corporate governance manual for employees at all levels to move towards in the same direction. Additionally, the Company received good co-operation from directors and employees at all levels in reporting conflict of interest annually although there was no reporting on the issue. To implement social distancing and prevent the spread of COVID-19, the Company has provided an online corporate governance guide for all employees to learn about corporate governance and good practices which have received good feedback from directors, executives, and employees. The Company is committed to upholding the ethical value.

The unapplied topics are as follows;

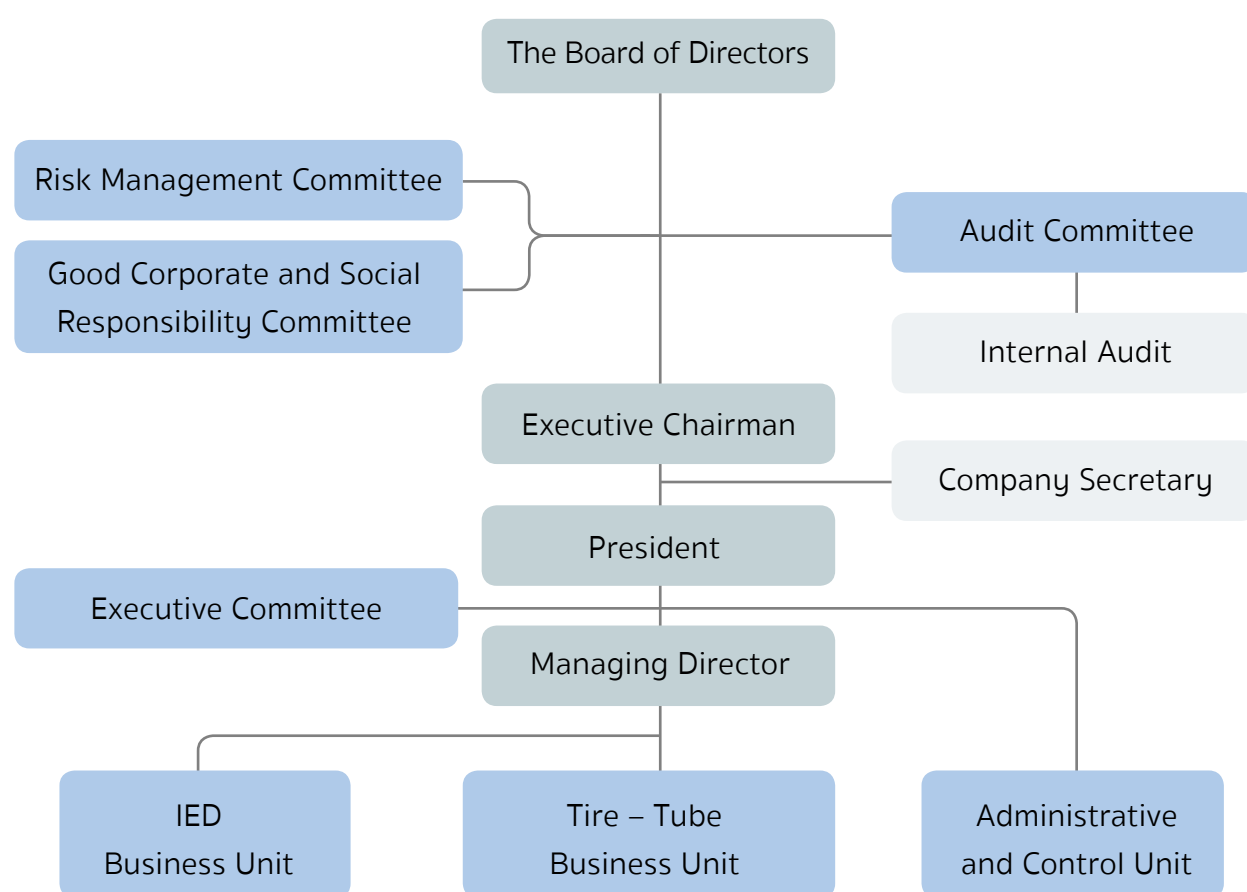
1. The establishment of a Nomination and Remuneration Committee: However, the Board has applied practice guideline of the Nomination and Remuneration Committee recommended by the Stock Exchange of Thailand (SET) as the Company's practices where every director have fully required qualifications and performed the best following the committees' charters. Additionally, the remuneration of the directors was considered using the other companies' in the similar industry and market capitalization remuneration's information.
2. Non-executive directors are responsible for determining the total compensation of, and performance evaluation criteria for the chief executive officer: However, the current compensation was aligned with the contract that the Company made with related parties, which was considered as Relate Party Transaction. These transactions were audited by the Audit Committee and approved by the Board of Directors

The investors can obtain more details on corporate governance information from its Annual Statement or Form 56-1, or in the Company's website (<http://www.irthailand.com/th/home>) in the page Investor Relations, which covers information on corporate governance and sustain.

7. Corporate Governance Structure of the Board of Directors and the Sub-committees

7.1 The Board's structure and sub-committee

Organization structure of the Company includes the Board of Directors and 4 Sub-committees which are Audit Committee, Executive Committee, Risk Management Committee and Good Corporate Governance and Social Responsibility Committee. They are to scrutinize and recommend guidelines on corporate governance and on management of the Company. All directors have freedom to express their opinions on the Company's operations to ensure that business is efficiently, accurately and transparently administered by the management. The Company's organization is shown below:



Data as of September 30, 2022

7.2 About Director

Board of Directors

Board of Directors includes at least 5 individual members; at least half of them must reside in Thailand and at least 1/3 and no fewer than three persons must be independent directors. Director nomination applies diversity policy for board structure, for example, skills, experiences, expertise, and in line with the Company's strategy. The nomination process includes information from the Director Pool from IOD as part of consideration.

As of September 30, 2022, the Boards of Directors consisted of 11 members, including 9 non-executive directors, representing more than 4/5 of all members, and 2 executive directors. The Board has 4 independent directors, representing 1/3 of all members, and two of them are female. Independent directors are independent from management and major shareholders.

Name – Surname		Position
1.	Mrs. Pimjai Leeissaranukul	Chairman
2.	Mr. Shigeki Yamada	Director/ President/ Vice-Chairman of Risk Management Committee
3.	Mr. Soichi Inoue	Director
4.	Mr. Thanong Leeissaranukul	Director
5.	Mr. Apichart Leeissaranukul	Director
6.	Mrs. Porntip Sethiwan	Director
7.	Mr. Kazuo Sato	Director
8.	Mrs. Anchalee Chavanich	Independent Director / Chairman of Audit Committee
9.	Mr. Surong Bulakul	Independent Director / Chairman of Risk Management Committee
10.	Assoc.Prof. Viyanant Jaruporn	Independent Director / Chairman of Good Corporate Governance and Social Responsibility Committee
11.	Mr. Kittichai Raktakanit	Independent Director

Remarks: 1. Mr. Shigeki Yamada was appointed on Oct 23, 2021 to replace the resigned person, Mr. Katsunori Ito.
 2. Number of times to attend the meeting: shown in Section 8.1.2 Meeting attendance and remuneration of individual committees and the non-executive directors in the third to seventh position who have extensive experience working in the automotive industry and will help formulate strategies, move the company forward, and provide reasonable recommendations on the Company's operations - as shown in Attachment 1: Director's Profile.

In 2022, the Company held one shareholder meeting, eight board of directors' meetings, four Audit Committee meetings, four Corporate Governance and Social Responsibility Committee meetings, four Risk Management Committee meetings, and two non-executive directors' meetings to discuss various issues on sustainable growth and matters that were of interest. In 2022, the issues discussed included the supply chain and the minimum wage increase. The results of the meeting were reported to the Board of Directors for acknowledgement. (Details of the number of meetings are shown in the table under Section 8.1.2).

Authorized Directors

Authorized Directors are “Mr. Thanong Leeissaranukul” or “Mrs. Pimjai Leeissaranukul” co-signs with “Mr. Shigeki Yamada” together with the Company's seal.

Responsibilities of the Chairman of the Board of Directors

1. The Chairman of the Board acts as the Chairman of the Board of Directors' meeting and the Shareholders' meeting;
2. To have a casting vote in case the Board of Directors' meeting has a tie vote;
3. To be responsible as the Chairman of the Board of Directors to monitor the operations of the President and other sub-committees to make them achieve the objectives pursuant to the specified plan.

Term in Office

According to the Company's Articles of Association, at every annual general meeting, one-third of the directors shall retire. If the number of directors is not a multiple of three, the number of directors closest to one-third shall retire.

The directors retiring from office in the first and second year after the registration of the Company shall be selected by drawing lots. In subsequent years, the director who has held his position for the longest time shall retire.

The resolution of the Board of Directors shall be consisted of a vote of not less than three quarters of the number of directors remaining on the board.

Board Structure

- 1) The Company forms at least 5 members of the Board of Directors and not less than a half of whom must reside in Thailand;
- 2) Of the total number of Board members, at least one-third and no fewer than three persons must be independent directors;
- 3) The Board of Directors consists of members that have various kinds of skills, experiences and specific capability which benefit to the Company. The Board of Directors also composes of non-executive directors who have great experiences in the Company's business and industry.

Board of Directors' Meeting

The Company will conduct the Board's meeting in order to follow-up the business operation and approve issues related to vision, mission, strategy, risk, plan of action, budget and other matters that affect the Company. The Company will also hold the Board meeting not less than 6 times a year and hold the Non-Executive Directors meeting (NED meeting) at least once a year. The Company Secretary is assigned to set up the annual meeting plan in advance and propose to the Board of Directors' meeting on November of every year.

As for stipulation of meeting agendas, the Company Secretary is assigned to propose the draft of meeting agendas to Chairman of the Board, President, and representatives of independent directors to consider and make a decision on the agendas proposed in the Board of Directors' meeting. They also have to ensure that important issues are included and give an opportunity to each director to independently present subjects which are beneficial to the Company to be the agendas proposed in the meeting. After the meeting agendas are scrutinized by Chairman of the Board, President and Independent Director representative, the Company Secretary has to deliver the Board of Directors' meeting invitation letter not less than 14 days and supporting documents not less than 7 days before the meeting day.

The Chairman of the Board has to allocate enough time for directors to discuss important issues, encourage directors to use discretion carefully and pay attention to all subjects proposed in the meeting as well as the good corporate governance. The Executive Committee is invited to attend the Board of Directors' meeting in order to provide supporting information for the directors' consideration.

In the Board of Directors' meeting, there shall be at least one half of the total number of directors to effect a quorum. In the case where the Chairman is absent at the meeting or unavailable to act, if there is a Vice Chairman, he/ she must act as the Chairman of the Meeting. If there is no Vice Chairman or he/ she is unavailable, the Board of Directors at the meeting shall select one of the Directors as the Substitute Chairman the meeting. Anyhow, the definite decisions of a meeting shall be made by majority votes. Each director shall have one vote except that the director who has any interest on the voting issue cannot give his/ her vote. If the voting results in equal, the Chairman of the Meeting shall cast his/ her vote as a final vote.

Roles, Duties and Responsibilities of the Board of Directors

1. To undertake the duties in accordance with laws, objectives and Articles of Association of the Company, Good Corporate Governance, and resolutions of the Board of Directors' meeting as well as the shareholders' meeting with due care and integrity and to look after the interest of the Company; furthermore, clearly define the scope of duties and responsibilities for the management;
2. To set the goal, strategy, policy and direction of the Company's business operation together with allocate important resources and supervise the management to ensure efficiency, effectiveness and compliance with the prescribed policies and to achieve sustainable value creation by competitiveness and performance, ethical and responsible business, respect rights and responsibilities of shareholders, stakeholders, social and environment;
3. Provide review of strategy, vision and missions, and corporate values (IRC DNA) which consider changing of environment by encouraging innovation and technology usage that suitable with the Business Ecosystem and consider the needs of customers and stakeholders. It also considers the competitiveness of the business on an annual basis;
4. To arrange a reliable accounting system, financial reports and auditing by settle internal control procedures and suitable internal audit system with consistent follow-up;
5. To approve the quarterly financial statement and propose the shareholders' meeting to consider to approve the annual financial statement, as well as to approve the annual investment budget and to monitor the operating results of the Company, including the major progress in various aspects;
6. To provide advices/suggestions and make a decision with due care on the agenda proposed in the Board of Directors' meeting;
7. To appoint/remove the sub-committee on specific matters as deemed suitable;

8. An independent director is able to provide their independent discretion on the issues and to oppose any act of other directors or the management, if there is any conflict significant to the Company and the shareholders;
9. To arrange a good corporate governance, anti-corruption policy, business conduct and code of conduct for directors and employees as a guideline and to annually review these policies;
10. To approve the importance transactions of the Company such as acquisition or disposal of assets, expansion of the investment projects, determination of the authority to be assigned and any action required by laws and to look after the conflict of interest among stakeholders of the Company;
11. To approve and/or consent on the connected transactions between the Company and its subsidiaries in accordance with related notifications, requirements and guidelines of the Stock Exchange of Thailand;
12. To suspend buying/ selling/ transferring of the Company's securities one month prior to public disclosure of the financial statement and during or before the period that the Company reveals is undertaking the confidential transaction e.g. increasing in capital, merger and acquisition, or negotiation of new significant projects;
13. To report any securities holding by himself/herself and his/ her spouses and children in the Board of Directors meeting quarterly and to inform the Company Secretary within 3 business days from the first day that securities holding changes, if there is any buying/selling/ transferring of securities of the Company;
14. To report of directors interests annually as well as informed the Company secretary within 15 working days if there are any changes;
15. To do the self-assessment of the Board as a whole and the member as an individual annually;
16. To review the Board of Directors Charter annually to comply with changing conditions and circumstances;
17. To manage and supervise the Company's intellectual property.

7.3 Sub-Committees

Audit Committee Charter

Audit Committee consists of 3 independent directors which possess qualifications aligned with the Securities and Exchange Commission's definition. The three Audit Committee members have adequate knowledge and experience to perform the duty in verifying the reliability of the financial statements. One member has education background in accounting.

As of 30 September 2022, Audit Committee composed of 3 members, namely;

Name – Surname		Position
1.	Mrs. Anchalee Chavanich	Chairman of Audit Committee/ Independent Director
2.	*Assoc.Prof. Viyanant Jaruporn	Audit Committee Member / Independent Director
3.	Mr.Kittichai Raktakanit	Audit Committee Member / Independent Director

Notice: *Audit Committee member who has education background in accounting.
And Ms. Kittunya Naruepracha acts as a Secretary of Audit Committee.

Roles, Duties and Responsibilities of Audit Committee

1. To verify and assure that the Company's financial report is accurate and sufficiently disclosed;
2. To verify and assure that the Company and its subsidiaries has the internal control system and the internal audit system that is suitable and efficient, incorporate with auditors and internal auditors to consider the independence of the internal audit unit. Throughout giving approval the appointment, transfer and dismissal of the chief of an internal audit unit or any other agency responsible for internal audits. Also approved the annual internal audit plan;
3. To verify and assure that the Company has acted in compliance with the law on Securities and Exchange, requirements of the Stock Exchange of Thailand, and other laws in relation to the Company's business;
4. To consider, select, propose to appoint, and unemployed an independent person(s) to perform the duty as the Company's auditor. To propose remuneration for that person(s) and to participate in a meeting with the auditors without the management involvement at least once a year;
5. To consider connected transactions and any transaction that may have a conflict of interests by referring to the requirements of laws and the Stock Exchange of Thailand, to assure that such transactions are reasonable and resulted in maximum benefits to the Company;
6. To review that the Company has a whistleblowing procedure to report fraud as well as inappropriate financial report or other issues. This is to assure that all the complaints will be investigated independently and will acquire the appropriate monitoring;
7. To prepare a report of the Committee as disclosed in the Company's Annual Report which must be signed by the Chairman of the Audit Committee and must consist of the information as follows (at least);
 - 7.1) An opinion(s) about an accuracy, completion and reliability of the Company's financial report.
 - 7.2) An opinion(s) about the adequacy of the Company's internal control systems including the corruption/ fraud prevention.
 - 7.3) An opinion(s) about an action in compliance with law of Securities and Stock Exchange, provisions of the Stock Exchange of Thailand or any related laws regarding the Company's business.
 - 7.4) An opinion(s) about an appropriateness of the auditors.
 - 7.5) An opinion(s) about any financial transaction that may have a conflict of interests.
 - 7.6) A total number of the Committee's meetings and each member's meeting participation.
 - 7.7) An overall opinion(s) or an observation(s) obtained by the Committee from the operation as required in this charter.
 - 7.8) Other essential information or transactions as deemed to be acknowledged by shareholders and investors under the scope and responsibilities assigned to them by the Board of Directors.
8. Any other operation as assigned by the Board of Directors with an approval by the Committee;
9. The Committee is able to consult with independent consultant(s) as appropriated with the Company budget;
10. To do the self-assessment of the Committee as a whole and the member as an individual annually;
11. Any provision or practice regulation or refrainment of practices that are not mentioned in this charter shall be held in accordance with the Company's memorandum of associations, and other laws, as well as the provisions of the Stock Exchange of Thailand and the Securities and Exchange Commission;
12. To review the Audit Committee Charter annually to comply with changing conditions and circumstances and propose to the Board of Directors for the approval.

Good Corporate Governance and Social Responsibility Committee

As of 30 September 2022, the Good Corporate Governance and Social Responsibility Committee consists of 5 members as follows:

Name – Surname		Position
1.	Assoc.Prof. Jaruporn Viyanant	Chairman of the Committee
2.	Mr. Bunthorn Sriwongchan	Member
3.	Mr. Sunan Lachareon	Member
4.	Mr. Therdsak Emsem	Member
5.	Ms. Anchana Thongmon	Member

Roles, Duties and Responsibilities of Corporate Governance and Social Responsibility Committee

1. Propose policies and guidelines that concern the good corporate governance and social responsibility to the Board;
2. Consider and review the good corporate governance and social responsibility policies and guidelines to keep them comply with the related laws and regulations, other international guidelines, as well as recommendations from related institutes e.g. the Securities and Exchange Commission (SEC) and the Stock Exchange of Thailand (SET);
3. Review the Company's performance of good corporate governance and social responsibility. The Chairman of good corporate governance and social responsibility committee, or a person who is assigned by the Chairman shall report the resolutions and performance of the Committee to the Board;
4. Follow and report any issues or possibilities that may affect the Company on the subject of good corporate governance and social responsibility to the Board;
5. The Chairman of Good Corporate Governance and Social Responsibility Committee or a person who is assigned by the Chairman shall review and agree to disclose the annual good corporate governance and social responsibility report;
6. The Committee may invite the Company's directors, executives, employees, or third parties to attend the meeting on related issues;
7. Review and amend the charter of the good corporate governance and social responsibility committee to keep it accord with present circumstances and environment by propose to the Board for approval;
8. To do the self-assessment of the Committee as a whole and the member as an individual annually;
9. Propose the Management to appoint a working team to support, monitor and report the performance of the Management that related to the policies and important strategies of the good corporate governance and social responsibility as appropriate;
10. The Committee shall responsible for any good corporate governance and social responsibility mission as assigned by the Board.

Risk Management Committee

As of 30 September 2022, the Risk Management Committee consists of 8 members namely;

Name – Surname		Position
1.	Mr. Surong Bulakul	Chairman of the Committee
2.	Mr. Shigeki Yamada	Vice Chairman of the Committee
3.	Mr. Suchart Kootiratrakarn	Member
4.	Mr. Narongchai Rattanaekkawin	Member
5.	Mr. Surachai Chaichalermpong	Member
6.	Mr. Buncha Yutthaworakool	Member
7.	Ms. Praewphan Songhong	Member
8.	*Mr. Kanin Laochinda	Member

Remarks: *Mr. Kanin Laochinda was appointed on January 28, 2022

Roles, Duties and Responsibilities of Risk Management Committee

1. Propose and scrutinize the Company's risk appetite and risk management policies that are consistent with the Company's mission, strategy, good governance, as well as risk appetite to the Board of Directors for approval; moreover, scrutinize the review of the risk management policies annually to ensure that it conform to and is suitable for the current business circumstances;
2. Oversight, control, and monitor the Company to have risk identification through consideration of internal and external factors that may cause the Company be unable to achieve its objectives, then propose to the Board of Directors to acknowledge;
3. Oversight, control, and monitor the assessment of impact and likelihood of identified risks in order to be prioritized, as well as have appropriate risk response covering all types of risks and provide recommendations for the Company regarding risk prevention and risk reduction to be at the appetite level;
4. To monitor the Subsidiaries to have the risk management that is suitable and efficient;
5. Formulate strategies aligning with the policies, evaluate and monitor the Company's risks to be at the appropriate level for the business operation;
6. Report the Company's significant risks, risk status, risk response procedures, risk management progress, and risk management results to the Board of Directors regularly;
7. Give opinions and recommendations to the Company if it requires external risk management consultant in order to provide independent recommendations regarding the risk management framework, scope, and operation;
8. Communicate to exchange information and coordinate with the Company's internal control unit;
9. Encourage and support the communication about risk and innovation in every aspect to all employees;
10. Report the Committee's progress and performance to the Board of Directors to acknowledge and/or consider on quarterly basis;
11. Review and amend the charter of the Risk Management Committee to keep it conforms to the current circumstances and environment, and propose to the Board of Directors to approve;
12. To do the self-assessment of the Committee as a whole and the member as an individual annually;

13. Consider the appropriated acquirement of suggestion from independent professionals with the Company's financial support;
14. Be responsible for other missions related to risk management assigned by the Board.

The Company separated the responsibility of the Executive Committee whose is the Management, clearly from the Board of Director as follows;

Executive Committee

As of 30 September 2022, the Executive Committee consists of 10 members as follow;

Name – Surname		Position
1.	Mr. Shigeki Yamada	Chairman of Executive Committee
2.	Mrs. Pimjai Leeissaranukul	Vice-Chairman of Executive Committee
3.	Mr. Takeshi Arakawa	Member
4.	Mr. Akira Tokoro	Member
5.	Ms. Witchuda Kupongsak	Member
6.	Mr. Suchart Kootiratrakarn	Member
7.	Mr. Narongchai Rattanaekkawin	Member
8.	Mr. Kazuaki Yamada	Member
9.	Mr. Hiroyuki Hibi	Member
10.	Ms. Praewphan Songhong	Member

- Remark:
1. Mr. Shigeki Yamada was appointed on October 23, 2021 to replace the resigned person, Mr. Katsunori Ito.
 2. Mr. Akira Tokoro was appointed on May 13, 2022 to replace the resigned person, Mr. Tomohiro Shamoto who resigned on July 18, 2021.
 3. Mr. Mitsuhiro Ito resigned on May 7, 2022

Roles, Duties and Responsibilities of Executive Committee

1. To conduct and/or manage the daily business operation in accordance with laws and standards, including policies, action plan, targets, requirements and regulations of the Company prescribed by the Board of Directors;
2. To strictly, honestly and carefully conduct and manage the operation in accordance with the resolutions of the Board of Directors altogether with the approved budget by consideration on the interest of the Company and the shareholders;
3. To report the operating performance of the Company to the Board of Directors' meeting quarterly and to review the operating results periodically for a quick resolution to achieve the business targets;
4. To assess and screen the major investment projects and the annual budget prior to the submission to Board's consideration;
5. To undertake the work in accordance with the good corporate governance principles prescribed as a guideline by the Board of Directors;
6. To approve that appointment of persons of directors, executives or controlling persons to the subsidiaries, to have transparency and effective good governance and internal control, aligned with the company's benefit and the Investment and Management in Subsidiaries policy;

7. To suspend buying/ selling/ transferring of the Company's securities one month prior to public disclosure of the financial statement and during the period that the Company is undertaking the confidential transaction e.g. increasing in capital, merger and acquisition, or negotiation of new significant projects, etc.;
8. To report any securities holding by himself/ herself and his/ her spouses and children in the Board of Directors meeting quarterly and to inform the Company Secretary within 3 business days from the first day that securities holding changes, if there is any buying/ selling/ transferring of securities of the Company;
9. To prepare a report on the conflict of interest of the management annually, as well as to report the results of the anti-corruption investigation to the Audit Committee (follow the guidelines for joining the Thailand's Private Sector Collective Action Coalition Against Corruption: CAC project);
10. To manage the information system and intellectual property including the Company's important commercial information;
11. To refrain from any reveal of Company's business transaction and/or intellectual property to third party without consent and/or oppose to Code of Conduct for Director and Employee and which affect the Company's business;
12. Review the charter of the Executive Committee annually to comply with changing conditions and circumstances and propose to the Board of Directors for the approval;
13. To do the self-assessment of the Committee as a whole and the member as an individual annually.

7.4 About the executives

As of Sep 30, 2022 the Company has the executives following the SEC definition as follows;

Name-Last name		Position
1.	Mrs. Pimjai Leeissaranukul	Executive Chairman
2.	¹ Mr. Shigeki Yamada	President
3.	Mr. Takeshi Arakawa	Managing Director
4.	Ms. Witchuda Kupongsak	Executive Director of Administrative and Control Unit
5.	² Mr. Akira Tokoro	Executive Director of Tire & Tube Business Unit
6.	Mr. Suchart Kootiratrakarn	Deputy Executive Director of Tire & Tube Business Unit
7.	Mr. Narongchai Rattanaekkawin	Deputy Executive Director of IED Business Unit
8.	Ms. Praewphan Songhong	Executive Committee Member

Remark: 1. Mr. Shigeki Yamada was appointed on October 23, 2021 to replace the resigned person, Mr. Katsunori Ito.
 2. Mr. Akira Tokoro was appointed on May 13, 2022 to replace the resigned person, Mr. Tomohiro Shamoto who resigned on July 18, 2021.

Remuneration for Executives

During the fiscal year 2022, the Company paid remuneration to the executives under definition of the Securities and Exchange Commission for Baht 71.24 million, comprised of salary, bonus, provident fund, social security fund and other welfares.

Other Remuneration (Ex. ESOP EJIP)

-None-

7.5 Employees

As of 30 September 2022, numbers of employees of the Company and its subsidiaries which were classified by business units, are following;

Business Unit	Number of Employees (person)
Administrative and Control	127
Motorcycle Tire – Tube	563
Industrial Elastomer Parts	491
IRC (Asia) Research Co., Ltd.	117
Kinno Hoshi Engineering Co., Ltd.	21
Total	1,319

Remark: During last 3 years, the Company and its subsidiaries do not have labor dispute nor significant change of number of employees.

Employee development policy

The Company organizes training to review knowledge and work standard twice a year to ensure that employees at all levels have the knowledge and competence to work to meet the standard. Additionally, there are individual development plan that analyses the strengths and weaknesses of employees and a functional competency assessment from the employees and their supervisors to find areas for improvements from the process, allowing employees to improve and see their changes after the training more clearly.

Part of the information received from the analysis will be used to select training courses for the areas that need to be developed for each employee. In-house and off-house trainings are provided. In-house trainings are basic courses on work and promotion while off-house trainings focus on development for each position.

7.6 Others

Company Secretary, CFO, and Accounting Supervisor

The board of directors appointed Ms. Kittunya Naruepracha as Company Secretary on 9 November 2018. Ms. Naruepracha graduated in Economics and has been a good Assistant Secretary. She has continuously developed herself as a corporate secretary and attended a course on corporate secretary in 2017. Her responsibilities include advising on and reviewing the preparation of important legal documents of the company and directors as well as keeping those documents in compliance with Section 89/15 – 89/17 of the Securities and Exchange Act. Furthermore, the company has appointed Ms. Praewphan Songhong to be the CFO and Ms. Pim Aroonsantiroj to control and supervise the company's accounting according to the accounting standards and related rules.

Note: The biographies of the company's Secretary and Chief Financial Officer are shown in Attachment 1.

Head of Internal Control

The Audit Committee has approved the appointment of Ms Wannapa Yusabai as the company's Chief Internal Auditor to perform audits and evaluate the organization's operations. The Chief Internal Auditor is independent and reports directly to the Audit Committee. The qualifications of the position are shown in Attachment 3.

Investor Relations

The company has assigned Ms Kittunya Naruepracha as the contact person for investors and those who have enquiries. Please call: (66) 2 996 0890 ext. 243 or send an email to ir@ircthailand.com.

Remuneration for Auditor

The Annual General Meeting of Shareholders is to appoint external auditors and fix audit fees for the Company's and its subsidiaries. The Audit Committee selects and proposes the external auditor together with the audit fee to the Board of Directors before the Board proposes the same to the Annual General Meeting of Shareholders for consideration and approval.

Selection criteria includes the review of auditing firms and external auditors, which are independent with no conflict of interest with the Company, the management, major shareholders or related persons. In addition, the auditing firm shall rotate the external auditor in order to align with the notification of the Capital Market Supervisory Board if the former auditor has reviewed, audited and expressed an opinion on the financial statements of the Company for 7 consecutive years.

Audit fee

The Company's and its' subsidiaries' financial statements of the fiscal year 2022 were reviewed and expressed an opinion by Ms. Sanicha Akarakittilap, Certified Public Accountant No.8470 of PricewaterhouseCoopers ABAS Limited (PwC). The Company and its subsidiaries paid audit fee for the fiscal year 2022 as follow;

Company	Audit Fee (Baht)
Inoue Rubber (Thailand) Public Company Limited	1,375,580
IRC (Asia) Research Co., Ltd.	252,840
Kinno Hoshi Engineering Co., Ltd.	252,840
Non-audit fees	100,052
Total	1,981,312

8. Report of Key Corporate Governance Activities

8.1 Performance of the Board of Directors in 2022

8.1.1 Nomination, Development and Performance Assessment of the Board

Qualification of Independent Directors

1. Not holding shares exceeding 1% of the total shares with voting rights of the Company, which shall be inclusive of the shares held by those related persons;
2. Not being nor having been a director participating in the management, employee, officer, consultant who receives regular salary, or a controlling person over the Company, except that he/she has no such characteristic for at least two years;
3. Not being a person related by blood or by registration under laws, such as father, mother, spouses, siblings, and child, including spouses of the child, of executives, major shareholders, controlling persons, or persons who will be nominated as executives or controlling persons of the Company or its subsidiary;
4. Not having nor having had any business relationship with the Company, might interface with his/her use of independent discretion, including not being nor having been a major shareholder, or a dependent director, of a person who has a business relationship with the Company, except that he/she has no such characteristics for at least two years;
5. Not being nor having been an auditor of the Company, and not being a major shareholder, a dependent director, and executive, or partner of the auditing firm employing and auditor of the Company, except that he/she has no characteristic for at least two years;
6. Not being nor having been any professional services providers including a legal advisor or a financial advisor, obtaining service fees of more than Baht 2 million per annum from the Company, and not being a significant shareholder, authorized person, or partner of such professional services provider except he/she has no such characteristic for at least two years;
7. Not being a director appointed to represent any director of the Company, a major shareholder, or a shareholder who is a related person of the Company's major shareholders;
8. Not currently be operating under similar business nature and significant competition to the company or subsidiary; or not a significant partner of the partnership, executive director, salaried worker, employee, or consultant; or holding more than 1% of voting shares of any other companies operating under similar business nature and significant competition to the company and subsidiary;
9. Not having any other characteristics which make it incapable of expressing an independent opinion with regard to the Company's operation;
10. The term in office should continue not more than 9 years from the date of being appointed to the position of independent director.

*Including the parent company, subsidiary, affiliate, major shareholder(s), or controlling parties of the company

Required qualifications of the directors

1. Qualifications mentioned under the notification of the Capital Market Supervisory Board;
2. Have a solid knowledge, expertise and experience considered beneficial to the Company;
3. Be determined and have an ethical mind in running business;
4. Must not be a director or a co-executive of a related company and/or organization, which is the rival business to the company;
5. Take a position of a director in not more than 5 listed companies and not more than 6 affiliated companies of any listed companies.

Nomination criteria and process

1. Consider the suitability of knowledge, experience, and expertise that is beneficial to companies with experience in the core business or industry of the Company. The Board of Directors has the required composition as a Board Skill Matrix, which makes the nomination process consistent with the Company's business direction;
2. Considering the dedication of the directors. If the former director resigns for another term, may be considered by the performance during the term in office. It should also consider the number of companies in which each director will be appointed to suit the profile or condition of the company which should not exceed 5 listed companies to ensure that performance is not compromised;
3. Consider the term in office of the independent director. If the former independent director will return for another term, the term in office should continue from the date of being appointed to the position of independent director not more than 9 years.

Right of Shareholders to appoint the directors

The Company opened an opportunity for Shareholders to propose director candidate since 1 - 31 October 2022. However, no Shareholders proposed any director candidate.

The Assessment and Process in the performance evaluation of the Boards, sub-committees, and CEO

1. The Board of Directors determines to have evaluating knowledge, skills, and specific experiences of the directors (Board Skill Matrix) which benefit to the Company's business. The Board self-assessment is conducted annually for the Board as a whole and an individual basis, including all sub-committees, in order to be a framework for evaluating performance of the Board of Directors, all sub-committees, and CEO;
2. The Board of Directors, sub-committees and CEO have their agenda to consider the performance assessment form (both as a whole and individually) and self-assessment for the Boards and sub-committees annually. The assessment criteria are based on the regulation of SET. For the Audit Committee, the assessment criteria are based on the regulation of SEC;
3. The Board of Directors, sub-committees, and CEO evaluates their on-the-job performance and when the secretary finished concluding the evaluation report, the Board of Directors, sub-committees, and CEO shall consider, review, and assess the comments in the aspect of the Board of Directors and sub-committees' performance in the past year to improve and enhance their performance efficiency continuously.

The Self-Assessment of the Board, other sub committees, and CEO covered topics as follows:

The Board, other sub committees

 Board Skill Matrix	 Self-Assessment as a whole	 Self-Assessment as an individual
<ol style="list-style-type: none"> 1. Business Management 2. Industry 3. Profession Knowledge 4. International Business 5. Strategic Management 6. Laws and Regulations 7. Accounting 8. Finance 9. Information Technology 10. Economy 	<ol style="list-style-type: none"> 1. Committee Structure and Qualifications 2. Roles, Duties and Responsibilities of the Committee 3. The Committee Meeting 4. The Committee Duties 5. Relations with the Management 6. Self-Development of the Directors and the Executive 	<ol style="list-style-type: none"> 1. Committee Structure and Qualifications 2. The Committee Meeting 3. Roles, Duties and Responsibilities of the Committee

CEO



The Board of Directors, the Sub-Committees and CEO Self Assessment Results






The Board of Directors and Sub-Committees

1. Board of Directors	3.77	
2. Executive Committee	3.83	
3. Audit Committee	3.92	
4. Risk Management Committee	3.89	
5. Good Corporate and Social Responsibility Committee	3.89	

CEO

1. Leadership	4.00	
2. Strategy Information	4.00	
3. Strategy Execution	4.00	
4. Financial Planning/ Performance	4.00	
5. Relationship with the Board of Directors	4.00	
6. External Relations	4.00	
7. Human Resources Management/ Relations	4.00	
8. Succession	4.00	
9. Product/ Service Knowledge	4.00	
10. Personal Qualities	4.00	

Note: From a total of 4 points, the conditions are as follows;

-  0 = Strongly disagree or never conducted
-  1 = Disagree or seldom conducted
-  2 = Fair or moderately conducted
-  3 = Agree or well conducted
-  4 = Strongly agree or excellently conducted

Directors and Executives Development

The Company has a policy to promote and support all Directors, Executives and the Company Secretary to train for knowledge development in various fields both in terms of courses and seminar activities; for instance, the Thai Institute of Directors Association.

The Board of Directors has assigned the Company Secretary to coordinate with the Board of Directors and Executives on the information of training courses. The Company Secretary is responsible for delivering new Directors the Public Company Handbook, the Board of Directors Handbook, scope of duties and responsibilities of the Board of Directors, the Company's Articles of Association, Public Law, Securities and Exchange Act Good Corporate Governance Policy, and Code of Conduct.

The new Directors will be introduced to the overview of the Company, operations of the Stock Exchange of Thailand Group, regular strategic plans, laws, regulations, and Code of Conduct related to the Directors. Top-level Management and the Board of Directors' secretary will present such information prior to the first meeting of the new Directors. The Company also has personnel management and development plans to keep Directors and Employees continuously knowledgeable in their field of work.

Furthermore, there were Directors, Executives and the Company Secretary who received training to perform their duties from relevant agencies in 2022. The details can be summarized as follow;

Name-Lastname	Position	Training in 2022
Mrs. Pimjai Leeissaranukul	Chairman/Executive Chairman/ Executive Director/ Authorized Director/ ViceChairman of the Executive Committee	<ul style="list-style-type: none">Board Essential Program (BEP) Class 1 from Institute of Research and Development for Public Enterprise (IRDP)
Mr. Apichart Leeissaranukul	Director	<ul style="list-style-type: none">Enhancing the financial report quality of listed companies by Thai Listed Companies AssociationEconomic Update for CFO by Thai Listed Companies Association
Mrs. Anchalee Chavanich	Independent Director/ Chairman of the Audit Committee	<ul style="list-style-type: none">Subsidiary Governance Program (SGP 2/2022) from Thai Institute of Directors Association

Name-Lastname	Position	Training in 2022
Assoc.Prof. Jaruporn Viyanant	Independent Director / Audit Committee / Chairman of Good Corporate Governance and Social Responsibility Committee	<ul style="list-style-type: none"> • Subsidiary Governance Program class 1/2022 by Thai Institute of Directors Association • Corporate Governance Report of Thai Listed Company: CGR 2023 by Thai Institute of Directors Association • Transform Technology by Thai Institute of Directors Association • Leadership Shape Future by Thai Institute of Directors Association • Digital Currency: Crypto currency by The Securities and Exchange Commission • Easy Listening: Accounting Knowledge that AC should not miss by The Securities and Exchange Commission • Transfer Pricing Update by KPMG • IFRS 17 by Ocean Life Insurance PCL. • Seminar: How the business sector adjust strategies to keep up with the world, survive the crisis and grow sustainably in the midst of the global economic crisis caused by epidemics, wars, energy and inflation by EY Company Limited • BOT Digital Finance Conference 2022 – Collaborate, Innovate and Inspire by Bank of Thailand

Name-Lastname	Position	Training in 2022
Ms. Witchuda Kupongsak	Executive Director of Administrative and Control Unit	<ul style="list-style-type: none"> Carbon Tax by Fiscal Policy Research Institute Foundation Metaverse (Internal training) by Mr. Jumrud Sawangsamud Product liability insurance and product recall costs (Internal training) by Muang Thai Insurance PCL.
Mr. Narongchai Rattanaekkawin	Deputy Executive Director of IED Business Unit/ Member of Risk Management Committee	<ul style="list-style-type: none"> Metaverse (Internal training) by Mr. Jumrud Sawangsamud Product liability insurance and product recall costs (Internal training) by Muang Thai Insurance PCL. Industrial All Risk by Mitsui Sumitomo Insurance Co., Ltd. (Thailand branch)
Mr. Suchart Kootiratrakarn	Deputy Executive Director of Tire & Tube Business Unit/ Member of Risk Management Committee	<ul style="list-style-type: none"> Metaverse (Internal training) by Mr. Jumrud Sawangsamud Product liability insurance and product recall costs (Internal training) by Muang Thai Insurance PCL.
Ms. Praewphan Songhong	Chief Executive Officer/ Manager of Finance Division/ Member of Risk	<ul style="list-style-type: none"> Director Accreditation Program Class 195/2022 from Thai Institute of Directors Association TLCA CFO CPD No. 7/2022: “Introduction to Sustainable Finance” by Thai Listed Companies Association TLCA CFO CPD No. 6/2022: “Role of CFO towards Sustainability of organization” by Thai Listed Companies Association TLCA CFO CPD No. 3/2022: “PDPA for Accounting and Finance” by Thai Listed Companies Association Digital Transformation for Accountants Class 1/65 by Federation of Accounting Professions Carbon Tax by Fiscal Policy Research Institute Foundation

8.1.2 Meeting Attendance and Individual Directors' Remuneration

Remuneration of Directors and Executives

Monetary Remuneration for the Board and Sub-committees

At the AGM 2022, held on January 28, 2022, the shareholders approved director remuneration according to position which consists of yearly retention fee plus meeting allowance at Baht 10,000/ person/ meeting and noother kind of remuneration with the following details;

• Chairman of Audit Committee	450,000 Baht/ person/ year
• Chairman of Risk Management Committee	200,000 Baht/ person/ year
• Chairman of Good Corporate Social and Responsibility Committee	200,000 Baht/ person/ year
• Independent Directors	500,000 Baht/ person/ year
• Director	300,000 Baht/ person/ year

Remark: No remuneration for the executives who are not directors

The Board's Opinion

The remunerations of the Company's directors have been thoroughly considered at the Board of Director's meeting, taking into account of the assigned responsibilities of each committee. The remunerations were aligned with the market and the same industry.

The Company adheres to the principle of fair and transparent remuneration, and in doing so, the Company compares its income ranges as well as sizes of other companies at the same level in the industry to maintain the appropriate benefits and motivate qualified Directors to lead and contribute to the Company to their fullest potential.

Other kinds of remuneration for Directors

- None -

Table: Remuneration and Meeting Attendance of Directors and Sub-Committee Members

Name of Director			Position	Number of Meeting Attendance in FY 2022						Remuneration* (Baht)
				AGM	BOD***	AC	EXCOM	CGSR	RMC	
1.	Mrs. Pimjai	Leeissaranukul	Chairman	1/1	7/7	-	6/6	-	-	380,000
2.	**Mr. Shigeki	Yamada	President/ Vice Chairman of RMC	1/1	7/7	-	6/6	-	4/4	391,918
3.	Mrs. An- chalee	Chavanich	Chairman of AC/ Independent Director	1/1	9/9	4/4	-	-	-	1,090,000
4.	Mr. Kittichai	Raktakanit	Member of AC/ Independent Director	1/1	9/9	4/4	-	-	-	640,000
5.	Assoc.Prof. Jaruporn	Viyant	Member of AC/ Independent Director/ Chairman of CGSR Committee	1/1	9/9	4/4	-	4/4	-	880,000
6.	Mr. Surong	Bulakul	Independent Director/ Chairman of RMC	1/1	9/9	-	-	-	4/4	840,000
7.	Mr. Soichi	Inoue	Director	-	-	-	-	-	-	300,000
8.	Mr. Thanong	Leeissaranukul	Director	1/1	9/9	-	-	-	-	400,000
9.	Mr. Apichart	Leeissaranukul	Director	1/1	9/9	-	-	-	-	400,000
10.	Mrs. Porntip	Sethiwan	Director	1/1	9/9	-	-	-	-	400,000
11.	Mr. Kazuo	Sato	Director	1/1	9/9	-	-	-	-	400,000
Total (Baht)										6,121,918

Remark: * Calculate from net payment in FY2022 as a position of Director only.

** Mr. Shigeki Yamada was appointed on October 23, 2021 to replace the resigned person, Mr. Katsunori Ito.

*** The BOD meeting consists of 2 non-executive directors' meetings.

8.1.3 Governance of Subsidiaries and Associates

(Detail as shown in 6.1.1.)

8.1.4 Monitoring to ensure compliance with Corporate Governance Policy and Guideline

The Company communicates to all its Directors, Management and Employees including Employees in the Company's group to uphold and follow the Good Corporate Governance Policy. The Company's Good Governance Corporate Policy is reviewed annually which has been set out as an annual course as well as an orientation for new Employees in order to ensure that all Employees and personnel understand the policy.



Prevention of
Conflicts of Interest

Exploitation
of Inside Information

Anti-Corruption

Whistleblowing

1. Prevention of Conflicts of Interest

The Company has written policies and guidelines on the Conflicts of Interest specified in the “Code of Conduct for Directors and Employees”. The Company also has a policy to follow the guidelines of the Stock Exchange of Thailand as well as Securities and Exchange Act B.E. 2535 for the best interest of the Company. It is the duty of personnel at all levels to carefully consider and resolve any Conflicts of Interest, uphold the principles of honesty, be reasonable and independent within the framework of a good ethical code, and disclose information in its entirety concerning the importance of the Company's overall benefits. All Employees and Management are required to prepare an annual Conflict of Interest report. For 2022, there were no issues found that could cause any Conflicts of Interest.

2. Exploitation of Inside Information

The Company has established policies and guidelines regarding the use of inside information to prevent the use of insider trading of the Company's securities. All Directors and Management including those involved are permitted to buy/sell/transfer the Company's securities at least 1 month before the disclosure of the financial statements and 24 hours after the financial statements have been disclosed. They need to refrain from buying/selling/transferring the Company's securities when there are cases related to confidential information and information that may affect the price of securities such as capital increase/ decrease, mergers and acquisitions, joint ventures, etc., for at least 24 hours. Directors, Management, and related persons must report the change in securities holding to the Office of the Securities and Exchange Commission within 3 business days from the date of the change in the Company's securities holding as well as submitting a copy to the Company Secretary Unit for gathering, summarizing, and presenting to the Board of Directors' meeting on a quarterly basis.

In 2022, the Company's Secretariat Office will notify the relevant individuals via e-mail of the pending blackout period in advance and determined that there were no directors, executives, or related employees, involved in trading securities during the specified suspension period.

In this regard, the directors and executives traded the Company's securities only once and from the ensuing Company's investigations, it was found that the activity was above board and the policies were correctly and completely complied with.

3. Anti-Corruption

Every Directors, Management and Employees of the Company is prohibited from engaging in any form of corruption, either directly or indirectly (family, friends, and acquaintances) whether for the benefits of the business, exchanges for work or the Company's purchasing orders under one's authority. All kinds of corrupt activities are considered serious offenses with a severe punishment of dismissal without compensation (as specified in the Employee Handbook). The Company has issued measures for Employees in the support and operations departments such as Purchasing Department, Marketing Department, and Human Resources Department to prepare an annual Conflicts of Interest report alongside an annual monitoring and review of anti-corruption measures. In addition, the company has also joined the Thai Private Sector Collective Action Coalition Against Corruption or CAC since 2020 and adheres to the anti-corruption policy as a clear practice in business operations in which all Directors, Management and Employees need to follow.

In 2022, the Company communicated its Anti-Corruption Policy to directors, executives, and employees, to raise awareness, understanding, and instilling awareness to abstain from all forms of corruption, through the Company's intranet system. 77.24% of the employees studied the policy and signed an acknowledgment to comply with the policy. In this regard, there were no corruption-related cases found in the past year.

The Company has disclosed details of policies and actions to prevent any involvement in corruption on the Company's website (<http://www.irc thailand.com/uploads/Document/CAC.%202019%20TH.pdf>).

4. Whistleblowing

The Company has always placed importance on Good Corporate Governance by conducting business with commitment to acting professionally as well as fairly to all groups of stakeholders. The Company also attaches importance to transparency and accountability. Therefore, the Company has created filing channels to enable all Employees and stakeholders both inside and outside the Company to disclose information of any wrongdoing against the law, company rules and regulations, business ethics, and Code of Conduct for Directors and Employees as well as inaccurate financial reports and the Company's defective internal control systems. A whistleblower should ensure the accuracy of the information disclosed before filing a complaint and should not accuse others without sufficient evidence. Complaints are reported to the Audit Committee quarterly. Additionally, there were no allegations or complaints reported in the fiscal year 2022 from any of the following four channels;

1. By Filing your report to the Chairman
2. By Post mail to the Chairman and/or Company Secretary
258 Soi Rangsit - Nakornnayok 49, Prachathipat, Thunyaburi, Pathumthani 12130
3. Through Email: listen@irc thailand.com
4. Through Website: www.irc thailand.com/th/investor/corporate/whistleblowing

8.2 Report of the Audit Committee for 2022

Dear Shareholders,

The Audit Committee consists of three independent directors who are fully qualified with related requirements and possess with experience, knowledge and capability that are beneficial to the Company's business. All directors are the members with adequate expertise and experience in reviewing the credibility of the Company's financial statements.

During the fiscal year 2022, the Audit Committee held 4 meetings with the Company's management, internal auditor and external auditors. The meeting participation of each Audit Committee member is as follows;

Name		Position	No. of participation / No. of the total meeting
Mrs. Anchalee	Chavanich	Chairman of the Audit Committee	4/4
Assoc. Prof. Jaruporn	Viyant	Member of the Audit Committee	4/4
Mr. Kittichai	Raktakanit	Member of the Audit Committee	4/4

The Audit Committee fully performed its duty according to the roles, duties and responsibilities as stated in the Charter of the Audit Committee, as well as expressed opinions and suggestion independently. The summary of the Audit Committee's performance and opinions in 2022 is as follow;

Review of Financial Statement

The Audit Committee reviewed the accuracy and reliability of financial statements. The external auditor found no essential issue or drawback in the financial statements. The Committee also invited the external auditor to the meetings to discuss on topics covering the area, process and plan for annual audit, including to review the accuracy and completeness of the changes made to the statements, accounting standards, as well as the adequacy of the disclosure information on efficiency of internal control system that is necessary for the preparation of the financial statements and suitability on the accounting. The Committee held 1 meeting with the Company's external auditors without management participation for an independence of the auditors to report on concerned matters and the obstacle, or irregularity faced in the performance of their duty.

Assessment and Review of Internal Control System and Internal Audit

The Audit Committee reviewed the reports from the external auditor and internal auditor relating to the Company's internal control system and reviewed the internal control assessment which were conducted in accordance with the guideline of the Securities and Exchange Commission and the Stock Exchange of Thailand. In addition, the Audit Committee also reviewed the internal audit plan and report from the internal auditor to be in accordance with the Company's risk based audit plan.

The Audit Committee gave the useful suggestions in relation to reports from external auditor, internal auditor and internal control system on the assessment of performance, fraud and reliability of the financial report. The Company applied the suggestions of the Audit Committee, external auditor and internal auditor to increase the efficiency of its performance to ensure that the operation process is continuously and efficiency controlled.

Review of the Connected Party Transactions

The Audit Committee reviewed the Company's Connected Party Policy and the connected party transactions or transaction with potential conflicts of interest based on the reasonableness and best interest for the Company, to ensure that they comply with laws and regulations relating to the Securities and Exchange Commission and the Stock Exchange of Thailand, so that the Company's management can manage the transactions with fairness and no undue transfer of benefit, at the same time, comply with the principle approved by the Board of Directors.

Reviewed of Whistleblowing Procedure for Fraud Complaint as well as Information on the Inappropriateness of Financial Report

The Audit Committee quarterly reviewed the whistleblowing report, as well as obtained information on the inappropriateness of financial report or other issues. In the past fiscal year, the Audit Committee did not receive any report on complaint on fraud or inappropriateness of financial report or other issues.

Review of the Compliance with Rules, Regulations and Policies

The Audit Committee reviewed the Company's compliance with the securities and exchange law and other laws related to the Company's business and found no violation in this area.

In addition, the Committee was quarterly reported on changes in significant regulations and policies related to business of Company, and that the Company is preparing its operations in order to be ready for the continuing changes.

Selection of the External Auditor

The Audit Committee had considered the external auditors' independence and knowledge as well as their understanding of the Company's business, work quality, auditor qualifications, and the audit fee, the Audit Committee proposed PricewaterhouseCoopers ABAS Limited as the Company's and subsidiaries' external auditor for 2022. The external auditor who places his/her signature on the financial report of the Company is qualified with the above regulations and approved by the Security and Exchange Commission of Thailand. In addition, no external auditor has continuously audited the financial report of the Company for more than 7 consecutive years.

Performance Assessment on Group and Individual Basis as well as the Review of Compliance with its Charter

The Audit Committee reviewed and conducted self-assessment on the entire committee and each individual member based on the guideline of the Audit Committee prepared by the Security and Exchange Commission of Thailand and the Stock Exchange of Thailand, as well as the Charter of the Audit Committee of Company. According to the self-assessment result in 2022, it is found that the performance of the Audit Committee complies with its responsibilities.

The Audit Committee reviewed the roles, duties and responsibilities as stated in the Charter of the Audit Committee annually by comparing with the guideline of the Audit Committee, recommended by the Security and Exchange Commission of Thailand, and proposed to the Board of Directors for approval. The Company had disclosed information related to the change of responsibility of the Audit Committee.

Overall Opinion of the Audit Committee

The Audit Committee is confident that it has discharged its duties according to the Charter of the Audit Committee, as well as provided opinions and suggestions for the best interest of all stakeholders, with good cooperation and support provided by the relevant units and personnel in the Company.

The Committee is confident that financial statements were prepared in accordance with generally accepted accounting principles and are accurate, complete, reliable and in line with accounting standards; connected party transactions are reasonable and for the best interest of the Company; information is disclosed adequately and reliably; internal control is adequate and effective; and good corporate governance and related laws and regulations are fully complied with.



Mrs. Anchalee Chavanich
Chairman of the Audit Committee

8.3 Report of the Sub-Committees for 2022

Report of the Risk Management Committee for 2022

Dear All Shareholders,

Inoue Rubber (Thailand) Public Company Limited has effectively realized and prioritized risk management across the organization to build the trust with stakeholders. The Company has conducted risk management employing with the changes of economic, industrial and surrounding situations through the supervision of the Company's Risk Management Committee, which consists of 8 knowledgeable luminaries who are skilled in risk management: Mr. Surong Bulakul as a Chairman, Mr. Shigeki Yamada as a Vice Chairman, Mr. Narongchai Rattanaekkawin, Mr. Suchart Kootiratrakarn, Mr. Bancha Yutthaworakool, Mr. Surachai Chaichaluempong Ms. Praewphan Songhong, and Mr. Kanin Laochinda as a committee member. The Risk Management Committee has been performed duties under the mission and roles as assign by the Board of Directors to become a part of Good Corporate Governance and to stably support the business operation. In 2022, 4 Risk Management Committee's meeting were held. The significant issues are summarized as follows;

1. Scrutinized and review the Company's risk management policy to ensure that it is consistent and appropriate with the current business circumstance.
2. Supervise and consider the risk management of the Company, which include the risk identification, analysis and assessment based on both internal and external factors which may affected the Company's achievement, as well as establish the risk management measures and follow up the risk management result in order to manage the risk at the appetite level and to achieve the Company's goals.
3. Provide guidance on Company's risk management to the risk management working team for effective operation onwards.
4. Review the roles and duties of the Risk Management Committee for systematic and effective risk reporting
5. Review the Risk Management Committee Charter in accordance with the CG Code 2017 and regulations of the Stock Exchange of Thailand, the Securities and Exchange Commission and related agencies as well as suitable for the current business conditions.
6. Promote and support risk and innovation education and activities to whole employees thoroughly
7. Push forward the innovation and provide suggestion toward new technology changes and product development. In 2022, the Company invents new innovations around 21 projects, which brought about the productivity up around 33.25 million baht.
8. Promote and push forward market expansion, international market expansion, product innovation development, and process innovation development in order to meet market needs to the fullest extent possible.
9. Report the progress and performance of the Risk Committee to the Board of Directors on a quarterly basis.

Lastly, the Risk Management Committee and the working team have cautiously intentionally, completely and fully performed the duties to ensure all shareholders and stakeholders that the Company has closely supervised and managed each type of risk in order to drive the organization towards goals and objectives sustainably.

A handwritten signature in blue ink, appearing to read 'Surong Bulakul', with a horizontal line underneath.

(Mr. Surong Bulakul)

Chairman of Risk Manangement Committee

Report of the Good Corporate Governance and Social Responsibility Committee for 2022

Dear All Shareholders,

The Board of Directors has appointed the Good Corporate Governance and Social Responsibility Committee by having Assoc. Prof. Jaruporn Viyanant, an independent director, as the Chairman, together with the specialist from various departments, which are Mr. Bunthorn Sriwongchan, Mr. Sunan Lacharoen, Mr. Therdsak Emsem and Ms. Anchana Thongmon as the directors, in order to perform duties in corporate governance and social responsibility as assigned by the Board of Directors complying with the Corporate Governance Code for listed companies 2017 by Securities and Exchange Commission Thailand. This paves the way for the sustainability of business operation and confidence of all groups of stakeholders.

In 2022, the Committee held 4 meetings. Below are the essences of the meetings;

Good Corporate Governance

- Encouraged the Shareholders to propose agenda, directors' candidates, and questions in advance for the Annual General Meeting for 2023 in the period of October 1-31, 2022, through the Company's website and the Stock Exchange of Thailand's website then proposed to the Board of Directors to consider in November 2022's meeting. Thus, no shareholders proposed any agenda.
- Revised the Handbook of Good Corporate Governance altogether with the Charter to comply with the Securities and Exchange Act (No. 6) B.E. 2019, Corporate Governance Code for Listed Company of 2017 (CG Code 2017) of the Securities and Exchange Commission, the Company's practices, and the Corporate Governance Report of Thai Listed Companies (CGR) of the Thai Institute of Directors in order to enhance the regulation and good corporate governance policy of the Company, and to be the guideline for the Directors, Executives and Employees to perform accordingly.
- Prepared the 56-1 One Report Form that improved the disclosure of ESG information such as greenhouse gas emission and human rights following the guideline of the Securities and Exchange Commission's Committee, and used the Sustainable Development Goals (SDGs) as the compass to drive the operation with the Company's stakeholders to align with the global sustainably development model.
- Anti – Corruption: The Committee took part in driving the Company to be certified as a member of the Private Sector Collective Action Coalition Against Corruption or CAC, as well as encouraged the Executives and Employees of all levels to receive training and to comprehend the Anti-Corruption Policy. The Company has put such policy into one of its Annual Training Plan in order to imbue it as the Company's culture, altogether with defined the complaint channel (Whistle Blowing Channel) for the general person to report the whistleblowing of corruption. In 2022, the Company has received h the “Honorable Mention Award” at the 10th NACC Integrity Awards. This award is presented by the National Anti-Corruption Commission (NACC).

Corporate Social Responsibility

- Activities for Society and Social Development: The Committee has defined the scope of works for driven CSR activities of the Company, aligned with the Strategy Map, focusing in responsibility for Environment and Ecosystem, and the value-added between the organization and society altogether. Moreover, developed better livelihood of the employee and society through 8 major projects as follows;
 1. Activities in “Global” level: The Company aims to promote use of sustainable clean energy. This results in the reduction of greenhouse gas emissions (GHGs), which are the factors for the Climate Change and the destruction of the earth’s atmosphere. Carbon Footprint for Organization or “CFO” has implemented in order to manage a carbon dioxide reduction systematically. Furthermore, the Company has been certified as Green Industry Level 4: Green Culture, supporting Klong Pang Cooperative in achieving PEFC-certified sustainable rubber plantation, which promotes rubber value-added and to expands market opportunities, as well as advocating for compliance with the United Nations’ 17 Sustainable Development Goals (SDGs).
 2. Activities in “Community/ National” level: According to the National Economic and Social Development Plan that promote BCG model, the Company adopts the model by develop the upcycling material to be versatile rubber flooring (Vi-pafe), then gives to 50 public areas across the country that are in need and deficient. Vi-pafe is safe and environmental friendly product. Moreover, there are creating shared value projects such as Klongpang Cooperative Model, Hai Archeep – Hai Cheevit Project, including the Supply Chain Development project that supports improvement of Thai SMEs. and the projects to promote road safety for communities such as Safe Ride Campaign: IRC Care and Safe Drive Campaign during Long Holiday.
 3. Activities with the “Surrounding Communities” which strengthen the Company’s relationship with the nearby communities both in Rangsit and Wangnoi. For example, community relations activities project with the communities surrounding the factory during festivals, etc.
 4. Internal activities of “IRC” such as Creating Green Culture Activities inside the Organization, Creating Energy Conservation and Environmental Awareness Activities, as well as other activities that focus on creating consciousness both in innovation and continuous sustainability. Moreover, there are other activities concerning knowledge and competency development, as well as health care, living and safety of the employees.

All of stated activities are disclosed in the 56-1 One Report.



(Assoc. Prof. Jaruporn Viyanant)
Chairman of Good Corporate Governance
and Social Responsibility

9. Internal Control and Connected Transaction

9.1 Internal Control

The capability of a good internal control system is very important to ensuring that the Company's operation can prevent and manage risks or reduce the possible losses / damages caused by incidents for both the Company and stakeholders. Therefore, the Company has established the Audit Committee that can effectively and independently review the internal control system to achieve the best efficiency. The Company's internal control system covers 5 main topics to correspond with the Committee of Sponsoring Organization of the Treadway Commission – Enterprise Risk Management (COSO-ERM) with the following details;



1) Control Environment

The Board of Directors and the Executive jointly determine the Company's managerial structure, roles, and duties of related persons, as well as the authority of approval in each issue to ensure that the Company has effective and appropriate internal control systems that are aligned with the Company's objectives, goals and strategies, and comply with applicable law standards, under the good corporate governance principle.

The Company had determined the Handbook of Good Corporate Governance, including Directors and employees Code of Conduct, investor relations Code of Conduct, violation and penalties reporting, Complaint and Whistle Blowing Policy in 2005, and it has been developed to align with changing in laws, rules, regulations, circumstances, as well as to ensure that the roles and duties of the Board of Directors and sub-committees in the charter comply with the Corporate Governance code for listed companies 2017 or CG Code 2017, which was implemented by the Securities and Exchange Commission in 2017. The latest revision was done and approved by the Board on May 12, 2022.

In order to inculcate the integrity and Code of Conduct, the Company has provided the internal communication of good corporate governance, business morality, and code of conduct for executives and employees at all levels including training session, orientation to new employees, and presentation to enhance understanding in the canteen. This activity was held to pinpoint all IRCT's employees to pay attention to the integrity towards themselves and public as a whole by together giving their written commitment and stating their words.

For the determination to persuade, develop and preserve talented employees, the Company has a promotion procedure to manage; moreover, for the performance evaluation, the Company considered the evaluation result together with the proportion of salary increase. Additionally, the employee development and training plans have been tailored for employees at all levels, especially the talented groups as a part of the Company's succession plan.

2) RISK ASSESSMENT

In 2022, the Risk Management Committee constructed the risk assessment matrix, which shows impact and likelihood of each kind of risks, and keep monitoring strategic risk, operational risk, financial risk, and compliance risk as the quarterly basis. Moreover, the Committee has communicated to risk owners and line managers to raise risk awareness in the organization.

Moreover, the Committee have proposed risk monitoring in term of Risk Dashboard to create effective and up-to-date risk management among changing circumstances. For all the year 2022, all risk issues were managed in the positive way.

3) Control Activities

The Company determined the policies and procedures in written document which cover the business operation appropriately. They encompass the financial transaction, procurement and general administration processes; and specify the approval scopes, authorities and hierarchy clearly in accordance with the Company organization and managerial authority. The approval authority responsibility is isolated from the responsibility in accounting transactions and IT records as well as the responsibility in properties keeping in order to check and balance each other.

Additionally, the Company provided the effective internal control system through policies and work procedures for the imposed policies to be practical and able to manage risks to meet the Company's objective. The control activities are followed by every business unit in the Company.

4) Information and Communication System

The Company prepares the operational information which are relevant and qualified selected from both internal and external to support the business operation and internal control to proceed as specified. Furthermore, employees at all levels need to communicate information accurately, appropriately, and sufficiently for the operation.

For the shareholders, Board of Directors, and sub-committees' meetings, the Company provides shareholders, directors, and executives, and all stakeholders to have the correct and sufficient information for decision making within a reasonable, in order to monitor conflicts of interest that might occur between the company, management, directors, and shareholders. The Company also

prevented the inappropriate use of corporate assets, information, and opportunities, including preventing inappropriate transactions with related parties. The Company has consistently undertaken and defined them in the Good Corporate Governance and Business Morality Handbook as well.

In addition, the Company has provided 4 special channels for internal and external persons to report information or complaints related to the corruption directly to the Company via “Whistle-Blowing Channel” which any reporters can choose to make an anonymous report if fear of danger or threat.

5) Monitoring Activities

The Company conducts the internal control follow-up and evaluation to ensure it is carried on completely and appropriately. Following-ups and evaluations are continuously conducted executives at each line to ensure the internal control components still exist and function appropriately and effectively. Moreover, there is monitoring system to manage and monitor conflicts of interest that might occur between the company, management, directors, and shareholders, and prevention of the inappropriate use of corporate assets, information, and opportunities, including inappropriate transaction with related parties.

Weekly and monthly executives’ meetings are convened to follow-up targets and oversee the plans action mentioned in the annual budget plan approved by the Board of Directors. Progresses and unexpected changes against plans are reported to the Board of Directors. If the inspection found substantial internal control shortcoming, the Executive Committee shall report to the Board of Directors or Audit Committee or other sub-committees to make an explanation and spontaneous corrective measures.

Comments from the related persons of the Company’s Internal Control System

The management has conducted the internal control assessment form following the Securities and Exchange Commission (SEC)’s guideline, covering 5 topics as mentioned above. The evaluation is reviewed by the Audit Committee and present to the Board of Directors annually.

Furthermore, the external auditors found no significant issues on internal control or the ability to protect the Company’s property and its subsidiaries from illegally or without authorization used by the executives or the employees. Besides, they agreed that the financial reporting is accurate and reliable in accordance with generally accepted accounting standards and financial reporting standards.

9.2 Connected Transactions

During fiscal year 2022, the Company and its subsidiaries entered into connected transactions with businesses and parties with potential conflict of interest. Most of the mentioned transactions were related to sales and purchases of business supporting, short-term property rent, services rendered/received and long-term machinery lease. The terms and basis of such transactions were negotiated between the parties in the ordinary course of business and according to normal trade conditions. The external auditor presented connected transactions in the Note No. 30 of financial statements.

Necessity and Appropriateness of Transactions

Most of connected transactions were entered into between the Company and the related parties involving the Company's business operations. Such transactions give more flexibility of routine operations of the Company, which will lead to sustainable development. Consideration of such transactions is based upon the long-term interest of the Company's and all shareholders, without misappropriation of benefit from a publicly held company to the related people.

Measures and Procedures for Connected Transaction Approval (Connected Transactions Policy)

In order to ensure that the connected transactions or transactions with potential conflict of interest are transparent and based on stakeholders' benefits, the Company had clearly stated the procedures for connected transaction approval in the delegation of authority table. Such delegation of authority is aligned with regulations of the Security and Exchange Commission.

In addition, in 2022 the Board of Directors reviewed and approved the Connected Transactions Policy (or called Related Party Transaction Policy) and principles for general trading conditions, which are under the decision authority of the management, if the criterion meet the principle approved by the Board of Directors. The Policy are to create clear framework for personnel involved, setting prices and conditions that are reasonable and within arm's length or market price, and based upon the Company's interest as if the Company enters into a transaction with outsider, which considered as an act of transparency and complied with concerned law and regulation.

The connected transactions of fiscal year 2022 as shown in the table next page have already presented to the Audit Committee for review and to the Board of Director for acknowledgement.

Potential Connected Transactions in the Future

The potential connected transactions in the future will be done for normal business operations of the Company and its subsidiaries. The Company will enter into each transaction transparently and will comply with related regulations earnestly.

Connected transaction of the Company with related parties for the fiscal year 2020-2022 as of September 30 are as follows;

Connected Parties/ Type of Relationship	Transactions Details	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2020	FY2021	FY2022	
1. Thai Inoac Component Co., Ltd. (TIC) Have indirect shareholders namely; Sopa-Kanok International Co., Ltd. and directors in common	Assembly expenses	6.3	11.53	16.89	Normal business transaction <ul style="list-style-type: none"> Assembly expense is determined under the same practice as the price charge to other third parties which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
	Rental incomes	1.33	1.33	1.33	Short-term property rental (contract Period 1 year) <ul style="list-style-type: none"> Rental rate is in the same range of market price from 2 independent appraisers' estimation. The transaction value is under the approval authority of the Management according to the relevant regulations.
	Service and Utility incomes	0.12	0.06	0.06	Transactions relating to services <ul style="list-style-type: none"> Price is compared with the external payment collection which is the terms of general trading condition. The transaction is reasonable and truly aims for the highest benefit of the Company. The value of the transaction is under the approval authority of the Management according to the relevant regulations.
	Finish goods expenses	-	0.02	0.01	Normal business transaction <ul style="list-style-type: none"> Purchase price is comparable to the same practice as other third parties, which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.

Connected Parties/ Type of Relationship	Transactions Details	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2020	FY2021	FY2022	
2. Thai Stanley Electric PCL. (STANLY) Have major shareholders namely; Leeissaranukul Group and directors in common	Incomes from Sales of finish goods	6.57	6.97	7.75	Normal business transaction <ul style="list-style-type: none"> Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
3. Sirivit-Stanley Co., Ltd. Have major shareholders namely; Sopa-Kanok International Co., Ltd. and directors in common	Incomes from Sales of finish goods	2.7	3.71	2.72	Normal business transaction <ul style="list-style-type: none"> Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
4. Inoue Rubber (Japan) Co., Ltd. (IRCJ) IRCJ is the major shareholder of IRC and has directors in common	Technical assistance fee expenses	10.26	11.41	12.9	Supporting normal business transaction <ul style="list-style-type: none"> Price is charged on cost basis, calculated from number of working hours or day spent and other expenses. The remuneration and conditions of the transaction are comparable to other third parties which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.

Connected Parties/ Type of Relationship	Transactions Details	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2020	FY2021	FY2022	
	Incomes from Sales of finish goods	95.95	124.77	127.17	Normal business transaction <ul style="list-style-type: none"> Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
	Finish goods expenses	3.08	4.46	7	Normal business transaction <ul style="list-style-type: none"> Purchase price is comparable to the same practice as other third parties, which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
5. Inoac Corporation Co., Ltd. Have a major shareholder namely; Inoue Rubber (Japan) Co. Ltd., and directors in common	Technical assistance fee expenses	15.81	19.05	20.72	Supporting normal business transaction <ul style="list-style-type: none"> Price is charged on cost basis, calculated from number of working hours or day spent and other expenses. The remuneration and conditions of the transaction are comparable to other third parties which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
6. Inoue Rubber (Vietnam) Co., Ltd. (IRV) IRC holds 8% of total shares and has major shareholder namely; IRCJ, and directors in common	Incomes from Sales of finish goods	4.87	4.5	0.28	Normal business transaction <ul style="list-style-type: none"> Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.

Connected Parties/ Type of Relationship	Transactions Details	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2020	FY2021	FY2022	
7. Inoac Thailand Co., Ltd. (ITH) Have indirect shareholder namely; Inoue Rubber (Japan) Co. Ltd., in common	Professional service fee expenses	37.28	37.29	35.89	Supporting normal business transaction (1 year contract) <ul style="list-style-type: none"> ITH provides the professional service fee in marketing and product quality control. The remuneration rule was set in accordance with the IRCT's group, which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
	Incomes from Sales of finish goods	1.15	0.81	-	Normal business transaction <ul style="list-style-type: none"> Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
8. Inoac Vietnam Co., Ltd. (IVC) Have indirect shareholder namely; Inoue Rubber (Japan) Co. Ltd., in common	Incomes from Sales of finish goods	9.58	11.05	11.36	Normal business transaction <ul style="list-style-type: none"> Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.

Connected Parties/ Type of Relationship	Transactions Details	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2020	FY2021	FY2022	
9. The Sittipol (1919) Co., Ltd. (STP) Have major shareholder namely; Sopa-Kanok International Co., Ltd. and directors in common	Incomes from Sales of finish goods	503.4	595.92	679.86	Normal business transaction <ul style="list-style-type: none"> STP was appointed as the only distributor in domestic sales of motorcycle tires and tubes in Thailand. The prices are determined by the market price or cost-plus margin determination by product type which is the same practice as the price charge to other third parties. This is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
	Marketing promotion expenses	10.3	8.59	6.1	Supporting Normal business transaction <ul style="list-style-type: none"> This aims to support and promote the selling activities of STP which is the only distributor in domestic sales of motorcycle tires and tubes in Thailand. The rate fee is in the price range of general entrepreneur process with general people which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
10. Smart Sport Promotion Co., Ltd. Have indirect shareholder namely; Sopa-Kanok International Co., Ltd. and directors in common	Marketing promotion expenses	0.23	0.11	0.26	Supporting Normal business transaction <ul style="list-style-type: none"> The rate fee is in the price range of general entrepreneur process with general people which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.

Connected Parties/ Type of Relationship	Transactions Details	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2020	FY2021	FY2022	
11. Total Energies Marketing (Thailand) Co., Ltd. (TOTAL) Have major shareholder namely; Sopa-Kanok International Co., Ltd. and directors in common	Material and spare part expenses	1.83	2.64	3.7	Normal business transaction <ul style="list-style-type: none"> This adopts the same practice as other third parties. This is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
12. Pacific Industries (Thailand) Co., Ltd. (PACIFIC) Have a major shareholder– Sopa-Kanok International Co., Ltd. – and directors in common	Incomes from Sales of finish goods	-	0.02	-	Normal business transaction <ul style="list-style-type: none"> Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
	Raw material expenses	68.25	73.44	71.65	Normal business transaction <ul style="list-style-type: none"> This adopts the same practice as other third parties. This is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
13. Wang Chula Co., Ltd. (Wang Chula) Have a major shareholder– Sopa-Kanok International Co., Ltd. – in common	Work in Process incomes	84	132.88	159.31	Normal business transaction <ul style="list-style-type: none"> Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.

Connected Parties/ Type of Relationship	Transactions Details	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2020	FY2021	FY2022	
	Incomes from Sales of finish goods	-	0.05	0.26	Normal business transaction <ul style="list-style-type: none"> Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
	Purchase of goods expenses	136.11	208.95	231.44	Normal business transaction <ul style="list-style-type: none"> This adopts the same practice as other third parties. This is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
14. INOAC INTERNATIONAL CO.,LTD. (IIC) Have major shareholder - IRCJ –and directors in common	Incomes from Sales of finish goods	138.89	178.64	172.46	Normal business transaction <ul style="list-style-type: none"> Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
	Purchase of material expenses	116.55	198.56	215.06	Normal business transaction <ul style="list-style-type: none"> This adopts the same practice as other third parties. This is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
	Purchase of equipment expenses	37.23	1.96	0.48	Normal business transaction <ul style="list-style-type: none"> This adopts the same practice as other third parties. This is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.

Connected Parties/ Type of Relationship	Transactions Details	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2020	FY2021	FY2022	
15. Techno Foam Co., Ltd. Have indirect shareholder– IRCJ –in common	Incomes from Sales of finish goods	0.08	0.14	0.1	Normal business transaction <ul style="list-style-type: none"> Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
16. Inoac Automotive (Thailand) Co., Ltd. Have indirect shareholder– IRCJ –in common	Incomes from Sales of finish goods	3.74	6.13	5.9	Normal business transaction <ul style="list-style-type: none"> Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
	Purchase of Raw material expenses	2.29	2.71	2.94	Normal business transaction <ul style="list-style-type: none"> This adopts the same practice as other third parties. This is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
17. BIMC CO., LTD. Have indirect shareholder– IRCJ –in common	Income from Sales of finish goods	127.45	141.59	162.9	Normal business transaction <ul style="list-style-type: none"> Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.

Connected Parties/ Type of Relationship	Transactions Details	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2020	FY2021	FY2022	
18. Inoac Tokai (Thailand) Co., Ltd. (ITTC) Have indirect shareholders– Sopa-Kanok International Co., Ltd. and IRCJ –in common	Purchase of finish goods expenses	335.75	419.84	372.94	Normal business transaction <ul style="list-style-type: none"> This adopts the same practice as other third parties. This is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
	Work in Process incomes	585.54	739.18	799.28	Normal business transaction <ul style="list-style-type: none"> Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
	Services and professional service incomes	13.61	14.65	15.84	Supporting Normal business transaction (1 year contract) <ul style="list-style-type: none"> IRC provides professional services and other services in relation to personnel system and labor relation consultancy, accounting and finance system, consultancy of computer system, water and cleaning services (fees are varied by actual consumption). Fees are calculated from cost of system and personnel plus margin, which is similar to other contract parties The Board of Directors (exclude directors who have interest); by concurrence of the Audit Committee; approved the transaction as it is fair, reasonable and aims for the highest benefit of the Company

Connected Parties/ Type of Relationship	Transactions Details	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2020	FY2021	FY2022	
	Utility expenses	0.4	0.37	0.4	Normal business transaction <ul style="list-style-type: none"> This adopts the same practice as other third parties. This is the terms of general trading condition.
	Purchase of equipment expenses	-	0.04	0.03	Normal business transaction <ul style="list-style-type: none"> This adopts the same practice as other third parties. This is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
19. INOAC HONG KONG LTD./ Have major shareholder– IRCJ – and directors in common	Purchase of metal mold expenses	1.86	-	1.27	Normal business transaction <ul style="list-style-type: none"> This adopts the same practice as other third parties. This is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
20. ASIAN INOUE RUBBER PTE LTD. Have major shareholder– IRCJ – and directors in common	Incomes from Sales of finish goods	321.58	443.42	464.82	Normal business transaction <ul style="list-style-type: none"> Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
	Purchase of finish goods expenses	0.84	0.89	26.86	Normal business transaction <ul style="list-style-type: none"> This adopts the same practice as other third parties. This is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.

Connected Parties/ Type of Relationship	Transactions Details	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2020	FY2021	FY2022	
	Marketing promotion expenses	-	0.16	0.08	Supporting Normal business transaction <ul style="list-style-type: none"> The rate fee is in the price range of general entrepreneur process with general people which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
21. Asian Stanley International Co., Ltd. Have major shareholder– Leeissaranukul group- and directors in common	Incomes from Sales of finish goods	-	0.01	0	Normal business transaction <ul style="list-style-type: none"> Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
22. Bangkok Foam Co.,Ltd. Have major shareholder– IRCJ – and directors in common	Incomes from Sales of finish goods	-	0.01	0	Normal business transaction <ul style="list-style-type: none"> Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
23. Wangchula Hi-tech Co., Ltd. Have major shareholder– Leeissaranukul group- and directors in common	Utility expenses	-	0.01	0.04	Normal business transaction <ul style="list-style-type: none"> Price is compared with the external payment collection. This adopts the same practice as other third parties, which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.

Connected Parties/ Type of Relationship	Transactions Details	Amount (Mill. Baht)			Type of Connected Transaction/ Transaction Consideration
		FY2020	FY2021	FY2022	
	Rental expenses	-	0.36	1.04	Short-term property rental (contract Period 1 year) <ul style="list-style-type: none"> Rental rate is in the same range of market price from 2 independent appraisers' estimation. The transaction value is under the approval authority of the Management according to the relevant regulations.
	Service expenses	-	0.17	0.48	Transactions relating to services <ul style="list-style-type: none"> Price is compared with the external payment collection which is the terms of general trading condition. The transaction is reasonable and truly aims for the highest benefit of the Company. The value of the transaction is under the approval authority of the Management according to the relevant regulations.
24. PT IRC GAJAH TUNGGAL MANUFACTURING LTD. Have major shareholder– IRCJ – and directors in common	Incomes from Sales of finish goods	1.20	0.06	0.01	Normal business transaction <ul style="list-style-type: none"> Selling price is determined under the market price or cost-plus margin following the product type, which is the same practice as the price charge to other third parties which is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.
25. Daido Sittipol Co., Ltd. Have indirect shareholder– Sopa-Kanok International Co., Ltd.- and directors in common	Purchase of equipment expenses	-	-	0.05	Normal business transaction <ul style="list-style-type: none"> This adopts the same practice as other third parties. This is the terms of general trading condition. Management has the authority to proceed under the principles which were approved by the Board of Directors.

Part 3



Financial Statements

INOUE RUBBER (THAILAND) PUBLIC COMPANY LIMITED

CONSOLIDATED AND SEPARATE FINANCIAL STATEMENTS

30 SEPTEMBER 2022

Independent Auditor's Report

To the shareholders and the Board of Directors of Inoue Rubber (Thailand) Public Company Limited

My opinion

In my opinion, the consolidated financial statements and the separate financial statements present fairly, in all material respects, the consolidated financial position of Inoue Rubber (Thailand) Public Company Limited (the Company) and its subsidiaries (the Group) and the separate financial position of the Company as at 30 September 2022, and its consolidated and separate financial performance and its consolidated and separate cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs).

What I have audited

The consolidated financial statements and the separate financial statements comprise:

- the consolidated and separate statements of financial position as at 30 September 2022;
- the consolidated and separate statements of comprehensive income for the year then ended;
- the consolidated and separate statements of changes in equity for the year then ended;
- the consolidated and separate statements of cash flows for the year then ended; and
- the notes to the consolidated and separate financial statements, which include significant accounting policies and other explanatory information.

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 the Code of Ethics for Professional Accountants issued by the Federation of Accounting Professions that are 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 judgement, 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.

Key audit matter	How my audit addressed the key audit matter
<p>Allowance for slow-moving inventories</p> <p>Refer to Note 5.5 (accounting policies) and Note 13 (inventories), allowance is made for slow-moving inventories.</p> <p>As at 30 September 2022, the gross amounts of inventories in the consolidated and separate statements of financial position were Baht 842.96 million and Baht 840.32 million, respectively. The allowance for slow-moving inventories was equally Baht 4.70 million.</p> <p>The valuation of inventories was an area of focus because inventories were significant to total assets and the allowance for slow-moving inventories was subject to management's judgement and experience and market situation.</p> <p>The Group recorded allowance for slow-moving inventories, where necessary. The assessment for the allowance for slow-moving inventories required a degree of estimation from judgement. Management has applied their assessment on their experience and historical data. Each category of inventory with no movement longer than the ordinary course of business was subject to 100% allowance. The level of the allowance was assessed by taking into account the historical and recent sales experience, the aging of inventories and other factors that affected slow-moving inventories.</p>	<p>I performed the following procedures:</p> <ul style="list-style-type: none"> Updated my understanding of the Group's assumptions used to develop the allowances for slow-moving inventories and determined that the accounting policies were consistent with prior years. Assessed the reasonableness of management's assumptions used in developing the allowances for slow-moving inventories by considering historical data and experience including key inventory ratios. I also challenged management's assumption of specific periods as to whether they were appropriately used in determining the valuation of inventories. Tested the reliability of the inventory aging report that was used by the management to assess the valuation of the allowance by tracing the last movement date of the inventory aging report to the supporting documents in order to confirm that inventories were assigned to the correct aging category by the system. Tested the mathematical accuracy of the allowance of the slow-moving inventories derived from management's assumptions. No material variances arose from performing this work. <p>Using the above procedures, I determined that management's assumption was properly applied. In addition, the estimation of the allowance for slow-moving inventories were applied appropriately.</p>

Measurement of investment in equity instrument at fair value through other comprehensive income

Refer to Note 5.6 (accounting policies), Note 7 (fair value) and Note 12 (financial assets and financial liabilities), the Group has chosen to measure the investment in non-listed equity instrument at fair value through other comprehensive income.

As at 30 September 2022, the fair value of investment in equity instrument measured at fair value through other comprehensive income in the consolidated and separate statements of financial position was equally Baht 93.30 million.

Measurement of the investment in equity instrument at fair value through other comprehensive income was an area of focus because the equity investment was a significant part of total assets. Also, management's judgement was used to determine the valuation technique and the assumptions were based on unobservable inputs.

The Group applied discounted cash flows from dividends technique to determine fair value of equity instruments, which classified as financial assets measured at fair value through other comprehensive income. Significant unobservable inputs are risk-adjusted discount rate, estimated based on public companies' weighted average cost of capital, which in the Group's opinion, they are in comparable financial position with the contractual counterparty, and future revenue growth rate, which were based on management's judgement and experience, historical data, current conditions and forecasts.

I performed the following procedures:

- Updated my understanding of the Group's valuation technique and assumptions used to measure the investment in non-listed equity instrument measured at fair value through other comprehensive income.
- Assessed the appropriateness of management's valuation technique and the reasonableness of assumptions used in determining the fair value by considering historical data or observable external data of companies in the same industry of the contractual counterparty.
- Engaged an internal valuation expert to evaluate the appropriateness of the risk-adjusted discount rate by comparing to public companies' weighted average cost of capital that are in the same industry. They were determined to be within an acceptable range.
- Tested the mathematical accuracy of the measurement of the investment in equity instrument at fair value through other comprehensive income derived from management's assumptions. No material variances arose from performing this work.

Using the above procedures, I determined that management's valuation technique to measure the investment in equity instrument at fair value through other comprehensive income and their key assumptions were acceptable.

Other information

The directors are 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 the audit committee.

Responsibilities of the directors for the consolidated and separate financial statements

The directors are responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with TFRSs, and for such internal control as the directors determine 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, the directors are responsible for assessing the Group 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 the directors either intend to liquidate the Group and the Company or to cease operations, or has no realistic alternative but to do so.

The audit committee assists the directors in discharging their responsibilities 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 judgement and maintain professional scepticism 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 the directors.
- Conclude on the appropriateness of the directors' 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 the audit committee 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 the audit committee 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 the audit committee, 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.

PricewaterhouseCoopers ABAS Ltd.



Sanicha Akarakittilap

Certified Public Accountant (Thailand) No. 8470

Bangkok

24 November 2022

Inoue Rubber (Thailand) Public Company Limited

Notes to the Consolidated and Separate Financial Statements

For the year ended 30 September 2022

1 General information

Inoue Rubber (Thailand) Public Company Limited (“the Company”) is a public limited company which listed on the Stock Exchange of Thailand. The Company is incorporated and domiciled in Thailand. The addresses of the Company’s registered offices are as follows:

Head office: No. 258, Soi Rangsit-Nakornnayok 49, Prachathipat sub-district, Thanyaburi district, Pathumthani.

Branch office: No. 157, Moo 5, Phaholyothin Road, Lamsai sub-district, Wangnoi district, Pranakorn Sri Ayutthaya.

For reporting purpose, the Company and its subsidiaries are referred to as “the Group”. The details of the Company’s subsidiaries are disclosed in Note 14.

The principal business operations of the Group are summarised below:

The Company is principally engaged in the manufacture and distribution of motorcycle tires, tubes, and industrial elastomer rubber parts.

Kin No Hoshi Engineering Company Limited, a subsidiary, is principally engaged in the manufacture, repair and modification of metal molds and equipment for production of motorcycle tires, tubes, and automotive rubber parts.

IRC (Asia) Research Limited, a subsidiary, is principally engaged in the research and development of motorcycle tires, tubes, and automotive rubber parts.

These consolidated and separate financial statements were authorised for issue by the Board of Directors on 24 November 2022.

2 Significant events during the current year

Coronavirus Disease 2019 outbreak

Although the outbreak of Coronavirus Disease 2019 (COVID-19) has adversely affected not only the operating results of many industries, including the Group but also market confidence and consumer spending patterns, the Group remains well placed to grow revenues. The Group’s management is still paying special attention to the COVID-19 outbreak by taking step to preserve the business continuity with measures of effective cost and working capital managements and closely monitoring its impact on the operating results of 2022.

3 Basis of preparation

The consolidated and separate financial statements have been prepared in accordance with Thai Financial Reporting Standards (“TFRSs”) and the financial reporting requirements issued under the Securities and Exchange Act.

The consolidated and separate financial statements have been prepared under the historical cost convention except as disclosed otherwise in relevant accounting policies.

The preparation of financial statements in conformity with TFRS requires management to use certain critical accounting estimates and to exercise its judgement in applying the Group’s accounting policies. The areas involving a higher degree of judgement or complexity, or areas that are more likely to be materially adjusted due to changes in estimates and assumptions are disclosed in Note 8.

An English version of the consolidated and separate financial statements have been prepared from the statutory financial statements that are in the Thai language. In the event of a conflict or a difference in interpretation between the two languages, the Thai language statutory financial statements shall prevail.

Inoue Rubber (Thailand) Public Company Limited
Notes to the Consolidated and Separate Financial Statements
For the year ended 30 September 2022

4 New and amended financial reporting standards

4.1 Amended financial reporting standards that are effective for accounting period beginning or after 1 January 2021 which are relevant to the Group

a) Revised Conceptual Framework for Financial Reporting added the following key principals and guidance:

- Measurement basis, including factors in considering difference measurement basis
- Presentation and disclosure, including classification of income and expenses in other comprehensive income
- Definition of a reporting entity, which maybe a legal entity, or a portion of an entity
- Derecognition of assets and liabilities

The amendment also includes the revision to the definition of an asset and liability in the financial statements, and clarification to the prominence of stewardship in the objective of financial reporting.

b) Amendment to TFRS 9, Financial instruments and TFRS 7, Financial instruments: Disclosures amended to provide relief from applying specific hedge accounting requirements to the uncertainty arising from interest rate benchmark reform such as IBORs. The amendment also requires disclosure of hedging relationships directly affected by the uncertainty.

c) Amendment to TAS 1, Presentation of financial statements and TAS 8, Accounting policies, changes in accounting estimates and errors amended to definition of materiality. The amendment allows for a consistent definition of materiality throughout the Thai Financial Reporting Standards and the Conceptual Framework for Financial Reporting. It also clarified when information is material and incorporates some of the guidance in TAS 1 about immaterial information.

4.2 Amended financial reporting standards that are effective for accounting period beginning or after 1 January 2022 and are relevant to the Group

Certain amended financial reporting standards have been issued that are not mandatory for current reporting period and have not been early adopted by the Group. These standards are not expected to have a material impact on the Group.

a) Amendment to TFRS 16, Leases amended to include a practical expedient for leases that are modified as a direct consequence of IBOR reform (e.g. replacement of THBFIX as a benchmark interest rate due to the cancellation of LIBOR) for lessee to remeasure the lease liability by discounting the revised lease payments using a discount rate that reflects the change in the interest rate. An early application of the amendment is permitted.

5 Accounting policies

5.1 Principles of consolidation

a) Subsidiaries

Subsidiaries are all entities over which the Group has control. The Group controls an entity when the Group 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. Subsidiaries are consolidated from the date on which control is transferred to the Group until the date that control ceases.

In the separate financial statements, investments in subsidiaries are accounted for using cost method. Historical cost also includes direct attributable costs of investment.

A list of the Company's subsidiaries is set out in Note 14.

b) Transactions with non-controlling interests

The Group treats transactions with non-controlling interests that do not result in a loss of control as transactions with equity owners of the Group. A difference between the amount of the adjustment to non-controlling interests to reflect their relative interest in the subsidiary and any consideration paid or received is recognised within equity.

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c) **Intercompany transactions on consolidation**

Intra-group transactions, balances and unrealised gains on transactions are eliminated. Unrealised losses are also eliminated in the same manner unless the transaction provides evidence of an impairment of the asset transferred.

5.2 Foreign currency translation

a) **Functional and presentation currency**

The financial statements are presented in Thai Baht, which is the Company's and the Group's functional and presentation currency.

b) **Transactions and balances**

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or the date of revaluation where items are re-measured.

Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the profit or loss.

Any exchange component of gains and losses on a non-monetary item that recognised in profit or loss, or other comprehensive income is recognised following the recognition of a gain or loss on the non-monetary item.

5.3 Cash and cash equivalents

In the statements of cash flows, cash and cash equivalents includes cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less.

5.4 Trade accounts receivable

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business. They are generally due for settlement within 30 - 60 days and therefore are all classified as current.

Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, they are recognised at fair value. The Group holds the trade receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost.

The impairment of trade receivables is disclosed in Note 5.6 f).

5.5 Inventories

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

Cost of inventories is determined by the moving average method. Cost of raw materials comprise all purchase cost and costs directly attributable to the acquisition of the inventory less all attributable discounts. The cost of finished goods and work in progress comprises raw materials, direct labour, other direct costs and directly attributable costs in bringing the inventories to their present location and condition.

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5.6 Financial assets

a) Classification

The Group classifies its debt instrument financial assets in the following measurement categories depending on i) business model for managing the asset and ii) the cash flow characteristics of the asset whether they represent solely payments of principal and interest (SPPI).

- those to be measured subsequently at fair value (either through other comprehensive income or through profit or loss); and
- those to be measured at amortised cost.

The Group reclassifies debt investments when and only when its business model for managing those assets changes.

For investments in equity instruments, the Group has an irrevocable election at the time of initial recognition to account for the equity investment at fair value through profit or loss (FVPL) or at fair value through other comprehensive income (FVOCI) except those that are held for trading, they are measured at FVPL.

b) Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

c) Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at FVPL, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether the cash flows are solely payment of principal and interest (SPPI).

d) Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the financial assets. There are three measurement categories into which the Group classifies its debt instruments:

- **Amortised cost:** Financial assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in other income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains/(losses) together with foreign exchange gains and losses. Impairment losses are presented as a separate line item in the statement of comprehensive income.
- **FVOCI:** Financial assets that are held for i) collection of contractual cash flows; and ii) for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through other comprehensive income (OCI), except for the recognition of impairment gains or losses, interest income using the effective interest method, and foreign exchange gains and losses which are recognised in profit or loss. When the financial assets are derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss and recognised in other gains/(losses). Interest income is included in other income. Impairment expenses are presented separately in the statement of comprehensive income.
- **FVPL:** Financial assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in profit or loss and presented net within other gains/(losses) in the period in which it arises.

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e) **Equity instruments**

The Group measures all equity investments at fair value. Where the Group has elected to present fair value gains and losses on equity instruments in other comprehensive income, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as dividend income when the right to receive payments is established.

Changes in the fair value of financial assets at FVPL are recognised in other gains/(losses) in the statement of comprehensive income.

f) **Impairment**

The Group has 3 types of financial assets that are subject to the expected credit loss model:

- Cash and cash equivalents
- Trade and other receivables
- Investments in debt instruments measured at fair value through other comprehensive income (FVOCI)

Cash and cash equivalents

While cash and cash equivalents are also subject to the impairment requirements of TFRS 9, the Group's management considered that the identified impairment loss on cash and cash equivalent was immaterial.

Trade receivables

The Group applies the TFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables.

To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are based on the payment profiles of sales over a period of 60 months before 1 October 2021 and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information, considering the most relevant factors.

Impairment losses (and reversal of impairment) on trade receivables are recognised in profit or loss included in administrative expenses.

Other financial assets carried at amortised cost and FVOCI

For other financial assets carried at amortised cost and FVOCI, the Group applies TFRS 9 general approach in measuring the impairment of those financial assets. Under the general approach, the 12-month or the lifetime expected credit loss is applied depending on whether there has been a significant increase in credit risk since the initial recognition.

The significant increase in credit risk (from initial recognition) assessment is performed every end of reporting period by comparing expected risk of default as at the reporting date and estimated risk of default on the date of initial recognition.

The Group assesses expected credit loss by taking into consideration forward-looking information and past experiences. The expected credit loss is a probability-weighted estimate of credit losses (probability-weighted present value of estimated cash shortfall). The cash shortfall is the difference between all contractual cash flows that are due to the Group and all cash flows expected to receive, discounted at the original effective interest rate.

When measuring expected credit losses, the Group reflects the following factors:

- probability-weighted estimated uncollectible amounts
- time value of money; and
- supportable and reasonable information as at the reporting date about past experience, current conditions and forecasts of future situations.

Impairment (and reversal of impairment) losses are recognised in profit or loss as a separate line item included in administrative expenses.

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5.7 Investment properties

Investment properties, principally land and office buildings, are held for long-term rental yields and are not occupied by the Group.

Investment properties are measured initially at cost, including directly attributable costs and borrowing costs.

Subsequently, they are carried at cost less accumulated depreciation and impairment.

Subsequent costs are included in the asset's carrying amount, only when it is probable that future economic benefits associated with the item will flow to the Group. The carrying amount of the replaced part is derecognised.

Land is not depreciated. Depreciation on other investment properties is calculated using the straight-line method to allocate their costs to their residual values over their estimated useful lives, as follows:

Land improvements	10 years
Building and building improvements	5 - 20 years

5.8 Property, plant and equipment

All other property, plant and equipment are stated at historical cost less accumulated depreciation and impairment losses.

Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount, only when it is probable that future economic benefits associated with the item will flow to the Group. The carrying amount of the replaced part is derecognised.

All other repairs and maintenance are charged to profit or loss when incurred.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost to their residual values over their estimated useful lives, as follows:

Land improvements	10 years
Building and building improvements	5 - 20 years
Machinery	2 - 20 years
Tools and factory equipment	5 years
Furniture, fixtures and office equipment	3 - 5 years
Motor vehicles	5 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Gains or losses on disposals of property, plant and equipment are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

5.9 Computer software

Acquired computer software is measured at cost. These costs are amortised over their estimated useful lives of 3 - 10 years.

Costs associated with maintaining computer software programmes are recognised as an expense as incurred.

5.10 Impairment of assets

Assets that are subject to amortisation are reviewed for impairment whenever there is an indication of impairment. An impairment loss is recognised for the amount by which the carrying amount of the assets exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use.

Where the reasons for previously recognised impairments no longer exist, the impairment losses on the assets concerned other than goodwill is reversed.

5.11 Leases

Leases - where the Group is the lessee

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payment that are based on an index or a rate
- amounts expected to be payable by the lessee under residual value guarantees
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be determined, the lessee's incremental borrowing rate is used, being the rate that the lessee would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs, and
- restoration costs.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise office equipment.

Leases - where the Group is the lessor

Rental income under operating leases (net of any incentives given to lessees) is recognised on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying asset and recognised as expense over the lease term on the same basis as lease income. The respective leased assets are included in the statement of financial position based on their nature.

5.12 Current and deferred income taxes

The tax expense for the period comprises current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current tax

The current income tax is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

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Deferred income tax

Deferred income tax is recognised on temporary differences arising from differences between the tax base of assets and liabilities and their carrying amounts in the financial statements. However, deferred income tax is not recognised for temporary differences arise from:

- initial recognition of an asset or liability in a transaction other than a business combination that affects neither accounting nor taxable profit or loss is not recognised
- investments in subsidiaries, associates and joint arrangements where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred income tax is measured using tax rates of the period in which temporary difference is expected to be reversed, based on tax rates and laws that have been enacted or substantially enacted by the end of the reporting period.

Deferred tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

5.13 Employee benefits

a) Short-term employee benefits

Liabilities for short-term employee benefits such as wages, salaries, paid annual leave and paid sick leave, bonuses, and medical care that are expected to be settled wholly within 12 months after the end of the period are recognised in respect of employees' service up to the end of the reporting period. They are measured at the amount expected to be paid.

b) Defined contribution plan

The Group pays contributions to a separate fund on a mandatory basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due.

c) Defined benefit plans

Amount of retirement benefits is defined by the agreed benefits the employees will receive after the completion of employment. It usually depends on factors such as age, years of service and an employee's latest compensation at retirement.

The defined benefit obligation is calculated annually by an independent actuary using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using market yield of government bonds that matches the terms and currency of the expected cash outflows.

Remeasurement gains and losses are recognised directly to other comprehensive income in the period in which they arise. They are presented as a separate item in statements of changes in equity.

Past-service costs are recognised immediately in profit or loss.

d) Termination benefits

The Group recognises termination benefits at the earlier of 1) when the Group can no longer withdraw the offer of those benefits; and 2) when the entity recognises costs for the related restructuring. Benefits due more than 12 months are discounted to their present value.

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5.14 Provisions

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation. The increase in the provision due to passage of time is recognised as interest expense.

5.15 Share capital

Ordinary are classified as equity.

Treasury share

Where any companies within the Group repurchases its shares, the consideration paid, including any directly attributable incremental costs (net of taxes) is deducted from equity until the shares are cancelled or reissued. Where such shares are subsequently reissued, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is included in equity.

5.16 Revenue recognition

Revenue include all revenues from ordinary business activities. All ancillary income in connection with the delivery of goods and rendering of services in the course of the Group's ordinary activities is also presented as revenue.

Revenue are recorded net of value added tax. They are recognised in accordance with the provision of goods or services, provided that collectability of the consideration is probable.

Multiple element arrangements involving delivery or provision of multiple products or services are separated into distinct performance obligations. Total transaction price of the bundled contract is allocated to each performance obligation based on their relative standalone selling prices or estimated standalone selling prices. Each performance obligation is recognised as revenue on fulfilment of the obligation to the customer.

Sale of goods

The Group manufactures and sells motorcycle tires, tubes, and industrial elastomer rubber parts. Sales are recognised when control of the products has transferred, being when the products are delivered, and there is no unfulfilled obligation that could affect the buyer's acceptance of the products. Delivery occurs when the products have been shipped to the specific location, the risks of obsolescence and loss have been transferred to the buyer, and either the buyer has accepted the products in accordance with the sales contract, the acceptance provisions have lapsed, or the Group has objective evidence that all criteria for acceptance have been satisfied.

The products are often sold with retrospective volume discounts based on aggregate sales over a specified period. Revenue from these sales is recognised based on the price specified in the contract, net of the estimated volume discounts. Accumulated experience is used to estimate and provide for the discounts, using the expected value method, and revenue is only recognised to the extent that it is highly probable that a significant reversal will not occur. A refund liability (included in trade and other payables) is recognised for expected volume discounts payable to customers in relation to sales made until the end of the reporting period. No significant element of financing is deemed present as the sales are made with a credit term of 30 - 60 days, which is consistent with market practice.

The Group's obligation to repair or replace faulty products under the standard warranty terms is recognised as a provision and cost of sales.

A receivable is recognised when the goods are delivered as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due.

Services

The Group recognised service contracts with a continuous service provision as revenue on a straight line basis over the contract term, regardless of the payment pattern.

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Contract assets and contract liabilities

A contract asset is recognised where the Group recorded revenue for fulfilment of a contractual performance obligation before the customer paid consideration or before the requirements for billing.

A contract liability is recognised when the customer paid consideration or a receivable from the customer that is due before the Group fulfilled a contractual performance obligation.

For each customer contract, contract liabilities is set off against contract assets.

Financing components

The Group does not expect to have any contracts where the period between the transfer of the promised goods or services to the customer and payment by the customer exceeds one year. As a consequence, the Group does not adjust any of the transaction prices for the time value of money.

5.17 Dividend distribution

Dividend distributed to the Company's shareholders is recognised as a liability when interim dividends are approved by the Board of Directors' meeting, and when the annual dividends are approved by the shareholders' meeting.

5.18 Derivatives and hedging activities

The Group is a counterparty in derivatives which are financial instruments, i.e. forward exchange contracts. Derivatives that do not qualify for hedge accounting is initially recognised at fair value. Changes in the fair value are included in other gains or losses.

Fair value of derivatives is classified as a current or non-current following its remaining maturity.

5.19 Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker of the Group which includes Chairman, President and Executive Director.

Segment information is presented by business segment of the Group's operations in Note 9.

6 Financial risk management

6.1 Financial risk

The Group exposes to a variety of financial risk: market risk (including foreign exchange risk, interest rate risk and price risk), credit risk and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Group's financial performance. The Group uses derivative financial instruments to hedge certain exposures.

The Group's risk management is controlled by a central treasury department under policies approved by the board of directors. Group treasury identifies, evaluates and manages financial risks in close co-operation with the Group's operating units. The board provides written principles for overall risk management, as well as policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative and other financial instruments as well as investment of excess liquidity.

6.1.1 Market risk

a) Foreign exchange risk

The Group operates internationally and is exposed to foreign currency risks, primarily the US dollar and Japanese Yen from trading transactions, and purchase of raw materials and machineries that are denominated in foreign currencies. The risk is managed by entering into forward exchange contracts as appropriate. The Group entered into forward exchange contracts with financial institutions of approximately 97.02% of foreign currency transactions to manage the foreign exchange risk.

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Exposure

The Group's exposures to foreign currency risk as at 30 September 2022 and 2021, expressed in Baht are as follows:

	Consolidated financial statements					
	30 September 2022			30 September 2021		
	US Dollar Baht	Japanese Yen Baht	Others Baht	US Dollar Baht	Japanese Yen Baht	Others Baht
Trade and other receivables	105,642,945	31,733,412	1,202,759	101,315,628	48,086,499	889,596
Trade and other payables	79,870,857	77,967,108	-	59,716,729	82,091,380	-

	Separate financial statements					
	30 September 2022			30 September 2021		
	US Dollar Baht	Japanese Yen Baht	Others Baht	US Dollar Baht	Japanese Yen Baht	Others Baht
Trade and other receivables	105,642,945	31,733,412	1,202,759	101,315,628	48,086,499	889,596
Trade and other payables	79,870,857	77,967,108	-	59,716,729	82,091,380	-

Sensitivity

As shown in the table above, the Group is primarily exposed to changes in Baht to US Dollar and Baht to Japanese Yen exchange rates. The sensitivity of profit or loss to changes in the exchange rates arises mainly from financial assets and financial liabilities denominated in US Dollar and Japanese Yen were as follows:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Baht to US Dollar exchange rate				
- Increase 10%*	2,577,209	4,159,893	2,577,209	4,159,893
- Decrease 10%*	(2,577,209)	(4,159,893)	(2,577,209)	(4,159,893)
Baht to Japanese Yen exchange rate				
- Increase 10%*	(4,623,370)	(3,400,488)	(4,623,370)	(3,400,488)
- Decrease 10%*	4,623,370	3,400,488	4,623,370	3,400,488

* Holding all other variables constant

b) Cash flow and interest rate risk

The Group's income and operating cash flows are substantially independent of changes in market interest rates. The Group is exposed to interest rate risk relates primarily to its deposits at financial institutions and investments in debt instruments. Most of the Group's financial assets and liabilities bear floating interest rates or fixed interest rates which are close to the market rate. However, the Group will use interest rate swap to management the risk when necessary.

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Significant financial assets and liabilities classified by type of interest rates and maturity date are summarised in the table as below:

Consolidated financial statements									
	Fixed interest rates			Floating interest rates			Non-interest bearing		
	Maturity date			Maturity date			Maturity date		
	Within 1 year Baht	1 - 5 years Baht	Over 5 years Baht	Within 1 year Baht	1 - 5 years Baht	Over 5 years Baht	Within 1 year Baht	1 - 5 years Baht	Over 5 years Baht
As at 30 September 2022									
Financial assets									
Cash and cash equivalents	820,483,503	-	-	67,438,156	-	-	-	-	-
Financial assets measured at fair value through other comprehensive income (FVOCI) - Debt instruments	443,800,549	141,803,878	-	-	-	-	-	-	-
	1,264,284,052	141,803,878	-	67,438,156	-	-	9,350,656	1,482,876,742	-
Financial liabilities									
Lease liabilities	216,614	577,268	-	-	-	-	-	-	6.22
	216,614	577,268	-	-	-	-	-	-	793,882
As at 30 September 2021									
Financial assets									
Cash and cash equivalents	972,700,000	-	-	27,656,794	-	-	-	-	-
Financial assets measured at fair value through other comprehensive income (FVOCI) - Debt instruments	217,089,944	374,957,953	-	-	-	-	-	-	-
	1,189,789,944	374,957,953	-	27,656,794	-	-	2,963,932	1,595,368,623	-
Financial liabilities									
Lease liabilities	216,614	747,560	-	-	-	-	-	-	6.22
	216,614	747,560	-	-	-	-	-	-	964,174

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	Separate financial statements							
	Maturity date							
	Fixed interest rates		Floating interest rates				Non-interest bearing Baht	Interest rate (% p.a.)
	Within 1 year Baht	1 - 5 years Baht	Over 5 years Baht	Within 1 year Baht	1 - 5 years Baht	Over 5 years Baht		
As at 30 September 2022								
Financial assets								
Cash and cash equivalents	786,444,000	-	-	59,439,758	-	-	104,633	0.05 - 0.60
Financial assets measured at fair value through other comprehensive income (FVOCI) - Debt instruments	443,800,549	141,803,878	-	-	-	-	-	0.45 - 6.58
	1,230,244,549	141,803,878	-	59,439,758	-	-	104,633	1,431,592,818
Financial liabilities								
Lease liabilities	216,614	577,268	-	-	-	-	-	6.22
	216,614	577,268	-	-	-	-	-	793,882
As at 30 September 2021								
Financial assets								
Cash and cash equivalents	950,000,000	-	-	21,075,128	-	-	135,849	0.05 - 0.38
Financial assets measured at fair value through other comprehensive income (FVOCI) - Debt instruments	217,089,944	374,957,953	-	-	-	-	-	0.51 - 6.58
	1,167,089,944	374,957,953	-	21,075,128	-	-	135,849	1,563,258,874
Financial liabilities								
Lease liabilities	216,614	747,560	-	-	-	-	-	6.22
	216,614	747,560	-	-	-	-	-	964,174

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C) Price risk

The Group is exposed to market risks as an investor in financial instruments and risks from the financial position of the issuer of the investment instrument. However, the Group has diversified its investments to manage such risks. This is in accordance with the investment policy according to the resolution of the Board of Directors.

The Group's investments in financial instruments are investment units through a private fund managed by an asset management company, focusing on investment in domestic debt securities, both public and private. This entails of investing in government bonds and debentures and incorporating mutual fund investment units domestic debt. The ideal investment period is 2 - 3 years.

Investment policies and frameworks regarding types and proportions of investments through private funds are as follows:

Type of investment	Proportions
Government securities, debentures or bonds Collective Investment Scheme (CIS)	A maximum of 70 percent of the fund's net asset value Money Market Fund

6.1.2 Credit risk

Credit risk arises from cash and cash equivalents, contractual cash flows of debt instruments carried at fair value through other comprehensive income (FVOCI) and derivative assets as well as credit exposures to customers, including outstanding receivables.

a) Risk management

Credit risk is managed on a group basis. For banks and financial institutions, only independently rated parties with a minimum rating of 'A-' are accepted.

The Group assesses the credit quality of the customer, taking into account its financial position, past experience and other factors. Individual credit limits are set based on the assessment in accordance with limits set by the board. The compliance with credit limits by customers is regularly monitored by line management.

Sales to retail customers are required to be settled in cash to mitigate credit risk. There are no significant concentrations of credit risk, whether through exposure to individual customers, specific industry sectors and/or regions.

b) Impairment of financial assets

Details of the impairment assessment of financial assets are disclosed in Note 5.6 f).

6.1.3 Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities to meet obligations when due. As at 30 September 2022, the Group and the Company had deposits at call with banks of Baht 897.17 million and Baht 845.92 million, respectively (2021: Baht 1,003.18 million and Baht 971.11 million) that are expected to readily generate cash inflows.

Management monitors the Group's cash flows projections by considering cash and cash equivalent. In addition, the Group's liquidity management policy involves projecting cash flows in major currencies and considering the level of liquid assets necessary to meet these, monitoring balance sheet liquidity ratios against regulatory requirements.

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Maturity of financial liabilities

The tables below analyse the Group's financial liabilities into relevant maturity groupings based on their contractual maturities. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

Contractual maturities of financial liabilities	Consolidated financial statements					Book value Baht
	Current due Baht	Within 1 year Baht	1 - 5 years Baht	Over 5 years Baht	Total Baht	
As at 30 September 2022						
Trade and other payables	8,755,884	1,138,272,650	-	-	1,147,028,534	1,147,028,534
Lease liabilities	-	220,000	660,000	-	880,000	793,882
Total non-derivatives	8,755,884	1,138,492,650	660,000	-	1,147,908,534	1,147,822,416
Derivative liabilities	-	2,607,020	-	-	2,607,020	2,607,020
Total derivatives	-	2,607,020	-	-	2,607,020	2,607,020
Total	8,755,884	1,141,099,670	660,000	-	1,150,515,554	1,150,429,436
As at 30 September 2021						
Trade and other payables	9,699,086	1,016,136,317	-	-	1,025,835,403	1,025,835,403
Lease liabilities	-	220,000	880,000	-	1,100,000	964,174
Total non-derivatives	9,699,086	1,016,356,317	880,000	-	1,026,935,403	1,026,799,577
Derivative liabilities	-	2,810,438	-	-	2,810,438	2,810,438
Total derivatives	-	2,810,438	-	-	2,810,438	2,810,438
Total	9,699,086	1,019,166,755	880,000	-	1,029,745,841	1,029,610,015
Contractual maturities of financial liabilities	Separate financial statements					Book value Baht
	Current due Baht	Within 1 year Baht	1 - 5 years Baht	Over 5 years Baht	Total Baht	
As at 30 September 2022						
Trade and other payables	8,737,706	1,138,393,644	-	-	1,147,131,350	1,147,131,350
Lease liabilities	-	220,000	660,000	-	880,000	793,882
Total non-derivatives	8,737,706	1,138,613,644	660,000	-	1,148,011,350	1,147,925,232
Derivative liabilities	-	2,607,020	-	-	2,607,020	2,607,020
Total derivatives	-	2,607,020	-	-	2,607,020	2,607,020
Total	8,737,706	1,141,220,664	660,000	-	1,150,618,370	1,150,532,252
As at 30 September 2021						
Trade and other payables	9,478,597	1,025,861,242	-	-	1,035,339,839	1,035,339,839
Lease liabilities	-	220,000	880,000	-	1,100,000	964,174
Total non-derivatives	9,478,597	1,026,081,242	880,000	-	1,036,439,839	1,036,304,013
Derivative liabilities	-	2,810,438	-	-	2,810,438	2,810,438
Total derivatives	-	2,810,438	-	-	2,810,438	2,810,438
Total	9,478,597	1,028,891,680	880,000	-	1,039,250,277	1,039,114,451

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6.2 Capital management

6.2.1 Risk management

The Group's objectives when managing capital are to safeguard the Group's ability to continue as a going concern, so that they can continue to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Group may adjust the amounts of dividends paid to shareholders, return capital to shareholders, issue new shares, or sell assets to reduce debt.

Consistent with others in the industry, the Group monitors capital based on the debt to equity ratio, which calculated by dividing net debt by equity. The Group's strategy was to maintain an appropriate level of debt to equity. As at 30 September 2022 and 2021, the Group's debt to equity ratios were as follows:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Net debt	1,440,319,815	1,400,905,952	1,410,886,781	1,374,612,642
Total equity	3,832,030,434	3,894,469,003	3,766,229,578	3,834,989,582
Debt to equity ratio	0.38	0.36	0.37	0.36

7 Fair value

The fair value of financial assets and financial liabilities measured at amortised cost approximates the carrying amount as follows:

Consolidated financial statements	Separate financial statements
Financial assets	Financial assets
<ul style="list-style-type: none"> Cash and cash equivalents Trade and other receivables, net 	<ul style="list-style-type: none"> Cash and cash equivalents Trade and other receivables, net
Financial liabilities	Financial liabilities
<ul style="list-style-type: none"> Trade and other payables Lease liabilities 	<ul style="list-style-type: none"> Trade and other payables Lease liabilities

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The following table shows fair values of financial assets and liabilities:

Consolidated and Separate financial statements					
	Fair value through profit or loss (FVPL) Baht	Fair value through other comprehensive income (FVOCI) Baht	Amortised cost Baht	Carrying amount Baht	Fair value Baht
As at 30 September 2022					
Financial assets measured at fair value					
Derivative assets	1,126,838	-	-	1,126,838	1,126,838
Financial assets measured at fair value through other comprehensive income (FVOCI)					
- Debt instruments	-	585,604,427	-	585,604,427	585,604,427
- Equity instruments	-	93,301,607	-	93,301,607	93,301,607
	1,126,838	678,906,034	-	680,032,872	680,032,872
Financial liabilities at fair value					
Derivative liabilities	2,607,020	-	-	2,607,020	2,607,020
	2,607,020	-	-	2,607,020	2,607,020
Financial assets not measured at fair value					
Lease liabilities	-	-	793,882	793,882	793,882
	-	-	793,882	793,882	793,882
Consolidated and Separate financial statements					
	Fair value through profit or loss (FVPL) Baht	Fair value through other comprehensive income (FVOCI) Baht	Amortised cost Baht	Carrying amount Baht	Fair value Baht
As at 30 September 2021					
Financial assets measured at fair value					
Derivative assets	3,055,306	-	-	3,055,306	3,055,306
Financial assets measured at fair value through other comprehensive income (FVOCI)					
- Debt instruments	-	592,047,897	-	592,047,897	592,047,897
- Equity instruments	-	174,598,217	-	174,598,217	174,598,217
	3,055,306	766,646,114	-	769,701,420	769,701,420
Financial liabilities at fair value					
Derivative liabilities	2,810,438	-	-	2,810,438	2,810,438
	2,810,438	-	-	2,810,438	2,810,438
Financial assets not measured at fair value					
Lease liabilities	-	-	964,174	964,174	964,174
	-	-	964,174	964,174	964,174

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The following table presents fair value of financial assets and liabilities recognised by their fair value hierarchy.

As at 30 September	Consolidated and Separate financial statements							
	Level 1		Level 2		Level 3		Total	
	2022 Million Baht	2021 Million Baht	2022 Million Baht	2021 Million Baht	2022 Million Baht	2021 Million Baht	2022 Million Baht	2021 Million Baht
Assets								
Derivative assets	-	-	1.13	3.06	-	-	1.13	3.06
Financial assets measured at fair value through other comprehensive income (FVOCI)								
- Debt instruments	585.60	592.05	-	-	-	-	585.60	592.05
- Equity instruments	-	-	-	-	93.30	174.60	93.30	174.60
Total assets	585.60	592.05	1.13	3.06	93.30	174.60	680.03	769.71
Liabilities								
Derivative liabilities	-	-	2.61	2.81	-	-	2.61	2.81
Total liabilities	-	-	2.61	2.81	-	-	2.61	2.81

The following tables present fair value of non-financial assets recognised or disclosed by their fair value hierarchy.

As at 30 September	Consolidated financial statements							
	Level 1		Level 2		Level 3		Total	
	2022 Million Baht	2021 Million Baht	2022 Million Baht	2021 Million Baht	2022 Million Baht	2021 Million Baht	2022 Million Baht	2021 Million Baht
Assets								
Investment properties (Note 15)	-	-	-	-	33.97	33.42	33.97	33.42
Total assets	-	-	-	-	33.97	33.42	33.97	33.42

As at 30 September	Separate financial statements							
	Level 1		Level 2		Level 3		Total	
	2022 Million Baht	2021 Million Baht	2022 Million Baht	2021 Million Baht	2022 Million Baht	2021 Million Baht	2022 Million Baht	2021 Million Baht
Assets								
Investment properties (Note 15)	-	-	-	-	43.84	43.41	43.84	43.41
Total assets	-	-	-	-	43.84	43.41	43.84	43.41

Fair values are categorised into hierarchy based on inputs used as follows:

- Level 1: The fair value of financial instruments is based on the current bid price / closing price by reference to the Stock Exchange of Thailand / the Thai Bond Dealing Centre.
- Level 2: The fair value of financial instruments is determined using significant observable inputs and, as little as possible, entity-specific estimates.
- Level 3: The fair value of financial instruments is not based on observable market data.

The fair value measurement of financial assets and financial liabilities is in accordance with the accounting policies disclosed in Note 5.6.

Valuation techniques used to measure fair value level 1

The fair value in level 1 of investments in debt instruments, which are classified as financial assets measured at fair value through other comprehensive income (FVOCI) is based on the current bid price / closing price by reference to the Thai Bond Dealing Centre / the asset management company.

Valuation techniques used to measure fair value level 2

Fair value of foreign currency forward is determined using spot exchange rate reference by commercial banks.

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Valuation techniques used to measure fair value level 3

Changes in fair value in level 3 of unlisted equity instruments which is financial assets measured at fair value through other comprehensive income (FVOCI) for the years ended 30 September 2022 and 2021 were as follows:

	Consolidated and Separate financial statements
	Baht
Opening balance as at 1 October 2021	174,598,217
Change in fair value	(81,296,610)
Closing balance as at 30 September 2022	93,301,607

The following table summarises the quantitative information about the significant unobservable inputs used in fair value measurements of the investment in equity instruments measured at fair value through other comprehensive income (FVOCI).

As at 30 September	Fair value		Unobservable inputs	Range of inputs	
	Consolidated and Separate financial statements			Consolidated and Separate financial statements	
	2022	2021		2022	2021
	Million Baht	Million Baht		%	%
Financial assets measured at fair value through other comprehensive income (FVOCI) - equity instruments	93.30	174.60	Future revenue growth rate	1.0	1.0
			Risk-adjusted discount rate	17.5	17.5

As at 30 September 2022, relationships of unobservable inputs to fair values are shown as follows:

	Unobservable inputs	Movement	Change in fair value	
			Consolidated and Separate financial statements	
			Increase in assumptions	Decrease in assumptions
Financial assets measured at fair value through other comprehensive income (FVOCI) - equity instruments	Future revenue growth rate	1.0%	Increase by 5.78%	Decrease 5.12%
	Risk-adjusted discount rate	1.0%	Decrease by 5.21%	Increase by 5.82%

Valuation processes

Chief Financial Officer (CFO), Audit Committee (AC) and valuation teams discuss valuation processes and results at least every quarter.

The Group applies net cash inflow from dividend as valuation technique to determine fair value of unlisted equity instruments. Significant unobservable input of fair value hierarchy level 3 are risk adjusted discount rate, which is estimated based on public companies' weighted average cost of capital that, are in opinion of the Group, in a comparable financial position with the counterparty in the contract and future revenue growth rate, which is estimated based on historical data or observable external data of companies in the same industry.

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8 Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are outlined below.

a) Fair value of certain financial assets and derivatives

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. The Group uses judgement to select a variety of methods and make assumptions that are mainly based on market conditions existing at the end of each reporting period. Details of key assumptions used are included in Note 7.

b) Defined retirement benefit obligations

The present value of the retirement benefit obligations depends on a number of assumptions. Key assumptions used and impacts from possible changes in key assumptions are disclosed in Note 21.

c) Determination of lease terms

In determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

For leases of properties, the most relevant factors are historical lease durations, the costs and conditions of leased assets.

Extension options on billboard space leases have not been included in the lease liability, because the Group considers 1) the underlying asset condition and/or 2) insignificant cost to replace the leased assets.

The lease term is reassessed if an option is actually exercised (or not exercised) or the Group becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstance affecting this assessment occur, and that it is within the control of the Group.

d) Determination of discount rate applied to lease liabilities

The Group determines the lessee's incremental borrowing rate as follows:

- Where possible, use recent third-party financing received by the individual lessee as a starting point, adjusting to reflect changes in its financing conditions.
- Make adjustments specific to the lease, e.g. term, country, currency and security.

e) Impairment of financial assets

The loss allowances for financial assets are based on assumptions about default risk and expected loss rates. The Group uses judgement in making these assumptions and selecting the inputs used in the impairment calculation, based on the Group's past history and existing market conditions, as well as forward-looking estimates at the end of each reporting period.

Details of the impairment assessment of financial assets are disclosed in Note 5.6 f).

f) Inventories

Allowance is made, where necessary, for obsolete, slow-moving and defective inventories. The assessment for the allowances for obsolete and slow-moving inventories required a degree of estimation from judgement. Management has applied their assessment on their experience and historical data. Each category of inventory with no movement longer than the ordinary course of business was subject to 100% allowance. The level of the allowances was assessed by taking into account the historical and recent sales experience, the aging of inventories and other factors that affected obsolete and slow-moving inventories. Net realisable value is the estimate of the selling price in the ordinary course of business, less applicable costs of completion and variable selling expenses.

g) Investment properties, plant and equipment and intangible assets

Management determines the estimated useful lives and residual values for the Group's investment properties, plant and equipment and intangible assets. Management will revise the depreciation and amortisation charges where useful lives and residual values are different to previously estimated, or it will write off or write down technically obsolete or assets that have been abandoned or sold.

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9 Segment information

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision-maker of the Group which includes Chairman, President and Director.

The Group's operations principally involve the manufacture and distribution of motorcycle tires and tubes and elastomer products mainly for automobile industry with manufacturing facilities in Thailand and operations in both domestic and overseas markets.

The factor used to identify the Group's reportable segments includes geographical areas. There are two reportable segments i.e. (1) Local and (2) Export.

Financial information of the Group for the years ended 30 September 2022 and 2021 classified by market were presented as follows:

	Consolidated financial statements					
	Local		Export		Total	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Revenue from sales and services	4,791,882,796	4,251,120,078	1,091,284,975	1,046,260,728	5,883,167,771	5,297,380,806
Cost of sales and services	(4,512,110,025)	(3,726,223,606)	(930,709,515)	(851,272,096)	(5,442,819,540)	(4,577,495,702)
Gross profit	279,772,771	524,896,472	160,575,460	194,988,632	440,348,231	719,885,104
Other income					54,754,220	52,153,736
Dividend income					13,175,780	21,561,709
Selling expenses					(97,771,056)	(93,352,733)
Administrative expenses					(267,585,032)	(259,926,426)
Other expenses					(20,545,740)	(19,256,170)
Finance cost					(49,709)	(60,448)
Profit before income tax					122,326,694	421,004,772
Income tax expense					(12,386,617)	(80,974,192)
Net profit for the year					109,940,077	340,030,580
Timing of revenue recognition						
At a point in time	4,791,074,796	4,250,190,978	1,091,159,341	1,046,258,579	5,882,234,137	5,296,449,557
Overtime	808,000	929,100	125,634	2,149	933,634	931,249
Total revenues	4,791,882,796	4,251,120,078	1,091,284,975	1,046,260,728	5,883,167,771	5,297,380,806

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10 Cash and cash equivalents

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Cash on hand	106,319	143,060	71,388	104,849
Deposits with banks				
- Saving deposits	67,438,156	27,656,794	59,439,758	21,075,128
- Current deposits	9,244,337	2,820,872	33,245	31,000
- Fixed deposits	820,483,503	972,700,000	786,444,000	950,000,000
Cash and cash equivalents	897,272,315	1,003,320,726	845,988,391	971,210,977

The interest rates (% p.a.) on bank deposits are as follows:

	Consolidated financial statements		Separate financial statements	
	2022 % p.a.	2021 % p.a.	2022 % per p.a.	2021 % per p.a.
Saving deposits	0.05 - 0.30	0.05 - 0.13	0.05 - 0.30	0.05 - 0.13
Fixed deposits	0.10 - 0.85	0.13 - 0.40	0.13 - 0.85	0.13 - 0.38

Fixed deposits comprise 7 days and 3 months fixed deposits with banks (2021: 11 days, 18 days and 3 months fixed deposits).

11 Trade and other receivables, net

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Trade receivables - related companies (Note 30)	509,613,182	457,228,073	513,659,828	462,209,286
Trade receivables - other companies	520,539,774	418,453,890	518,801,678	415,365,541
<u>Less</u> Allowance for expected credit loss	-	-	-	-
Trade receivables, net	1,030,152,956	875,681,963	1,032,461,506	877,574,827
Prepayments	15,295,565	6,683,202	14,484,249	5,859,864
Accrued income	437,708	302,788	418,308	290,871
Advanced payments	20,000	10,000	-	-
Amounts due from related parties (Note 30)	1,529,673	1,512,434	3,458,488	3,283,757
Other receivables	56,613	12,396	56,613	12,396
Trade and other receivables, net	1,047,492,515	884,202,783	1,050,879,164	887,021,715

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Outstanding trade receivables as at 30 September 2022 and 2021 can be analysed by aging as follows:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
<u>Related companies</u>				
Current	509,580,601	457,225,669	513,627,247	462,206,882
Overdue up to 3 months	32,581	-	32,581	-
Overdue 3 - 6 months	-	2,404	-	2,404
Overdue 6 - 12 months	-	-	-	-
Overdue more than 12 months	-	-	-	-
	509,613,182	457,228,073	513,659,828	462,209,286
<u>Other companies</u>				
Current	515,899,759	418,076,498	514,309,248	414,988,149
Overdue up to 3 months	4,487,633	377,392	4,340,048	377,392
Overdue 3 - 6 months	152,382	-	152,382	-
Overdue 6 - 12 months	-	-	-	-
Overdue more than 12 months	-	-	-	-
	520,539,774	418,453,890	518,801,678	415,365,541
<u>Less</u> Allowance for expected credit loss	-	-	-	-
	520,539,774	418,453,890	518,801,678	415,365,541
Total trade receivables, net	1,030,152,956	875,681,963	1,032,461,506	877,574,827

During 2022 and 2021, no receivables were written-off as uncollectible.

12 Financial assets and financial liabilities

The classification of the Group's financial assets and financial liabilities as at 30 September 2022 is as follows:

	Consolidated financial statements			
	Fair value through profit or loss (FVPL) Baht	Fair value through other comprehensive income (FVOCI) Baht	Amortised cost Baht	Total Baht
Financial assets				
Cash and cash equivalents	-	-	897,272,315	897,272,315
Trade and other receivables, net*	-	-	1,032,176,950	1,032,176,950
Derivative assets	1,126,838	-	-	1,126,838
Financial assets measured at fair value through other comprehensive income (FVOCI)				
- Debt instruments	-	585,604,427	-	585,604,427
- Equity instruments	-	93,301,607	-	93,301,607
	1,126,838	678,906,034	1,929,449,265	2,609,482,137

* Exclude non-financial assets

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	Consolidated financial statements		
	Fair value through profit or loss (FVPL) Baht	Amortised cost Baht	Total Baht
Financial liabilities			
Trade and other payables*	-	1,144,044,748	1,144,044,748
Derivative liabilities	2,607,020	-	2,607,020
Lease liabilities	-	793,882	793,882
	2,607,020	1,144,838,630	1,147,445,650

* Exclude non-financial liabilities

	Separate financial statements			
	Fair value through profit or loss (FVPL) Baht	Fair value through other comprehensive income (FVOCI) Baht	Amortised cost Baht	Total Baht
Financial assets				
Cash and cash equivalents	-	-	845,988,391	845,988,391
Trade and other receivables, net*	-	-	1,036,394,915	1,036,394,915
Derivative assets	1,126,838	-	-	1,126,838
Financial assets measured at fair value through other comprehensive income (FVOCI)				
- Debt instruments	-	585,604,427	-	585,604,427
- Equity instruments	-	93,301,607	-	93,301,607
	1,126,838	678,906,034	1,882,383,306	2,562,416,178

* Exclude non-financial assets

	Separate financial statements		
	Fair value through profit or loss (FVPL) Baht	Amortised cost Baht	Total Baht
Financial liabilities			
Trade and other payables*	-	1,144,147,564	1,144,147,564
Derivative liabilities	2,607,020	-	2,607,020
Lease liabilities	-	793,882	793,882
	2,607,020	1,144,941,446	1,147,548,466

* Exclude non-financial liabilities

12.1 Financial assets at amortised cost

a) Classification of financial assets at amortised cost

The Group classifies its financial assets as at amortised cost only if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cash flows; and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

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Financial assets at amortised cost include cash and cash equivalents and trade and other receivables. As at 30 September 2022 and 2021, the Group's financial assets at amortised cost were presented in current and non-current as follows:

	Consolidated financial statements					
	30 September 2022			30 September 2021		
	Current Baht	Non-current Baht	Total Baht	Current Baht	Non-current Baht	Total Baht
Cash and cash equivalents	897,272,315	-	897,272,315	1,003,320,726	-	1,003,320,726
Trade and other receivables, net	1,047,492,515	-	1,047,492,515	884,202,783	-	884,202,783
Total	1,944,764,830	-	1,944,764,830	1,887,523,509	-	1,887,523,509

	Separate financial statements					
	30 September 2022			30 September 2021		
	Current Baht	Non-current Baht	Total Baht	Current Baht	Non-current Baht	Total Baht
Cash and cash equivalents	845,988,391	-	845,988,391	971,210,977	-	971,210,977
Trade and other receivables, net	1,050,879,164	-	1,050,879,164	887,021,715	-	887,021,715
Total	1,896,867,555	-	1,896,867,555	1,858,232,692	-	1,858,232,692

b) Fair value of financial assets at amortised cost

Due to the nature of cash and cash equivalents and trade and other receivables is current assets, their carrying amount is considered to be the same as their fair value.

c) Allowance for expected losses

Details of the impairment assessment of financial assets are disclosed in Note 5.6 f).

12.2 Financial assets measured at fair value to other comprehensive income (FVOCI)

a) Classification of financial assets measured at fair value to other comprehensive income (FVOCI)

Financial assets measured at fair value through other comprehensive income (FVOCI) comprise:

- Investments in debt instruments with contractual cash flows that qualify for principal and interest, and has a business model for the purpose of holding such investments in order to receive contractual cash flows and to sell.
- Investment in equity instruments, which are not held for trading and the Group has irrevocably elected at initial recognition to recognise and the Group measure at fair value through other comprehensive income at the date of initial recognition.

As at 30 September 2022 and 2021, the Group has financial assets measured at fair value through other comprehensive income (FVOCI) as follows:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Current assets				
Investments in debt instruments (Government bond and debentures)	443,800,549	217,089,944	443,800,549	217,089,944
	443,800,549	217,089,944	443,800,549	217,089,944
Non-current				
Investments in debt instruments (Government bond and debentures)	141,803,878	374,957,953	141,803,878	374,957,953
Investment in unlisted equity instruments	93,301,607	174,598,217	93,301,607	174,598,217
	235,105,485	549,556,170	235,105,485	549,556,170
Total	678,906,034	766,646,114	678,906,034	766,646,114

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Investments in debt instruments

The Group's investments in debt instruments are investment units through a private fund managed by an asset management company, focusing on investment in domestic debt securities, both public and private. This entails of investing in government bonds and debentures and incorporating mutual fund investment units domestic debt. The ideal investment period is 2- 3 years. Details of the investment policies and frameworks and the Group's price risk management are disclosed in 6.1.1 c).

The movements of investments in debt instruments for the years ended 30 September 2022 and 2021 are as follows:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Opening balance	592,047,897	393,170,645	592,047,897	393,170,645
Additions	376,790,155	1,265,334,433	376,790,155	1,265,334,433
Disposals	(388,491,571)	(1,074,358,793)	(388,491,571)	(1,074,358,793)
Interest income	7,381,700	7,443,122	7,381,700	7,443,122
Change in fair value	(2,123,754)	458,490	(2,123,754)	458,490
Closing balance as at 30 September 2022	585,604,427	592,047,897	585,604,427	592,047,897

The Group transferred any related balance within the debt instruments measured at fair value through other comprehensive income (FVOCI) reserve to profit or loss when disposing these debt investments.

During 2022, the group disposed a partial of debt instruments and realised a loss on disposal (transferred the debt instruments measured at FVOCI reserve to other gain or loss totaling Baht 1,613,948).

The fair value of debt instruments is based on close market price published by the Thai Bond Market Association as at period-end. The fair value is within level 1 of the fair value hierarchy (Note 7).

Investment in equity instruments

As at 30 September 2022 and 2021, the Group had an investment in unlisted equity instruments as follows:

Company	Nature of business	Country of incorporation	Registered capital	% Ownership interest	Consolidated and Separated financial statements	
					2022 Fair value Baht	2022 At cost Baht
Inoue Rubber Vietnam Company Limited	Manufacture of tires and tubes of motorcycles and industrial elastomer rubber parts	Vietnam	US Dollars 12.5 million	8.0	93,301,607	30,781,799

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b) Amounts recognised in profit or loss and other comprehensive income

The following gain/(loss) related to financial assets measured at fair value through other comprehensive income (FVOCI) were recognised in profit or loss and other comprehensive income during the year as follows:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Recognised in profit or loss				
Loss on disposals of debt instruments	(1,613,948)	(129,698)	(1,613,948)	(129,698)
Dividends received from equity investment (Note 25)	13,175,780	21,561,709	13,175,780	21,561,709
	11,561,832	21,432,011	11,561,832	21,432,011
Recognised in other comprehensive income				
Fair value gain/(loss) on debt instruments measured at FVOCI	(2,123,754)	458,490	(2,123,754)	458,490
Fair value gain on equity instruments measured at FVOCI	(81,296,610)	15,700,603	(81,296,610)	15,700,603
	(83,420,364)	16,159,093	(83,420,364)	16,159,093

12.3 Offsetting financial assets and liabilities

The following table presents the recognised financial assets that are offset and presented at net amount in the statement of financial position:

	Consolidated and Separate financial statements		
	Effects of offsetting in the financial position		
	Gross amount Baht	Gross amount offset in the financial position Baht	Net amount presented in the financial position Baht
As at 30 September 2022			
Trade and other receivables	381,301,506	(23,915,972)	357,385,534
Total	381,301,506	(23,915,972)	357,385,534

Offsetting arrangements - Trade receivables and payables

The Group gives volume-based rebates to selected customers. Under the terms of the supply agreements, the amounts payable by the Group are offset against receivables from the customers and only the net amounts are settled. The relevant amounts have therefore been presented net in the statement of financial position.

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13 Inventories, net

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Raw materials	429,917,120	417,736,158	429,579,770	417,382,896
Work in process	145,768,698	143,165,751	144,793,181	142,027,281
Finished goods	153,753,453	140,177,947	153,753,453	140,177,947
Supplies and spare parts	46,404,611	47,313,659	45,079,636	45,882,332
Inventories in transit	67,112,796	46,012,380	67,112,796	46,012,380
	842,956,678	794,405,895	840,318,836	791,482,836
<u>Less</u> Allowance for slow-moving inventories				
- raw materials	(2,099,451)	(2,246,536)	(2,099,451)	(2,246,536)
Allowance for slow-moving inventories				
- finished goods	(2,600,629)	(2,340,284)	(2,600,629)	(2,340,284)
Inventories, net	838,256,598	789,819,075	835,618,756	786,896,016

As at 30 September 2022, inventories with a value of Baht 7,701,875 (2021: Baht 6,210,680) were carried at net realisable value, this being lower than cost.

During 2022, the Group reversed a previously recognised allowance for inventories obsolescence of Baht 2,140,059. The Group has destroyed and written-down those inventories.

The Group recognised loss on allowance for diminution in value of inventories and obsolete inventories of Baht 2,253,319. (2021: Baht 55,034) to the consolidated and separate statements of comprehensive income, equally.

14 Investments in subsidiaries

As at 30 September 2022 and 2021, the Company had investments in subsidiaries as follows:

Company	Nature of business	Country of incorporation	Separate financial statements		
			Registered capital Baht	% Ownership interest	Investments at cost Baht
IRC (Asia) Research Limited	Research and development of products	Thailand	10,050,000	99.99	10,049,930
Kin No Hoshi Engineering Company Limited	Manufacture, repair, and modification of metal molds	Thailand	10,000,000	99.99	9,999,300
Investments in subsidiaries					20,049,230

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15 Investment properties, net

	Consolidated financial statements		
	Land Baht	Building and building improvements Baht	Total Baht
As at 1 October 2020			
Cost	9,020,819	6,179,498	15,200,317
<u>Less</u> Accumulated depreciation	-	(6,179,496)	(6,179,496)
Net book amount	9,020,819	2	9,020,821
For the year ended 30 September 2021			
Opening net book amount	9,020,819	2	9,020,821
Depreciation charges	-	-	-
Closing net book amount	9,020,819	2	9,020,821
As at 30 September 2021			
Cost	9,020,819	6,179,498	15,200,317
<u>Less</u> Accumulated depreciation	-	(6,179,496)	(6,179,496)
Net book amount	9,020,819	2	9,020,821
For the year ended 30 September 2022			
Opening net book amount	9,020,819	2	9,020,821
Depreciation charges	-	-	-
Closing net book amount	9,020,819	2	9,020,821
As at 30 September 2022			
Cost	9,020,819	6,179,498	15,200,317
<u>Less</u> Accumulated depreciation	-	(6,179,496)	(6,179,496)
Net book amount	9,020,819	2	9,020,821

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	Separate financial statements		
	Land Baht	Building and building improvements Baht	Total Baht
As at 1 October 2020			
Cost	9,564,949	15,931,220	25,496,169
<u>Less</u> Accumulated depreciation	-	(15,791,074)	(15,791,074)
Net book amount	9,564,949	140,146	9,705,095
For the year ended 30 September 2021			
Opening net book amount	9,564,949	140,146	9,705,095
Depreciation charges	-	(29,258)	(29,258)
Closing net book amount	9,564,949	110,888	9,675,837
As at 30 September 2021			
Cost	9,564,949	15,931,220	25,496,169
<u>Less</u> Accumulated depreciation	-	(15,820,332)	(15,820,332)
Net book amount	9,564,949	110,888	9,675,837
For the year ended 30 September 2022			
Opening net book amount	9,564,949	110,888	9,675,837
Depreciation charges	-	(29,149)	(29,149)
Closing net book amount	9,564,949	81,739	9,646,688
As at 30 September 2022			
Cost	9,564,949	15,931,220	25,496,169
<u>Less</u> Accumulated depreciation	-	(15,849,481)	(15,849,481)
Net book amount	9,564,949	81,739	9,646,688

As at 30 September 2022 and 2021, the fair values of investment properties were as follows:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Land	13,875,000	13,875,000	17,830,500	17,830,500
Building and building improvements	20,095,000	19,547,000	26,013,761	25,575,327
	33,970,000	33,422,000	43,844,261	43,405,827

The fair values of investment properties are within level 3 of the fair value hierarchy which used significant unobservable inputs in the valuation technique (Note 7). The fair values of investment properties were appraised by professional independent valuers, who qualified as expert and hold a recognised relevant professional qualification and have recent experience in the locations and categories of such investment properties.

Amounts relating to investment properties recognised in profit or loss were as follows:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Rental income				
- Subsidiaries (Note 30)	-	-	3,266,700	3,248,820
- Related parties (Note 30)	1,332,000	1,332,000	1,332,000	1,332,000
- Other party	392,500	434,000	392,500	434,000
Direct operating expense arising from investment property that generated rental income for the year	-	-	29,149	29,258

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16 Property, plant and equipment, net

	Consolidated financial statements						
	Land and land improvements	Building and building improvements	Machinery	Tools and factory equipment	Furniture, fixtures, and office equipment	Motor vehicles	Asset under construction and installation
	Baht	Baht	Baht	Baht	Baht	Baht	Baht
As at 1 October 2020							
Cost	212,828,630	979,942,330	3,059,557,760	1,977,552,463	153,391,520	58,425,089	87,360,268
Less Accumulated depreciation	(67,516,056)	(716,254,198)	(2,019,177,359)	(1,740,925,241)	(123,729,661)	(43,811,728)	-
Net book amount	145,312,574	263,688,132	1,040,380,401	236,627,222	29,661,859	14,613,361	87,360,268
For the year ended 30 September 2021							
Opening net book amount	145,312,574	263,688,132	1,040,380,401	236,627,222	29,661,859	14,613,361	87,360,268
Additions	1,008,269	9,836,017	54,709,817	60,175,940	5,992,706	5,120,259	95,554,608
Disposals, net	-	(21,079)	(3,143,799)	(853,527)	(39,003)	(9)	-
Write-offs, net	-	(182,661)	(95,600)	(155,125)	(49)	-	-
Transfers in (out)	-	915,020	88,929,171	8,799,786	35,000	-	(98,678,977)
Depreciation charges	(7,795,911)	(41,780,385)	(190,118,580)	(91,418,214)	(14,582,544)	(6,978,566)	-
Closing net book amount	138,524,932	232,455,044	990,661,410	213,176,082	21,067,969	12,755,045	84,235,899
As at 30 September 2021							
Cost	213,836,899	989,713,950	3,164,061,625	2,036,586,217	156,896,733	62,022,832	84,235,899
Less Accumulated depreciation	(75,311,967)	(757,258,906)	(2,173,400,215)	(1,823,410,135)	(135,828,764)	(49,267,787)	-
Net book amount	138,524,932	232,455,044	990,661,410	213,176,082	21,067,969	12,755,045	84,235,899
							1,692,876,381
							1,692,876,381

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		Separate financial statements							
		Land and land improvements	Building and building improvements	Machinery	Tools and factory equipment	Furniture, fixtures, and office equipment	Motor vehicles	Asset under construction and installation	Total
		Baht	Baht	Baht	Baht	Baht	Baht	Baht	Baht
As at 1 October 2020									
Cost		212,284,499	956,384,292	2,846,959,316	1,938,720,362	128,910,928	54,880,640	86,682,518	6,224,822,555
Less	Accumulated depreciation	(67,516,056)	(694,355,671)	(1,865,254,990)	(1,705,785,759)	(100,756,064)	(41,435,660)	-	(4,475,104,200)
Net book amount		144,768,443	262,028,621	981,704,326	232,934,603	28,154,864	13,444,980	86,682,518	1,749,718,355
For the year ended 30 September 2021									
Opening net book amount		144,768,443	262,028,621	981,704,326	232,934,603	28,154,864	13,444,980	86,682,518	1,749,718,355
Additions		1,008,269	9,836,017	52,375,296	57,272,006	5,190,585	5,120,259	95,511,888	226,314,320
Disposals, net		-	(21,079)	(3,143,796)	(853,523)	(38,981)	(8)	-	(4,057,387)
Writes-off, net		-	(182,661)	(95,600)	(155,125)	(43)	-	-	(433,429)
Transfers in (out)		-	915,020	88,496,921	8,799,786	35,000	-	(98,246,727)	-
Depreciation charges		(7,795,910)	(41,208,790)	(180,312,415)	(89,670,488)	(13,817,308)	(6,557,416)	-	(339,362,327)
Closing net book amount		137,980,802	231,367,128	939,024,732	208,327,259	19,524,117	12,007,815	83,947,679	1,632,179,532
As at 30 September 2021									
Cost		213,292,768	966,155,910	2,949,143,630	1,995,353,835	133,225,729	58,516,799	83,947,679	6,399,636,350
Less	Accumulated depreciation	(75,311,966)	(734,788,782)	(2,010,118,898)	(1,787,026,576)	(113,701,612)	(46,508,984)	-	(4,767,456,818)
Net book amount		137,980,802	231,367,128	939,024,732	208,327,259	19,524,117	12,007,815	83,947,679	1,632,179,532

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	Separate financial statements						
	Land and land improvements	Building and building improvements	Machinery	Tools and factory equipment	Furniture, fixtures, and office equipment	Motor vehicles	Asset under construction and installation
	Baht	Baht	Baht	Baht	Baht	Baht	Baht
For the year ended 30 September 2022							
Opening net book amount	137,980,802	231,367,128	939,024,732	208,327,259	19,524,117	12,007,815	83,947,679
Additions	852,878	11,195,402	22,559,004	53,129,866	4,691,223	4,286,200	196,154,334
Disposals, net	-	(531)	(4,413,025)	(513,351)	(11,599)	(69,630)	-
Writes-off, net	-	(35,703)	(217,043)	(242,891)	(3,978)	-	-
Transfers in (out)	-	6,940,626	149,089,731	33,656,907	15,000	10,000	(189,712,264)
Depreciation charges	(7,115,297)	(41,798,089)	(187,364,363)	(86,673,056)	(11,174,900)	(5,017,172)	-
Closing net book amount	131,718,383	207,668,833	918,679,036	207,684,734	13,039,863	11,217,213	90,390,349
As at 30 September 2022							
Cost	214,145,647	982,734,548	3,064,406,739	2,069,903,051	135,947,112	58,275,149	90,390,349
Less Accumulated depreciation	(82,427,264)	(775,065,715)	(2,145,727,703)	(1,862,218,317)	(122,907,249)	(47,057,936)	-
Net book amount	131,718,383	207,668,833	918,679,036	207,684,734	13,039,863	11,217,213	90,390,349
							1,580,398,411

Depreciation charges of Baht 322,770,988 (2021: Baht 318,807,787) were included in the costs of sales and services, Baht 16,371,889 (2021: Baht 20,554,540) in administrative expenses in the separate statements of comprehensive income.

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17 Right-of-use assets, net

As at 30 September 2022 and 2021, right-of-use assets balances were as follows:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Billboard space	764,094	943,910	764,094	943,910
Total	764,094	943,910	764,094	943,910

For the years ended 30 September 2022 and 2021, amounts charged to profit or loss and cash flows relating to leases are as follows:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Amortisation of right-of-use assets	179,816	179,816	179,816	179,816
Payment for principal elements of lease payments	220,000	220,000	220,000	220,000
Expenses related to leases that not included in the measurement of lease liabilities and right-of-use assets:				
- Expense relating to short-term leases	1,753,100	793,311	1,753,100	743,655
- Expense relating to leases of low-value assets	1,196,152	1,011,221	1,196,152	1,011,221
Total cash outflow for leases	2,949,252	1,804,532	2,949,252	1,754,876

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18 Computer software, net

	Consolidated financial statements Baht	Separate financial statements Baht
As at 1 October 2020		
Cost	118,318,867	85,508,246
<u>Less</u> Accumulated amortisation	(67,945,290)	(41,272,068)
Net book amount	50,373,577	44,236,178
For the year ended 30 September 2021		
Opening net book amount	50,373,577	44,236,178
Additions	2,888,351	2,590,351
Amortisation charges	(8,388,428)	(7,354,695)
Closing net book amount	44,873,500	39,471,834
As at 30 September 2021		
Cost	121,207,218	88,098,597
<u>Less</u> Accumulated amortisation	(76,333,718)	(48,626,763)
Net book amount	44,873,500	39,471,834
For the year ended 30 September 2022		
Opening net book amount	44,873,500	39,471,834
Additions	12,457,721	10,342,121
Amortisation charges	(8,244,560)	(7,220,923)
Closing net book amount	49,086,661	42,593,032
As at 30 September 2022		
Cost	133,664,939	98,440,718
<u>Less</u> Accumulated amortisation	(84,578,278)	(55,847,686)
Net book amount	49,086,661	42,593,032

Amortisation charges of Baht 808,089 (2021: Baht 767,598) were included in the costs of sales and services and Baht 7,436,471 (2021: Baht 7,620,830) in administrative expenses in the consolidated statement of comprehensive income.

Amortisation charges of Baht 7,220,923 (2021: Baht 7,354,695) were included in the administrative expenses in the separate statement of comprehensive income.

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19 Deferred income taxes

The analysis of deferred tax assets and deferred tax liabilities was as follows:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
The Company and subsidiary with net deferred tax asset position				
Deferred tax assets	59,065,939	70,978,997	54,914,597	65,850,093
Deferred tax liabilities	(7,088,802)	(26,732,394)	(7,063,481)	(26,683,890)
Deferred income taxes, net (assets)	51,977,137	44,246,603	47,851,116	39,166,203
Subsidiary with net deferred tax liability position				
Deferred tax assets	1,075,788	1,561,884	-	-
Deferred tax liabilities	(1,778,413)	(1,841,673)	-	-
Deferred income taxes, net (liabilities)	(702,625)	(279,789)	-	-

Deferred tax assets and liabilities in the statements of financial position are presented at net position of deferred tax assets or liabilities incurred by each entity of the Group. Deferred tax assets and liabilities are offset where the income taxes relate to the same tax authority, being the Revenue Department.

The movements of deferred income taxes during the years were as follows:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Net deferred taxes (assets):				
Opening balance	44,246,603	40,677,033	39,166,203	36,109,278
Recognised to profit or loss	6,715,025	6,801,388	6,031,770	6,288,743
Recognised to other comprehensive income	1,015,509	(3,231,818)	2,653,143	(3,231,818)
Closing balance	51,977,137	44,246,603	47,851,116	39,166,203
Net deferred taxes (liabilities)				
Opening balance	(279,789)	(331,106)	-	-
Recognised to profit or loss	-	51,317	-	-
Recognised to other comprehensive income	(422,836)	-	-	-
Closing balance	(702,625)	(279,789)	-	-

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The deferred taxation relates to the temporary differences between the book values and the tax bases of significant assets and liabilities of the Group, which were summarised below:

Consolidated financial statements				
	As at 1 October 2021 Baht	Recognised to profit or loss Baht	Recognised to other comprehensive income Baht	As at 30 September 2022 Baht
Deferred tax assets				
Derivative liabilities	562,088	(40,684)	-	521,404
Lease liabilities	192,835	(34,058)	-	158,777
Provisions and accruals	72,585,800	3,345,332	(16,091,400)	59,839,732
	73,340,723	3,270,590	(16,091,400)	60,519,913
Deferred tax liabilities				
Derivative assets	(611,061)	385,693	-	(225,368)
Financial assets measured at fair value through other comprehensive income (FVOCI) - debt instruments	352,522	-	424,751	777,273
Financial assets measured at fair value through other comprehensive income (FVOCI) - equity instruments	(28,763,283)	-	16,259,322	(12,503,961)
Right-of-use assets	(188,787)	35,968	-	(152,819)
Plant and equipment	(163,300)	3,022,774	-	2,859,474
	(29,373,909)	3,444,435	16,684,073	(9,245,401)
Deferred income tax, net	43,966,814	6,715,025	592,673	51,274,512
Consolidated financial statements				
	As at 1 October 2020 Baht	Recognised to profit or loss Baht	Recognised to other comprehensive income Baht	As at 30 September 2021 Baht
Deferred income tax assets				
Derivative liabilities	246,649	315,439	-	562,088
Lease liabilities	-	192,835	-	192,835
Provisions and accruals	68,994,904	3,590,896	-	72,585,800
	69,241,553	4,099,170	-	73,340,723
Deferred income tax liabilities				
Derivative assets	(50,026)	(561,035)	-	(611,061)
Financial assets measured at fair value through other comprehensive income (FVOCI) - debt instruments	444,220	-	(91,698)	352,522
Financial assets measured at fair value through other comprehensive income (FVOCI) - equity instruments	(25,623,163)	-	(3,140,120)	(28,763,283)
Right-of-use assets	(5)	(188,782)	-	(188,787)
Plant and equipment	(3,666,652)	3,503,352	-	(163,300)
	(28,895,626)	2,753,535	(3,231,818)	(29,373,909)
Deferred income tax, net	40,345,927	6,852,705	(3,231,818)	43,966,814

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	Separate financial statements			
	As at 1 October 2021 Baht	Recognised to profit or loss Baht	Recognised to other comprehensive income Baht	As at 30 September 2022 Baht
Deferred tax assets				
Derivative liabilities	562,088	(40,684)	-	521,404
Lease liabilities	192,835	(34,058)	-	158,777
Provisions and accruals	65,895,014	2,748,519	(14,030,930)	54,612,603
	66,649,937	2,673,777	(14,030,930)	55,292,784
Deferred tax liabilities				
Derivative assets	(611,061)	385,693	-	(225,368)
Financial assets measured at fair value through other comprehensive income (FVOCI) - debt instruments	352,522	-	424,751	777,273
Financial assets measured at fair value through other comprehensive income (FVOCI) - equity instruments	(28,763,283)	-	16,259,322	(12,503,961)
Right-of-use assets	(188,787)	35,968	-	(152,819)
Plant and equipment	1,726,875	2,936,332	-	4,663,207
	(27,483,734)	3,357,993	16,684,073	(7,441,668)
Deferred income tax, net	39,166,203	6,031,770	2,653,143	47,851,116
	Separate financial statements			
	As at 1 October 2020 Baht	Recognised to profit or loss Baht	Recognised to other comprehensive income Baht	As at 30 September 2021 Baht
Deferred income tax assets				
Derivative liabilities	246,649	315,439	-	562,088
Lease liabilities	-	192,835	-	192,835
Provisions and accruals	63,002,818	2,892,196	-	65,895,014
	63,249,467	3,400,470	-	66,649,937
Deferred income tax liabilities				
Derivative assets	(50,026)	(561,035)	-	(611,061)
Financial assets measured at fair value through other comprehensive income (FVOCI) - debt instruments	444,220	-	(91,698)	352,522
Financial assets measured at fair value through other comprehensive income (FVOCI) - equity instruments	(25,623,163)	-	(3,140,120)	(28,763,283)
Right-of-use assets	(5)	(188,782)	-	(188,787)
Plant and equipment	(1,911,215)	3,638,090	-	1,726,875
	(27,140,189)	2,888,273	(3,231,818)	(27,483,734)
Deferred income tax, net	36,109,278	6,288,743	(3,231,818)	39,166,203

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As at 30 September 2022, the Group only recognised those deferred tax assets that in the management's judgement were likely to be realised, due to the historical operating profits generated by the operations of the entities within the Group. This is disclosed in the note regarding the gross deferred and income taxes to enable users of the financial statements to understand the nature of the movements in this balance.

As at 30 September 2022, the Group has no tax loss carried forward.

Under the Thai Revenue Code, all entities are taxed as separate entities with no relief available for the Group.

20 Trade and other payables

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Trade payables - related companies (Note 30)	271,628,810	281,678,985	271,628,810	282,652,257
Trade payables - other companies	635,452,589	553,924,496	630,076,088	545,227,621
Amounts due to related parties (Note 30)	76,315	963,445	26,433,864	32,525,946
Accrued expenses	163,774,032	135,683,035	145,364,863	122,586,728
Down payments received from customers	2,983,786	2,076,387	2,983,786	2,076,387
Other payables	73,113,002	51,509,055	70,643,939	50,270,900
Trade and other payables	1,147,028,534	1,025,835,403	1,147,131,350	1,035,339,839

Outstanding accrued expenses as at 30 September 2022 and 2021 were detailed as follows:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Accrued bonuses	126,517,893	99,337,730	113,626,895	89,407,916
Accrued employee income taxes	10,615,839	6,822,999	10,146,698	6,498,171
Accrued employee welfare	9,401,655	9,957,105	8,573,048	9,156,925
Other accruals	17,238,645	19,565,201	13,018,222	17,523,716
Total accrued expenses	163,774,032	135,683,035	145,364,863	122,586,728

21 Employee benefit obligations

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
The statement of financial position:				
Retirement benefits	285,819,444	349,717,892	259,683,793	316,263,957
Total	285,819,444	349,717,892	259,683,793	316,263,957

The plans are final salary retirement plans. The level of benefits provided depends on members' length of service and their salaries in the final years leading up to retirement.

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The movements in the obligations over the years were as follows:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Opening balance	349,717,892	326,796,733	316,263,957	296,281,462
Current service cost	24,222,417	24,122,392	21,766,395	21,708,612
Interest cost	5,979,468	5,659,103	5,405,452	5,134,219
Remeasurements on employee benefit obligations:				
- Gain on change in financial assumptions	(86,710,472)	-	(76,035,810)	-
- Experience loss	6,253,470	-	5,881,152	-
	299,462,775	356,578,228	273,281,146	323,124,293
<u>Add</u> Additional provisions from transfer of employees	-	-	45,978	-
<u>Less</u> Benefits paid during the year	(13,643,331)	(6,860,336)	(13,643,331)	(6,860,336)
At 30 September	285,819,444	349,717,892	259,683,793	316,263,957

The Group accounts for these liabilities on an estimated basis using the following principal actuarial assumptions:

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
Discount rate	2.75%	1.75%	2.75%	1.75%
Future salary increase rates	4.50%	6.00% - 6.50%	4.50%	6.00% - 6.50%
Other fixed allowance rate	3.50%	1.75%	3.50%	1.75%
1 Baht Gold price	Baht 30,000	Baht 21,500	Baht 30,000	Baht 21,500
Gold Inflation rate	3.00%	3.00%	3.00%	3.00%
Retirement age	58 years old	58 years old	58 years old	58 years old

The sensitivity analysis for each significant assumption disclosed in 2022 was as follows:

Consolidated financial statement			
Impact on employee benefit obligations			
Change in assumptions	Change in the obligations (%)	Change in the obligations (Baht)	
Discount rate	Increased by 0.5%	Decrease by 4.9%	Decreased by Baht 14,109,775
	Decreased by 0.5%	Increase by 5.3%	Increased by Baht 15,255,286
Future salary increase rate	Increased by 1%	Increase by 9.6%	Increased by Baht 27,544,450
	Decreased by 1%	Decrease by 8.4%	Decreased by Baht 23,895,305
1 Baht Gold price	Increased by Baht 1,000	Increase by 0.4%	Increased by Baht 1,026,488
	Decreased by Baht 1,000	Decrease by 0.4%	Decreased by Baht 1,026,488
Separate financial statement			
Impact on employee benefit obligations			
Change in assumptions	Change in the obligations (%)	Change in the obligations (Baht)	
Discount rate	Increased by 0.5%	Decrease by 4.8%	Decreased by Baht 12,449,299
	Decreased by 0.5%	Increase by 5.2%	Increased by Baht 13,446,993
Future salary increase rate	Increased by 1%	Increase by 9.3%	Increased by Baht 24,195,798
	Decreased by 1%	Decrease by 8.1%	Decreased by Baht 21,028,489
1 Baht Gold Price	Increased by Baht 1,000	Increase by 0.4%	Increased by Baht 949,342
	Decreased by Baht 1,000	Decrease by 0.4%	Decreased by Baht 949,342

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The above sensitivity analysis were based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method of calculating the retirement benefit obligation recognised within the statements of financial position at the end of the reporting period (present value of the defined benefit obligation calculated with the projected unit credit method).

The methods and types of assumptions used in preparing the sensitivity analysis did not change compared to the previous year.

The weighted average duration of the retirement benefit obligation was 11.01 years.

Expected maturity analysis of undiscounted retirement benefits:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Less than a year	8,103,016	10,542,886	8,062,111	10,419,877
Between 1 - 5 years	60,239,961	40,119,160	57,973,965	38,646,926
Over 5 years	319,004,823	360,393,439	282,930,440	313,247,854
	387,347,800	411,055,485	348,966,516	362,314,657

22 Share capital and premium on share capital

	Consolidated and Separate financial statements			
	Number of shares	Ordinary shares Baht	Share premium Baht	Total Baht
As at 1 October 2020	192,207,700	85,988,362	298,000,000	383,988,362
Issue of shares	-	-	-	-
As at 30 September 2021	192,207,700	85,988,362	298,000,000	383,988,362
Issue of shares	-	-	-	-
As at 30 September 2022	192,207,700	85,988,362	298,000,000	383,988,362

As at 30 September 2022, the total number of registered ordinary shares was 200 million shares (2021: 200 million shares) with a par value of Baht 1 per share (2021: Baht 1 per share). All issued shares are fully paid.

The details of the treasury shares are disclosed in Note 24.

23 Legal reserve

Under the Public Companies Act, the Company is required to set aside as a legal reserve at least 5% of profit derived from the business of the Company after accumulated deficit brought forward (if any) until the reserve reaches 10% of the registered share capital. This reserve is non-distributable.

In consolidated financial statements, legal reserve of subsidiaries included in unappropriated retained earnings.

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24 Treasury shares

Where any companies within the Group repurchases its shares, the consideration paid, including any directly attributable incremental costs (net of taxes) is deducted from equity until the shares are cancelled or reissued. Where such shares are subsequently reissued, any consideration received, net of any directly attributable incremental transaction costs and the related income tax effects, is included in equity.

At the Board of Directors Meeting no. 8/2019 of the Company held on 22 November 2019, the meeting passed a resolution approving the share repurchase project for financial management purpose with amount not exceeding Baht 118 million, approximately represents 8 million shares or 4% of the total issued shares. The Company repurchases the ordinary shares via main board of the Stock Exchange of Thailand within 6 months, during the period from 9 December 2019 to 5 June 2020. Treasury share has to be resold after 6 months but no later than 3 years from the completion date of share repurchases. The payment for treasury shares presented as reduction in equity in the statement of financial position.

On 5 June 2020, the share repurchase project for financial management purpose had been completed. The Company repurchased 7,792,300 shares for total treasury shares of Baht 114,011,638, represents 3.9% of the Company's total issued shares.

25 Dividend income

Dividend income from subsidiaries

At the Annual General Meeting of shareholders for 2021 of Kin No Hoshi Engineering Company Limited held on 29 January 2021, the shareholders passed a resolution approving dividend payment from its operating results for 2020 at Baht 50 per share from non-BOI promoted operations, amounting to a total dividend of Baht 5 million. The dividend was received on 25 February 2021.

At the Annual General Meeting of shareholders for 2022 of Kin No Hoshi Engineering Company Limited held on 28 January 2022, the shareholders passed a resolution approving dividend payment from its operating results for 2021 at Baht 30 per share from non-BOI promoted operations, amounting to a total dividend of Baht 3 million. The Company received dividend on 28 February 2022.

At the Annual General Meeting of shareholders for 2021 of IRC (Asia) Research Limited held on 29 January 2021, the shareholders passed a resolution approving dividend payment from its operating results for 2020 at Baht 6 per share from non-BOI promoted operations, amounting to a total dividend of Baht 18 million. The dividend was received on 25 February 2021.

At the Annual General Meeting of shareholders for 2022 of IRC (Asia) Research Limited held on 28 January 2022, the shareholders passed a resolution approving dividend payment from its operating results for 2021 at Baht 5.53 per share from non-BOI promoted operations, amounting to a total dividend of Baht 16 million. The Company received the dividend on 28 February 2022.

Dividend income from investment in equity instruments

On 1 February 2021, the Group received the 2nd dividend payment for the operating results for 2016 to 2018 from Inoue Rubber Vietnam Company Limited of VND 16,614 million (approximated Baht 21.56 million).

On 1 March 2022, the Group received dividend payment for the operating results for 2019 from Inoue Rubber Vietnam Company Limited of VND 9.24 million (approximated Baht 13.18 million).

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26 Expenses by nature

The following expenditure items, classified by nature, have been charged in arriving at the operating profit:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Raw materials and consumables used	2,958,362,592	2,415,820,424	2,937,304,457	2,393,574,298
Changes in finished goods and work in progress	16,178,454	60,039,808	16,341,406	59,420,999
Depreciation of investment properties and plant and equipment (Notes 15 and 16)	352,463,476	352,674,200	339,172,026	339,391,585
Amortisation of right-of-use assets (Note 17)	179,816	179,816	179,816	179,816
Amortisation of computer software (Note 18)	8,244,560	8,388,428	7,220,923	7,354,695
Staff costs	814,290,991	777,988,414	735,099,744	704,604,627
Advertising and promotion expenses	15,540,774	17,561,780	15,540,774	17,561,780
Rental expenses	2,949,252	1,804,532	2,949,252	1,754,876
Purchases of finished goods	960,568,188	827,481,834	960,568,188	827,481,834
Utility expenses	158,222,673	145,781,128	150,103,498	138,921,133
Transportation expenses	75,418,686	67,996,851	75,320,627	67,954,380
Repair and maintenance expenses	117,631,364	101,215,454	113,490,555	98,250,991
Professional fees	47,262,156	43,617,528	46,933,942	43,317,121
Insurance premiums	17,428,580	16,601,068	17,209,963	16,146,233

27 Income tax expenses

Income tax expenses for the years ended 30 September 2022 and 2021 were summarised below:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Current tax:				
Current tax on profits for the year	19,335,050	87,421,008	14,392,744	82,836,563
Adjustments in respect of prior year	(233,408)	405,889	(262,604)	742,985
Total current tax	19,101,642	87,826,897	14,130,140	83,579,548
Deferred income tax (Note 19):				
Decrease in deferred tax assets	(3,270,590)	(4,099,170)	(2,673,777)	(3,400,470)
Decrease in deferred tax liabilities	(3,444,435)	(2,753,535)	(3,357,993)	(2,888,273)
Total deferred income tax	(6,715,025)	(6,852,705)	(6,031,770)	(6,288,743)
Income tax expense	12,386,617	80,974,192	8,098,370	77,290,805

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Reconciliation of income tax expenses and the results of accounting profit using the basic tax rate of the year was presented as below:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Profit before income tax expenses	122,326,694	421,004,772	119,958,639	422,328,496
Tax calculated at statutory tax rates of 20%	24,465,339	84,200,954	23,991,728	84,465,699
Impact:				
Income not subjected to tax and expenses that are deductible at a greater amount	(5,262,287)	(3,413,736)	(8,955,124)	(7,915,627)
Expenses not deductible for tax purpose	4,250,297	723,210	4,157,694	602,354
Additional income subjected to tax	-	-	-	-
Profit from promoted activities which exempt from payment of corporate income tax	(10,833,324)	(633,768)	(10,833,324)	(604,606)
Tax losses for which no deferred income tax asset was recognised	-	-	-	-
Utilisation of previously unrecognised tax losses	-	(308,357)	-	-
Adjustment in respect of prior year	(233,408)	405,889	(262,604)	742,985
Income tax expenses	12,386,617	80,974,192	8,098,370	77,290,805

The average income tax rate was 10.13% (2021: 19.23%) for the consolidated financial statements and 6.75% (2021: 18.30%) for the separate financial statements. The increase in the average income tax rate is due to a decrease in the profit from promoted activities with tax-exempt for the current year.

The tax relating to component of other comprehensive income was as follows:

	Consolidated financial statements					
	2022			2021		
	Before tax Baht	Tax Baht	After tax Baht	Before tax Baht	Tax Baht	After tax Baht
Measurement of debt instruments at fair value through other comprehensive income	(2,123,754)	424,751	(1,699,003)	458,490	(91,698)	366,792
Measurement of equity instruments at fair value through other comprehensive income	(81,296,610)	16,259,322	(65,037,288)	15,700,603	(3,140,120)	12,560,483
Remeasurements of employee benefit obligations	80,457,002	(16,091,400)	64,365,602	-	-	-
	(2,963,362)	592,673	(2,370,689)	16,159,093	(3,231,818)	12,927,275

	Separate financial statements					
	2022			2021		
	Before tax Baht	Tax Baht	After tax Baht	Before tax Baht	Tax Baht	After tax Baht
Measurement of debt instruments at fair value through other comprehensive income	(2,123,754)	424,751	(1,699,003)	458,490	(91,698)	366,792
Measurement of equity instruments at fair value through other comprehensive income	(81,296,610)	16,259,322	(65,037,288)	15,700,603	(3,140,120)	12,560,483
Remeasurements of employee benefit obligations	70,154,658	(14,030,930)	56,123,728	-	-	-
	(13,265,706)	2,653,143	(10,612,563)	16,159,093	(3,231,818)	12,927,275

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28 Earnings per share

Basic earnings per share are calculated by dividing the net profit attributable to the owner of the parent company by the weighted average number of ordinary shares in issue during the year.

	Consolidated financial statements		Separate financial statements	
	2022	2021	2022	2021
Net profit attributable to the owners of the parent company (Baht)	109,940,057	340,030,324	111,860,269	345,037,691
Weighted average number of ordinary shares outstanding (shares)	192,207,700	192,207,700	192,207,700	192,207,700
Basic earnings per share (Baht per share)	0.57	1.77	0.58	1.80

There were no dilutive potential ordinary shares in issue during the years presented.

29 Changes in liabilities arising from financing activities

	Consolidated and separate financial statements
	Lease liabilities Baht
Balance as at 1 October 2021	964,174
Finance cost	49,708
Payment for principal elements of lease payments	(220,000)
Balance as at 30 September 2022	793,882
Lease liabilities - current portion	216,614
Lease liabilities - non-current portion	577,268

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30 Related party transactions

Individuals and entities that directly, or indirectly control or are controlled by or are under common control with the Company, including investment entities, associates, joint venture and individuals or entities having significant influence over the Company, key management personnel, including directors and officers of the Company and close members of the family of these individuals and entities associated with these individuals also constitute related parties.

The Company's major shareholders are the Leeissaranukuls group in proportion of 39.51% and Inoue Rubber Company Limited, which is incorporated and domiciled in Japan, in proportion of 35.69%. The remaining 24.80% of the shares are widely held.

In considering each possible related-party relationship, attention is directed to the substance of the relationship, and not merely the legal form.

During the year, the Group and the Company entered into several transactions with its subsidiaries and related parties. The terms and basis of such transactions were negotiated between the parties in the ordinary course of business and according to normal trade conditions.

	Terms and basis
Sales of goods	Market price or cost plus margin according to type of products
Service income	Cost plus margin
Rental income	Contract price which is in line with market
Purchases of raw materials, machinery and metal molds	Prices which approximate to the price charged to a third party
Research and development expenses	Prices as agreed in the contract which is near to the market price
Technical assistance fees	Prices as agreed in the contract based on percentage of sales
Advertising expenses	Prices which approximate to the price charged nearly to the market price
Utility expenses	Price as agreed to the price charged by a third party
Employee service sharing expenses	Prices which approximate to the price charged to a third party

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The significant related party transactions for the years ended 30 September 2022 and 2021 were summarised as follows:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Sales of goods				
Subsidiaries	-	-	14,057,304	17,937,953
Related parties	2,594,188,187	2,389,845,908	2,594,062,552	2,389,843,760
	2,594,188,187	2,389,845,908	2,608,119,856	2,407,781,713
Services income				
Related parties	15,894,970	14,714,817	15,894,970	14,714,817
Rental income (Note 15)				
Subsidiaries	-	-	3,266,700	3,248,820
Related parties	1,332,000	1,332,000	1,332,000	1,332,000
	1,332,000	1,332,000	4,598,700	4,580,820
Dividend income (Note 25)				
Subsidiaries	-	-	18,999,753	22,999,608
Related party	13,175,780	21,561,709	13,175,780	21,561,709
	13,175,780	21,561,709	32,175,533	44,561,317
Purchases of raw materials				
Related parties	931,611,821	911,501,462	931,611,821	911,501,462
Purchases of machinery and metal molds and repair costs				
Subsidiary	-	-	44,525,875	47,187,825
Related parties	1,830,016	1,998,414	1,830,016	1,998,414
	1,830,016	1,998,414	46,355,891	49,186,239
Research and development expenses				
Subsidiary	-	-	112,887,126	102,997,082
Related party	3,181,447	1,343,390	-	-
	3,181,447	1,343,390	112,887,126	102,997,082
Technical assistance fees				
Related parties	86,397,658	79,267,496	86,397,658	79,267,496
Rental and service fees				
Related parties	1,512,696	530,541	1,512,696	530,541
Advertising expenses				
Related parties	6,425,485	8,855,302	6,425,485	8,855,302
Utility expenses				
Related parties	430,505	380,593	430,505	380,593

The Company entered into rental agreements of land, building, and machinery and equipment with two subsidiaries and related company with total annual rental income of approximately Baht 4.60 million. The lease terms are 1 year.

The Company charged certain utility expenses to certain related companies at which approximate to the price charged to a third party.

The Company entered into marketing and sales cooperation and product quality assurance and quality control service agreements with a local related company. Under these agreements the Company has obliged to pay service fees to such company at the rate as stipulated in the agreements. The agreements have been in effect since May 2009 until cancelled by either party.

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For the year ended 30 September 2022

The Company entered into research and development services agreement with a subsidiary. Under this agreement, the Company has obliged to pay service fee to the subsidiary at the rate stipulated in the agreement. The agreement is effective for a period of 1 year which commenced from May 2022.

The Company entered into professional service agreements with a local related company to provide the professional services at total annual services income of approximately Baht 13.24 million. The service fees will be reviewed mutually by both parties in June of a year. The agreement is effective for a period of 1 year which commenced from June 2022.

The Company entered into a space rental and security service agreement with a local related company. Under this agreement, the Company has obliged to pay rental and service fee to the related party approximately Baht 1.54 million. The term of the agreement are 6 months which commenced from August 2022.

The outstanding balances as at 30 September 2022 and 2021 between the Company and those related companies were summarised as follows:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Trade receivables				
Subsidiaries	-	-	4,046,646	4,981,212
Related companies	509,613,182	457,228,073	509,613,182	457,228,074
Total trade receivables	509,613,182	457,228,073	513,659,828	462,209,286
Amounts due from related parties				
Subsidiaries	-	-	1,928,815	1,771,323
Related companies	1,529,673	1,512,434	1,529,673	1,512,434
Total amounts due from related parties	1,529,673	1,512,434	3,458,488	3,283,757
Trade payables				
Subsidiaries	-	-	-	973,272
Related companies	271,628,810	281,678,985	271,628,810	281,678,985
Total trade payables	271,628,810	281,678,985	271,628,810	282,652,257
Amounts due to related parties				
Subsidiaries	-	-	26,357,550	32,268,301
Related companies	76,315	963,445	76,314	257,645
Total amounts due to related parties	76,315	963,445	26,433,864	32,525,946

Directors' and key management's remunerations

The Company and its subsidiaries had the compensation paid or payable to their key directors and management for the years ended 30 September 2022 and 2021 as follows:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Salaries and short-term employee benefits	68,323,785	65,275,947	68,323,785	65,275,947
Post-employee benefits	1,596,821	1,744,164	1,596,821	1,744,164
Other long-term employee benefits	1,316,516	1,270,930	1,316,516	1,270,930
	71,237,122	68,291,041	71,237,122	68,291,041

Inoue Rubber (Thailand) Public Company Limited

Notes to the Consolidated and Separate Financial Statements

For the year ended 30 September 2022

31 Promotional privileges

The Company and its subsidiary have been granted promotional privileges under the Investment Promotion Act B.E. 2520 as approved by the Board of Investment. Under certain significant conditions, significant privileges are as follows:

Details	Inoue Rubber (Thailand) Public Company Limited		Kin No Hoshi Engineering Company Limited
	64-0737-1-07-1-0 17 March 2021	64-0736-1-07-1-0 17 March 2021	63-0570-1-00-1-0 15 April 2020
1. Certificate No. Dated	Manufacturing of motorcycle tires and tubes	Manufacturing of rubber parts for vehicles and compound rubber	Manufacturing of molds and repairing of its own manufactured molds
2. Promotional privileges for	3 years	3 years	5 years
3. The significant privileges are	Granted	Granted	Granted
3.1 Exemption of corporate income tax for net income from promotional operations and exemption of income tax on dividends paid from the profit of the operations throughout the period in which the corporate income tax is exempted.	Granted	Granted	Granted
3.2 Allowance for carry-forward of annual loss from operations incurred during the exemption of corporate income tax on net income to offset with net income for a period of 5 years, after exemption period in 3.1.	Granted	Granted	Granted
3.3 Exemption/Reduction of import duty on machinery as approved by the Board.	None	Granted	None
3.4 Exemption of import duty on raw materials and significant supplies used in export production from the first import date.	None	Granted	None
3.5 50% reduction of corporate income tax rate for net income from promotional operations for a period of 5 years, after exemption period in 3.1.	None	None	None
4. Date of first earning operating income	24 July 2021	24 July 2021	3 May 2021

Inoue Rubber (Thailand) Public Company Limited

Notes to the Consolidated and Separate Financial Statements

For the year ended 30 September 2022

Sales of the Group are both export and local sales which could be separated between promoted and non-promoted operations as follows:

Consolidated financial statements						
	BOI		non-BOI		Total	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Sales:						
Export	985,164,997	210,399,351	106,119,978	835,861,377	1,091,284,975	1,046,260,728
Local	3,465,351,016	475,645,866	1,326,531,780	3,775,474,212	4,791,882,796	4,251,120,078
	4,450,516,013	686,045,217	1,432,651,758	4,611,335,589	5,883,167,771	5,297,380,806
Separate financial statements						
	BOI		non - BOI		Total	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Sales:						
Export	985,164,997	210,399,351	105,994,343	835,859,228	1,091,159,340	1,046,258,579
Local	3,465,351,016	475,645,866	1,325,109,840	3,773,683,801	4,790,460,856	4,249,329,667
	4,450,516,013	686,045,217	1,431,104,183	4,609,543,029	5,881,620,196	5,295,588,246

32 Dividends paid

At the Annual General Meeting of shareholders for 2022 of the Company held on 28 January 2022, the shareholders passed a resolution approving dividend payment from its operating results for 2021 at Baht 0.8845 per share from non-BOI promoted operations, amounting to a total dividend of Baht 170.01 million. The dividends were distributed to shareholders on 28 February 2022.

At the Annual General Meeting of shareholders for 2021 of the Company held on 29 January 2021, the shareholders passed a resolution approving dividends payment from its operating results for 2020 at Baht 0.5699 per share (Baht 0.0739 per share from BOI-promoted operations and Baht 0.4960 per share from non-BOI promoted operations), amounting to a total dividend of Baht 109.54 million. The dividends were distributed to shareholders on 25 February 2021.

33 Commitments

33.1 Lease commitments

The Group has entered into several lease agreements with low-value assets, lease term of 12 months or less in respect of building area, accommodation for employees, motor vehicles and office equipment.

As at 30 September 2022 and 2021, the Group had future minimum lease payments required under these non-cancellable low-value assets and lease term of 12 months or less leases (2021: Baht 0.63 million) as follows:

	Consolidated financial statements		Separate financial statements	
	2022 Baht	2021 Baht	2022 Baht	2021 Baht
Within 1 year	647,022	610,504	647,022	610,504
Later than 1 year but not later than 3 years	377,190	20,110	377,190	20,110
Total	1,024,212	630,614	1,024,212	630,614

Inoue Rubber (Thailand) Public Company Limited
Notes to the Consolidated and Separate Financial Statements
For the year ended 30 September 2022

33.2 Letters of guarantee

As at 30 September 2022, the Company had outstanding letters of guarantee issued by financial institutions of approximately Baht 20.62 million (2021: Baht 20.62 million) to the Provincial Electricity Authority for electricity consumption on behalf of the Company and Baht 0.38 million (2021: Baht 0.34 million) for the due fulfillment by the Company of the terms and conditions in respect of grant of Certification Mark License by the licensor and Baht 5.42 million (2021: Baht 1.06 million) for the contractual performance.

The guarantees are issued in the ordinary course of business. No liabilities are expected to arise from the above guarantees.

33.3 Operating commitments

The Company entered into agreements for technical assistance in production with foreign related companies. Under the agreements, the Company has obliged to pay technical assistance fees at the rates as stipulated in the agreements, which are percentage of sales.

34 Events occurring after the statement of financial position date

On 24 November 2022, the Board of Directors' Meeting of the Company No.6/2022 had a resolution for the proposed dividend payment from its operating results for 2022 at Baht 0.2910 per share (Baht 0.2496 per share from BOI-promoted operations and Baht 0.0414 per share from non-BOI promoted operations) to shareholders who are on the register as at 9 February 2023, amounting to a total dividend of Baht 55.93 million. The dividend will be distributed on 28 February 2023. The dividend has not been recognized as liability in the financial statements. The dividend payment will later be proposed for approval in the Annual General Meeting of the Company's shareholders.



Attachment

Attachment 1	Information of the Board of Directors, Executives, Controlling Persons and Company Secretary
Attachment 2	Information of the Directors of the Subsidiaries
Attachment 3	Information of Head of the Internal Audit
Attachment 4	Business Assets and Information on Asset Valuation
Attachment 5	Good Corporate Governance Handbook

Board of Directors



Mrs. Pimjai
Leeissaranukul

Mr. Shigeki
Yamada

Mr. Soichi
Inoue

Mr. Thanong
Leeissaranukul



Mr. Apichart
Leeissaranukul

Mrs. Porntip
Sethiwan

Mrs. Anchalee
Chavanich

Assoc. Prof.
Jaruporn Viganant



Mr. Kittichai
Raktakanit

Mr. Surong
Bulakul

Mr. Kazuo
Sato

Executive Committee



Mr. Shigeki
Yamada



Mrs. Pimjai
Leeissaranukul



Mr. Takeshi
Arakawa



Ms. Witchuda
Kupongsak



Mr. Akira
Tokoro



Mr. Suchart
Kootiratrakarn



Mr. Narongchai
Rattanaekkawin



Ms. Praewphan
Songhong



Mr. Hiroyuki
Hibi



Mr. Kazuaki
Yamada

1. Information of Directors



Mrs. Pimjai Leeissaranukul

Age: 61 years

Position:

Chairman/ Executive Chairman/ Vice-Chairman of the Executive Committee/ Authorized Signatory Director

Date of appointment

December 30, 1994

Shareholding Proportion (As at September 30, 2022)

2.78%

Relation with directors and executives

Siblings: Mr. Thanong Leeissaranukul, Mr. Apichart Leeissaranukul, and Mrs. Porntip Sethiwan

Education

- Master's Degree in Business Administration, Drexel University, Philadelphia, U.S.A.
- Bachelor's Degree in Industrial Engineering, Faculty of Engineering, Chulalongkorn University

Training courses in 2022

- Board Essential Program (BEP) Class 1 from Institute of Research and Development for Public Enterprise (IRDP)

Training

Thai Institute of Directors Association (IOD)

- Director Certification Program (DCP) Class 37/2003
- Role of the Chairman Program (RCP) Class 31/2013
- Risk Management Committee Program (RMP) Class 1/2013

Other Training

- Thailand Energy Academy for Executives Class 11 (TEA 11)
- Joint Stage Private Sector Regular Course Class 26/2013 from National Defense College (NDC)
- Capital Market Academy Leadership Program Class 10 (CMA 10)
- Business Revolution and Innovation Network Class 1 (BRAIN 1) from The Federation of Thai Industries

Work Experiences in the past 5 years

2013 – Present	<ul style="list-style-type: none"> Chairman, Executive Chairman and Vice-Chairman of the Executive Committee of Inoue Rubber (Thailand) PCL.
2013 – Present	<ul style="list-style-type: none"> Honorary Chairman of Inoac Tokai (Thailand) Co., Ltd.
2020 – Present	<ul style="list-style-type: none"> Member of the Board of Regional Center for Manufacturing System Engineering (RCMSE), Faculty of Engineering, Chulalongkorn University Member of the Board of government procurement and supplies management sector, the Comptroller General's Department
2018 – Present	<ul style="list-style-type: none"> Vice Chairman of the Federation of Thai Industries
2017 – Present	<ul style="list-style-type: none"> Member of the Board of ASEAN Woman Entrepreneur Network (AWEN)
2016 – Present	<ul style="list-style-type: none"> Member of the Board of Association of Capital Market Academy (ACMA)
2014 – Present	<ul style="list-style-type: none"> Consultant of the Board of Thai Women Engineers, The Engineering Institute of Thailand
2010 – Present	<ul style="list-style-type: none"> Global Advisory Board member of Babson College, MA, U.S.A.
2008 – Present	<ul style="list-style-type: none"> Member of the Young Thai Entrepreneurs Association (YTEA)
2006 – Present	<ul style="list-style-type: none"> Director of Daido Sittipol Co., Ltd.
2001 – Present	<ul style="list-style-type: none"> Director of Kinno Hoshi Engineering Co., Ltd.
1995 – Present	<ul style="list-style-type: none"> Director of Sungold Holding Co., Ltd Director of IRC (Asia) Research Ltd. Chairman of Thai Inoac Components Co., Ltd
1993 – Present	<ul style="list-style-type: none"> Director of Sopa-Kanok International Co., Ltd.
1983 – Present	<ul style="list-style-type: none"> Director of Thai Stanley Electric PCL.
2020 – 2022	<ul style="list-style-type: none"> Chairman of Industrial Standard Committee (ISC) of the Federation of Thai Industries
2019 – 2022	<ul style="list-style-type: none"> Independent director of Mass Rapid Transit Authority of Thailand (MRTA)
2003 – 2022	<ul style="list-style-type: none"> Director of Wangchula Co., Ltd
2018 – 2020	<ul style="list-style-type: none"> Chairman of Industrial Excellence Center (IEC) of the Federation of Thai Industries Director of Thailand National Defense College (NDC) 2013 – Fund raising, Joint Stage Private Sector Regular Course 26
2016 – 2018	<ul style="list-style-type: none"> Vice Chairman of Thailand Forest Certification Council (TFCC), the Federation of Thai Industries Director and Deputy Secretary General of the Federation of Thai Industries
2015 – 2018	<ul style="list-style-type: none"> Director and Deputy Secretary General of Public Relations, the Federation of Thai Industries
2013 – 2018	<ul style="list-style-type: none"> Director of Student Council, Thailand National Defense College (NDC) – The Joint Stage Private Sector Regular Course 26

Director/ Management Position in other business

Listed companies

1. Director of Thai Stanley Electric PCL.

Non-listed companies

1. Honorary Chairman of Inoac Tokai (Thailand) Co., Ltd.
2. Director of Daido Sittipol Co., Ltd.
3. Director of Kinno Hoshi Engineering Co., Ltd.
4. Chairman of Thai Inoac Components Co., Ltd.
5. Director of IRC (Asia) Research Ltd.
6. Director of Sungold Holding Co., Ltd.
7. Director of Sopa-Kanok Internatioal Co., Ltd.

Other business

1. Vice Chairman of the Federation of Thai Industries
2. Member of the Board of ASEAN Woman Entrepreneur Network (AWEN)
3. Member of the Board of Association of Capital Market Academy (ACMA)
4. Consultant of the Board of Thai Women Engineers, The Engineering Institute of Thailand
5. Global Advisory Board member of Babson College, MA, U.S.A.
6. Member of the Young Thai Entrepreneurs Association (YTEA)
7. Member of the Board of Regional Center for Manufacturing System Engineering (RCMSE), Faculty of Engineering, Chulalongkorn University
8. Member of the Board of government procurement and supplies management sector, the Comptroller General's Department

Annual General Meeting of Shareholders	1/1 time
Board of Director's Meeting	7/7 time
Executive Committee's Meeting	6/6 time

Illegal record in the past 10 years

- None -





Mr. Shigeki Yamada

Age: 60 years

Position:

President/ Chairman of the Executive Committee/
Vice Chairman of the Risk Management Committee/
Authorized Signatory Director

Date of appointment

October 23, 2021

Shareholding Proportion (As at September 30, 2022)

-None-

Relation with directors and executives

-None-

Education

- Bachelor of Law, Major of Law, Meijo University, Japan

Training courses in 2022

-None-

Training

-None-

Work Experiences in the past 5 years

October 2021 – Present	<ul style="list-style-type: none"> • President, Chairman of the Executive Committee and Vice Chairman of the Risk Management Committee of Inoue Rubber (Thailand) PCL. • Director of Sungold Holding Co.,Ltd. • Director of Thai Inoac Components Co.,Ltd. • Director and Executive Director of Kinno Hoshi Engineering Co.,Ltd.
March 2021 – October 2021	<ul style="list-style-type: none"> • General Manager of Overseas Business Division, Inoac Corporation Co., Ltd., Japan
2019 – 2021	<ul style="list-style-type: none"> • Managing Director of Inoac Vietnam Co., Ltd.
2018 – 2019	<ul style="list-style-type: none"> • Deputy General Manager in Sales Section of Automotive Division of Inoac Corporation Co., Ltd.
2016 – 2018	<ul style="list-style-type: none"> • Managing Director of Automotive department for Inoac group company in North America of Inoac Corporation Co., Ltd.

Director/ Management Position in other business

Other institution

-None-

Non-listed companies

1. Director of Sungold Holding Co., Ltd.
2. Director of Thai Inoac Components Co., Ltd.
3. Director of Kinno Hoshi Engineering Co., Ltd.

Other business

-None-

Meeting Attendance in 2022

Annual General Meeting of Shareholders	1/1 time
Board of Director's Meeting	6/6 times
Executive Committee's Meeting	5/5 times
Risk Management Committee's Meeting	4/4 times

Illegal record in the past 10 years

- None -



Mr. Soichi Inoue

Age: 93 years

Position:

Director

Date of appointment

December 30, 1994

Shareholding Proportion (As at September 30, 2022)

-None-

Relation with directors and executives

-None-

Education

- Bachelor's degree in Economics, Kobe University, Japan

Training courses in 2022

-None-

Training

-None-

Work Experiences in the past 5 years

1994 – Present	• Director of Inoue Rubber (Thailand) PCL.
2000 – Present	• Chairman & CEO of Inoac Corporation Co., Ltd.
1986 – Present	• President of Inoac Technical Center Co., Ltd.
1975 – Present	• President of Inoac International Co., Ltd.
1973 – Present	• President of Inoue Rubber Co., Ltd., (Japan)

Director/ Management Position in other business

Listed companies

-None-

Non-listed companies

1. Chairman & CEO of Inoac Corporation Co., Ltd.
2. President of Inoac International Co., Ltd.
3. President of Inoue Rubber Co., Ltd., Japan
4. President of Inoac Technical Center Co., Ltd.

Other business

-None-

Meeting Attendance in 2022

Annual General Meeting of Shareholders	- time
Board of Director's Meeting	- time

Illegal record in the past 10 years

- None -



Mr. Thanong Leeissaranukul

Age: 62 years

Position:

Director/ Authorized Signatory Director

Date of appointment

December 30, 1994

Shareholding Proportion (As at September 30, 2022)

2.19%

Relation with directors and executives

Sibling of Mrs. Pimjai Leeissaranukul, Mr. Apichart Leeissaranukul, and Mrs. Pornpit Sethiwan

Education

- Bachelor's degree in Business Administration – Trading, Major of Industrial Marketing, Nanzan University, Japan

Training in 2022

-None-

Training

Thai Institute of Directors Association (IOD)

- Director Accreditation Program (DAP) 136/2017

Work Experiences in the past 5 years

1994 – Present	• Director of Inoue Rubber PCL.
2020 - Present	• Director of Pacific Industries (Thailand) Co., Ltd.
2017 – Present	• Chairman of M Vision PCL.
2015 – Present	• Director of Sonic Design (Thailand) Co., Ltd. • Member of Sub-committee of Public Relations, Organ Donation Center, Thai Red Cross Society
2007 – Present	• Chairman of Kanok-Sopa Foundation
2006 – Present	• Director of Budsayapan Co., Ltd.
2001 – Present	• Executive Chairman of Smart Sport Promotion Co., Ltd.
1998 – Present	• Director of The Studio Production Co., Ltd.
1996 – Present	• President of Bike Clinic Co., Ltd. • Vice Chairman of Daido Sittipol Co., Ltd. • Managing Director of Seng Guan Hong Co., Ltd.
1995 – Present	• Executive Director of Total Energies Marketing (Thailand) Co.,Ltd. • Director of Thai Inoac Components Co., Ltd. • Director of Sungold Holding Co., Ltd. • Director of IRC (Asia) Research Ltd.
1993 - Present	• Director of Sopa-Kanok International Co., Ltd.
1986 – Present	• Managing Director of The Sittipol 1919 Co., Ltd.
1983 – Present	• Director of Thai Stanley Electric PCL.
2003 - 2022	• Director of Wang Chula Co.,Ltd.
2014 – 2020	• Director of Pacific Auto Parts Co., Ltd.

Director/ Management Position in other business

Listed companies:

1. Chairman of M Vision PCL.
2. Director of Thai Stanley Electric PCL.

Non-listed companies

1. Director of Sonic Design (Thailand) Co., Ltd.
2. Director of Pacific Industries (Thailand) Co., Ltd.
3. Director of Budsayapan Co., Ltd.
4. Executive Chairman of Smart Sport Promotion Co., Ltd.
5. Director of The Studio Production Co., Ltd.
6. Chairman of Bike Clinic Co., Ltd.
7. Vice Chairman of Daido Sittipol Co., Ltd.
8. Managing Director of Seng Guan Hong Co., Ltd.
9. Executive Director of Total Energies Marketing (Thailand) Co.,Ltd.
10. Director of Thai Inoac Components Co., Ltd.
11. Director of Sungold Holding Co., Ltd.
12. Director of IRC (Asia) Research Ltd.
13. Director of Sopa - Kanok International Co., Ltd.
14. Managing Director of The Sittipol 1919 Co., Ltd.

Other businesses

1. Member of Sub-committee of Public Relations, Organ Donation Center, Thai Red Cross Society
2. Chairman of Kanok-Sopa Foundation

Meeting Attendance in 2022

Annual General Meeting of Shareholders	1/1 time
Board of Director's Meeting	7/7 times
Board of Director's Meeting (Non-Executive Directors)	2/2 times

Illegal record in the past 10 years

- None -



Mr. Apichart Leeissaranukul

Age: 59 years

Position:
Director

Date of appointment
December 30, 1994

Shareholding Proportion (As at September 30, 2022)

2.35%

Relation with directors and executives

Sibling of Mrs. Pimjai Leeissaranukul, Mr. Thanong Leeissaranukul, and Mrs. Pornpip Sethiwan

Education

- Honorary Doctor of Engineering in Industrial Engineering, Rajamangala University of Technology Thanyaburi
- Master's Degree in Business Administration, Oklahoma City University, U.S.A.
- Bachelor's Degree in Business Administration, University of the Thai Chamber of Commerce

Training in 2022

- Enhancing the financial report quality of listed companies by Thai Listed Companies Association
- Economic Update for CFO by Thai Listed Companies Association

Training

Thai Institute of Directors Association (IOD)

- Director Certification Program (DCP) 8/2011

Other Training

- Industrial Business Development and Investment Program for Top Executives Class 1, Institute of Business and Industrial Development (IBID), Ministry of Industry

Work Experiences in the past 5 years

1994 – Present	• Director of Inoue Rubber (Thailand) PCL.
2021 – Present	• Director of Investor Club Association • Director of Mitsubishi Motors Cooperation Council (Thailand) • Director of LEO Global Logistics PCL.
2020 – Present	• Advisor of Technology Promotion Association (Thailand-Japan)
2019 – Present	• Advisor of Toyota Co-operation Club
2014 – Present	• Director of Pacific Auto Parts (Thailand) Co., Ltd.

2013 – Present	• Chairman of Thai Stanley Electric PCL.
2006 – Present	• Director of Total Energies Marketing (Thailand) Co.,Ltd. • Director of PT. Indonesia Stanley Electric
2000 – Present	• Director of Vietnam Stanley Electric Co., Ltd.
1999 – Present	• Chairman of Lao Stanley Co., Ltd.
1997 – Present	• Director of Sirivit Stanley Co., Ltd. • Director of Daido Sittipol Co., Ltd.
1996 – Present	• Vice Executive Chairman of Asian Stanley International Co., Ltd.
1995 – Present	• Director of Sungold Holding Co., Ltd.
1993 – Present	• Director of Pacific Industry (Thailand) Co., Ltd. • Vice Chairman of Thai Stanley Foundation
1992 – Present	• Director of Sopa-Kanok International Co., Ltd.
2003 – 2022	• Director of Wang Chula Co., Ltd.
2004 – 2019	• Independent Director/ Member of the Nomination and Remuneration Committee of LEO Global Logistics PCL.

Director/ Management Position in other business

Meeting Attendance in 2022

Listed companies

1. Chairman of Thai Stanley Electric PCL.
2. Director of LEO Global Logistics PCL.

Non-listed companies

1. Director of Pacific Auto Parts (Thailand) Co., Ltd.
2. Director of Total Energies Marketing (Thailand) Co.,Ltd.
3. Director of PT. Indonesia Stanley Electric
4. Director of Vietnam Stanley Electric Co., Ltd.
5. Chairman of Lao Stanley Co., Ltd.
6. Director of Sirivit Stanley Co., Ltd.
7. Director of Daido Sittipol Co., Ltd.
8. Vice Executive Chairman of Asian Stanley International Co., Ltd.
9. Director of Sungold Holding Co., Ltd.
10. Director of Pacific Industry (Thailand) Co., Ltd.
11. Director of Sopa-Kanok International Co., Ltd.

Annual General Meeting of Shareholders	1/1 time
Board of Director's Meeting	7/7 times
Board of Director's Meeting (Non-Executive Directors)	2/2 times

Illegal record in the past 10 years

- None -

Other businesses

1. Advisor of Technology Promotion Association (Thailand-Japan)
2. Director of Investor Club Association
3. Vice Chairman of Thai Stanley Foundation
4. Advisor of Toyota Co-operation Club
5. Director of Mitsubishi Motors Cooperation Council (Thailand)



Mrs. Porntip Sethiwan
 Age: 55 years
 Position:
 Director
 Date of appointment
 December 30, 1994

Shareholding Proportion (As at September 30, 2022)

2.54%

Relation with directors and executives

Siblings: Mrs. Pimjai Leeissaranukul, Mr. Thanong Leeissaranukul, and Mr. Apichart Leeissaranukul

Education

- Bachelor's degree in Business Administration, Chulalongkorn University

Training in 2022

-None -

Training

Thai Institute of Directors Association (IOD)

- Director Accreditation Program (DAP) Class 5/2003
- Role of the Compensation Committee (RCC) Class 17/2013

Work Experiences in the past 5 years

1994 – Present	• Director of Inoue Rubber (Thailand) PCL.
2014 – Present	• Managing Director of Pacific Auto Parts (Thailand) Co., Ltd.
2006 – Present	• Director of IRC (Asia) Research Ltd.
1996 – Present	• Vice-Chairman of Bike Clinic Co., Ltd. • Director of Daido Sittipol Co., Ltd.
1996 – Present	• Director of Sopa-Kanok International Co., Ltd.
1993 – Present	• Executive Director of the Sittipol 1919 Co., Ltd. • Managing Director of Pacific Industry (Thailand)
1990 – Present	• Director of Seng Guan Hong Co., Ltd.
1980 – Present	• Director of Thai Stanley Electric PCL.
2003 – 2022	• Director of Wangchula Co., Ltd.

Director/Management Position in other business

Listed companies

1. Director of Thai Stanley Electric PCL.

Non-listed companies

1. Managing Director of Pacific Auto Parts (Thailand) Co., Ltd.
2. Director of IRC (Asia) Research Ltd.
3. Vice-Chairman of Bike Clinic Co., Ltd.
4. Director of Daido Sittipol Co., Ltd.
5. Director of Sopa-Kanok International Co., Ltd.
6. Executive Director of the Sittipol 1919 Co., Ltd.
7. Managing Director of Pacific Industry (Thailand) Co., Ltd.
8. Director of Seng Guan Hong Co., Ltd.

Other businesses

- None -

Meeting Attendance in 2022

Annual General Meeting of Shareholders	1/1 time
Board of Director's Meeting	7/7 times
Board of Director's Meeting (Non-Executive Directors)	2/2 times

Illegal record in the past 10 years

- None -



Mrs. Anchalee Chavanich

Age: 72 years

Position:

Independent Director/ Chairman of
the Audit Committee

Date of appointment

February 14, 2018

Shareholding Proportion (As at September 30, 2022)

-None-

Relation with directors and executives

-None-

Education

- Master's Degree in Engineering Management, University of Missouri-Rolla, U.S.A.
- Bachelor's Degree in Industrial Engineering, Chulalongkorn University

Training in 2022

- Subsidiary Governance Program (SGP 2/2022) from Thai Institute of Directors Association

Training

Thai Institute of Directors Association (IOD)

- Refreshment Training Program 3/2021: Lessons Learnt from Financial Cases: How Board should
- Refreshment Training Program 2/2021: Leading Your Business through Uncertainties
- Risk Management Program for Corporate Leaders Program 24/2021
- Ethical Leadership Program 23/2021
- Role of the Chairman Program 13/2006
- Finance for Non-Finance Directors 10/2004
- Directors Certification Program 45/2004
- Audit Committee Program 1/2004

Other training

- The Constitutional Court of the Kingdom of Thailand: Rule of Law for Democracy Class 2/2014
- Thailand Energy Academy Class 3/2014
- National Defence College: Advanced Security Management Program Class 3/2012
- College of Administrative: Advanced Administrative Justice Executive Class 4/2012
- Capital Market Academy: Executive Leadership Program 7/2008
- King Prajadhipok's Institute: Politics and Democratic Governance System Course for Executive Management Class 6/2002
- National Defence College: The Joint State – Private Sector Course Class 11/1998

Work Experiences in the past 5 years

2018 – Present	• Independent Director/ Chairman of the Audit Committee of Inoue Rubber (Thailand) PCL.
2022 – Present	• Director (Non-Executive Director) of WHA Industrial Development PCL.
2020 – Present	• Independent Director/ Chairman of the Audit Committee of WHA Corporation PCL. • Vice-Chairman of the Engineering Institute of Thailand
2019 – Present	• Advisor of Energy Committee of the House of Parliament
2018 – Present	• Honorary Member of the Dhurakij Pundit University Council
2017 – Present	• Honorary Advisor of Eastern Economic Corridor (EEC)
2016 – Present	• Independent Director/ Chairman of the Audit Committee of B. Grimm Power PCL.
2011 – Present	• President of Thai Industrial Estate and Strategic Partner Association
2000 – Present	• Chairman of Coral & Coastal Conservation Foundation
2020 – 2021	• Director of Water Management of Eastern Economic Corridor (EEC) Subcommittee
2017 – 2020	• Director of WHA Industrial Development PCL.
2016 – 2017	• Director of the Economic Steering Sub-Committee (Industries and Service) (National Reform Steering Assembly) • Advisor of Commission National Reform Steering Assembly (Energy)

Director/ Management Position in other business

Listed companies

1. Independent Director/ Chairman of the Audit Committee of WHA Corporation PCL.
2. Independent Director/ Chairman of the Audit Committee of B. Grimm Power PCL.

Non-listed companies

1. Director (Non-Executive Director) of WHA Industrial Development PCL.

Other businesses

1. Director of Water Management of Eastern Economic Corridor (EEC) Subcommittee
2. Vice-Chairman of the Engineering Institute of Thailand
3. Advisor of Energy Committee of the House of Parliament
4. Honorary Advisor of the Eastern Economic Corridor (EEC)
5. President of Thai Industrial Estate and Strategic Partner Association
6. Chairman of Coral & Coastal Conservation Foundation

Meeting Attendance in 2022

Annual General Meeting of Shareholders	1/1 time
Board of Director's Meeting	7/7 times
Board of Director's Meeting (Non-Executive Directors)	2/2 times
Audit Committee's Meeting	4/4 times

Illegal record in the past 10 years

- None -



Assoc. Prof. Jaruporn Viyanant

Age: 78 year

Position:

Independent Director/ Member of Audit Committee/
Chairman of Good Corporate Governance and Social
Responsibility Committee

Date of Appointment

May 13, 2015

Shareholding Proportion (As at September 30, 2022)

-None-

Relation with directors and executives

-None-

Education

- Master's Degree in Financial Economics (M.A), Middle Tennessee State University, U.S.A.
- Bachelor's Degree in Accountancy, Thammasat University

Training courses in 2022

- Subsidiary Governance Program class 1/2022 by Thai Institute of Directors Association
- Corporate Governance Report of Thai Listed Company: CGR 2023 by Thai Institute of Directors Association
- Transform Technology by Thai Institute of Directors Association
- Leadership shape Future by Thai Institute of Directors Association
- Digital Currency: Crypto currency by The Securities and Exchange Commission
- Easy Listening: Accounting Knowledge that AC should not miss by The Securities and Exchange Commission
- Transfer Pricing Update by KPMG
- IFRS 17 by Ocean Life Insurance PCL.
- Seminar: How the business sector adjust strategies to keep up with the world, survive the crisis and grow sustainably in the midst of the global economic crisis caused by epidemics, wars, energy and inflation by EY Company Limited
- BOT Digital Finance Conference 2022 – Collaborate, Innovate and Inspire by Bank of Thailand

Training

Thai Institute of Directors Association (IOD)

- Audit Committee and Auditor as Key Mechanisms for Improving Financial Report Quality
- National Director Conference 2021 – Leadership Behind closed Door
- Boards That Make a Difference (BMD 6/2018)
- Director Certificate Program (DCP126)
- Director Certificate Program Update (DCPU 1)
- Audit Committee Program (ACP)
- Monitoring Fraud Risk Management (MFM)
- Monitoring the Internal Audit Function (MIA)
- Monitoring the System of Internal Control and Risk Management (MIR)
- Monitoring the Quality of Financial Reporting (MFR)
- Role of the Compensation Committee (RCC)
- Improving the Quality of Financial Reporting (QFR)
- Advanced Audit Committee Program (AACP)
- Anti-Corruption Executive Program (ACEP)

Other training

- Capital Market Academy Leadership Program Class 10
- ESG Reporting by EY Co., Ltd.
- Financial Reporting Trends 2021 by EY Co., Ltd.
- What’s trending in the capital market? by EY Co., Ltd.
- Introducing innovation to the market and society by Thammasat University and NANOTEC/NSTDA
- The direction of Thailand’s energy towards CO₂ reduction target by the Ministry of Energy and Thansettakij

Work Experiences in the past 5 years

2015 – Present	• Independent Director/ Member of Audit Committee/ Chairman of CGSR committee of Inoue Rubber (Thailand) PCL.
2020 – Present	• Director of Foundation for Thammasat Chalermprakeit Hospital
2017 – Present	• Independent Director/ Chairman of the Audit Committee of BBGI PCL.
2014 – Present	• Independent Director/ Audit Committee/ Nomination and Remuneration Committee of Ocean Life Insurance PCL.
2012 – Present	• Independent Director/ Chairman of Audit Committee/ Chairman of Corporate Governance Committee/ Member of Nomination and Remuneration Committee of VGI PCL.
2008 – Present	• Expert of Academic of Finance, Faculty of Commerce and Accountancy, Thammasat University
2014 – 2020	• Sub-Committee of Monitoring and Evaluation, Office of The National Broadcasting and Telecommunications Commission
2012 – 2019	• Member of Audit Committee of Digital Government Development Agency
2018 – 2018	• Audit and Corporate Governance Sub-Committee, Thailand Arbitration Centre, Ministry of Justice
2016 – 2017	• Independent Director/ Chairman of Audit Committee/ Member of Nomination and Remuneration Committee of KSL Green Innovation PCL.

Director/ Management Position in other business

Listed companies

1. Independent Director/ Chairman of Audit Committee/ Chairman of Corporate Governance Committee/ Member of Nomination and Remuneration Committee of VGI PCL.
2. Independent Director/ Chairman of the Audit Committee of BBGI PCL.

Non-listed companies

1. Independent Director/ Audit Committee/ Nomination and Remuneration Committee of Ocean Life Insurance PCL.

Other businesses

1. Expert of Academic of Finance, Faculty of Commerce and Accountancy, Thammasat University
2. Director of Foundation for Thammasat Chalermprakeit Hospital

Meeting Attendance in 2022

Annual General Meeting of Shareholders	1/1 time
Board of Director's Meeting	7/7 times
Board of Director's Meeting (Non-Executive Directors)	2/2 times
Audit Committee's Meeting	4/4 times
Good Corporate Governance and Social Responsibility Committee's Meeting	4/4 times

Illegal record in the past 10 years

-None-





Mr. Kittichai Raktakanit

Age: 62 years

Position:

Independent Director/ Member of Audit Committee

Date of Appointment:

January 31, 2017

Shareholding Proportion (As at September 30, 2022)

-None-

Relation with directors and executives

-None-

Education

- Bachelor's Degree in Business Administration, Indiana State University, U.S.A.

Training courses in 2022

-None-

Training

Thai Institute of Directors Association (IOD)

- Director Certification Program Class 27/2003
- Audit Committee Program Class 7/2005

Other training

- National Defence College: The Joint State – Private Sector Course Class 26/2013

Work Experiences in the past 5 years

- | | |
|----------------|---|
| 2017 – Present | <ul style="list-style-type: none"> • Independent Director/ Member of Audit Committee of Inoue Rubber (Thailand) PCL. • Director of Loxley Property Development Co.,Ltd. |
|----------------|---|

- | | |
|----------------|---|
| 2019 – Present | <ul style="list-style-type: none"> • Independent Director/ Audit and Risk Management Committee member/ Nominating and Compensation Committee member/ Corporate Governance Committee member of XSpring Capital PCL. |
|----------------|---|

- | | |
|----------------|---|
| 2016 – Present | <ul style="list-style-type: none"> • Chairman of Loxley System Integrator Co.,Ltd. • Director of Loxley Evolution Technology Co.,Ltd. |
|----------------|---|

- | | |
|----------------|---|
| 2015 – Present | <ul style="list-style-type: none"> • Independent Director/ Chairman of Corporate Governance Committee/ Member of Audit Committee/ Member of Nomination and Compensation Committee/ Member of Risk Management Committee of Sansiri PCL. |
|----------------|---|

- | | |
|----------------|---|
| 2011 – Present | <ul style="list-style-type: none"> • Executive Chairman and Managing Director of L-Elevator and Engineering Co.,Ltd. |
|----------------|---|

- | | |
|----------------|--|
| 2000 – Present | <ul style="list-style-type: none"> • Director of Filatax Planner Co.,Ltd. |
|----------------|--|

- | | |
|-------------|--|
| 2010 – 2020 | <ul style="list-style-type: none"> • Vice Executive Chairman of Loxley PCL. |
|-------------|--|

- | | |
|-------------|---|
| 1997 – 2020 | <ul style="list-style-type: none"> • Director of Thai Filatex PCL. |
|-------------|---|

- | | |
|-------------|--|
| 2012 - 2017 | <ul style="list-style-type: none"> • Managing Director of L Green Solution Co.,Ltd. |
|-------------|--|

Director/ Management Position in other business

Listed companies

1. Independent Director/ Audit and Risk Management Committee member/ Nominating and Compensation Committee member/ Corporate Governance Committee member of XSpring Capital PCL.
2. Independent Director/ Chairman of Corporate Governance Committee/ Member of Audit Committee/ Member of Nomination and Compensation Committee/ Member of Risk Management Committee of Sansiri PCL.

Non-listed companies

1. Director, Loxley Property Development Co., Ltd.
2. Chairman, Loxley System Integrator Co., Ltd.
3. Director, Loxley Evolution Technology Co., Ltd.
4. Chair of Executive Board, L-Elevator and Engineering Co., Ltd.
5. Director of Filatax Planner Co., Ltd.

Other businesses

-None-

Meeting Attendance in 2022

Annual General Meeting of Shareholders	1/1 time
Board of Director's Meeting	7/7 times
Board of Director's Meeting (Non-Executive Directors)	2/2 times
Audit Committee's Meeting	4/4 times

Illegal record in the past 10 years

-None-



Mr. Surong Bulakul

Age: 67 years

Position:

Independent Director/ Chairman of Risk Management Committee

Date of appointment:

November 25, 2015

Shareholding Proportion (As at September 30, 2022)

-None-

Relation with directors and executives

-None-

Education

- Master of Engineering in Operations Research, Cornell University, New York, U.S.A.
- Master of Business Administration, Cornell University, New York, U.S.A.
- Bachelor of Science in Industrial Engineering and Operations Research, Syracuse University, New York, U.S.A.

Training courses in 2022

-None-

Training

Thai Institute of Directors Association (IOD)

- Director Certificate Program (DCP) 121/2009

Other training

- Leadership Program Class 10 from Capital Market Academy
- The Joint State - Private Sector Course Class 4919 from National Defence College
- Program for Management Development, Harvard University, Boston, U.S.A.
- Democratic Politics and Governance for High-Level Administrators Program, King Prajadhipok's Institute Thailand, Class 8
- The Program for Senior Executives on Criminal Justice Administration, National Justice Academy, Thailand, Class 15
- Thai Intelligent Investors Program, Thai Investors Academy, Class 1
- Executive Program, Thailand Energy Academy, Class 2
- Leadership Development Program (LDP 2) by Capital Market Academy
- Certificate Course in Good Governance for Medical Executives, King Prajadhipok's Institute and the Medical Council of Thailand, Class 8

Work Experiences in the past 5 years

2015 – Present	<ul style="list-style-type: none"> Independent Director/ Chairman of Risk Management Committee of Inoue Rubber (Thailand) PCL.
2021 – Present	<ul style="list-style-type: none"> Board of Commissioner PT Chandra Asri Petrochemical Tbk, Indonesia Independent Director/ Member of Audit Committee of Tong Hua Holding PCL.
2018 – Present	<ul style="list-style-type: none"> Chairman of Audit Committee/ Director of Thailand Institute of Justice (Public Organization) Independent Director of National ITMX Co., Ltd.
2017 – Present	<ul style="list-style-type: none"> Advisor of Thai Listed Companies Association, Stock Exchange of Thailand (SET) Advisor of Federation of Thai Capital Market Organizations (FETCO)
2016 – Present	<ul style="list-style-type: none"> Director of Bangkok Industrial Gas Co., Ltd.
2015 – Present	<ul style="list-style-type: none"> Vice Chairman of the Thai Chamber of Commerce
2020 – 2021	<ul style="list-style-type: none"> Chairman of the Audit Committee/ Risk Management Committee, Independent Director/ Chairman of Nomination and Remuneration Committee of Wind Energy Holding Co., Ltd.
2018 – 2020	<ul style="list-style-type: none"> Chairman of Expressway Authority of Thailand Director of Provincial Electricity Authority Director of Tiger Energy Trading Pte. Ltd. (Singapore)
2017 – 2019	<ul style="list-style-type: none"> Advisor of The Office of the Securities and Exchange Commission (SEC)
2014 – 2019	<ul style="list-style-type: none"> Chairman of Sakari Resources Ltd. (Singapore) Director of 24M Technologies, Inc. (U.S.A.)
2013 – 2019	<ul style="list-style-type: none"> Chairman of Global Power Synergy PCL.
2017 – 2018	<ul style="list-style-type: none"> Chairman of Port Authority of Thailand

Director/ Management Position in other business

Listed companies

- Independent Director/ Audit Committee member of Tong Hua Holding PCL.

Non-listed companies

- Independent Director of National ITMX Co., Ltd.
- Director of Bangkok Industrial Gas Co., Ltd.

Other businesses

- Chairman of Audit Committee/ Director of Thailand Institute of Justice
- Advisor of Thai Listed Companies Association, Stock Exchange of Thailand (SET)
- Advisor of Federation of Thai Capital Market Organizations (FETCO)
- Vice Chairman of the Thai Chamber of Commerce
- Board of Commissioner PT Chandra Asri Petrochemical Tbk, Indonesia

Meeting Attendance in 2022

Annual General Meeting of Shareholders	1/1 time
Board of Director's Meeting	7/7 times
Board of Director's Meeting (Non-Executive Directors)	2/2 times
Risk Management Committee	4/4 times

Illegal record in the past 10 years

-None-



Mr. Kazuo Sato

Age: 64 years

Position:

Director

Date of appointment:

August 9, 2013

Shareholding Proportion (As at September 30, 2022)

-None-

Relation with directors and executives

-None-

Education

- Bachelor's Degree in Polymer Engineering, Nagoya Institute of Technology, Japan

Training courses in 2022

-None-

Training

Thai Institute of Directors

Association (IOD)

- Director Accreditation Program (DAP) 108/2014

Work Experiences in the past 5 years

2013 – Present	• Director of Inoue Rubber (Thailand) PCL.
2016 – Present	• Director of Inoue Rubber (Japan) Co., Ltd.
2013 – 2016	• President of Inoue Rubber (Thailand) PCL.

Director/ Management Position in other business

Listed companies

-None-

Non-listed companies

1. Director of Inoue Rubber (Japan) Co., Ltd.

Other businesses

-None-

Meeting Attendance in 2022

Annual General Meeting of Shareholders	1/1 time
Board of Director's Meeting	7/7 times
Board of Director's Meeting (Non-Executive Directors)	2/2 times

Illegal record in the past 10 years

-None-

2. Information of Executive Directors



Mr. Takeshi Arakawa

Age: 63 years

Position:

Managing Director

Date of appointment:

August 10, 2018

**Shareholding Proportion
(As at September 30, 2022)**

-None-

**Relation with directors and
executives**

-None-

Education

- Bachelor's Degree in Mechanical Engineering, Nihon University, Japan

Training courses in 2022

-None-

Training

**Thai Institute of Directors
Association (IOD)**

- Director Accreditation Program 65/2007

Work Experiences in the past 5 years

- | | |
|----------------|--|
| 2018 - Present | <ul style="list-style-type: none"> • Managing Director of Inoue Rubber (Thailand) PCL. • Director and Executive Director of IRC (Asia) Research Ltd. |
|----------------|--|

- | | |
|-------------|--|
| 2012 - 2018 | <ul style="list-style-type: none"> • Director of BIMC Co., Ltd. |
|-------------|--|

Director/ Management Position in other business

Listed companies

-None-

Non-listed companies

1. Director and Executive Director of IRC (Asia) Research Ltd.

Other businesses

-None-

Meeting Attendance in 2022

Annual General Meeting of Shareholders	1/1 time
Executive Committee's Meeting	6/6 times

Illegal record in the past 10 years

-None-



Ms. Witchuda Kupongsak

Age: 58 years

Position:

Executive Director of Administrative and Control Unit

Date of appointment:

January 29, 2013

Shareholding Proportion (As at September 30, 2022)

-None-

Relation with directors and executives

-None-

Education

- Master's Degree in Business Administration, Thammasat University
- Bachelor of Engineering, Chulalongkorn University

Training courses in 2022

- Carbon Tax by Fiscal Policy Research Institute Foundation
- Metaverse (Internal training) by Mr. Jumrud Sawangsamud
- Product liability insurance and product recall costs (Internal training) by Muang Thai Insurance PCL.

Training

Thai Institute of Directors Association (IOD)

- Director Accreditation Program Class 117/2015
- Ethical Leadership Program Class 2/2015
- Successful Formulation & Execution of Strategy Class 28/2013
- Strategic Financial Leadership Program (SFLP)
- Anti-corruption Program

Other training

- Babson Entrepreneurial Leadership Program from Babson College

Work Experiences in the past 5 years

2015	- Present	• Executive Director of Administrative & Control Unit of Inoue Rubber (Thailand) PCL.
2016	- Present	• Director of Thai Inoac Component Co., Ltd.
2001	- Present	• Director of Kinno Hoshi Engineering Co., Ltd.
1998	- Present	• Director of Inoue Rubber (Vietnam) Co., Ltd.

Director/ Management Position in other business

Listed companies

-None-

Non-listed companies

1. Director of Thai Inoac Component Co., Ltd
2. Director of Kinno Hoshi Engineering Co., Ltd.
3. Director of Inoue Rubber (Vietnam) Co., Ltd.

Other businesses

-None-

Meeting Attendance in 2022

Annual General Meeting of Shareholders	1/1 time
Executive Committee's Meeting	6/6 times

Illegal record in the past 10 years

-None-



Mr. Akira Tokoro

Age: 57 years

Position:

Executive Director of Tire and Tube Business Unit

Date of appointment:

May 13, 2022

Shareholding Proportion (As at September 30, 2022)

-None-

Relation with directors and executives

-None-

Education

- Bachelor's Degree in Transport Machine Engineering, Nagoya Institute of Technology, Japan

Training courses in 2022

-None-

Training

-None-

Work Experiences in the past 5 years

2022 - Present	• Executive Director of Tire and Tube Business Unit of Inoue Rubber (Thailand) PCL.
----------------	---

2016 - 2022	• Global Tech & QA Department Manager of Inoue Rubber Co., Ltd. (Japan)
-------------	---

Director/ Management Position in other business

Listed companies

-None-

Non-listed companies

-None-

Other businesses

-None-

Meeting Attendance in 2022

Executive Committee's Meeting

1/1 time

Illegal record in the past 10 years

-None-





Mr. Narongchai Rattanaekkawin

Age: 52 years

Position:

Deputy Executive Director of IED Business Unit/
Member of Risk Management Committee

Date of appointment:

November 24, 2014

Shareholding Proportion (As at September 30, 2022)

0.005%

Relation with directors and executives

-None-

Education

- Master of Science in Computer and Engineering Management (MS-CEM), Assumption University
- Bachelor of Science, Faculty of Science and Technology (Rubber Technology), Prince of Songkla University

Training courses in 2022

- Metaverse (Internal training) by Mr. Jumrud Sawangsamud
- Product liability insurance and product recall costs (Internal training) by Muang Thai Insurance PCL.
- Industrial All Risk by Mitsui Sumitomo Insurance Co., Ltd. (Thailand branch)

Training

Thai Institute of Directors Association (IOD)

- Successful Formulation & Execution of Strategy Class 28/2016
- How to Develop a Risk Management Plan Class 8/2015
- Risk Management Committee Program Class 5/2014
- Financial Statements for Directors Class 18/2012
- Director Accreditation Program Class 159/2019

Other training

- Thai Railway Engineer Program, National Science and Technology Development Agency
- ISO9001:2000 Internal Auditing, Robere & Associates
- ISO/TS16949:2002 Internal Auditing, Robere & Associates
- ISO14001 Internal Auditing, Robere & Associates
- Babson Entrepreneurial Leadership Program from Babson College

Work Experiences in the past 5 years

2015 – Present	• Deputy Executive Director of IED Business Unit/ Member of Risk Management Committee of Inoue Rubber (Thailand) PCL.
2016 – Present	• Director of Kinno Hoshi Engineering Co., Ltd.
2015 – Present	• Deputy Executive Director of R&D Division of IRC (Asia) Research Ltd.
2013 – Present	• Director of IRC (Asia) Research Ltd.

Director/ Management Position in other business

Listed companies

-None-

Non-listed companies

1. Director of Kinno Hoshi Engineering Co., Ltd.
2. Director and Deputy Executive Director of IRC (Asia) Research Ltd.

Other businesses

-None-

Meeting Attendance in 2022

Annual General Meeting of Shareholders	1/1 time
Executive Committee's Meeting	6/6 times
Risk Management Committee's Meeting	4/4 times

Illegal record in the past 10 years

-None-



Mr. Suchart Kootiratrakarn

Age: 53 years

Position:

Deputy Executive Director of Tire & Tube Business
Unit/ Member of Risk Management Committee

Date of appointment:

August 9, 2013

Shareholding Proportion (As at September 30, 2022)

0.0005%

Relation with directors and executives

-None-

Education

- Master of Business Economics, National Institute of Development Administration (NIDA)
- Bachelor of Science, Faculty of Science and Technology (Rubber Technology), Prince of Songkla University

Training courses in 2022

- Metaverse (Internal training) by Mr. Jumrud Sawangsamud
- Product liability insurance and product recall costs (Internal training) by Muang Thai Insurance PCL.

Training

Thai Institute of Directors Association (IOD)

- How to Develop a Risk Management Plan Class 8/2015
- Financial Statements for Directors Class 18/2012
- Risk Management Committee Program Class 5/2014
- Director Accreditation Program Class 159/2019

Other training

- Babson Entrepreneurial Leadership Program Babson College

Work Experiences in the past 5 years

- 2015 – Present
- Deputy Executive Director of Tire & Tube Business Unit and Member of Risk Management Committee of Inoue Rubber (Thailand) PCL.
 - Deputy Executive Director of IRC (Asia) Research Ltd.

Director/ Management Position in other business

Listed companies

-None-

Non-listed companies

1. Deputy Executive Director of IRC (Asia) Research Ltd.

Other businesses

-None-

Meeting Attendance in 2022

Annual General Meeting of Shareholders	1/1 time
Executive Committee's Meeting	6/6 times
Risk Management Committee's Meeting	4/4 times

Illegal record in the past 10 years

-None-



Mr. Hiroyuki Hibi

Age: 59 years

Position:

Executive Director

Date of appointment:

February 12, 2016

Shareholding Proportion (As at September 30, 2022)

-None-

Relation with directors and executives

-None-

Education

- Bachelor's Degree in Economics, Ritsumeikan University, Japan

Training courses in 2022

-None-

Training

-None-

Work Experiences in the past 5 years

- | | |
|----------------|---|
| 2016 - Present | <ul style="list-style-type: none"> • Executive Director of Inoue Rubber (Thailand) PCL. • Director of Kinno Hoshi Engineering Co., Ltd. |
|----------------|---|

- | | |
|----------------|---|
| 2018 - Present | <ul style="list-style-type: none"> • Corporate Officer of Rubber and Elastomer Division of INOAC Corporation Co., Ltd. |
|----------------|---|

Director/ Management Position in other business

Listed companies

-None-

Non-listed companies

1. Director of Kinno Hoshi Engineering Co., Ltd.
2. Corporate Officer of Rubber and Elastomer Division of INOAC Corporation Co., Ltd.

Other businesses

-None-

Meeting Attendance in 2022

Annual General Meeting of Shareholders	- time
Executive Committee's Meeting	1/6 time

Illegal record in the past 10 years

-None-



Mr. Kazuaki Yamada

Age: 56 years

Position:

Executive Director

Date of appointment:

August 14, 2019

Shareholding Proportion (As at September 30, 2022)

-None-

Relation with directors and executives

-None-

Education

- Bachelor's Degree in Accounting, Shiga University, Japan

Training courses in 2022

-None-

Training

-None-

Work Experiences in the past 5 years

2019 - Present	• Executive Director of Inoue Rubber (Thailand) PCL.
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2021 - Present	• Accounting Manager of INOAC Housing & Construction Materials Co., Ltd.
----------------	--

2015 - Present	• Advisor of Inoac (Thailand) Co., Ltd.
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Director/ Management Position in other business

Listed companies

-None-

Non-listed companies

1. Advisor of Inoac (Thailand) Co., Ltd.
2. Accounting Manager of INOAC Housing & Construction Materials Co., Ltd.

Other businesses

-None-

Meeting Attendance in 2022

Annual General Meeting of Shareholders	1/1 time
Executive Committee's Meeting	4/6 times

Illegal record in the past 10 years

-None-



Ms. Praewphan Songhong

Age: 52 years

Position:

Chief Executive Officer/ Manager of Finance Division/
Member of Risk Management Committee

Date of appointment:

May 11, 2021

Shareholding Proportion (As at September 30, 2022)

-None-

Relation with directors and executives

-None-

Education

- Master of Business Administration, Major of Finance, Eastern Asia University
- Bachelor of Business Administration, Major of Accounting, Rajamangala University of Technology Suvarnabhumi, Wasukri Campus

Training courses in 2022

- Director Accreditation Program Class 195/2022 from Thai Institute of Directors Association
- TLCA CFO CPD No. 7/2022: “Introduction to Sustainable Finance” by Thai Listed Companies Association
- TLCA CFO CPD No. 6/2022: “Role of CFO towards Sustainability of organization” by Thai Listed Companies Association
- TLCA CFO CPD No. 3/2022: “PDPA for Accounting and Finance” by Thai Listed Companies Association
- Digital Transformation for Accountants Class 1/65 by Federation of Accounting Professions
- Carbon Tax by Fiscal Policy Research Institute Foundation

Training

Thai Institute of Directors Association (IOD)

- Financial Statements for Directors (FSD)

The Federation of Accounting Professions

- Forensic Accounting

Other training

- TFRS 9 and Accounting relief measures from covid 19 by NYC MANAGEMENT Co., Ltd.
- TFRS 9 and Related Financial Reporting Standards for Non-Financial Institutions by NYC MANAGEMENT Co., Ltd.
- Transfer Pricing between the related companies by NYC MANAGEMENT Co., Ltd.
- Strategic CFO in Capital Markets by SET

Work Experiences in the past 5 years

2021 - Present	• Executive director of Inoue Rubber (Thailand) PCL.
2020 - Present	• Manager of Finance Division of Inoue Rubber (Thailand) PCL.
2017 - Present	• Member of Risk Management Committee of Inoue Rubber (Thailand) PCL.
2016 - Present	• Chief Financial Officer of Inoue Rubber (Thailand) PCL.
2017 - 2020	• Manager of Accounting and Finance Division of Inoue Rubber (Thailand) PCL.
2008 - 2017	• Senior Manager of Accounting Department of Inoue Rubber (Thailand) PCL.

Director/ Management Position in other business

Listed companies

-None-

Non-listed companies

-None-

Other businesses

-None-

Meeting Attendance in 2022

Annual General Meeting of Shareholders	1/1 time
Executive Committee's Meeting	6/6 times
Risk Management Committee's Meeting	4/4 times

Illegal record in the past 10 years

-None-

3. Information of the person assigned to take direct responsibility for accounting supervision

Ms. Pim Aroonsuntiroj

Age: 29 years

Position:

Chief of Accounting

Date of appointment:

October 1, 2019

Shareholding Proportion (As at September 30, 2022)

-None-

Relation with directors and executives

-None-

Education

- Bachelor of Accountancy, Faculty of Commerce and Accountancy, Chulalongkorn University

Training courses in 2022

- TLCA CFO CPD No. 7/2022: “Introduction to Sustainable Finance” by Thai Listed Companies Association
- TLCA CFO CPD No. 6/2022: “Role of CFO towards Sustainability of organization” by Thai Listed Companies Association
- TLCA CFO CPD No. 3/2022: “PDPA for Accounting and Finance” by Thai Listed Companies Association
- RPA Accountant Robot by Federation of Accounting Professions
- Digital Transformation for Accountants by Federation of Accounting Professions
- Summary of TFRS financial reporting standards that will change and be effective in 2023 by the Stock Exchange of Thailand

Training

Thai Listed Companies Association

- How to Write an Effective MD&A
- TLCA CFO Professional Development Program No. 2/2021: “COVID 19 Implications for Financial Reporting and Audit”

Federation of Accounting Professions

- From TAS18 to TFRS15 (Bridge Over Troubled Water)
- Create understanding of new Thai Financial Reporting Standards TFRS16

Other training

- Summary main point of TFRS for PAEs and important changes in 2021 by The Stock Exchange of Thailand
- Guidelines for preparing Financial Report of Company affected from COVID-19 by The Stock Exchange of Thailand
- “Financial Management Strategy to recover organization and growth in New Normal life” by The Stock Exchange of Thailand
- How new TFRS effect to Financial Report (Analysis aspect) by NYC Management Co.,Ltd.
- TFRS 9 Accounting for Financial Instruments for Non-financial Institution by NYC Management Co.,Ltd.

Work Experiences in the past 5 years

2018 - Present	• Chief of Accounting Analysis & Forecasting, Finance Division of Inoue Rubber (Thailand) PCL.
2015 - 2018	• Audit Assistant of EY Company Limited

Illegal record in the past 10 years

-None-

4. Information of the Company Secretary

Ms. Kittunya Naruepracha

Age: 30 years

Position:

Company Secretary/ Chief Investor Relations

Date of appointment:

November 9, 2018

Shareholding Proportion (As at September 30, 2022)

-None-

Relation with directors and executives

-None-

Education

- Master Degree of Financial Economics, University of Exeter, UK
- Bachelor Degree of Economics (International Course), Chulalongkorn University

Training courses in 2022

- Directors Nomination and Appointment by Thai Listed Companies Association
- Techniques for preparing minutes of meetings by Thai Listed Companies Association
- IR Sharing 3/2022: “ Role of collaboration between CFO and IR” by Thai Listed Companies Association
- Preparing for PDPA Enforcement for Company Secretary by Thai Listed Companies Association
- Putting Circular Economy Principles into Practice by Thai Listed Companies Association

Training

Thai Institute of Directors Association (IOD)

- Certificate in Investor Relations 2017
- Fundamentals for Corporate Secretaries
- Anti-Corruption: The Practical Guide (ACPG 45/2018)

Thai Listed Companies Association

- TLCA CFO CPD No.7/2021: “Economic update for CFO”
- Guideline of Preparing Conflict of Interest Report and Key Policy about Using of Insider Information
- IR Sharing 3/2021: “ What is the Key Success of IR operation”
- IR Sharing 2/2021: “ Working between CEO and IRO about Planning the Communication to Key Stakeholders”

Other training

- Principle of Good Corporate Governance of listed company in 2017
- Smart Disclosure Program (SDP) 2/2017
- Assist your BOD in leading through disruptions with CG perspective: CG Code Workshop from Deloitte Institute

Work Experiences in the past 5 years

2018 – Present	• Company Secretary Inoue Rubber (Thailand) PCL.
2017 – Present	• Chief Investor Relations Inoue Rubber (Thailand) PCL.
2017 – 2018	• Secretary of Good Corporate Governance and Social Responsibility Committee Inoue Rubber (Thailand) PCL. • Secretary of Risk Management Committee Inoue Rubber (Thailand) PCL.
2016 – 2017	• Assistant Chief Investor Relations Inoue Rubber (Thailand) PCL.

Illegal record in the past 10 years

-None-

Attachment 2 Details of Directors in Subsidiaries

Director		Subsidiaries		Related Company
		IAR	KIN	IRV
Mrs. Pimjai	Leeissaranukul	/ , // , X	/ , // , X	-
Mr. Shigeki	Yamada	-	/ , // , X	-
Mr. Thanong	Leeissaranukul	/	-	-
Mrs. Porntip	Sethiwan	/	-	-
Mr. Takeshi	Arakawa	/ , // , X	-	-
Ms. Witchuda	Kupongsak	-	/	/
Mr. Narongchai	Rattanaekkawin	/ , //	/	-
Mr. Suchart	Kootiratrakarn	//	-	-
Mr. Hiroyuki	Hibi	-	/	-

Data as at September 30, 2022

Symbols indicate positions

/ = Director // = Executive Director X = Authorized Signatory Director

IAR = IRC (ASIA) RESEARCH LIMITED
KIN = KINNO HOSHI ENGINEERING COMPANY LIMITED
IRV = INOUE RUBBER VIETNAM COMPANY LIMITED

**Ms. Wannapa
Yoosabai**

Position:

Chief of Internal
Audit Department

Age:

30 Years

Educational qualification:

Bachelor of Accountancy,
Faculty of Accountancy,
Rangsit University

Training:

- How to do the internal control assessment from Political Science Association of Kasetsart University
- PDPA for internal audit from Political Science Association of Kasetsart University
- Senior management accountant (TCMA) from Federation of Accounting Professions
- Transfer pricing from The Revenue Department

Work Experiences in past 5 years:

2021 – Present	Chief of Internal Audit Department	Inoue Rubber (Thailand) PCL.
2019 – 2021	Senior Internal Auditor	Grant Thornton Thailand Co., Ltd.
2015 - 2019	Assistant Auditor	S P Audit Co., Ltd.

Director/ Management Position in Listed companies

- None -

**Director/ Management Position in Non-listed
companies/ Other businesses**

- None -

Shareholding Proportion (As at September 30, 2022)

- None -

Relation with Directors and executives

- None -

Attachment 4

The assets used in the Company's business operations and the details of the asset valuation

The details of important assets used in the Company's business operations and subsidiaries as of September 30, 2022 are as follow;

1. Primary Fixed Assets and Intangible Assets

Types of Assets	Types of Asset Ownership	Book Value (million baht)	Obligation
Lands			
Thanyaburi District, Pathum Thani Province Area: 34 rai, 1 ngan, 69 square wa	Sole Ownership	23.99	No Obligation
Wang Noi District, Ayutthaya Province Area: 52 rai, 1.5 square wa	Sole Ownership	117.30	No Obligation
Office Buildings and Factories			
Thanyaburi District, Pathum Thani Province	Sole Ownership	101.23	No Obligation
Wang Noi District, Ayutthaya Province	Sole Ownership	106.53	No Obligation
Machinery and Equipment	Sole Ownership	1,126.36	No Obligation
Other Equipment	Sole Ownership	13.04	No Obligation
Investment Property	Sole Ownership	9.65	No Obligation
Vehicles	Sole Ownership	11.22	No Obligation
Computer Programs	Sole Ownership	42.59	No Obligation
Projects Under Construction	Sole Ownership	90.39	No Obligation

2. Intangible Assets

Inoue Rubber (Thailand) Public Co., Ltd. and the subsidiaries have trademarks and patents of their products as follow;

Types of Products	Protection Period
Trademarks	
ค39895	10 Years
ค39894	10 Years
ค65995	10 Years
ค63317	10 Years
ค50143	10 Years
ค94164	10 Years
ค234953	10 Years

Types of Products	Protection Period
Trademarks	
๓311326	10 Years
๓333569	10 Years
171121782	10 Years
211122851	10 Years
191115220	10 Years
๒5933	10 Years
Patents	
61462	10 Years
18568	10 Years
18843	10 Years

Investment in Subsidiaries and Associates Policy

The Company has the Investment and Management in Subsidiaries policy that shall invest in the businesses that make benefits and encourage the Company's operation in order to strengthen the stability and performance of the Company. Moreover, in case that the Company invests in other companies more than 50% of such company's shareholding, the Board of Directors shall assign the Executives to appoint the representatives who are the Company's directors or executives to be directors or controlling persons of such subsidiaries, to have the transparent and effective governance and internal control.

Information Disclosure on the Asset Valuation

The Company has been revalued its assets during the accounting period as of September 30, 2022 by Future Appraisal Co., Ltd. and Agency for Real Estate Affairs Co., Ltd. The aforementioned companies are independent appraisers with both qualifications and experience in the locations and types of investment property being valued. (The details are in Note 15 of the financial statements.)



Please scan QR Code

to see the Good Corporate Governance Policy (2022 Version)

or on the Company's website

<http://www.irc thailand.com/th/investor/corporate/charters>

Economic Performance

GRI	Topics	Unit	2020	2021	2022
Disclosure 201-1	Revenue				
	Sales and services	Million THB	4,364.11	5,297.38	5,883.16
	Total Revenue	Million THB	4,433.89	5,371.10	5,951.09
	Net profit	Million THB	219.06	340.03	109.94
	EBITDA	Million THB	264.32	421.06	483.26
	Expenditure for income contribution to stakeholders				
	COGs	Million THB	3,799.05	4,577.50	5,442.81
	Employee benefit obligations	Million THB	260.55	349.72	285.81
	Corporate Income Tax / Tax payment to government and local authorities	Million THB	30.39	80.97	12.38
	Community Investment / Community and Social Development	Million THB	3.91	1.74	1.53
	Dividend payment to shareholders (waiting for 2022AGM approval)	Million THB	109.53	170.01	55.93
	Dividend payment to shareholders	Baht/share	0.57	0.88	0.29
Disclosure 204-1	Supply chain management				
	Local purchases of goods and services	Million THB	3,779.54	4,644.47	3,118.86
	Percentage of local purchases of goods and service	Percentage	86.99	86.29	79.70
Disclosure 205-2	Anti-corruption				
	Percentage of employees that acknowledge anti-corruption policies	Percentage	100	100	100
	Confirmed incidents of corruption and action taken	Case	0	0	0

Social Performance

GRI	Topics	Unit	2020	2021	2022
Disclosure 102-8	1. Employment				
	*The Company has an exclusive employment policy. There are no temporary, part-time, or self-employment and no seasonal difference in manpower				
	• Employee	Persons	1,402	1,343	1,319
Disclosure 401-1	By Gender				
	• Male	Persons	891	847	830
	• Female	Persons	511	496	489
	By Level				
	Worker/ Skilled Worker				
	• Male	Persons	534	492	390
	• Female	Persons	364	349	412
	• Total	Persons	898	841	802
	Staff Level				
	• Male	Persons	11	11	12
	• Female	Persons	22	20	23
	• Total	Persons	33	31	35
	Foreman Level				
	• Male	Persons	153	160	172
	• Female	Persons	22	22	18
	• Total	Persons	175	182	190
	Chief Level				
	• Male	Persons	149	141	133
	• Female	Persons	89	91	97
	• Total	Persons	238	232	230
	Specialist Level				
	• Male	Persons	7	6	8
	• Female	Persons	1	1	1
	• Total	Persons	8	7	9

GRI	Topics	Unit	2020	2021	2022
Manager Level					
	• Male	Persons	29	28	31
	• Female	Persons	10	10	10
	• Total	Persons	39	38	41
Division Manager Level					
	• Male	Persons	6	7	7
	• Female	Persons	1	1	1
	• Total	Persons	7	8	8
Top Management Level					
	• Male	Persons	2	2	2
	• Female	Persons	2	2	2
	• Total	Persons	4	4	4
By Age					
	• Less than 30	Persons	262	202	188
	• Between 30-50	Persons	1,003	977	970
	• More than 50	Persons	137	164	161
By Generation					
	• Baby Boomer age 55-73 years	Persons	28	46	49
	• GEN X age 40-54 years	Persons	585	614	647
	• GEN Y age 22-39 years	Persons	763	683	622
	• GEN Z age less than 22 years	Persons	26	0	1
By Area					
	• Rangsit site	Persons	722	706	691
	• Wangnoi site	Persons	680	637	628
By Business unit					
	• Admin & Control	Persons	124	116	127
	• Motorcycle Tire & Tube	Persons	600	588	563
	• IED	Persons	534	498	491
	• IRC (Asia) Research Co., Ltd	Persons	122	120	117
	• Kinno Hoshi Engineering Co., Ltd.	Persons	22	21	21

GRI	Topics	Unit	2020	2021	2022
Disclosure 401-1	• Total Employees Turnover	Persons	216	67	105
	By Gender				
	• Male	Persons	143	42	65
	• Female	Persons	73	25	40
	By Age				
	• Less than 30 years	Persons	60	34	58
	• Between 30-50 years	Persons	125	25	28
	• More than 50 years	Persons	31	8	19
	By Area				
	• Rangsit site	Persons	103	27	54
	• Wangnoi site	Persons	113	40	51
	• Total New Employees	Persons	57	38	80
	By Gender				
	• Male	Persons	40	23	50
	• Female	Persons	17	15	30
	By Age				
	• Less than 30 years	Persons	51	36	75
	• Between 30-50 years	Persons	4	2	5
	• More than 50 years	Persons	2	0	0
	By Area				
	• Rangsit site	Persons	30	21	45
	• Wangnoi site	Persons	27	17	35
Disclosure 401-3	1. Parental Leave				
	• Parental Leave	Persons	13	7	8
	• Employees back to work after parental leave	Persons	13	6	8

GRI	Topics	Unit	2020	2021	2022
Disclosure 404-1	2. Employee Development				
	• Total training hours	Hour	39,139	30,770	34,923
	• Average training hours	Hour/ employee	27	38	36
	By Gender				
	• Male	Hours/ Person/ Year	26.86	43.17	37.59
	• Female	Hours/ Person/ Year	27.02	45.23	36.00
	By Level				
	• Worker/ Skilled Worker	Hours/ Person/ Year	32.67	37.89	40.47
	• Staff level	Hours/ Person/ Year	21.45	37.54	26.05
	• Foreman level	Hours/ Person/ Year	60.58	44.43	38.18
	• Chief level	Hours/ Person/ Year	48.93	32.29	40.26
	• Manager up level	Hours/ Person/ Year	26.92	31.68	25.94
	Reskill-Upskill Program	Program	10	22	18
Disclosure 412-2	3. Labour and Human Rights				
	• Total hours of employee training to human right policies or procedures concerning aspects of human rights	Percentage	100	100	100.00
	• Labour and Human Right Complaint	Case	0	0	0
Disclosure 403-1	4. Occupational Health and Safety				
	Percentage of total workforce represented in formal joint management				
	• Worker health & safety members	Percentage	100	100	100

GRI	Topics	Unit	2020	2021	2022
	Injuries, Illness, Fatalities, and Safety in Production Processes				
	Total work hour				
	• Employees	Hours	3,920,873	3,847,281	3,748,258
	• Worker controlled by IRC	Hours	523,044	586,425	569,532
	Total Recordable Injuries Case (TRIC)				
	• Employees	Persons	7	14	7
	• Worker controlled by IRC	Persons	3	3	2
	Lost Time Accident (LWC)				
	• Employees	Case	1	3	1
	• Worker controlled by IRC	Case	0	0	0
	Fatalities				
	• Employees	Case	0	0	0
	• Worker controlled by IRC	Case	0	0	0
	Lost Time Injury Frequency Rate (LTIFR)				
	• Employees	Person/ Million man-hr	0.47	1.76	0.48
	• Worker controlled by IRC	Person/ Million man-hr	0	0	0
	Lost Time Injury Frequency Rate (TRIR)				
	• Employees	Person/ Million man-hr	1.41	7.85	3.98
	• Worker controlled by IRC	Person/ Million man-hr	5.74	5.12	3.51

GRI	Topics	Unit	2020	2021	2022
Disclosure 102-43	Injury Frequency Rate (IFR)				
	• Employees	Person/ Million man-hr	0.47	1.76	0.48
	• Worker controlled by IRC	Person/ Million man-hr	0	0	0
	Occupational Disease Rate (ODR)				
	• Employees	Persons	0	0	0
	• Worker controlled by IRC	Persons	0	0	0
	Lost Day Rate				
	• Employees	Percentage	7.50	0.48	42.53
	• Accidents in the production process	Case	6	17	9
	* Injuries are excluded first aid in the injury rate (IR) and lost day count begins the scheduled work day after the accident				
	Safety Day Activity				
	• Target	Percent of total employees	30%	30%	30%
	• Operational Result	Percentage	36%	40%	50%
	Safety Simulation Room Training				
	• Operational Result	Percent of total employees	100%	100.00%	100.00%
	• Operational Result	Percentage	99.85%	98.69%	98.40%
	Fire Evacuation Drill				
	• Target	Times/year	1	1	1
	• Operational Result	Times/year	1	1	1
Disclosure 102-43	5. Customer Responsibility				
	Customer Satisfaction survey				
	• Tire-Tube Business Unit	Percentage	84.22	94.9	94.84
	• IED Business Unit	Percentage	82.82	88.86	91.00

GRI	Topics	Unit	2020	2021	2022
Disclosure 416-2	• No. of incidents of non-compliance with regulations and voluntary codes concerning customers' safety	Case	0	0	0
Disclosure 417-2	• No. of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling	Case	0	0	0
Disclosure 417-3	• No. of incidents of non-compliance with regulations and voluntary codes concerning marketing communication	Case	0	0	0
Disclosure 418-1	• No. of incidents of substantiated compliances regarding breaches of customer privacy	Case	0	0	0
Disclosure 414-1	6. Supplier Social Assessment				
	• New suppliers screened by Human Rights criteria	Percentage	100	100	100
	• New suppliers screened by Labour Practice criteria	Percentage	100	100	100
	• New suppliers screened by negative impacts on society criteria	Percentage	100	100	100
Disclosure 414-2	• Number of suppliers subjected to Human Rights	Case	0	0	0
	• Number of suppliers subjected to Labour Practice	Case	0	0	0
	• Number of suppliers subjected to negative impacts on society	Case	0	0	0
Disclosure 419-1	7. Socioeconomic Compliance				
	• Number of fines for non-compliance with laws and regulations	Case	0	0	0
	• Amount of fines for non-compliance with laws and regulations	Baht	0	0	0

Environmental Performance

GRI	Topics	Unit	2020	2021	2022
Disclosure 302-3	<ul style="list-style-type: none"> Total Energy Consumption within the Organization 	GJ	286,817	308,597	321,371
	Non-Renewable Energy Consumption				
	Energy				
	<ul style="list-style-type: none"> Natural Gas (LPG) 	GJ	492	2,217	14,569
	<ul style="list-style-type: none"> Bunker oil/ Fuel oil 	GJ	432,619	159,492	159,701
	Electricity and steam :				
	<ul style="list-style-type: none"> Electricity 	GJ	131,226	144,002	145,980
	<ul style="list-style-type: none"> Steam 	GJ	0	0	0
	Other				
	Renewable Energy				
	<ul style="list-style-type: none"> Solar 	GJ	4,184	7,569	7,884
	<ul style="list-style-type: none"> Biomass and Biogas 	GJ	-	-	-
	<ul style="list-style-type: none"> Energy Intensity 	GJ/production tons	18.48	17.44	17.51
Disclosure 302-4	Reduction of energy consumption				
	<ul style="list-style-type: none"> Electricity 	GJ	6,324	226	1,629
	<ul style="list-style-type: none"> Steam 	GJ	0	226	0
	<ul style="list-style-type: none"> Bunker oil/ Fuel oil 	GJ	255	0	0
Disclosure 305-1	Greenhouse gas (GHG) emission				
	<ul style="list-style-type: none"> Direct GHG emission from production processes (SCOPE 1) 	tCO ₂ e	13,280	13,186	14,069
Disclosure 305-2	<ul style="list-style-type: none"> Indirect GHG emission from power and biogas purchased (SCOPE 2) 	tCO ₂ e	22,758	21,091	21,666
Disclosure 305-4	GHGs Emission Intensity				
	<ul style="list-style-type: none"> Rangsit 	tCO ₂ e/production tons	1.51	1.37	1.40
	<ul style="list-style-type: none"> Wangnoi 	tCO ₂ e/production tons	0.84	0.56	0.55
Disclosure 305-7	Air emissions				
	<ul style="list-style-type: none"> CO₂ 	Tons	NONE	NONE	NONE
	<ul style="list-style-type: none"> CO₂ Intensity 	Tons/ Production tons	NONE	NONE	NONE

GRI	Topics	Unit	2020	2021	2022
	• SOx	ppm			
	• Total Suspended Particulate Matter: TSP	Tons	NONE	NONE	NONE
	• TSP Intensity	Tons/ Production tons	NONE	NONE	NONE
Disclosure 303-1	Water				
	• Total water used	m ³	177,689	176,309	173,745
	• Water supply used	m ³	95,787	95,554	103,695
	• Ground water used	m ³	71,902	80,755	70,050
	• Water used from other sources	m ³	0	0	0
	• Water Intensity	m ³ / production tons	11.78	9.87	9.39
Disclosure 303-3	• Reused and Recycled water	m ³	NONE	NONE	14,164
	• Percentage of water recycled and reused to total water withdrawal	Percentage	NONE	NONE	15
Disclosure 306-1	Effluent				
	• Biochemical Oxygen Demand: BOD	mg/l	9.13	10.92	4.13
	• Chemical Oxygen Demand: COD	mg/l	48.48	63.42	31.00
	• Oil and Grease	mg/l	11.00	4.00	3.15
	• Total Dissolved Solid: TDS	mg/l	605.03	547.42	405.50
Disclosure 306-2	Waste Disposal				
	Total waste	Tons	3,076	2,147	3,401
	Hazardous waste				
	• Hazardous waste that cannot be sold	Tons	308.5	586.24	563.95
	• Hazardous waste that can be sold	Tons	30.8	64.18	67.15
	• Hazardous waste that can be sold	Baht	134,940	303,957	323,700
	Non-hazardous Waste				
	• Recycling of non-hazardous waste	Tons	2,737	1,496	2,777

GRI	Topics	Unit	2020	2021	2022
Disclosure 306-2	• Return from selling	Baht	8,866,505	5,094,978	878,301
Disclosure 306-3	Oil and Chemical spills				
	• Number of significant oil and chemical spills (more than 100 Barrels each)	Case	0	0	0
Disclosure 308-1	Supply Chain Management				
	• New suppliers/ key suppliers were self-assessed on SCOC criteria	Percentage	100	100	100
Disclosure 307-1	Environmental Compliance				
	• Number of significant fines associated with environmental law violation	Case	0	0	0
	• Monetary value of significant fines associated with environmental law violation"	Baht	0	0	0
Disclosure 308-1	• New suppliers were self-assessed on SCOC criteria	Percentage	100	100	100
Disclosure 308-2	• New suppliers found environmental issues	Case	0	0	0



DRIVE The Creative Innovation

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